

# COTSWOLD DISTRICT COUNCIL

## REVENUE BUDGET

2015/16

## Summary Revenue Expenditure 2014/2015 & 2015/16

	2014/15 Estimate £	2015/16 Estimate £
<b>Chief Executives Directorate</b>	1,222,760	1,161,123
<b>Corporate Management</b>	1,756,488	1,938,830
<b>Environment</b>	4,601,553	4,586,998
<b>Planning and Communities</b>	4,006,140	3,885,942
<b>Corporate Resources</b>	445,056	638,125
<b>Vacancy Factor</b>	(300,000)	(300,000)
<b>Contingencies for Utilities &amp; Income</b>	280,415	228,691
<b>Total Cost Of Service</b>	<u>12,012,413</u>	<u>12,139,708</u>
	2014/15 Estimate £	2015/16 Estimate £
Employees	10,051,320	10,384,166
Premises-Related Expenditure	1,774,695	1,764,795
Transport-Related Expenditure	260,555	258,666
Supplies & Services	4,120,647	3,982,467
Housing Benefit Payments	20,909,338	20,605,513
Major Contract Payments	5,234,018	5,469,832
Support Services	5,454,702	5,272,419
Depreciation and Impairment Losses	1,193,590	1,201,655
<b>Total Cost</b>	<u>48,998,865</u>	<u>48,939,512</u>
Recharges	(5,933,232)	(5,823,599)
Income	(31,053,220)	(30,976,204)
<b>Total Cost of Services</b>	<u>12,012,413</u>	<u>12,139,709</u>
Other Adjustments		
Capital Accounting Adjustment	(1,193,590)	(1,193,590)
Capital Expenditure Charged To Revenue	250,000	250,000
Movement to Reserves	(247,284)	(445,784)
<b>Net Budget Requirement</b>	<u>10,821,539</u>	<u>10,750,335</u>
Revenue Support Grant (RSG)	(2,004,083)	(1,510,389)
Efficiency Support for Services in Sparse Area	(14,875)	0
Business Rates Retention / Net Income	(1,577,761)	(2,220,669)
Collection Fund Deficit - Business Rates	728,996	
Business Rates S31 Grant	(667,489)	
Business Rates Levy	273,471	
Business Rates Smoothing Reserve	(565,416)	
<b>NNDR Net Budget</b>	<u>(1,808,199)</u>	<u>(2,220,669)</u>
New Homes Bonus	(1,949,831)	(2,564,790)
Other Grants / Council Tax Freeze	(52,102)	(50,839)
Collection Fund Surplus - Council Tax	(84,022)	(91,790)
Budget Surplus	1,500	495,691
	<u>4,909,927</u>	<u>4,807,549</u>
Council Tax Base	36,906.55	37,250.50
Band D	133.05	129.06

**Chief Executive & Corporate Management - Summary**

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Chief Exec Office	0	0
Democratic Services	1,222,760	1,161,123
Corporate Activities	1,756,488	1,938,830
	<u><b>2,979,248</b></u>	<u><b>3,099,953</b></u>

The contribution to the Pension Fund relates to additional payments towards past service costs

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	692,295	678,510
Contribution to Pension Fund	1,260,585	1,462,585
Premises-Related Expenditure	90,055	89,285
Transport-Related Expenditure	31,955	35,174
Supplies & Services	820,780	736,613
Support Services	842,703	856,819
Depreciation and Impairment Losses	12,300	12,300
Recharges	(686,647)	(686,057)
Income	(84,778)	(85,276)
	<u><b>2,979,248</b></u>	<u><b>3,099,953</b></u>

**Chief Executive's Office**

**Purpose of the service:**

CIPFA Service Reporting Code of Practice separates Corporate and Democratic Core into two services:

- ~ Democratic Representation and Management
- ~ Corporate Management

The Chief Executive's Office has a role in both these services

The FTE to deliver the service is 0.45

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	17,110	17,220
Premises-Related Expenditure	9,500	10,280
Transport-Related Expenditure	330	330
Supplies & Services	88,815	78,615
Support Services	71,305	77,822
Depreciation and Impairment Losses	1,890	1,890
Income	0	0
Recharges	(188,950)	(186,157)
<b>Total Chief Executive</b>	<b>0</b>	<b>0</b>

**Democratic Services**

**Purpose of the Service:**  
 This includes the Council functions - Committee and Electoral Services plus responsibility for Press and Media liaison.

Committee Services seeks to enable efficient decision making that is compliant with legislative and constitutional requirements. Support is provided to Councillors in an advisory capacity plus on-going training and development requirements.

Electoral Services is responsible for the compilation of the Electoral Register including the conduct of all types of election within the District.

Press and Media Liaison seeks to provide media coverage and public relations on behalf of The Council and to promote public awareness of Council policies, services and facilities.

Members Allowances have been reduced by £40,000 in line with new ward arrangements

The FTE to deliver the service is 8.96

	<b>2014/15 Estimate £</b>	<b>2015/16 Estimate £</b>
Employees	408,610	398,915
Premises-Related Expenditure	63,855	62,305
Transport-Related Expenditure	23,140	23,650
Supplies & Services	416,860	376,893
Support Services	398,180	388,609
Depreciation and Impairment Losses	6,635	6,635
Recharges	(73,880)	(74,746)
Income	(20,640)	(21,138)
	<b><u>1,222,760</u></b>	<b><u>1,161,123</u></b>

## Corporate Activities

### Purpose of the Service:

This reflects the activities and costs of the corporate infrastructure of the Council to ensure services are provided and public accountability is supplied.

This includes the Strategic Directors of the Council.

The contribution to the Pension Fund relates to additional payments towards past service costs

The FTE to deliver the service is 2.7

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	266,575	262,375
Contribution to Pension Fund	1,260,585	1,462,585
Premises-Related Expenditure	16,700	16,700
Transport-Related Expenditure	8,485	11,194
Supplies & Services	315,105	281,105
Support Services	373,218	390,388
Depreciation and Impairment Losses	3,775	3,775
Recharges	(423,817)	(425,154)
Income	(64,138)	(64,138)
	<b><u>1,756,488</u></b>	<b><u>1,938,830</u></b>

### Environment

	2014/15 Estimate £	2015/16 Estimate £
Customer Services	366,221	327,725
Cleansing & Waste	3,726,701	3,735,251
Land Drainage	180,395	212,007
Parking	(1,434,415)	(1,403,737)
Animal Control/Climate Change and Public Conveniences	436,636	430,604
Licensing	161,940	156,954
Public Protection	1,164,075	1,128,193
	<b>4,601,553</b>	<b>4,586,998</b>
	<b>4,601,553</b>	<b>4,586,998</b>

The £70,000 drop in employee costs relates to the transfer of the Tourism Manager post from the Customer Services budget to the Leisure budget, and the transfer of a proportion of Cleansing and Waste posts to the Joint Waste Partnership

	2014/15 Estimate £	2015/16 Estimate £
Employees	1,950,370	1,877,078
Premises-Related Expenditure	760,270	794,575
Transport-Related Expenditure	70,175	76,376
Supplies & Services	902,461	862,573
Major Contractors	5,120,503	5,222,912
Support Services	1,369,129	1,290,651
Depreciation and Impairment Losses	279,580	279,580
Recharges	(1,220,889)	(1,119,304)
Income	(4,630,046)	(4,697,443)
	<b>4,601,553</b>	<b>4,586,998</b>
	<b>4,601,553</b>	<b>4,586,998</b>

**Customer Services**

**Purpose of the Service:**  
 Customer Service teams across both Councils provide a frontline response to all customers including residents, members, businesses and visitors to the area. The teams provide information and take appropriate action on a wide range of council services, handling high volume, straight forward requests at first point of contact. The teams respond to telephone calls, emails and provide face to face services from a number of bases across the district.

**Visitor Information Centres**  
 The service also aims to maximise income into the local economy through tourism by promoting the Cotswolds and supporting the extensive tourism industry in the district.

**Communications**  
 Responsible for providing advice on all forms of communication both internally and externally, which includes dealing with the press, producing newsletters and publicity materials, overseeing the content on the website and co-ordinating One Agenda/Team Brief. The team works alongside services to develop campaign plans/strategies which involve a range of different communication that are specifically designed to reach an identified audience.

**Print/Graphic Design Unit and the Post Room**  
 Manages all incoming and outgoing post; the Print Unit produces corporate newsletters, committee papers for the Council and partners and external print and graphic design services to a variety of customers from private, public and voluntary sectors.

The drop in employee costs relates to the transfer of the Tourism Manager post to Leisure  
 The FTE to deliver the service is 26.74

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	754,470	729,630
Premises-Related Expenditure	145,705	157,470
Transport-Related Expenditure	12,125	11,490
Supplies & Services	178,255	178,255
Support Services	277,798	274,078
Depreciation and Impairment Losses	45,320	45,320
Recharges	(961,234)	(971,022)
Income	(86,218)	(97,496)
	<b>366,221</b>	<b>327,725</b>

**Environmental Services, Cleansing & Waste****Purpose of the 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 properties throughout the district.

The service is delivered through a local authority company called Ubico. Ubico was set-up in partnership between Cotswold District Council and Cheltenham Borough Council. Ubico collections began in August 2012. The 15/16 budget reflects the operating arrangements and the projected savings. The supplies and services expenditure budget is offset by the income from the sale of recyclates.

The Waste Service is now managed by the Joint Waste Team with strategic decisions made by the Joint Waste Committee. Cotswold District Council's waste team transferred to the Joint Waste Team in April 2013.

The FTE to deliver the service is 3.51

The reduction in employee costs relates to a movement of £39,000 to Partnership Fees and transfers to the Joint Waste Partnership

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	173,405	109,659
Premises-Related Expenditure	9,200	9,200
Transport-Related Expenditure	13,860	16,575
Supplies & Services	122,161	119,255
Major Contractors	4,987,353	5,087,099
Support Services	221,730	154,870
Depreciation and Impairment Losses	95,645	91,085
Recharges	(184,075)	(109,992)
Income	(1,712,578)	(1,742,500)
	<b>3,726,701</b>	<b>3,735,251</b>

## Land Drainage

### Purpose of the Service:

The service covers the statutory requirement for the maintenance of land drainage, ditches and pipes, for which the Council is responsible, consultation on planning applications and functions undertaken on behalf of the County Council by agreement - including the investigation of flood events and enforcement requiring 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.  
the main focus of the service is currently the delivery of engineering schemes to alleviate flood risk.

The FTE to deliver the service is 0.53

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	28,375	27,080
Premises-Related Expenditure	1,910	1,910
Transport-Related Expenditure	2,940	2,895
Supplies & Services	135,140	135,332
Support Services	46,815	42,285
Depreciation and Impairment Losses	2,505	2,505
Recharges	(37,290)	0
	<b>180,395</b>	<b>212,007</b>

**Parking Services****Purpose of the Service:**

This service covers the provision of a parking enforcement service delivered through a contract with APCOA, management and routine repair and maintenance of the car parks in the district, management of the Council's

The contract for winter gritting has been transferred to Ubico at a fixed contract rate mitigating the risk of any budget overspend.

The FTE to deliver this service is 2.1

	2014/15 Estimate	2015/16 Estimate
	£	£
Employees	96,050	95,780
Premises-Related Expenditure	312,265	327,265
Transport-Related Expenditure	4,365	5,950
Supplies & Services	250,240	253,280
Support Services	211,356	209,570
Depreciation and Impairment Losses	58,490	58,490
Recharges	(15,000)	(15,000)
Income	(2,352,181)	(2,339,072)
<b>Total Car Parking</b>	<b><u>(1,434,415)</u></b>	<b><u>(1,403,737)</u></b>

## **Environment**

### **Purpose of the Service:**

The service comprises three teams:

#### Animal Control

Provide animal control which includes a charged for pest control service and the collection and kennelling of stray dogs.

#### Climate Change

Provide corporate direction and community leadership in the reduction of carbon emissions and use of natural resources and the Council's approach to managing climate change.

#### Public Conveniences

The management of Council owned public conveniences across the District.

The FTE to deliver this service is 2.51

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	81,725	84,010
Premises-Related Expenditure	264,295	263,835
Transport-Related Expenditure	13,725	14,130
Supplies & Services	50,880	50,880
Support Services	126,385	118,565
Depreciation and Impairment Losses	36,185	36,185
Income	(136,559)	(137,001)
	<b>436,636</b>	<b>430,604</b>

## Licensing & Cemeteries

### Purpose of the Service:

This service encompasses the licensing functions of the Council, covering the processing, determining and monitoring of all licences (Premises, Personal, Club Premises Certificates and Temporary Events Notices) issued under the Licensing Act 2003.

This service also processes, determines and monitors taxi, private hire vehicle licence applications, street trading consents, motor salvage operator licences and all licences and permits under the Gambling Act 2005.

The FTE to deliver this service is 3.80

The major contractor costs relate to the Ubico grounds maintenance contract costs for the Cemeteries

	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
Employees	125,605	135,574
Premises-Related Expenditure	9,375	17,375
Transport-Related Expenditure	1,690	3,390
Supplies & Services	12,110	12,110
Major Contractors	133,150	135,813
Support Services	157,745	137,398
Depreciation and Impairment Losses	6,910	11,470
Income	(284,645)	(296,176)
	<u><b>161,940</b></u>	<u><b>156,954</b></u>

## Public Protection

### Purpose of the Service:

#### Food Hygiene

This service fulfills the Council's statutory duty as an enforcing authority under the Food Safety Act 1990 and other associated legislation, to provide enforcement and protection of food hygiene and safety within the district.

#### Health & Safety

This service fulfills the Council's statutory duty as an enforcing authority under the Health & Safety at Work Act 1974, to provide enforcement and protection of health and safety at work within the district.

#### Environmental Protection

This service fulfills the Council's statutory duties in respect of air quality, private water supplies, contaminated land and investigating public health nuisance complaints. A shared service with West Oxfordshire District Council for an Environmental Health (Private Water Supply ) service was established in 2013/14.

#### Private Sector Housing

This service administers grants and the facilitation of loans within the provisions of the Council's Private Sector Housing Renewal Policy and fulfills the Council's statutory duties of enforcement of housing standards ensuring people do not live in sub-standard housing or housing that will adversely affect their health, safety or wellbeing.

#### Emergency Planning & Business Continuity

This service ensures the Council meets the statutory requirements of the Civil Contingency Act 2004 and it's readiness to act in major emergencies.

The £40,000 reduction in Supplies & Services is £20,000 partnership fees for a WODC officer who is no longer shared and £20,000 from Business Continuity. The increase in income is the partnership income for the Shared Head of Service

The FTE to deliver the service is 17.88

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	690,740	695,345
Premises-Related Expenditure	17,520	17,520
Transport-Related Expenditure	21,470	21,945
Supplies & Services	153,675	113,461
Support Services	327,300	353,885
Depreciation and Impairment Losses	34,525	34,525
Recharges	(23,290)	(23,290)
Income	(57,865)	(85,198)
	<b><u>1,164,075</u></b>	<b><u>1,128,193</u></b>

### Planning & Sustainable Communities - Summary

	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
Planning	1,476,330	1,294,081
Leisure	1,129,435	1,249,545
Forward Planning	364,860	353,618
Housing	575,150	593,885
Sustainable Communities	460,365	394,813
	<b><u>4,006,140</u></b>	<b><u>3,885,942</u></b>

£70,000 one off funding for the Planning Liaison post, funded through CPF has been removed

Increase in Major contract payments enables SLM as the contractor to freeze prices at the Council's leisure centres and at the Corinium Museum.

The reduction in employee costs reflects the removal of temporary posts funded for one year and the deletion of a vacant Building Control officer post

	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
Employees	2,077,450	2,010,791
Premises-Related Expenditure	385,665	314,475
Transport-Related Expenditure	86,705	68,240
Supplies & Services	522,095	533,965
Major Contract Payments	113,515	246,920
Support Services	1,419,485	1,354,158
Depreciation and Impairment Losses	720,845	720,510
Recharges	(33,370)	(58,387)
Income	(1,286,250)	(1,304,730)
	<b><u>4,006,140</u></b>	<b><u>3,885,942</u></b>

## Planning & Building Control

### Purpose of the Service:

Working together to facilitate community engagement and meet the development needs of our customers whilst protecting and enhancing the built and natural environment of the Cotswolds

### Key Focus 2015/16:

To deliver a consistent and high quality single integrated service with a positive focus on our customers and communities needs

To respond pro-actively and maintain service delivery within the context of a rapidly changing legislative framework

Identify opportunities for collaborative and partnership working with West Oxfordshire and other partners to deliver economies of scale, build on shared knowledge and secure efficiency savings

To facilitate and support engagement and understanding of sustainable development to help our communities influence and shape the future places and ensure all stakeholders are kept up to date on the progress of key local developments

The FTE to deliver the service is 34.75

The reduction in employee costs reflects the removal of temporary posts funded for one year and the deletion of a vacant Building Control officer post

	2014/15 Estimate	2015/16 Estimate
	£	£
Employees	1,358,825	1,295,386
Premises-Related Expenditure	77,920	72,530
Transport-Related Expenditure	68,610	54,590
Supplies & Services	182,255	193,255
Support Services	957,640	895,950
Depreciation and Impairment Losses	63,965	63,965
Recharges	(8,800)	(33,725)
Income	(1,224,085)	(1,247,870)
	<b>1,476,330</b>	<b>1,294,081</b>

## Leisure and Cultural Services

### Purpose of the Service:

The service provides leisure facilities and opportunities with a varied programme to give those people who live, work and visit the District the chance to participate in activities that are essential to their health and wellbeing.

The Corinium Museum cares for, maintains and preserves the Council's archaeological and social history collections. It also provides an object identification service, advice and information on archaeology and local history, exhibitions, displays and publications interpreting the heritage of the District.

The Museum also provides a programme of lifelong learning to schools and the community, including workshops, children's activities, talks and lectures.

This service also includes Rural Cinema and Sports Development

The transfer of Leisure Services to SLM showed a decrease in 2014/15 of employee, premises, supplies & services and income. The retained costs in 2015/16 reflect building maintenance and the client management role of the contract.

The Council has no retained responsibility for the facilities transferred to Tetbury & Fairford Schools.

Employee costs are for the Tourism Manager who has been transferred from Customer Services to a new Tourism cost centre  
Increase in Major contract payments enables SLM as the contractor to freeze prices at the Council's leisure centres and at the Corinium Museum.  
The FTE to deliver this service is 1.00

	<b>2014/15 Estimate</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
Employees	0	34,555
Premises-Related Expenditure	270,010	208,010
Transport-Related Expenditure	0	1,000
Supplies & Services	71,000	76,000
Major Contract Payments	113,515	246,920
Support Services	46,370	54,520
Depreciation and Impairment Losses	628,540	628,540
	<b><u>1,129,435</u></b>	<b><u>1,249,545</u></b>

## Forward Planning

### Purpose of the Service:

The Forward Planning Team contributes to the sustainability of communities by developing the Local Plan which provides a framework for shaping places and informing future development requirements.

### Key Focus 2015/16:

There will be a strong focus on completing work on the district's Local Plan so that it reaches submission stage. We will continue to work closely with Members as part of this process and will also undertake a range of public consultation.

The FTE to deliver the service is 5.28

	<b>2014/15 Estimate £</b>	<b>2015/16 Estimate £</b>
Employees	214,930	207,725
Premises-Related Expenditure	2,500	2,500
Transport-Related Expenditure	5,740	4,695
Supplies & Services	11,900	11,900
Support Services	144,665	141,765
Depreciation and Impairment Losses	8,735	8,735
Income	(780)	(780)
Recharges	(22,830)	(22,922)
	<b>364,860</b>	<b>353,618</b>

## Housing

### Purpose of the Service:

The Housing Strategy and Advice teams contribute to the Council's priority of "local homes for local people" by enabling the delivery of affordable housing. They also provide housing advice and meet our statutory requirement to help people who are, or could become, homeless.

### Key Focus 2015/16:

Despite significant reductions in national funding for affordable housing, we will continue to work with developers and registered providers to develop more homes for local people. Increasing need for for market and affordable housing for older people means we will liaise with specialist developers to bring forward appropriate development and meet people's long term needs. This will, in turn, help us to free up much needed family size homes across all sectors.

The Housing Action Plan was approved in November 2012 and we will focus on implementing the priorities of meeting local housing need, improving the quality and use of existing housing stock and preventing and tackling homelessness.

Increase in supplies & services is the partnership recharge for the Head of the Housing Advice Team

The FTE to deliver the service is 8.46

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	285,070	282,315
Premises-Related Expenditure	16,635	14,035
Transport-Related Expenditure	2,760	2,200
Supplies & Services	90,145	117,845
Support Services	165,205	162,155
Depreciation and Impairment Losses	15,630	15,630
Income	(295)	(295)
	<b>575,150</b>	<b>593,885</b>

## Sustainable Communities

### Purpose of the Service:

The Community Partnerships Team focuses on improving our understanding of communities' needs and developing new and better ways of "helping them to help themselves"

In partnership with voluntary and other organisations, the team provides support and advice and helps develop creative ways to ensure that key services, particularly for vulnerable, older and isolated residents, are sustained.

### Key Focus 2015/16:

The new national arrangements for the provision and delivery of health services came into effect from April 2013 and we will take an active part in the development of the clinical commissioning arrangements for the district so that it's needs are taken into account. We will continue to focus on the health and wellbeing of older isolated people and will contribute to the countrywide initiative to develop dementia friendly communities and take forward the local Families First initiative.

Employee costs reduced as Head of Housing & Sustainable Communities has been removed and £40,000 reduction in Supplies & Services as CCTV service transferred to the Town Council

The FTE to deliver the service is 4.60

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	218,625	190,810
Premises-Related Expenditure	18,600	17,400
Transport-Related Expenditure	9,595	5,755
Supplies & Services	166,795	134,965
Support Services	105,605	99,768
Depreciation and Impairment Losses	3,975	3,640
Income	(61,090)	(55,785)
Recharges	(1,740)	(1,740)
	<b><u>460,365</u></b>	<b><u>394,813</u></b>

**Resources - Summary**

	<b>2014/15 Revised</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
GO Services, Audit and Investments	(178,270)	(233,269)
Improvement & Change	28,451	16,076
Legal & Land Charges	(15,775)	(22,621)
Property, Commercial & Other Land	(298,235)	(243,060)
Revs & Bens	908,886	1,142,165
	<b>445,056</b>	<b>659,290</b>

Commercial Property income re-aligned to reflect change in strategy over commercial property investment and miscellaneous changes to property rentals.

The variation on Revs & Bens is largely due to re-allocations of support service & premises overheads, together with a reduction in Admin Subsidy Grant from Central Government.

	<b>2014/15 Revised</b>	<b>2015/16 Estimate</b>
	<b>£</b>	<b>£</b>
Employees	4,370,620	4,655,203
Premises-Related Expenditure	538,705	566,460
Transport-Related Expenditure	71,720	78,875
Supplies & Services	1,594,896	1,620,625
Housing Benefit Payments	20,909,338	20,605,513
Support Services	1,823,385	1,770,791
Depreciation and Impairment Losses	180,865	189,265
Recharges	(3,992,326)	(3,959,851)
Income	(25,052,146)	(24,888,755)
	<b>445,056</b>	<b>638,126</b>

## GO Shared Services and Audit

### Purpose of the Service:

#### GO Shared Services

Cotswold District Council is the employing authority for GO Shared Services which provides the following back office services:

Accountancy; Accounts Payable; Accounts Receivable, Human Resources, Payroll, Training & Development, Health & Safety, Insurance and Procurement.

This is a partnership arrangement between Cotswold DC, West Oxfordshire DC, Cheltenham BC and Forest of Dean DC. Services are also provided to other clients including: Cheltenham Borough Homes Ltd, Cheltenham Leisure Trust and Ubico Ltd. Investment Interest is managed by the Accountancy service and is included within the income budget.

#### Audit Cotswolds

The Mission of the Cheltenham, Cotswold & West Oxfordshire Audit Partnership, named Audit Cotswolds, is to provide independent, objective assurance and consulting services designed to add value and improve the partner Council's operations. It helps each Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management control, and governance processes.

#### Key Focus for 2015/16:

Both GO Shared Services and Audit Cotswolds will be supporting their client organisations through the provision of effective and efficient operational activity and by providing specific support to projects which facilitate each client's respective change programme.

The FTE to deliver the service is 73.97

	2014/15	2015/16
	Estimate	Estimate
	£	£
Employees	2,947,255	3,193,158
Premises-Related Expenditure	56,100	56,100
Transport-Related Expenditure	43,705	43,705
Supplies & Services	165,840	125,325
Support Services	399,315	391,025
Depreciation and Impairment Losses	25,745	25,745
Recharges	(1,275,476)	(1,286,976)
Income	(2,540,754)	(2,781,351)
	(178,270)	(233,269)

## Business Improvement and Change

### Purpose of the Service:

The Business Information and Change Service is a joint team, established to provide support at both a strategic and operational level to Cotswold District Council and West Oxfordshire District Council, comprised of the following teams:

Business Improvement  
 Corporate Planning  
 Information Management  
 ICT  
 Strategic Procurement

### Key Focus 2015/16:

To continue development of a shared ICT service that meets the current and future needs of both Councils

To continue building a joint ICT infrastructure that facilitates greater shared working and enhances current performance/resilience levels

To implement new/replacement ICT systems at both Councils, including the new joint Planning , Public Protection and Licensing system and Intranet

To support 'Even Better' and 'One Team' improvement programmes and lead on 'Improving Services Delivery' project.

Review existing communication channels including social media and the new website to ensure the relevant management and processes are in place to support the Council 'Default to Digital' approach and channel shift where relevant.

Review performance management arrangements to reflect the new joint Management structures.

Review existing procurement and transparency arrangements to reflect new legislation in conjunction with GO Shared Services.

Growth in Partnership Fees in line with employee cost increases at WODC

The FTE to deliver the service is 5.16

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	221,535	223,260
Premises-Related Expenditure	15,200	15,200
Transport-Related Expenditure	1,690	3,555
Supplies & Services	1,036,516	1,072,310
Support Services	176,600	165,940
Depreciation and Impairment Losses	8,930	8,930
Recharges	(1,358,260)	(1,398,159)
Income	(73,760)	(74,960)
	<b>28,451</b>	<b>16,076</b>

## **Legal and Land Charges**

### **Purpose of the Service:**

#### Legal Services

Provides advice to officers and Members to ensure that all Council's decisions are lawful. The service ensures that the Council has the necessary governance arrangements in place to demonstrate that the Council operates in a transparent and ethical manner.

#### Land Charges

Land Charges is a statutory service responding to local land charge searches and maintaining the local land charges registers. Local land charges searches are either submitted by solicitors, conveyancers or private search companies on behalf of clients or by a member of the public when land or property is being purchased, leased or valued. The search is used to find out if there are any matters affecting the land or property.

### **Key Focus 2015/16:**

Embed and further develop the new shared working arrangements in Legal Services, which will improve resilience and build capacity within the teams.

The FTE to deliver the service is 8.05

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	303,365	358,105
Premises-Related Expenditure	25,500	25,500
Transport-Related Expenditure	8,705	14,305
Supplies & Services	79,005	79,005
Support Services	174,110	170,656
Depreciation and Impairment Losses	16,720	16,720
Recharges	(351,825)	(302,936)
Income	(271,355)	(383,976)
	<b>(15,775)</b>	<b>(22,621)</b>

## Property Services, Commercial and Other Land

### Purpose of the Service:

Within Legal Services includes the management of Property services. Property Services manage, maintain and review the Council's property portfolio which will inform and enable development of the Council's property assets, contributing to an improved built environment. The service ensures that the buildings from which we operate are suitable and accessible to officers, Members and the public.

In accordance with MTFP approved adjustments, the premises related expenditure for 14/15 includes budget for planned maintenance and income has reduced to reflect loss of rent.

### Key Focus 2015/16:

Provide legal advice, support and the preparation of legal documentation as required in particular for the Joint Waste Committee, the acquisition of a permanent depot for Environmental Services, acquisition of investment properties and the disposal of Council land and buildings.

To carry out property reviews of Council land and property and plan the use of these assets.

Commercial Property income re-aligned to reflect change in strategy over commercial property investment and miscellaneous changes to property rentals.

The FTE to deliver the service is 5.13

Employee costs down due to restructure and deletion of an admin post and a surveyor post  
Premises costs up due to transfers from the Museum & Leisure Centres  
Supplies & Services £18,000 Partnership Recharge from WODC

	<b>2014/15</b>	<b>2015/16</b>
	<b>Estimate</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>
Employees	276,955	251,275
Premises-Related Expenditure	387,155	421,710
Transport-Related Expenditure	12,910	12,600
Supplies & Services	38,455	56,985
Support Services	421,810	396,141
Depreciation and Impairment Losses	95,500	103,900
Recharges	(927,225)	(892,850)
Income	(603,795)	(592,821)
	<b>(298,235)</b>	<b>(243,060)</b>

## Revenues and Benefits

### Purpose of the Service:

This service represents the operational costs of Council Tax and NNDR collection, and the processing of Housing Benefit and Council Tax Support claims.

The reform of Council Tax, Council Tax Support and the localisation of Business Rates means that the task of collecting local taxation is more difficult than ever, and has a wider financial impact than ever before.

2014 sees the roll-out of Universal Credit, a new single payment for people who are looking for work or are on a low income. Universal Credit will replace:

Income based Job Seekers Allowance  
Income related Employment and Support Allowance  
Income Support  
Child Tax Credits  
Working Tax Credits  
Housing Benefit

The role that Local Authorities will have in the administration of Housing Benefit during the transition period, and the administration of Universal Credit (once it is established) is still unclear. We are continuing to monitor progress of the legislation, policy and administration discussions.

The FTE to deliver the service is 23.98

	2014/15 Estimate £	2015/16 Estimate £
Employees	621,510	629,405
Premises-Related Expenditure	54,750	47,950
Transport-Related Expenditure	4,710	4,710
Supplies & Services	275,080	287,000
Housing Benefit Payments	20,909,338	20,605,513
Support Services	651,550	647,029
Depreciation and Impairment Losses	33,970	33,970
Recharges	(79,540)	(78,930)
Housing Benefit Subsidy Income	(21,562,482)	(21,034,482)
	<b>908,886</b>	<b>1,142,165</b>

Capital Schemes	2014/15 £	Estimate of c/fwd to 2015/16	2015/16 £	2016/17 £	2017/18 £	2018/19 £	2019/20 £	Total £
<b>PSHR</b>								
Private Sector Housing MTFP allocation	520,000		520,000	520,000	520,000	520,000	520,000	2,600,000
Disabled Facilities Grants [Grant funded]	422,396		422,400	422,400	422,400	422,400	422,400	2,112,000
Decent Homes [Grant funded]	50,905							
	993,301		942,400	942,400	942,400	942,400	942,400	4,712,000
<b>Other projects</b>								
ICT Infrastructure	263,377		250,000	250,000	250,000	250,000	250,000	1,250,000
Vehicle Replacement Programme (Ubico Ltd)	882,885		420,000	630,000	265,000	130,000		1,445,000
Vision 2020 capital infrastructure				75,000	125,000	125,000		325,000
Waste depot	2,295,298							0
Council loans	60,000							0
Leisure equipment			380,000					380,000
Carbon management projects (no.3)	37,898							0
Community Projects Fund	61,914							0
Car Parking equipment	150,000							0
Flooding Works - CDC Capital Funded	365,644							0
Strategic Land Acquisition (Cirencester)	1,500,000	-1,500,000	1,500,000					1,500,000
Flooding Works - Moreton In The Marsh	100,000							0
Provision for new capital schemes (e.g. car parks)	310,000		310,000	300,000	100,000	150,000		860,000
Environmental Services vehicle purchase	38,500							0
Planning documents scanning solution			150,000					150,000
Provision to support asset disposals			280,000					280,000
Waste and recycling containers			65,000					65,000
	6,065,516	-1,500,000	3,355,000	1,255,000	740,000	655,000	250,000	6,255,000
<b>Total Capital Programme</b>	<b>7,058,817</b>	<b>-1,500,000</b>	<b>4,297,400</b>	<b>2,197,400</b>	<b>1,682,400</b>	<b>1,597,400</b>	<b>1,192,400</b>	<b>10,967,000</b>
2014/15 programme including estimate of c/fwd schemes								

Capital Financing	2014/15 £		2015/16 £	2016/17 £	2017/18 £	2017/18 £		Total £
Usable Capital Receipts	6,335,516		3,625,000	1,525,000	1,010,000	925,000	520,000	7,605,000
Grants	473,301		422,400	422,400	422,400	422,400	422,400	2,112,000
Revenue contributions	250,000		250,000	250,000	250,000	250,000	250,000	1,250,000
Earmarked reserves	0	0						0
<b>Total Funding</b>	<b>7,058,817</b>	<b>0</b>	<b>4,297,400</b>	<b>2,197,400</b>	<b>1,682,400</b>	<b>1,597,400</b>	<b>1,192,400</b>	<b>10,967,000</b>
Funding for 2015/16 programme including known c/fwd schemes								