

West Oxfordshire District Council

Revenue Budget 2017/2018

West Oxfordshire District Council

Summary Revenue Expenditure 2016/2017 & 2017/2018

	2016/2017 Estimate £	2017/2018 Estimate £
Managing Director		
Environmental & Regulatory Services	944,400	699,800
Go Shared Services	0	0
ICT, Change & Customer Service	204,200	214,200
Land, Legal & Property	-90,000	-83,900
Revenues & Housings Support	1,649,700	1,710,800
Partnership Managing Director	25,600	28,100
Strategic Director		
Democratic Services	910,500	930,100
Retained Services	-762,200	-1,360,200
Strategic Director		
Environmental Services	5,853,600	6,163,600
Leisure and Community	1,740,300	1,848,800
Planning & Strategic Housing	1,048,400	1,128,900
Total Cost of Services	11,524,500	11,280,200

West Oxfordshire District Council

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/2017 Estimate £	2017/2018 Estimate £
7,748,715	Employees	7,956,400	8,149,600
1,601,334	Premises Related Expenditure	1,464,300	1,724,100
514,493	Transport Related Expenditure	578,700	428,700
4,633,146	Supplies & Services	4,118,700	4,519,800
6,041,329	Third Party Payments	6,336,500	6,905,000
25,115,880	Transfer Payments	23,885,600	24,069,400
3,794,613	Support Services	4,400,800	4,442,400
1,815,637	Capital Charges	1,680,000	1,815,600
<hr/> 51,265,147	Total Cost	<hr/> 50,421,000	<hr/> 52,054,600
38,078,734	External Income	34,821,400	36,555,200
3,472,286	Income from Internal Recharges	4,075,100	4,219,200
<hr/> 9,714,127	Total Cost of Services	<hr/> 11,524,500	<hr/> 11,280,200

West Oxfordshire District Council

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/2017 Estimate £	2017/2018 Estimate £
9,714,127	Total Cost of Services	11,524,500	11,280,200
	Capital Expenditure charged to the Revenue A/C	657,100	540,100
	Capital Financing		176,900
	Inflation Provision - Waste		43,200
	Savings to be Identified	-277,800	-64,400
	Potential further savings in-year above target		-203,900
	One -Off Set Up Costs 2020	891,000	505,000
	Earmarked Reserves Funding	-891,000	-505,000
	Temporary loans interest	2,500	2,500
	Capital Charges	-1,680,000	-1,818,500
	Net Operating Expenditure	10,226,300	9,956,100
	Investment Income	-657,500	-607,300
	Net Expenditure	9,568,800	9,348,800
	Contribution to/(from):		
	General Fund Balances	-131,531	-290,160
	Business Rates Movement Reserve	-897,400	
	Amount to be met from Government Grants & Local Tax Payers	8,539,869	9,058,640
	Transfers to / from (-)Collection Fund	-78,325	-107,692
	Transfers to / from (-)Collection Fund - NNDR	1,086,312	
	Revenue Support Grant	-1,057,446	-636,596
	Retained Business Rates	-3,065,385	-3,038,007
	New Homes Bonus	-1,831,431	-1,360,770
	Rural Funding S31 Grant	-126,172	-101,878
	Less: Grant to Parishes (Council Tax Support)	128,765	88,000
	Net Requirement	3,596,187	3,901,697
	Taxbase	41,512.03	42,581.00
	Council Tax (at Band D)	£86.63	£91.63

Environment & Regulatory Services

Summary Revenue Expenditure 2016/2017 and 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
26,077	Building Control	-15,500	2,600
750,399	Regulatory Services	959,900	697,200
<u>776,476</u>	Net Cost of Service	<u>944,400</u>	<u>699,800</u>

Environment & Regulatory Services Summary

Purpose of Service

Many of the environmental and regulatory services that the Council operates are included here.

The principal services included –

- ◇ Building Control
- ◇ Emergency Planning
- ◇ Environment Enforcement
- ◇ Health & Safety advice
- ◇ Environment Protection
- ◇ Food Safety
- ◇ Licensing
- ◇ Market
- ◇ Private Housing Sector: HSG

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
952,717	Employees	1,099,200	983,700
67,613	Premises Related Expenditure	68,800	79,000
65,042	Transport Related Expenditure	76,400	87,300
147,586	Supplies & Services	215,400	195,000
67,015	Third Party Payments	60,300	41,900
0	Transfer Payments	0	0
269,217	Support Services	287,700	271,600
791	Capital Charges	8,400	800
<hr/> 1,569,981	Total Cost	<hr/> 1,816,200	<hr/> 1,659,300
758,267	External Income	805,700	942,600
35,238	Income from Internal Recharges	66,100	16,900
<hr/> 776,476	Net Expenditure	<hr/> 944,400	<hr/> 699,800

Purpose of Service

Building Control is a statutory service provided to ensure that all new buildings and buildings which are altered, extended or have a 'material change of use' comply with the standards contained in Building Regulations. These protect the health, safety, welfare of the public and the sustainability of the built environment. Fees for this service are authorised by Building (Local Authority Charges) Regulations 2010, which require authorities to achieve full cost recovery on their building regulation chargeable work and determine standard and individual charges that reflect the cost of the service on individual projects. Corporate bodies acting as Approved Inspectors also offer these services and competition for customers is keen.

The non-fee work involves administering the Council's functions under the Building Acts with regard to dangerous structure and demolitions, investigating unauthorised work and taking legal proceedings where appropriate.

The number of full time equivalent staff for this service is 5.75

Performance Indicators and Service Standards

- ◇ To carry out 90% of full plan checks within 21 days of receipt
- ◇ Ratio of Employee and Direct Costs:Income

Service Vision

Ensuring the delivery of safe, healthy, accessible and sustainable buildings for current and future generations.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
188,662	Employees	216,600	212,700
19,264	Premises Related Expenditure	20,200	24,900
16,820	Transport Related Expenditure	21,700	21,300
54,325	Supplies & Services	57,100	57,100
0	Third Party Payments	0	0
0	Transfer Payments	0	0
106,317	Support Services	112,900	90,600
0	Capital Charges	0	0
385,386	Total Cost	428,500	406,600
359,310	External Income	444,000	404,000
0	Income from Internal Recharges	0	0
26,077	Net Expenditure	-15,500	2,600

Purpose of Service

The principal services included –

- ◇ Emergency Planning
- ◇ Environment Enforcement
- ◇ Health & Safety advice
- ◇ Environment Protection
- ◇ Food Safety
- ◇ Licensing
- ◇ Market
- ◇ Private Housing Sector: HSG

The above listed services have temporarily been amalgamated in the budget book.
It is planned to provide a more detailed breakdown in the near future to reflect the new service costs.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
764,055	Employees	882,600	771,000
48,349	Premises Related Expenditure	48,600	54,100
48,223	Transport Related Expenditure	54,700	66,000
93,261	Supplies & Services	158,300	137,900
67,015	Third Party Payments	60,300	41,900
0	Transfer Payments	0	0
162,900	Support Services	174,800	181,000
791	Capital Charges	8,400	800
1,184,594	Total Cost	1,387,700	1,252,700
398,958	External Income	361,700	538,600
35,238	Income from Internal Recharges	66,100	16,900
750,399	Net Expenditure	959,900	697,200

GO Shared Services

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	GO Shared Services	0	0
0	Net Cost of Service	0	0

GO Shared Services Summary

Purpose of Service

GO Shared Services provides Human Resources, Payroll, Procurement and Financial Services advice to Cotswold District Council, Cheltenham Borough Council, the Forest of Dean District Council and West Oxfordshire District Council.

All GO staff are employees of Cotswold District Council. Each Council pays Cotswold District Council for its share of the services consumed.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
4,019	Employees	17,300	17,300
35,430	Premises Related Expenditure	41,600	38,900
362	Transport Related Expenditure	3,300	3,300
807,457	Supplies & Services	856,500	867,700
0	Third Party Payments	11,400	11,400
0	Transfer Payments	0	0
92,750	Support Services	118,000	109,700
102,117	Capital Charges	83,400	102,100
<u>1,042,136</u>	Total Cost	<u>1,131,500</u>	<u>1,150,400</u>
37,082	External Income	0	0
1,005,054	Income from Internal Recharges	1,131,500	1,150,400
<u><u>0</u></u>	Net Expenditure	<u><u>0</u></u>	<u><u>0</u></u>

Purpose of Service

GO Shared Services provide the following services to the Council:

- Accountancy
- Payment of creditors
- Debtor invoice raising and recovery
- Payroll
- Human resources
- Learning & Development
- Procurement
- Health & safety
- Insurance

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
4,019	Employees	17,300	17,300
35,430	Premises Related Expenditure	41,600	38,900
362	Transport Related Expenditure	3,300	3,300
807,457	Supplies & Services	856,500	867,700
0	Third Party Payments	11,400	11,400
0	Transfer Payments		
92,750	Support Services	118,000	109,700
102,117	Capital Charges	83,400	102,100
<u>1,042,136</u>	Total Cost	<u>1,131,500</u>	<u>1,150,400</u>
37,082	External Income		
1,005,054	Income from Internal Recharges	1,131,500	1,150,400
<u><u>0</u></u>	Net Expenditure	<u><u>0</u></u>	<u><u>0</u></u>

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Managing ICT & Customer Services

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	ICT & Customer Services	0	0
165,882	Tourist/Visitor Information Centre	204,200	214,200
<u>165,882</u>	Net Cost of Service	<u>204,200</u>	<u>214,200</u>

Management ICT and Customer Services

Purpose of Service

The service includes the following:

- Information systems
- Business solutions
- Customer services
- Visitor information service

The ICT and Customer services are charged to each Service via Service Level Agreements.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
1,619,351	Employees	1,651,500	1,785,900
88,154	Premises Related Expenditure	121,200	138,500
41,773	Transport Related Expenditure	41,900	43,200
420,777	Supplies & Services	412,400	415,600
0	Third Party Payments	2,600	2,600
0	Transfer Payments	0	0
246,389	Support Services	305,800	305,400
191,683	Capital Charges	174,800	191,700
2,608,127	Total Cost	2,710,200	2,882,900
744,936	External Income	651,500	678,800
1,697,308	Income from Internal Recharges	1,854,500	1,989,900
165,882	Net Expenditure	204,200	214,200

Purpose of Service

These Central Support Services include the following:

- Head of Business Information & Change
- Performance review
 - Information systems
 - Business solutions
 - Customer services
 - Business improvement
 - Street naming

There are ~~xxx~~ full time equivalent staff engaged on these central support service activities.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
1,494,252	Employees	1,525,800	1,659,000
82,130	Premises Related Expenditure	106,700	122,600
40,065	Transport Related Expenditure	40,900	42,200
368,263	Supplies & Services	364,800	367,900
0	Third Party Payments		
0	Transfer Payments		
178,265	Support Services	233,300	225,500
186,410	Capital Charges	169,400	186,400
2,349,386	Total Cost	2,440,900	2,603,600
652,078	External Income	586,400	613,700
1,697,308	Income from Internal Recharges	1,854,500	1,989,900
0	Net Expenditure	0	0

Service
Division of Service
Group Manager

Managing ICT & Customer Services
Visitor Information Service
Group Manager of ICT&Customer Services

Purpose of Service

To provide an excellent service to all users of the Council's Visitor Information Centres, be they West Oxfordshire residents or visitors to the District, with the aim of enhancing people's enjoyment of the area.

The priority for the service is to increase sales and commissions and maximise profit, plus increasing spending in the local economy.

The Visitor Information Centres provide a source of information, advice and services, including accommodation, coach travel, cinema and event ticket bookings. Plus a range of gifts and locally produced goods.

The number of full time equivalent staff for this service is xxx.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
125,098	Employees	125,700	126,900
6,024	Premises Related Expenditure	14,500	15,900
1,708	Transport Related Expenditure	1,000	1,000
52,514	Supplies & Services	47,600	47,700
0	Third Party Payments	2,600	2,600
0	Transfer Payments	0	0
68,124	Support Services	72,500	79,900
5,273	Capital Charges	5,400	5,300
258,741	Total Cost	269,300	279,300
92,859	External Income	65,100	65,100
0	Income from Internal Recharges	0	0
165,882	Net Expenditure	204,200	214,200

Land Charges, Legal and Property Services

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Property Services	0	0
0	Legal Services	0	0
-118,040	Local Land Charges	-90,000	-83,900
<u>-118,040</u>	Net Cost of Service	<u>-90,000</u>	<u>-83,900</u>

Land Charges, Legal & Property Services Summary

Purpose of Service

The service covers includes:

- Property Services
- Legal Services
- Local Land Charges

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
269,409	Employees	281,900	293,500
367,388	Premises Related Expenditure	394,800	482,500
11,333	Transport Related Expenditure	20,300	17,700
245,752	Supplies & Services	276,300	278,000
5,672	Third Party Payments	26,200	26,200
0	Transfer Payments	0	0
114,121	Support Services	144,300	139,300
115,067	Capital Charges	113,900	115,100
1,128,743	Total Cost	1,257,700	1,352,300
422,659	External Income	405,200	355,700
824,123	Income from Internal Recharges	942,500	1,080,500
-118,040	Net Expenditure	-90,000	-83,900

Purpose of Service

The costs attributed to this division of service are recharged to services reflecting occupancy.

The number of full time equivalent staff for this service is xxx.

To ensure that all corporate buildings are adequately managed and maintained within the available budget to enable effective delivery of Council services.

Effectively manage property/facilities management projects that may be required.

Provide a first class facilities management service.

Provide professional property/facilities management advice to other services/departments within WODC.

The increase in 2017/18 budget mainly due to the factor of business rate increased by £86k.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
206,969	Employees	224,800	234,300
361,898	Premises Related Expenditure	388,500	475,300
10,780	Transport Related Expenditure	17,000	14,400
25,548	Supplies & Services	33,400	33,400
4,944	Third Party Payments	15,600	15,600
0	Transfer Payments	0	0
34,616	Support Services	49,500	45,000
115,067	Capital Charges	113,900	115,100
759,823	Total Cost	842,700	933,100
146,536	External Income	169,900	120,400
613,287	Income from Internal Recharges	672,800	812,700
0	Net Expenditure	0	0

Service
Division of Service
Group Manager

Land Charges, Legal and Property Services
Legal Service
Group Manager of Land charges, Legal and Property Services

Purpose of Service

The Legal Service is shared between West Oxfordshire District Council, Cotswold District Council and Forest of Dean District Council. The shared service provides the legal advisory services to each council and the cost of services are shared proportionally between three Councils.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
30,000	Employees	30,900	32,600
5,240	Premises Related Expenditure	6,200	7,100
553	Transport Related Expenditure	3,100	3,100
177,716	Supplies & Services	209,500	211,100
728	Third Party Payments	10,600	10,600
0	Transfer Payments		
25,705	Support Services	35,600	29,500
0	Capital Charges		
<hr/> 239,942	Total Cost	<hr/> 295,900	<hr/> 294,000
29,105	External Income	26,200	26,200
210,837	Income from Internal Recharges	269,700	267,800
<hr/> 0 <hr/>	Net Expenditure	<hr/> 0 <hr/>	<hr/> 0 <hr/>

Service
 Division of Service
 Group Manager

Land Charges, Legal and Property Services
 Local Land Charges
 Grouper Manager of Land charges, Legal and Property Services

Purpose of Service

This service responds to searches from homebuyers and others giving information about charges and restrictions affecting property and details about planning, building regulations, roads, traffic schemes and environmental matters.

The number of full time equivalent staff for this service is xxx

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Performance Indicators and Service Standards

◇ To carry out 99% of standard searches in 8 working days.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
32,440	Employees	26,200	26,600
250	Premises Related Expenditure	100	100
0	Transport Related Expenditure	200	200
42,489	Supplies & Services	33,400	33,500
0	Third Party Payments	0	0
0	Transfer Payments	0	0
53,800	Support Services	59,200	64,800
0	Capital Charges	0	0
128,979	Total Cost	119,100	125,200
247,019	External Income	209,100	209,100
0	Income from Internal Recharges	0	0
-118,040	Net Expenditure	-90,000	-83,900

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Revenue & Benefit and Housing Support Services

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
	Housing Support Services		
448,159	Homelessness	406,000	427,000
56,598	Private Sector Housing	22,900	43,400
	Revenue & Benefit Services		
564,476	Local Tax Collection	674,100	641,300
356,052	Rent Allowances	546,700	599,100
<u>1,425,285</u>	Net Cost of Service	<u>1,649,700</u>	<u>1,710,800</u>

Revenue, Benefit and Housing Support Services Summary

Purpose of Service

The Revenue, Benefit and Housing Support Services are shared the services between the West Oxfordshire District Council and Cotswold District Council. It provides the following services to the West Oxfordshire District Council:

- Homelessness
- Private Housing Grant
- Disable Facilities Support
- Revenue and Benefit
- Local Tax collection

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
1,556,090	Employees	1,361,200	1,388,900
142,034	Premises Related Expenditure	151,500	185,600
73,201	Transport Related Expenditure	61,700	60,300
468,069	Supplies & Services	398,400	363,100
71,010	Third Party Payments	96,900	115,600
25,099,438	Transfer Payments	23,883,900	24,067,700
542,193	Support Services	558,700	596,200
6,470	Capital Charges	8,600	6,500
<u>27,958,506</u>	Total Cost	<u>26,520,900</u>	<u>26,783,900</u>
26,533,221	External Income	24,871,200	25,072,500
0	Income from Internal Recharges	0	600
<u><u>1,425,285</u></u>	Net Expenditure	<u><u>1,649,700</u></u>	<u><u>1,710,800</u></u>

Purpose of Service

Administration of District waiting list for affordable homes, provision of housing advice, prevention of homelessness and assistance to secure private rented accommodation.

The number of full time equivalent staff for this service is xxx.

Performance Indicators and Service Standards

- ◇ 95% of homeless applications on which the authority is required to make a decision should have a written notification issued to the applicant within 33 working days
- ◇ The Council will endeavour to accommodate fewer than 35 households in bed and breakfast, shared annexe or other emergency accommodation during the year
- ◇ Average length of stay in bed and breakfast accommodation for non-intentionally homeless applicants with dependants should be no more than 42 days
- ◇ No more than 7 households should be living in temporary accommodation as at 1 April 2015

2014/15 Actual £		2015/16 Estimate £	2016/17 Estimate £
260,976	Employees	175,900	229,400
11,070	Premises Related Expenditure	12,600	15,500
17,663	Transport Related Expenditure	14,600	10,100
141,332	Supplies & Services	118,500	79,500
68,655	Third Party Payments	85,900	85,900
0	Transfer Payments	0	0
93,480	Support Services	96,200	108,800
0	Capital Charges	0	0
<hr/> 593,176	Total Cost	<hr/> 503,700	<hr/> 529,200
145,017	External Income	97,700	102,200
0	Income from Internal Recharges	0	0
<hr/> 448,159	Net Expenditure	<hr/> 406,000	<hr/> 427,000

Purpose of Service

This service reflects the operational costs of Council Tax and NNDR Collection, including Council Tax Support Scheme and discretionary reliefs awarded.

The number of full time equivalent staff for this service is xxx.

Performance Indicators and Service Standards

Council Tax

- ◇ Percentage of Council Tax received in the year.

Council Tax Support Scheme

- ◇ The Audit Commission has set performance targets for all new applications to be processed within 14 days of receipt of all evidence required.
- ◇ Performance target for processing changes in circumstances is 8 days.
- ◇ Performance figures are published each year.

NNDR

- ◇ The percentage of non-domestic rates received in the year.

NNDR Relief

- ◇ Discretionary relief for charitable and other non-profit making organisations providing facilities for sport, education, fine arts and the relief of poverty.
- ◇ Support for shops and other businesses in Rural Areas.
- ◇ Hardship relief.
- ◇ Small Business Rate Relief.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
640,671	Employees	651,700	617,600
74,630	Premises Related Expenditure	85,400	105,000
20,018	Transport Related Expenditure	27,100	28,900
214,793	Supplies & Services	175,700	175,700
0	Third Party Payments	0	0
-7,300	Transfer Payments	0	0
269,310	Support Services	275,400	289,300
0	Capital Charges	0	0
1,212,122	Total Cost	1,215,300	1,216,500
647,646	External Income	541,200	575,200
0	Income from Internal Recharges	0	0
564,476	Net Expenditure	674,100	641,300

Purpose of Service

This service provides financial help to those residents in the private rented sector of the community who are on a low income. Housing Benefits are means tested and entitlement is paid either to the claimant or landlord at 2 or 4 weekly intervals. Also included is the Local Scheme, which relates to extra financial help to those who either receive a war pension or war widow's pension.

The number of full time equivalent staff for this service equates to xxx.

Performance Indicators and Service Standards

Rent Allowances and Local Scheme

- ◇ The Audit Commission has set performance targets for all new applications to be processed within 14 days of receipt of all evidence required.
- ◇ Performance target for processing changes in circumstances is 6 days.
- ◇ Performance figures are published each year.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
511,027	Employees	424,900	435,100
46,156	Premises Related Expenditure	50,500	62,100
25,806	Transport Related Expenditure	16,300	17,600
78,638	Supplies & Services	97,400	97,400
0	Third Party Payments	0	0
25,106,738	Transfer Payments	23,883,900	24,067,700
158,063	Support Services	169,000	177,300
6,470	Capital Charges	6,500	6,500
25,932,898	Total Cost	24,648,500	24,863,700
25,576,847	External Income	24,101,800	24,264,600
0	Income from Internal Recharges	0	0
356,052	Net Expenditure	546,700	599,100

Purpose of Service

This service covers the following functions:

- ◇ Administration of grants and the facilitation of loans within the provisions of the Council's Private Sector Housing Renewal Policy and Capital Programme.
- ◇ Home Improvement Agency.
- ◇ Statutory duties with respect enforcement of housing standards in the private sector. Ensuring people do not live in sub-standard housing or housing that will adversely affect their health, safety and well being.
- ◇ Licensing and control of houses in multiple occupation and mobile home sites including the investigation of alleged harassment and illegal eviction.

The number of full time equivalent staff for this service is xxx

Performance Indicators and Service Standards

- ◇ Percentage of disabled adaptations to be approved within target days
- ◇ To process all completed applications for Grants and claims for payment within targets
- ◇ Percentage of HMO and mobile home site inspections due for inspection achieved.
- ◇ Percentage of service requests that meet targets for response and resolution.

2014/15		2015/16	2016/17
Actual		Estimate	Estimate
£		£	£
143,416	Employees	108,700	106,800
10,178	Premises Related Expenditure	3,000	3,000
9,714	Transport Related Expenditure	3,700	3,700
33,306	Supplies & Services	6,800	10,500
2,355	Third Party Payments	11,000	29,700
0	Transfer Payments	0	0
21,340	Support Services	18,100	20,800
0	Capital Charges	2,100	0
220,309	Total Cost	153,400	174,500
163,711	External Income	130,500	130,500
0	Income from Internal Recharges	0	600
56,598	Net Expenditure	22,900	43,400

Partnership Managing Director and Vision 2020

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
30,002 0	Chief Executive 2020 Vision	25,600 0	28,100 0
<u>30,002</u>	Net Cost of Service	<u>25,600</u>	<u>28,100</u>

Service
 Division of Service
 Head of Service

Partnership Managing Director
 Partnership Managing Director and Vision 2020
 Partnership Managing Director

Purpose of Service

The service represents the cost to the Council of the 2020 Partnership Managing Director and the service providing to the Council.

The position of Partnership Managing Director oversees the GO Shared Services; ICT, Change and Customer Service; Land, Legal & Property; Environmental & Regulatory Services; and Revenues & Housing Support service areas.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
74,806	Employees	188,100	189,300
8,310	Premises Related Expenditure	8,300	10,200
10,004	Transport Related Expenditure	7,900	6,600
16,550	Supplies & Services	9,000	9,000
0	Third Party Payments	0	0
0	Transfer Payments	0	0
67,844	Support Services	80,800	81,500
0	Capital Charges	0	0
<hr/> 177,514	Total Cost	<hr/> 294,100	<hr/> 296,600
111,834	External Income	71,500	71,500
35,678	Income from Internal Recharges	197,000	197,000
<hr/> 30,002	Net Expenditure	<hr/> 25,600	<hr/> 28,100

Purpose of Service

The Vision 2020 cost centres represent the cost of the 2020 project and associated programme of change. Provision for the cost of the programme has been made in the MTFs.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
471,540	Employees	0	0
5,509	Premises Related Expenditure	0	0
13,675	Transport Related Expenditure	0	0
423,473	Supplies & Services	0	0
0	Third Party Payments	0	0
0	Transfer Payments	0	0
0	Support Services	0	0
0	Capital Charges	0	0
914,197	Total Cost	0	0
914,197	External Income	0	0
0	Income from Internal Recharges	0	0
0	Net Expenditure	0	0

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Democratic Services

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
0	Administration	0	0
284,684	Elections	242,100	244,300
151,704	Representing Local Interests	162,900	162,900
467,513	Support to Elected Bodies	505,500	522,900
<u>903,901</u>	Net Cost of Service	<u>910,500</u>	<u>930,100</u>

Democratic Services Summary

Purpose of Service

Democratic Services comprise the range of services which support the elected bodies (Members of the Council), representing local interests, elections and administration functions.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
289,988	Employees	323,300	290,200
86,838	Premises Related Expenditure	91,600	110,200
11,552	Transport Related Expenditure	17,500	15,200
612,012	Supplies & Services	636,100	635,800
0	Third Party Payments	0	0
0	Transfer Payments	0	0
217,460	Support Services	253,900	253,100
0	Capital Charges	5,000	0
<u>1,217,850</u>	Total Cost	<u>1,327,400</u>	<u>1,304,500</u>
6,169	External Income	7,000	7,000
307,780	Income from Internal Recharges	409,900	367,400
<u><u>903,901</u></u>	Net Expenditure	<u><u>910,500</u></u>	<u><u>930,100</u></u>

Purpose of Service

The services supports the administration function of the Council.

2014/15 Actual £		2015/16 Estimate £	2016/17 Estimate £
238,744	Employees	311,100	277,900
5,240	Premises Related Expenditure	6,000	6,900
2,234	Transport Related Expenditure	8,500	6,200
22,825	Supplies & Services	33,800	27,500
0	Third Party Payments	0	0
0	Transfer Payments	0	0
43,090	Support Services	56,100	54,500
0	Capital Charges	0	0
<hr/> 312,133	Total Cost	<hr/> 415,500	<hr/> 373,000
4,352	External Income	5,600	5,600
307,780	Income from Internal Recharges	409,900	367,400
<hr/> 0 <hr/>	Net Expenditure	<hr/> 0 <hr/>	<hr/> 0 <hr/>

Service
Division of Service
Head of Service

Democratic Services
Elections
Head of Democratic Services

Purpose of Service

This service covers the costs of compiling and maintaining the Electoral Register and the cost of District, Town and Parish Council elections and by-elections. It also (i) supports the administration of Parliamentary, European, County Council and Police and Crime Commissioner elections, and of referenda; carries out associated electoral matters, such as the carrying out of electoral and community governance reviews.

2014/15		2015/16	2016/17
Actual		Estimate	Estimate
£		£	£
34,128	Employees	0	0
17,588	Premises Related Expenditure	16,600	20,400
0	Transport Related Expenditure	0	0
102,644	Supplies & Services	67,000	73,000
0	Third Party Payments	0	0
0	Transfer Payments	0	0
132,140	Support Services	154,900	152,300
0	Capital Charges	5,000	0
286,500	Total Cost	243,500	245,700
1,816	External Income	1,400	1,400
0	Income from Internal Recharges	0	0
284,684	Net Expenditure	242,100	244,300

Purpose of Service

This cost centre covers the costs of Members (principally Members' expenses and allowances) and the cost of the Council Chamber and Committee facilities.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
17,117	Employees	12,200	12,300
64,010	Premises Related Expenditure	69,000	82,900
9,318	Transport Related Expenditure	9,000	9,000
339,558	Supplies & Services	377,900	377,900
0	Third Party Payments	0	0
0	Transfer Payments	0	0
37,510	Support Services	37,400	40,800
0	Capital Charges	0	0
<hr/> 467,513	Total Cost	<hr/> 505,500	<hr/> 522,900
0	External Income	0	0
0	Income from Internal Recharges	0	0
<hr/> 467,513	Net Expenditure	<hr/> 505,500	<hr/> 522,900

Service
Division of Service
Head of Service

Democratic Services
Representing Local Interests
Head of Democratic Services

Purpose of Service

Included in this cost centre is the grant to the West Oxfordshire Citizens' Advice Bureau and the Council's subscription to the Local Government Association.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
146,984	Supplies & Services	157,400	157,400
0	Third Party Payments	0	0
0	Transfer Payments	0	0
4,720	Support Services	5,500	5,500
0	Capital Charges	0	0
151,704	Total Cost	162,900	162,900
0	External Income	0	0
0	Income from Internal Recharges	0	0
151,704	Net Expenditure	162,900	162,900

Retained Services

Summary Revenue Expenditure 2016/2017 & 2017/18

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
642,870	Corporate Policy-Making	859,200	840,400
352,112	Corporate Finance	448,500	479,400
70,921	Treasury Management	79,400	81,800
63,079	Audit Fee	65,100	65,100
56,031	Bank Charges	35,900	44,900
82,926	Non Distributed Costs	514,000	563,100
1,684	Fairs	-3,700	-4,000
1,625	Housing Loans	700	100
-2,479,403	Investement Properties	-2,474,300	-3,075,300
-318,699	Industrial Units	-316,900	-385,600
7,602	Publicity	29,900	29,900
<u><u>-1,519,252</u></u>	Net Cost of Service	<u><u>-762,200</u></u>	<u><u>-1,360,200</u></u>

Retained Service Summary

Purpose of Service

Retained Services comprise the corporate policy making and development functions and other trading services.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
231,501	Employees	627,700	698,800
296,565	Premises Related Expenditure	193,500	210,700
6,738	Transport Related Expenditure	10,000	10,000
318,827	Supplies & Services	367,000	381,600
2,543	Third Party Payments	3,300	3,300
0	Transfer Payments	0	0
965,939	Support Services	1,237,300	1,208,200
10,013	Capital Charges	7,500	10,000
<u>1,832,126</u>	Total Cost	<u>2,446,300</u>	<u>2,522,600</u>
3,351,378	External Income	3,208,500	3,882,800
0	Income from Internal Recharges	0	0
<u><u>-1,519,252</u></u>	Net Expenditure	<u><u>-762,200</u></u>	<u><u>-1,360,200</u></u>

Purpose of Service

This Cost Centre reflects the activities and costs which provide the infrastructure which allows services to be provided and information required for public accountability to be supplied.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
29,409	Employees	500	500
12,697	Premises Related Expenditure	12,700	16,600
-51	Transport Related Expenditure	3,500	3,500
74,495	Supplies & Services	121,300	122,500
0	Third Party Payments	0	0
0	Transfer Payments	0	0
526,663	Support Services	721,200	697,300
0	Capital Charges	0	0
643,214	Total Cost	859,200	840,400
344	External Income	0	0
0	Income from Internal Recharges	0	0
642,870	Net Expenditure	859,200	840,400

Purpose of Service

This reflects the cost of strategic financial support and advice to the Council. These costs are not allocated to Services.

There is 1 FTE including the cost of a Strategic Director.

2017/18 employee costs includes £14,400 growth for the Apprenticeship Levy.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
118,641	Employees	110,200	132,200
0	Premises Related Expenditure	-500	9,600
6,757	Transport Related Expenditure	6,500	6,500
65,165	Supplies & Services	24,300	24,300
0	Third Party Payments	2,300	2,300
0	Transfer Payments	0	0
300,754	Support Services	357,500	356,300
0	Capital Charges	0	0
491,318	Total Cost	500,300	531,200
139,206	External Income	51,800	51,800
0	Income from Internal Recharges	0	0
352,112	Net Expenditure	448,500	479,400

**Service
Division of Service**

**Retained Services
Treasury Management**

Purpose of Service

These costs reflect fees payable to investment fund managers and the Council's independent advisors. In-house treasury management costs are charged via support services.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
0	Premises Related Expenditure	0	0
32	Transport Related Expenditure	0	0
21,737	Supplies & Services	25,200	25,200
0	Third Party Payments	0	0
0	Transfer Payments	0	0
51,530	Support Services	54,200	56,600
0	Capital Charges	0	0
<hr/> 73,299	Total Cost	<hr/> 79,400	<hr/> 81,800
2,378	External Income	0	0
0	Income from Internal Recharges	0	0
<hr/> 70,921	Net Expenditure	<hr/> 79,400	<hr/> 81,800

**Service
Division of Service**

**Retained Services
Audit Fee**

Purpose of Service

The Audit fee represents the cost of the Council's statutory audit. Fees charged by the external auditor (Grant Thornton LLP) are included here.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
62,989	Supplies & Services	65,000	65,000
0	Third Party Payments	0	0
0	Transfer Payments	0	0
90	Support Services	100	100
0	Capital Charges	0	0
<hr/>		<hr/>	<hr/>
63,079	Total Cost	65,100	65,100
0	External Income	0	0
0	Income from Internal Recharges	0	0
<hr/>		<hr/>	<hr/>
63,079	Net Expenditure	65,100	65,100

Service
Division of Service

Retained Services
Bank Charges

Purpose of Service

The Council's banking service was provided by the National Westminster Bank. The contract commenced in April 2008 for up to seven years. A tender for the service was undertaken during the summer 2014 and Lloyds Bank will be the Council's new banker from April 2015.

The Council uses the services of HSBC for Debit/Credit card merchant services.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
0	Employees	0	0
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
47,694	Supplies & Services	28,500	41,900
0	Third Party Payments	0	0
0	Transfer Payments	0	0
14,532	Support Services	15,900	11,500
0	Capital Charges	0	0
62,226	Total Cost	44,400	53,400
6,195	External Income	8,500	8,500
0	Income from Internal Recharges	0	0
56,031	Net Expenditure	35,900	44,900

Service
Division of Service
Head of Service

Retained Services
Markets & Fairs
Head of Environment Services

Purpose of Service

Street fairs at Chipping Norton and Woodstock are administered by the District Council.

The number of full time equivalent staff for this service equates to 1.3.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
1,304	Supplies & Services	3,500	3,500
0	Third Party Payments	0	0
0	Transfer Payments	0	0
380	Support Services	300	0
0	Capital Charges	0	0
<hr/> 1,684	Total Cost	<hr/> 3,800	<hr/> 3,500
0	External Income	7,500	7,500
0	Income from Internal Recharges	0	0
<hr/> 1,684	Net Expenditure	<hr/> -3,700	<hr/> -4,000

Purpose of Service

This service relates to the activity and costs necessary to support mortgages granted under the Housing Act 1985 (Right to Buy) provisions and other mortgages given to private applicants.

All the mortgages granted under Right to Buy have been paid off, however the Council still insure a number of these properties and recharge owners for the service.

205/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
1,959	Premises Related Expenditure	2,500	2,500
0	Transport Related Expenditure	0	0
0	Supplies & Services	0	0
0	Third Party Payments	0	0
0	Transfer Payments	0	0
690	Support Services	700	100
0	Capital Charges	0	0
<hr/> 2,649	Total Cost	<hr/> 3,200	<hr/> 2,600
1,024	External Income	2,500	2,500
0	Income from Internal Recharges	0	0
<hr/> 1,625	Net Expenditure	<hr/> 700	<hr/> 100

Service
Division of Service
Head of Service

Retained Services
Investment Properties
Head of Land Charges, Legal & Property Services

Purpose of Service

The Council is continually reviewing its property portfolio and has strategically sought to dispose of any surplus property on the most favourable terms. Over recent years the authority has adopted the strategy of acquiring commercial property that achieves a good return for the investment.

In addition to its existing portfolio the Council has acquired nine investment properties consisting of the office buildings, five retail outlets and one industrial park within a growth area outside of the district.

Miscellaneous Properties include:

- ◇ Several Domestic garages in two blocks in Woodstock which are let privately,
- ◇ Woolgate Centre Witney,
- ◇ Marriotts Close Development,
- ◇ Mill Walk,
- ◇ An area of land off Holloway Road, which is leased to Thames Valley Police,
- ◇ First floor offices Guildhall Chipping Norton,
- ◇ Land in Chipping Norton Swimming Pool which is leased to Lido Leisure,
- ◇ Between Towns Road, Offices, Cowley,
- ◇ Cumnor Hill Offices, Cumnor Villiage,
- ◇ Talisman Business Centre at Bicester,
- ◇ 30/31 Market Square, Witney,
- ◇ 15 Alvescot Road, Carterton,
- ◇ 3 A Galley's Island, Braintree, Essex,
- ◇ 35/35A and 37/37A High Street Witney,
- ◇ 59 Yarrow Road Poole Dorset
- ◇ Des Roches Square

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
0	Employees	0	0
139,003	Premises Related Expenditure	33,500	37,500
0	Transport Related Expenditure	0	0
21,603	Supplies & Services	70,100	70,100
1,171	Third Party Payments	1,000	1,000
0	Transfer Payments	0	0
58,750	Support Services	70,100	70,500
0	Capital Charges	1,400	0
<hr/>		<hr/>	<hr/>
220,527	Total Cost	176,100	179,100
2,699,930	External Income	2,650,400	3,254,400
0	Income from Internal Recharges	0	0
<hr/>		<hr/>	<hr/>
-2,479,403	Net Expenditure	-2,474,300	-3,075,300

**Service
Division of Service
Head of Service**

**Retained Services
Industrial Units
Head of Land Charges, Legal & Property Services**

Purpose of Service

The Council has a mixture of different sized industrial units and in order to meet its Economic Development policy requirements provides suitable units to assist small and starter businesses.

- 7 small and medium sized commercial units at Swain Court, Station Lane, Witney
- 11 small and medium sized commercial units at Newman Court, Range Road, Witney
- 2 larger commercial units at Avenue four, Station Lane, Witney
- 4 small workshop buildings at Greystones Business Site, Chipping Norton.

Carterton Industrial Estate

The 4.65 hectare estate was originally conceived in conjunction with Oxfordshire County Council and divided into 23 plots each let on long ground leases. In 2010 the District Council acquired the County Council's interest and now manages the entire site.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
142,906	Premises Related Expenditure	145,300	144,500
0	Transport Related Expenditure	0	0
15,222	Supplies & Services	2,700	2,700
1,372	Third Party Payments	0	0
0	Transfer Payments	0	0
12,260	Support Services	16,800	15,300
10,013	Capital Charges	6,100	10,000
<u>181,773</u>	Total Cost	<u>170,900</u>	<u>172,500</u>
500,472	External Income	487,800	558,100
0	Income from Internal Recharges	0	0
<u>-318,699</u>	Net Expenditure	<u>-316,900</u>	<u>-385,600</u>

Service
Division of Service
Head of Service

Retained Services
Publicity
Head of Democratic Service

Purpose of Service

This service includes informing the public how to access Council services and this includes a variety of channels such as newsletters, website, media and publications.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
525	Employees	3,000	3,000
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
8,617	Supplies & Services	26,400	26,400
0	Third Party Payments	0	0
0	Transfer Payments	0	0
290	Support Services	500	500
0	Capital Charges	0	0
<u>9,432</u>	Total Cost	<u>29,900</u>	<u>29,900</u>
1,829	External Income	0	0
0	Income from Internal Recharges	0	0
<u><u>7,602</u></u>	Net Expenditure	<u><u>29,900</u></u>	<u><u>29,900</u></u>

**Service
Division of Service**

**Retained Services
Non Distributed Costs**

Purpose of Service

Employee related expenditure includes provision for superannuation payments to former members of staff. These payments were previously allocated to service cost centre, but best practice now requires these costs to be shown separately.

There is growth of £44,000 for 2017/18 to bring the figure in line with the base sum from the 2013 actuarial valuation.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
82,926	Employees	514,000	563,100
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
0	Supplies & Services	0	0
0	Third Party Payments	0	0
0	Transfer Payments	0	0
0	Support Services	0	0
0	Capital Charges	0	0
<u>82,926</u>	Total Cost	<u>514,000</u>	<u>563,100</u>
0	External Income	0	0
0	Income from Internal Recharges	0	0
<u><u>82,926</u></u>	Net Expenditure	<u><u>514,000</u></u>	<u><u>563,100</u></u>

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Environmental Service

Summary Revenue Expenditure 2016/2017 and 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
20,862	Policy Initiatives - Shopmobility	27,900	24,300
8,541	Public Health Sewerage	10,500	5,100
101,986	Animal Control	103,300	110,200
215,125	Public Conveniences	220,300	214,200
338,021	Car Parking	321,800	408,700
130,239	Flood Defence & Land Drainage	164,200	177,500
3,102,648	Waste Collection & Recycling	3,509,600	3,692,900
27,962	Trade Waste	65,300	81,100
775,195	Environmental Cleaning	926,800	922,500
38,251	Service Strategy & Regulation	51,200	51,800
63,309	Service Management & Support Service	74,100	88,400
396,602	Landscape Maintenance	400,500	386,900
-400	Fleet Management	-21,900	0
<u>5,218,342</u>	Net Cost of Service	<u>5,853,600</u>	<u>6,163,600</u>

Environmental Service Summary

Purpose of Service

Many of the environmental and regulatory services that the Council operates are included here.

The principal services included –

- ◇ Waste collection, recycling and street cleaning
- ◇ Environmental health sewerage
- ◇ Flood defence and land drainage
- ◇ Car Park Management
- ◇ Technical Services

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
495,238	Employees	546,300	672,200
213,057	Premises Related Expenditure	157,900	190,200
152,255	Transport Related Expenditure	186,100	41,300
389,424	Supplies & Services	343,400	680,400
5,582,695	Third Party Payments	5,793,300	6,308,100
0	Transfer Payments	0	0
439,065	Support Services	491,200	569,700
780,306	Capital Charges	704,100	780,200
8,052,042	Total Cost	8,222,300	9,242,100
2,725,185	External Income	2,239,300	2,924,700
108,515	Income from Internal Recharges	129,400	153,800
5,218,342	Net Expenditure	5,853,600	6,163,600

Service
Division of Service
Head of Service

Environmental Service
Policy Initiatives - Shopmobility
Head of Environmental Services

Purpose of Service

The purpose of this service is providing mobility access service to the public within the District.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
14,733	Employees	17,500	13,900
8	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
2,731	Supplies & Services	4,900	4,900
0	Third Party Payments	1,400	1,400
0	Transfer Payments	0	0
3,390	Support Services	4,100	4,100
0	Capital Charges	0	0
20,862	Total Cost	27,900	24,300
0	External Income	0	0
0	Income from Internal Recharges	0	0
20,862	Net Expenditure	27,900	24,300

**Service
Division of Service
Head of Service**

**Environmental Service
Public Health Sewerage
Head of Environmental Services**

Purpose of Service

This service fulfills the following functions:

- ◇ Council's statutory duties with respect to air quality, contaminated land, private water supplies and investigating public health nuisance complaints.
- ◇ Monitoring air quality
- ◇ Duties with respect control of emissions to air from certain prescribed industrial processes.
- ◇ Duties with respect control of noise affecting the District including noise from neighbours, commercial and industrial premises.
- ◇ Advice regarding licensing and planning applications when noise and pollution are material consideration.

There is xxx full time equivalent staff associated with this service.

Performance Indicators and Service Standards

- ◇ Percentage of service requests that meet completion target
- ◇ Completion of environmental permitting inspection program.
- ◇ To undertake the commitments of the contaminated land strategy
- ◇ To risk assess and sample all private water supplies due in 2015/16, in accordance with the annual programme.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
6,060	Employees	6,500	1,000
0	Premises Related Expenditure	0	0
500	Transport Related Expenditure	500	500
75	Supplies & Services	2,200	2,200
0	Third Party Payments	0	0
0	Transfer Payments	0	0
1,906	Support Services	2,000	2,100
0	Capital Charges	0	0
<hr/> 8,541	Total Cost	<hr/> 11,200	<hr/> 5,800
0	External Income	700	700
0	Income from Internal Recharges	0	0
<hr/> 8,541	Net Expenditure	<hr/> 10,500	<hr/> 5,100

Purpose of Service

The service is now operated on a commercial basis and generates external income as well as fulfilling its statutory obligation for pest control services. The service now operates in the open market competing for business at all levels. Private companies can approach the authority and request a professional survey for any activity that may involve pest or rodent control. We have a fully qualified member of staff who is supported by two part qualified staff who support the service during peak work periods.

We are also in a position to offer professional advice and surveys to all elements of the local society for concerns around infestations. This is undertaken by a team of qualified Environmental Health Officers.

- Wasps
- Rats
- Mice
- Bugs
- Flees
- Moles

Performance Indicators and Service Standards

A prompt competitive service is supplied. Usually same day service for wasps, rats etc. Full booking service through customer service for all other enquiries.

Ubico

This service has been transferred to Ubico and includes some work for Cotswold District Council.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
0	Employees	0	0
0	Premises Related Expenditure	0	0
604	Transport Related Expenditure	1,300	0
872	Supplies & Services	0	0
193,223	Third Party Payments	216,700	226,600
0	Transfer Payments	0	0
25,880	Support Services	29,700	32,500
0	Capital Charges	0	0
<hr/> 220,579	Total Cost	<hr/> 247,700	<hr/> 259,100
118,593	External Income	144,400	148,900
0	Income from Internal Recharges	0	0
<hr/> 101,986	Net Expenditure	<hr/> 103,300	<hr/> 110,200

Purpose of Service

This service includes household waste, recycling, bulky waste, clinical waste and green waste. Household Waste covers the statutory duty to provide the routine collection of household waste from approximately 45,000 properties throughout the district using wheeled bins. Recycling covers the provision of a kerbside recycling collection service and recycling bank facilities in 28 locations, plus the green waste recycling and food waste scheme.

A private sector contractor, Kier, provides these services under a 7 year contract from October 2010 to October 2017. Work tasks include contract supervision, performance monitoring, dealing with complaints and consulting with users seeking improvements in the operation of the services.

For the periods up to, and including 2015/16, the Council received recycling credits from Oxfordshire County Council for its Green Waste recycling (and the amount of waste being recycled and not going to landfill). This incentive ceases in 2016/17 and therefore the budgeted 'external income' figure has been reduced by £201,000.

There are xxx full-time equivalent staff associated with this service.

Performance Indicators and Service Standards

- ◇ The number of missed collections per 100,000 collections
- ◇ Percentage compliance with customer charter
- ◇ Percentage of service requests which meet targets for response and completion
- ◇ Percentage satisfaction with service from customer surveys
- ◇ Percentage of household waste recycled
- ◇ Various targets as contained within the Oxfordshire Household Waste Management Strategy

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
84,491	Employees	105,300	231,200
11,664	Premises Related Expenditure	400	400
6,205	Transport Related Expenditure	8,000	10,400
103,254	Supplies & Services	143,300	411,000
3,152,766	Third Party Payments	3,213,900	3,633,400
0	Transfer Payments	0	0
142,755	Support Services	183,300	240,700
566,506	Capital Charges	537,000	566,800
<hr/> 4,067,642	Total Cost	<hr/> 4,191,200	<hr/> 5,093,900
964,994	External Income	681,600	1,401,000
0	Income from Internal Recharges	0	0
<hr/> 3,102,648	Net Expenditure	<hr/> 3,509,600	<hr/> 3,692,900

Service
Division of Service
Head of Service

Environmental Service
Flood Defence & Land Drainage
Head of Environmental Services

Purpose of Service

The service covers the statutory requirement for the maintenance of land drainage, ditches and pipes for which the Council is responsible, and investigation into the need for landowners to take remedial action. The service includes the exercise of powers available to the Council to undertake works to prevent the risk of flooding of residential properties. (Assistance is available for householders in case of emergencies, where there is risk of flooding to their homes by way of the provision of sandbags.)

The service also provides a shared service with CDC investigating flooding incidents and developing and delivering flood defence schemes and consulting on planning applications.

There are xxx full time equivalent staff associated with this service plus one apprentice position.

Performance Indicators and Service Standards:

- ◇ Percentage satisfaction with service from customer surveys

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
102,681	Employees	168,600	178,900
62,237	Premises Related Expenditure	11,300	13,900
12,158	Transport Related Expenditure	15,700	15,700
55,583	Supplies & Services	7,000	7,000
35,954	Third Party Payments	0	0
0	Transfer Payments	0	0
21,476	Support Services	26,200	26,600
0	Capital Charges	0	0
<hr/> 290,091	Total Cost	<hr/> 228,800	<hr/> 242,100
159,852	External Income	64,600	64,600
0	Income from Internal Recharges	0	0
<hr/> 130,239	Net Expenditure	<hr/> 164,200	<hr/> 177,500

**Service
Division of Service
Head of Service**

**Environmental Service
Environmental Cleaning
Head of Environmental Services**

Purpose of Service

The Council has a statutory duty to keep public highways clean and to ensure all relevant land is kept clear of litter and refuse, so far as is reasonably practicable. This is undertaken through the routine cleaning of streets, car parks, recycling facilities and amenity areas to standards set out in the Environmental Protection Act Code of Practice. The contract for this work is performed by the Council's Street Scene Services. Work tasks include contract supervision and review, performance monitoring and dealing with complaints, consulting with user seeking improvements in the operation of the services, and the provision of litter and dog waste bins.

Ubico

The service transferred to Ubico from 1 April 2015.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
768	Employees	0	0
0	Premises Related Expenditure	0	0
17,451	Transport Related Expenditure	13,200	0
2,964	Supplies & Services	0	0
853,120	Third Party Payments	985,800	983,700
0	Transfer Payments	0	0
37,424	Support Services	34,400	35,900
181	Capital Charges	0	0
911,909	Total Cost	1,033,400	1,019,600
87,986	External Income	53,100	53,100
48,728	Income from Internal Recharges	53,500	44,000
775,195	Net Expenditure	926,800	922,500

Purpose of Service

This service covers the management and maintenance of trees and landscaped areas of Council land, for example commons, public open spaces and amenity areas. As well as these, the Council also maintains highway verges in Witney, Woodstock and Chipping Norton for Oxfordshire County Council.

- ◇ 12,500 individual trees are inspected and managed.
- ◇ 800,000m² of West Oxfordshire District Council grass is cut 12 to 14 times per year
- ◇ 250,000m² of Oxfordshire County Council highway verge is cut 10 times per year. West Oxfordshire District Council is contracted to cut the verges 5 times per year as part of an Agency Agreement but this is currently increased to 10 cuts in total.

The Council will receive £28,000 less from OCC in 2016/17 due to budget reductions for highways maintenance.

Performance Indicators and Service Standards

- ◇ Respond to problems and queries within 7 days
- ◇ Respond to reports of conditions affecting the public's safety within 1 working day
- ◇ Percentage of service requests which meet targets for response and completion
- ◇ Percentage satisfaction with service from customer surveys
- ◇ Provision and erection of new or replacement of damaged street nameplates within 6 weeks.
- ◇ Percentage satisfaction with service from customer surveys.

Ubico

The Grounds Maintenance service transferred to Ubico Ltd from 1st April 2015.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
39,790	Employees	26,900	11,300
0	Premises Related Expenditure	200	200
12,355	Transport Related Expenditure	11,200	4,200
111,091	Supplies & Services	46,400	46,400
514,944	Third Party Payments	530,600	537,500
0	Transfer Payments	0	0
25,415	Support Services	19,700	21,800
323	Capital Charges	0	0
<hr/>		<hr/>	<hr/>
703,919	Total Cost	635,000	621,400
259,044	External Income	181,500	181,500
48,272	Income from Internal Recharges	53,000	53,000
<hr/>		<hr/>	<hr/>
396,602	Net Expenditure	400,500	386,900

Service
Division of Service
Head of Service

Environmental Service
Trade Waste Collection
Head of Environmental Services

Purpose of Service

The service covers the statutory duty to arrange for the collection of commercial waste and recycling as requested from service users, for which a charge is levied. There are in the region of 1,000 customers. WODC undertakes the service as part of the waste collection service contract. Work tasks include contract supervision and review, performance monitoring, dealing with complaints and consulting with users seeking improvements in the operation of the service. The Council is now also offering glass, cardboard, WEEE and commercial food recycling as a payable service.

Ubico

The service transferred to Ubico from 1 April 2015.

Performance Indicators and Service Standards

- ◇ Internal indicators from monitoring procedures recording missed collections and bins not replaced.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
347	Employees	0	0
0	Premises Related Expenditure	0	0
-6,570	Transport Related Expenditure	1,500	0
3,130	Supplies & Services	0	0
661,413	Third Party Payments	660,700	739,300
0	Transfer Payments	0	0
45,178	Support Services	53,200	57,200
0	Capital Charges	0	0
<hr/> 703,498	Total Cost	<hr/> 715,400	<hr/> 796,500
675,536	External Income	650,100	715,400
0	Income from Internal Recharges	0	0
<hr/> 27,962	Net Expenditure	<hr/> 65,300	<hr/> 81,100

Service
 Division of Service
 Head of Service

Environmental Service
 Climate Change
 Head of Environmental Services

Purpose of Service

The Climate Change budget covers costs associated with Energy and Resource project management, and is shared between WODC and CDC.

There are xxx full time equivalent staff associated with this service.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
52,465	Employees	49,600	63,400
0	Premises Related Expenditure	0	0
1,695	Transport Related Expenditure	4,000	4,000
18,989	Supplies & Services	29,500	29,600
0	Third Party Payments	0	0
0	Transfer Payments	0	0
9,787	Support Services	10,400	10,800
0	Capital Charges	0	0
<hr/> 82,936	Total Cost	<hr/> 93,500	<hr/> 107,800
19,627	External Income	19,400	19,400
0	Income from Internal Recharges	0	0
<hr/> 63,309	Net Expenditure	<hr/> 74,100	<hr/> 88,400

Service
Division of Service
Head of Service

Environmental Service
Public Conveniences
Head of Environmental Services

Purpose of Service

This service covers the routine daily cleaning and repair and maintenance of the 13 public conveniences across the District. The cleaning duties are undertaken via a contract which is managed and monitored by the Technical Services team.

There are xxx full time equivalent staff associated with this service.

Performance Indicators and Service Standards

- ◇ The number of public conveniences accessible to the disabled
- ◇ Percentage of responses to service requests meeting target time
- ◇ Carry out 80% of repairs to Public Conveniences within 5 working days
- ◇ Percentage satisfaction with service from customer surveys

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
25,457	Employees	6,200	1,400
42,922	Premises Related Expenditure	46,400	41,600
165	Transport Related Expenditure	1,200	1,200
1,104	Supplies & Services	3,700	7,400
129,774	Third Party Payments	142,700	144,700
0	Transfer Payments	0	0
16,104	Support Services	17,900	18,300
28,727	Capital Charges	29,300	28,900
<hr/> 244,253	Total Cost	<hr/> 247,400	<hr/> 243,500
29,128	External Income	27,100	29,300
0	Income from Internal Recharges	0	0
<hr/> 215,125	Net Expenditure	<hr/> 220,300	<hr/> 214,200

Service
Division of Service
Head of Service

Environmental Service
Car Parking
Head of Environmental Services

Purpose of Service

This service covers the provision, management and routine repair and maintenance for 15 car parks located in the district. Civil Parking Enforcement was introduced in January 2010 which includes responsibility for on-street parking enforcement in the District. Enforcement is an essential part of managing parking provision and where possible officers will advise and educate the public on parking matters. Officers will issue penalty charge notices to vehicles contravening parking restrictions and are also enabled to issue fixed penalty charges for environmental crime such as littering and dog fouling.

There are xxx full time equivalent staff associated with this service.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
168,446	Employees	165,700	165,300
96,226	Premises Related Expenditure	99,600	134,100
6,885	Transport Related Expenditure	4,500	5,300
62,858	Supplies & Services	65,300	79,100
41,500	Third Party Payments	41,500	41,500
0	Transfer Payments	0	0
96,340	Support Services	98,900	109,700
184,569	Capital Charges	137,800	184,500
<hr/>		<hr/>	<hr/>
656,824	Total Cost	613,300	719,500
318,803	External Income	291,500	310,800
0	Income from Internal Recharges	0	0
<hr/>		<hr/>	<hr/>
338,021	Net Expenditure	321,800	408,700

Service
Division of Service
Head of Service

Environmental Service
Service Strategy & Regulation
lead of Environmental Services

Purpose of Service

This relates to the overall management of the service. It encompasses service policy-making rather than operational management.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
0	Employees	0	5,800
0	Premises Related Expenditure	0	0
0	Transport Related Expenditure	0	0
26,741	Supplies & Services	41,100	92,800
0	Third Party Payments	0	0
0	Transfer Payments	0	0
11,510	Support Services	10,100	10,000
0	Capital Charges	0	0
<hr/>		<hr/>	<hr/>
38,251	Total Cost	51,200	108,600
0	External Income	0	0
0	Income from Internal Recharges	0	56,800
<hr/>		<hr/>	<hr/>
38,251	Net Expenditure	51,200	51,800

Purpose of Service

This cost centre deals with the operation of the vehicle fleet and items of plant through its provision, repair and maintenance (including leasing arrangements and vehicle hiring associated with the vehicle fleet). Responsibility for the running repairs and maintenance of the refuse collection fleet rests with the contractor, Kier Ltd. Items of plant covered by this cost centre are principally used for landscape maintenance, cleansing and pest control. It also deals with the Store, which is located in the main depot at Station Lane, Witney. It operates on an 'at cost' basis issuing fuel for the Council vehicle fleet.

The cost centre is no longer required from 2017/18 as the services are transferred to Ubico.

2015/16		2016/17	2017/18
Actual		Estimate	Estimate
£		£	£
0	Employees	0	0
0	Premises Related Expenditure	0	0
100,806	Transport Related Expenditure	125,000	0
31	Supplies & Services	0	0
0	Third Party Payments	0	0
0	Transfer Payments	0	0
1,900	Support Services	1,300	0
0	Capital Charges	0	0
<hr/>		<hr/>	<hr/>
102,737	Total Cost	126,300	0
91,622	External Income	125,300	0
11,515	Income from Internal Recharges	22,900	0
<hr/>		<hr/>	<hr/>
-400	Net Expenditure	-21,900	0

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Leisure and Communities

Summary Revenue Expenditure 2016/2017 & 2017/2018

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
62,865	CCTV	96,400	114,800
122,365	Community Planning	152,600	160,400
28,640	Community Safety	25,900	22,500
934,926	Contract Management	844,500	899,500
105,288	Culture & Heritage	106,500	107,300
0	Corporate Management and Performance Review	0	0
220,924	Recreation, Sports & Leisure	205,100	209,400
39,383	Service Strategy & Regulation	88,400	106,700
180,190	Tourism, Strategy, Promotion & Development	220,900	228,200
<u>1,694,580</u>	Net Cost of Service	<u>1,740,300</u>	<u>1,848,800</u>

Leisure and Community Services Summary

Purpose of Service

Leisure and Communities comprises a wide range of functions including health and wellbeing, young people sport and leisure development, leisure facilities, play, countryside, tourism, community safety, corporate planning and community planning.

It also encompasses responsibilities as client for monitoring the contract to manage West Oxfordshire's Leisure Facilities currently managed under contract by GLL (Greenwich Leisure Ltd). Grant schemes to assist in the improvement of Village Halls, and grants for sports, heritage or arts projects are also administered under this service heading.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
559,061	Employees	594,600	561,600
168,156	Premises Related Expenditure	105,400	120,300
45,765	Transport Related Expenditure	56,000	49,200
411,218	Supplies & Services	405,000	419,400
289,166	Third Party Payments	326,100	379,500
1,442	Transfer Payments	1,700	1,700
132,015	Support Services	144,100	147,100
597,406	Capital Charges	570,100	597,400
<u>2,204,228</u>	Total Cost	<u>2,203,000</u>	<u>2,276,200</u>
430,634	External Income	354,300	318,500
79,013	Income from Internal Recharges	108,400	108,900
<u><u>1,694,580</u></u>	Net Expenditure	<u><u>1,740,300</u></u>	<u><u>1,848,800</u></u>

Service
Division of Service
Head of Service

Leisure and Community Services
CCTV
Head of Leisure & Communities Service

Purpose of Service

To provide Close Circuit Television (CCTV) surveillance in West Oxfordshire.

The number of full time equivalent staff for this service is xxx.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
8,611	Employees	13,600	0
803	Premises Related Expenditure	300	300
458	Transport Related Expenditure	900	0
28,309	Supplies & Services	27,400	27,400
58,375	Third Party Payments	83,700	137,100
0	Transfer Payments	0	0
3,640	Support Services	3,800	1,300
16,130	Capital Charges	19,800	16,100
<u>116,325</u>	Total Cost	<u>149,500</u>	<u>182,200</u>
53,460	External Income	53,100	67,400
0	Income from Internal Recharges	0	0
<u>62,865</u>	Net Expenditure	<u>96,400</u>	<u>114,800</u>

Service
Division of Service
Head of Service

Leisure and Community Services
Community Planning
Head of Leisure & Communities Service

Purpose of Service

The Community Planning section of Leisure and Communities supports the achievement of corporate priorities through work with local communities and partnership initiatives. The section assists local communities to identify and meet their local needs and aspirations through building capacity and sustainability into local service provision. The work includes Localism Act work in connection with neighborhood planning and community rights. The service also assists the achievement of community gains as an outcome of economic and locality development. The service budget also supports economic development and business support activities.

As part of the overall Leisure and Communities Service, some of the development work is shared with Cotswold District and there are agreed arrangements for specific elements of this work.

The number of full time equivalent staff for this service is xxx.

2015/16 Actual £		2016/17 Estimate £	2017/18 Estimate £
81,549	Employees	86,800	91,000
10,960	Premises Related Expenditure	11,500	14,100
7,882	Transport Related Expenditure	5,800	5,800
32,922	Supplies & Services	29,900	29,900
5,700	Third Party Payments	29,400	29,400
0	Transfer Payments	0	0
14,520	Support Services	14,700	15,700
0	Capital Charges	0	0
<hr/> 153,533	Total Cost	<hr/> 178,100	<hr/> 185,900
31,168	External Income	25,500	25,500
0	Income from Internal Recharges	0	0
<hr/> 122,365	Net Expenditure	<hr/> 152,600	<hr/> 160,400