

	Approved Budget 2019/20	Structural Changes in 2019/20	Approved Budget 2019/20	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & CUSTOMERS	9,451	110	9,561	175	72	(93)	(93)	(20)	(201)	0	(26)	(50)	9,326
Business Improvement	429	118	547	175	45	(140)	13	0	0	0	30	(50)	620
Transformation Projects	(173)		(173)	175									2
Business Support	0		0								30		30
ICT	244	95	339		45	(140)	52					(50)	246
Customer Services	(0)		(0)				(32)						(32)
Human Resources & Organisational Development	359	23	382				(7)						375
Regulatory Services & Community Safety	2,209	2	2,211	0	0	17	(66)	(20)	(53)	0	10	0	2,099
Regulatory Services	1,102		1,102			17	(11)		(53)		10		1,065
Community Safety	1,106	2	1,109				(55)	(20)					1,034
Community Services	6,813	(10)	6,803	0	27	30	(40)	0	(148)	0	(66)	0	6,607
Leisure Management	1,820	283	2,103			(20)					(19)		2,064
Sports Development	224		224										224
Parks Development	836	(324)	512			30					(21)		521
Community Centres	871	174	1,045						(48)				997
Youth Ambition	459		459						(20)				439
Town Hall & Facilities	105	(132)	(27)						(80)				(107)
Culture	665	(82)	584		27	20					(26)		605
Localities Team	1,834	70	1,904				(40)						1,864
DEVELOPMENT	(6,877)	7	(6,870)	0	0	232	(19)	557	(1,114)	0	162	(25)	(7,077)
Regeneration & Economy	(8,592)	7	(8,585)	0	0	50	(9)	557	(802)	0	162	(25)	(8,652)
Economic Development	513	18	531				(3)				15	(25)	518
Commercial Property	(9,366)	(12)	(9,378)			50	(30)	557	(802)				(9,603)
Property Support Services	(0)		(0)										(0)
Development Team & PMO	0		0								(38)		(38)
Regen & Major Projects	261	2	263								185		472
Planning	1,714	0	1,714	0	0	182	(10)	0	(312)	0	0	0	1,574
Development	293	31	324			182			(312)				194
Support Services	268	20	288										288
Information Services	1		1										1
Spatial Development	1,152	(51)	1,101				(10)						1,091
ASSISTANT CHIEF EXECUTIVE	5,342	93	5,436	0	0	172	(172)	0	0	0	64	(50)	5,449
Assistant Chief Executive	257	0	257	0	0	13	(25)	0	0	0	64	0	308
Assistant Chief Exec	257		257										257
Communications	0		0				(5)						(5)
Policy & Partnerships	0		0			13	(20)				64		57
Housing Services	5,086	93	5,179	0	0	159	(147)	0	0	0	0	(50)	5,141
Community Housing & Strategy	695		695			21	(10)						706
Housing Needs	3,688	93	3,781			138	(137)					(50)	3,732
Property Services	703		703										703

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2020/21

APPENDIX 2

	Approved Budget 2019/20	Structural Changes in 2019/20	Approved Budget 2019/20	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2020/21
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
ODS DEVELOPMENT	12,606	(1,112)	11,495	106	87	253	98	(148)	(146)	(17)	447	0	12,175
Environmental Sustainability	1,039	90	1,129	0	0	0	(2)	0	0	(1)	367	0	1,493
Environmental Quality	429	20	448										448
Energy & Natural Resources	280		280				(2)						278
Smart, Sustainable Cities	330	70	400							(1)	367		767
ODS Client	11,567	(1,202)	10,366	106	87	253	100	(148)	(146)	(16)	80	0	10,682
Parking Management	(1,977)	168	(1,809)	106		162		(145)	(45)				(1,731)
Domestic Waste	5,684	5	5,689				160		134				5,983
Street Cleansing	5,876	116	5,991		2	28	(40)	(3)			75		6,054
Parks & Open Spaces	3,604	(268)	3,335		5	63	(20)			(16)			3,367
Pest Control	254		254										254
Engineering	0	9	9										9
Motor Transport	(322)	(1,241)	(1,563)		80								(1,483)
Overheads & Profit Share	(1,551)	11	(1,540)						(235)		5		(1,770)
CORPORATE SERVICES	4,064	(0)	4,064	10	0	209	(208)	50	(37)	0	0	0	4,088
Financial Services	3,665	(1)	3,663	0	0	42	(138)	50	(21)	0	0	0	3,596
Accountancy	0	(29)	(29)				(27)		(10)				(66)
Corporate Finance	0	29	29										29
Investigations	216		216					50	(11)				255
Procurement & Payments	0		0										0
Revenues & Benefits	3,265	(88)	3,177			42	(20)						3,199
Incomes	0		0										0
Welfare Reform Team	183	86	270				(91)						179
Law & Governance	399	1	401	10	0	167	(70)	0	(16)	0	0	0	491
Committees & Members Services	0	1	1	10			(6)						5
Election Services	398		398			35			50				483
Legal Services	0		0			132	(33)		(66)				33
Executive Support	2		2				(31)						(30)
Total Budget at Portfolio Level	24,587	(901)	23,686	291	159	773	(395)	439	(1,498)	(17)	648	(125)	23,961

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2021/22 APPENDIX 2

	Approved Budget 2020/21	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & CUSTOMERS	9,326	0	45	40	(559)	0	(80)	(12)	(18)	0	8,742
Business Improvement	620	0	45	0	(190)	0	0	0	0	0	475
Transformation Projects	2										2
Business Support	30										30
ICT	246		45		(90)						201
Customer Services	(32)				(100)						(132)
Human Resources & Organisational Development	375										375
Regulatory Services & Community Safety	2,099	0	0	0	(369)	0	(55)	(12)	(18)	0	1,645
Regulatory Services	1,065				(369)		(55)	(12)	(18)		611
Community Safety	1,034										1,034
Community Services	6,607	0	0	40	0	0	(25)	0	0	0	6,622
Leisure Management	2,064			10							2,074
Sports Development	224										224
Parks Development	521			30							551
Community Centres	997										997
Youth Ambition	439										439
Town Hall & Facilities	(107)						(25)				(132)
Culture	605										605
Localities Team	1,864										1,864
DEVELOPMENT	(7,077)	0	0	215	(38)	(1,028)	(40)	0	(69)	(110)	(8,147)
Regeneration & Economy	(8,652)	0	0	0	(38)	(1,028)	185	0	(69)	(110)	(9,712)
Economic Development	518						(10)		(69)	(110)	329
Commercial Property	(9,603)					(1,028)	195				(10,436)
Property Support Services	(0)										(0)
Development Team & PMO	(38)										(38)
Regen & Major Projects	472										434
Planning	1,574	0	0	215	0	0	(225)	0	0	0	1,564
Development	194			215			(225)				184
Support Services	288										288
Information Services	1										1
Spatial Development	1,091										1,091
ASSISTANT CHIEF EXECUTIVE	5,449	0	0	63	(100)	0	0	0	(47)	0	5,365
Assistant Chief Executive	308	0	0	0	0	0	0	0	(47)	0	261
Assistant Chief Exec	257										257
Communications	(5)										(5)
Policy & Partnerships	57								(47)		10
Housing Services	5,141	0	0	63	(100)	0	0	0	0	0	5,104

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2021/22 APPENDIX 2

	Approved Budget 2020/21	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2021/22
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Community Housing & Strategy	706				(50)						656
Housing Needs	3,732			63	(50)						3,745
Property Services	703										703
ODS DEVELOPMENT	12,175	0	7	28	(210)	(82)	(363)	0	(195)	(20)	11,340
Environmental Sustainability	1,493	0	0	0	(31)	(34)	0	0	(120)	(20)	1,288
Environmental Quality	448				(31)						417
Energy & Natural Resources	278										278
Smart, Sustainable Cities	767					(34)			(120)	(20)	593
ODS Client	10,682	0	7	28	(179)	(48)	(363)	0	(75)	0	10,053
Parking Management	(1,731)			28		(48)	(45)				(1,796)
Domestic Waste	5,983				(179)		(8)				5,796
Street Cleansing	6,054		2						(75)		5,981
Parks & Open Spaces	3,367		5				50				3,422
Pest Control	254										254
Engineering	9										9
Motor Transport	(1,483)										(1,483)
Overheads & Profit Share	(1,770)						(360)				(2,130)
CORPORATE SERVICES	4,088	0	0	37	(210)	(10)	(7)	0	0	0	3,898
Financial Services	3,596	0	0	37	(210)	(10)	(7)	0	0	0	3,406
Accountancy	(66)										(66)
Corporate Finance	29										29
Investigations	255					(10)	(7)				238
Procurement & Payments	0										0
Revenues & Benefits	3,199			37	(210)						3,026
Incomes	0										0
Welfare Reform Team	179										179
Law & Governance	491	0	0	0	0	0	0	0	0	0	491
Committees & Members Services	5										5
Election Services	483										483
Legal Services	33										33
Executive Support	(30)										(30)
Total Budget at Portfolio Level	23,961	0	52	383	(1,117)	(1,120)	(490)	(12)	(329)	(130)	21,198

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2022/23 APPENDIX 2

	Approved Budget 2021/22	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2022/23
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & CUSTOMERS	8,742	0	45	(40)	(230)	0	(181)	0	(10)	0	8,326
Business Improvement	475	0	45	0	(230)	0	0	0	0	0	290
Transformation Projects	2										2
Business Support	30										30
ICT	201		45		(175)						71
Customer Services	(132)				(55)						(187)
Human Resources & Organisational Development	375										375
Regulatory Services & Community Safety	1,645	0	0	0	0	0	(56)	0	10	0	1,599
Regulatory Services	611						(56)		10		565
Community Safety	1,034										1,034
Community Services	6,622	0	0	(40)	0	0	(125)	0	(20)	0	6,437
Leisure Management	2,074			(40)							2,034
Sports Development	224										224
Parks Development	551										551
Community Centres	997										997
Youth Ambition	439										439
Town Hall & Facilities	(132)						(25)				(157)
Culture	605						(100)		(20)		485
Localities Team	1,864										1,864
DEVELOPMENT	(8,147)	0	0	(3)	0	(20)	165	0	(66)	0	(8,071)
Regeneration & Economy	(9,712)	0	0	(3)	0	(20)	175	0	(66)	0	(9,626)
Economic Development	329			(3)					(6)		320
Commercial Property	(10,436)					(20)	175				(10,281)
Property Support Services	(0)										(0)
Development Team & PMO	(38)										(38)
Regen & Major Projects	434								(60)		374
Planning	1,564	0	0	0	0	0	(10)	0	0	0	1,554
Development	184						(10)				174
Support Services	288										288
Information Services	1										1
Spatial Development	1,091										1,091
ASSISTANT CHIEF EXECUTIVE	5,365	0	0	(38)	(200)	0	0	0	0	0	5,127
Assistant Chief Executive	261	0	0	0	0	0	0	0	0	0	261
Assistant Chief Exec	257										257
Communications	(5)										(5)
Policy & Partnerships	10										10
Housing Services	5,104	0	0	(38)	(200)	0	0	0	0	0	4,866

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2022/23 APPENDIX 2

	Approved Budget 2021/22	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2022/23
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Community Housing & Strategy	656										656
Housing Needs	3,745			(38)	(200)						3,507
Property Services	703										703
ODS DEVELOPMENT	11,340	0	7	0	(160)	0	(391)	0	0	0	10,796
Environmental Sustainability	1,288	0	0	0	0	0	0	0	0	0	1,288
Environmental Quality	417										417
Energy & Natural Resources	278										278
Smart, Sustainable Cities	593										593
ODS Client	10,053	0	7	0	(160)	0	(391)	0	0	0	9,509
Parking Management	(1,796)						(45)				(1,841)
Domestic Waste	5,796				(160)						5,636
Street Cleansing	5,981		2								5,983
Parks & Open Spaces	3,422		5				154				3,581
Pest Control	254										254
Engineering	9										9
Motor Transport	(1,483)										(1,483)
Overheads & Profit Share	(2,130)						(500)				(2,630)
CORPORATE SERVICES	3,898	0	0	34	11	0	0	0	0	0	3,943
Financial Services	3,406	0	0	34	11	0	0	0	0	0	3,451
Accountancy	(66)										(66)
Corporate Finance	29										29
Investigations	238										238
Procurement & Payments	0										0
Revenues & Benefits	3,026			34	(55)						3,005
Incomes	0										0
Welfare Reform Team	179				66						245
Law & Governance	491	0	0	0	0	0	0	0	0	0	491
Committees & Members Services	5										5
Election Services	483										483
Legal Services	33										33
Executive Support	(30)										(30)
Total Budget at Portfolio Level	21,198	0	52	(47)	(579)	(20)	(407)	0	(76)	0	20,121

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2023/24

APPENDIX 2

	Approved Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
COMMUNITIES & CUSTOMERS	8,326	0	0	0	25	0	20	0	0	0	8,371
Business Improvement	290	0	0	0	25	0	0	0	0	0	315
Transformation Projects	2										2
Business Support	30										30
ICT	71				25						96
Customer Services	(187)										(187)
Human Resources & Organisational Development	375										375
Regulatory Services & Community Safety	1,599	0	0	0	0	0	0	0	0	0	1,599
Regulatory Services	565										565
Community Safety	1,034										1,034
Community Services	6,437	0	0	0	0	0	20	0	0	0	6,457
Leisure Management	2,034										2,034
Sports Development	224										224
Parks Development	551										551
Community Centres	997										997
Youth Ambition	439						20				459
Town Hall & Facilities	(157)										(157)
Culture	485										485
Localities Team	1,864										1,864
DEVELOPMENT	(8,071)	0	0	0	0	(63)	125	0	(60)	0	(8,069)
Regeneration & Economy	(9,626)	0	0	0	0	(63)	125	0	(60)	0	(9,624)
Economic Development	320										320
Commercial Property	(10,281)					(63)	125				(10,219)
Property Support Services	(0)										(0)
Development Team & PMO	(38)										(38)
Regen & Major Projects	374								(60)		314
Planning	1,554	0	0	0	0	0	0	0	0	0	1,554
Development	174										174
Support Services	288										288
Information Services	1										1
Spatial Development	1,091										1,091
ASSISTANT CHIEF EXECUTIVE	5,127	0	0	1,347	0	0	0	0	0	0	6,474
Assistant Chief Executive	261	0	0	0	0	0	0	0	0	0	261
Assistant Chief Exec	257										257
Communications	(5)										(5)
Policy & Partnerships	10										10
Housing Services	4,866	0	0	1,347	0	0	0	0	0	0	6,213

OXFORD CITY COUNCILS REVENUE BUDGET AT PORTFOLIO LEVEL 2023/24 APPENDIX 2

	Approved Budget 2022/23	MTFP assumptions	Contractual Inflation	Pressures	Efficiency Savings	Invest to Save	Fees & Charges	Service Reductions	New Investment	Targeted Reviews	Recommended Budget 2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Community Housing & Strategy	656										656
Housing Needs	3,507			1,347							4,854
Property Services	703										703
ODS DEVELOPMENT	10,796	0	7	0	0	0	(511)	0	(28)	0	10,264
Environmental Sustainability	1,288	0	0	0	0	0	0	0	(28)	0	1,260
Environmental Quality	417										417
Energy & Natural Resources	278										278
Smart, Sustainable Cities	593								(28)		565
ODS Client	9,509	0	7	0	0	0	(511)	0	0	0	9,005
Parking Management	(1,841)						(45)				(1,886)
Domestic Waste	5,636										5,636
Street Cleansing	5,983		2								5,985
Parks & Open Spaces	3,581		5								3,586
Pest Control	254										254
Engineering	9										9
Motor Transport	(1,483)										(1,483)
Overheads & Profit Share	(2,630)						(466)				(3,096)
CORPORATE SERVICES	3,943	0	0	30	(40)	0	0	0	0	0	3,933
Financial Services	3,451	0	0	30	(40)	0	0	0	0	0	3,441
Accountancy	(66)				(40)						(106)
Corporate Finance	29										29
Investigations	238										238
Procurement & Payments	0										0
Revenues & Benefits	3,005			30							3,035
Incomes	0										0
Welfare Reform Team	245										245
Law & Governance	491	0	0	0	0	0	0	0	0	0	491
Committees & Members Services	5										5
Election Services	483										483
Legal Services	33										33
Executive Support	(30)										(30)
Total Budget at Portfolio Level	20,121	0	7	1,377	(15)	(63)	(366)	0	(88)	0	20,973