

# COTSWOLD DISTRICT COUNCIL

## REVENUE BUDGET

2014/15

**Key Variances from 2013/14**

£202,000 additional contribution to pension fund in Corporate Management  
New Homes Bonus £1,374,172 moved from total cost of services to funding  
on the first page

Support Services & Premises costs have been re-allocated largely due to the  
outsourcing of Leisure & Cultural Services

## Summary Revenue Expenditure 2013/2014 & 2014/15

	2013/2014 Estimate £	2013/2014 Revised £	2014/2015 Estimate £
<b>Chief Executive</b>	1,155,330	1,155,330	1,222,760
<b>Corporate Management</b>	1,515,745	1,515,745	1,756,488
<b>Environment</b>	4,214,450	4,206,160	4,474,453
<b>Planning and Communities</b>	4,386,965	4,402,495	3,902,225
<b>Resources</b>	314,660	309,020	445,057
<b>Council Tax Freeze Grant</b>	(1,447,914)	(73,742)	0
<b>Vacancy Factor</b>	(300,000)	(300,000)	(300,000)
<b>Contingencies for Utilities &amp; Income</b>	197,748	196,148	314,430
<b>Total Cost Of Service</b>	10,036,984	11,411,156	11,815,413

	2013/2014 Estimate £	2013/2014 Revised £	2014/2015 Estimate £
Employees	11,471,020	11,897,639	9,975,070
Premises-Related Expenditure	2,507,980	2,507,980	1,774,695
Transport-Related Expenditure	243,770	243,770	260,555
Supplies & Services	9,212,703	9,240,842	9,149,415
Housing Benefit Payments	19,854,338	19,854,338	20,909,338
Major Contract Payments			113,515
Support Services	4,918,900	4,957,845	5,454,602
Depreciation and Impairment Losses	1,237,125	1,242,470	1,193,590
<b>Total Cost</b>	49,445,836	49,944,884	48,830,780
Recharges	(5,315,900)	(5,408,095)	(5,933,232)
Income	(32,718,780)	(33,125,633)	(31,082,135)
New Homes Bonus	(1,374,172)		
<b>Total Cost of Services</b>	10,036,984	11,411,156	11,815,413
Other Adjustments			
Capital Accounting Adjustment	(1,234,570)	(1,234,570)	(1,193,590)
Capital Expenditure Charged To Revenue	250,000	250,000	250,000
Movement to Reserves	(38,000)	(38,000)	(77,284)
<b>Net Budget Requirement</b>	9,014,414	10,388,586	10,794,539
Revenue Support Grant (RSG)	(2,466,458)	(2,466,458)	(2,003,593)
Efficiency Support for Services in Sparse Area			(14,875)
Business Rates Retention / Net Income	(1,642,589)	(1,642,589)	(1,577,761)
Collection Fund Deficit - Business Rates			728,996
Business Rates S31 Grant			(667,489)
Business Rates Levy			273,471
Business Rates Smoothing Reserve			(479,717)
<b>NNDR Net Budget</b>			(1,722,500)
New Homes Bonus		(1,374,172)	(1,949,831)
Other Grants / Council Tax Freeze			(52,102)
Collection Fund Surplus - Council Tax	(60,386)	(60,386)	(84,022)
Budget Surplus	120,252	120,252	94,487
	4,965,233	4,965,233	5,062,103
<b>Council Tax Base</b>	36,200.30	36,200.30	36,906.55
<b>Band D</b>	137.16	137.16	137.16

\*Revised budget reflects gross cost of partnership employees, matched with the corresponding income. Therefore, both income & expenditure budgets have been increased from the original estimate.

**Chief Executive & Corporate Management - Summary**

	<b>2013/14 Estimate</b>	<b>2013/14 Revised</b>	<b>2014/15 Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Chief Exec Office	0	0	0
Democratic Services	1,155,330	1,155,330	1,222,760
Corporate Activities	1,515,745	1,515,745	1,756,488
	<b>2,671,075</b>	<b>2,671,075</b>	<b>2,979,248</b>

£202,000 additional contribution to pension fund is included within employee costs  
 £100,000 additional contribution to pension fund is included within employee costs for auto enrolment.

	<b>2013/14 Estimate</b>	<b>2013/14 Revised</b>	<b>2014/15 Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	1,697,580	1,697,580	1,952,880
Premises-Related Expenditure	79,125	79,125	90,055
Transport-Related Expenditure	27,195	27,195	31,955
Supplies & Services	820,780	820,780	820,780
Support Services	732,060	732,060	842,703
Depreciation and Impairment Losses	10,365	10,365	12,300
Recharges	(617,250)	(617,250)	(686,647)
Income	(78,780)	(78,780)	(84,778)
	<b>2,671,075</b>	<b>2,671,075</b>	<b>2,979,248</b>

**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 0.46

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	17,015	17,015	17,110
Premises-Related Expenditure	7,400	7,400	9,500
Transport-Related Expenditure	330	330	330
Supplies & Services	88,815	88,815	88,815
Support Services	62,345	62,345	71,305
Depreciation and Impairment Losses	1,610	1,610	1,890
Income	0	0	0
Recharges	(177,515)	(177,515)	(188,950)
<b>Total Chief Executive</b>	<b>0</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.

The FTE to deliver the service is 9.52

	<b>2013/14 Estimate</b>	<b>2013/14 Revised</b>	<b>2014/15 Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	394,705	394,705	408,610
Premises-Related Expenditure	55,220	55,220	63,855
Transport-Related Expenditure	18,505	18,505	23,140
Supplies & Services	416,860	416,860	416,860
Support Services	342,085	342,085	398,180
Depreciation and Impairment Losses	5,530	5,530	6,635
Recharges	(62,290)	(62,290)	(73,880)
Income	(15,285)	(15,285)	(20,640)
	<b>1,155,330</b>	<b>1,155,330</b>	<b>1,222,760</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.

There is an additional cost of £202,000 for additional contributions to the pension fund as per the Actuarial Review.

£100,000 additional contribution to pension fund is included within employee costs for auto enrolment.

The FTE to deliver the service is 2.7

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	1,285,860	1,285,860	1,527,160
Premises-Related Expenditure	16,505	16,505	16,700
Transport-Related Expenditure	8,360	8,360	8,485
Supplies & Services	315,105	315,105	315,105
Support Services	327,630	327,630	373,218
Depreciation and Impairment Losses	3,225	3,225	3,775
Recharges	(377,445)	(377,445)	(423,817)
Income	(63,495)	(63,495)	(64,138)
	<b>1,515,745</b>	<b>1,515,745</b>	<b>1,756,488</b>

<b>Environment</b>			
	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Customer Services	329,280	342,415	366,221
Cleansing & Waste	3,634,435	3,603,576	3,719,210
Land Drainage	63,485	63,485	80,395
Parking	(1,437,595)	(1,472,820)	(1,463,120)
Animal Control/Climate Change/ Public Conveniences	408,810	405,914	436,636
Licensing	101,615	149,170	171,136
Public Protection	1,114,420	1,114,420	1,163,975
	<b>4,214,450</b>	<b>4,206,160</b>	<b>4,474,453</b>

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	2,183,325	2,189,749	1,950,370
Premises-Related Expenditure	795,260	775,845	760,270
Transport-Related Expenditure	75,435	75,435	70,175
Supplies & Services	5,778,930	5,802,859	5,897,964
Support Services	1,152,830	1,152,830	1,369,029
Depreciation and Impairment Losses	282,735	282,735	279,580
Recharges	(1,121,275)	(1,110,150)	(1,220,889)
Income	(4,932,790)	(4,963,143)	(4,632,046)
	<b>4,214,450</b>	<b>4,206,160</b>	<b>4,474,453</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 FTE to deliver the service is 28.14

	2013/14	2103/14	2014/15
	Estimate	Revised	Estimate
	£	£	£
Employees	757,155	757,155	754,470
Premises-Related Expenditure	108,225	110,235	145,705
Transport-Related Expenditure	7,765	7,765	12,125
Supplies & Services	187,750	187,750	178,255
Support Services	193,220	193,220	277,798
Depreciation and Impairment Losses	43,180	43,180	45,320
Recharges	(883,925)	(872,800)	(961,234)
Income	(84,090)	(84,090)	(86,218)
	<b>329,280</b>	<b>342,415</b>	<b>366,221</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 14/15 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 4.7

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	168,705	171,595	173,405
Premises-Related Expenditure	14,135	14,135	9,200
Transport-Related Expenditure	13,810	13,810	13,860
Supplies & Services	4,985,015	4,962,154	5,102,023
Support Services	191,495	191,495	221,730
Depreciation and Impairment Losses	124,735	124,735	95,645
Recharges	(161,770)	(161,770)	(184,075)
Income	(1,701,690)	(1,712,578)	(1,712,578)
	<b>3,634,435</b>	<b>3,603,576</b>	<b>3,719,210</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 0.9

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	21,115	21,115	28,375
Premises-Related Expenditure	1,500	1,500	1,910
Transport-Related Expenditure	2,820	2,820	2,940
Supplies & Services	35,140	35,140	35,140
Support Services	38,280	38,280	46,815
Depreciation and Impairment Losses	1,920	1,920	2,505
Recharges	(37,290)	(37,290)	(37,290)
	<b>63,485</b>	<b>63,485</b>	<b>80,395</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 transfer of Car Parks and the TUPE of staff to APCOA in 2013 reduces the Council's direct costs and income budget for 2014/15

The FTE to deliver this service is 2.1

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	356,855	359,746	96,050
Premises-Related Expenditure	339,210	317,020	312,265
Transport-Related Expenditure	14,160	14,160	4,365
Supplies & Services	321,625	321,625	223,535
Support Services	202,795	202,795	211,356
Depreciation and Impairment Losses	43,915	43,915	58,490
Recharges	(15,000)	(15,000)	(15,000)
Income	(2,701,155)	(2,717,081)	(2,354,181)
<b>Total Car Parking</b>	<b>(1,437,595)</b>	<b>(1,472,820)</b>	<b>(1,463,120)</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 2.47

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	77,375	78,018	81,725
Premises-Related Expenditure	268,775	268,775	264,295
Transport-Related Expenditure	13,615	13,615	13,725
Supplies & Services	50,880	50,880	50,880
Support Services	98,490	98,490	126,385
Depreciation and Impairment Losses	32,695	32,695	36,185
Income	(133,020)	(136,559)	(136,559)
	<b>408,810</b>	<b>405,914</b>	<b>436,636</b>

## Licensing

### 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 3.74

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	126,885	126,885	125,605
Premises-Related Expenditure	14,015	14,780	9,375
Transport-Related Expenditure	1,750	1,750	1,690
Supplies & Services	103,520	150,310	154,456
Support Services	134,860	134,860	157,745
Depreciation and Impairment Losses	5,230	5,230	6,910
Income	(284,645)	(284,645)	(284,645)
	<b>101,615</b>	<b>149,170</b>	<b>171,136</b>

## 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 FTE to deliver the service is 17.6

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	675,235	675,235	690,740
Premises-Related Expenditure	49,400	49,400	17,520
Transport-Related Expenditure	21,515	21,515	21,470
Supplies & Services	95,000	95,000	153,675
Support Services	293,690	293,690	327,200
Depreciation and Impairment Losses	31,060	31,060	34,525
Recharges	(23,290)	(23,290)	(23,290)
Income	(28,190)	(28,190)	(57,865)
	<b>1,114,420</b>	<b>1,114,420</b>	<b>1,163,975</b>

<b>Planning &amp; Sustainable Communities - Summary</b>			
	<b>2013/14 Estimate £</b>	<b>2013/14 Re-aligned £</b>	<b>2014/15 Estimate £</b>
Planning	1,396,685	1,395,685	1,372,415
Leisure	1,653,860	1,670,390	1,129,435
Forward Planning	343,835	343,835	364,860
Housing	547,140	547,140	575,150
Sustainable Communities	445,445	445,445	460,365
	<b>4,386,965</b>	<b>4,402,495</b>	<b>3,902,225</b>

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	3,949,440	3,949,440	2,008,200
Premises-Related Expenditure	1,130,020	1,145,550	385,665
Transport-Related Expenditure	104,230	104,230	86,705
Supplies & Services	924,275	924,275	521,345
Major Contract Payments			113,515
Savings target	(170,000)	(170,000)	0
Support Services	1,615,440	1,615,440	1,419,485
Depreciation and Impairment Losses	784,715	784,715	720,845
Recharges	(61,205)	(61,205)	(33,370)
Income	(3,889,950)	(3,889,950)	(1,320,165)
	<b>4,386,965</b>	<b>4,402,495</b>	<b>3,902,225</b>

## Planning

### 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 2014/15:

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 35.31

	<b>2013/14</b>	<b>2013/14</b>	<b>2014/15</b>
	<b>Estimate</b>	<b>Revised</b>	<b>Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	1,369,930	1,369,930	1,289,575
Premises-Related Expenditure	120,625	120,625	77,920
Transport-Related Expenditure	70,670	70,670	68,610
Supplies & Services	181,505	181,505	181,505
Support Services	872,085	872,085	957,640
Depreciation and Impairment Losses	47,170	47,170	63,965
Recharges	(61,205)	(61,205)	(8,800)
Income	(1,205,095)	(1,205,095)	(1,258,000)
	<b>1,395,685</b>	<b>1,395,685</b>	<b>1,372,415</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 shows a decrease in 2014/15 of employee, premises, supplies & services and income. The retained costs in 2014/15 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.

	<b>2013/14 Estimate</b>	<b>2013/14 Revised</b>	<b>2014/15 Estimate</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	1,865,550	1,865,550	
Premises-Related Expenditure	958,810	975,340	163,240
Transport-Related Expenditure	14,175	14,175	
Supplies & Services	473,930	473,930	71,000
Major Contract Payments			113,515
Savings target	(170,000)	(170,000)	
Support Services	392,600	392,600	46,370
Depreciation and Impairment Losses	718,175	718,175	522,645
Capital Financing		0	
Income	(2,599,380)	(2,599,380)	
	<b>1,653,860</b>	<b>1,670,390</b>	<b>916,770</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 2014/15:

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 5.42

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	212,450	212,450	214,930
Premises-Related Expenditure	15,200	15,200	2,500
Transport-Related Expenditure	5,790	5,790	5,740
Supplies & Services	11,900	11,900	11,900
Support Services	113,360	113,360	144,665
Depreciation and Impairment Losses	7,485	7,485	8,735
Income			(780)
Recharges	(22,350)	(22,350)	(22,830)
	<b>343,835</b>	<b>343,835</b>	<b>364,860</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.

Within the new proposed shared Heads of Services agenda Housing Strategy will move to Planning, Housing Advice & Homelessness will move to under the Head of Revenues & Benefits from 1st April 2014.

### Key Focus 2014/15:

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.

The FTE to deliver the service is 8.13

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	283,245	283,245	285,070
Premises-Related Expenditure	20,200	20,200	16,635
Transport-Related Expenditure	2,875	2,875	2,760
Supplies & Services	90,145	90,145	90,145
Support Services	142,185	142,185	165,205
Depreciation and Impairment Losses	8,785	8,785	15,630
Income	(295)	(295)	(295)
	<b>547,140</b>	<b>547,140</b>	<b>575,150</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 2014/15:

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.

The FTE to deliver the service is 5.1

	<b>2013/14 Estimate £</b>	<b>2013/14 Revised £</b>	<b>2014/15 Estimate £</b>
Employees	218,265	218,265	218,625
Premises-Related Expenditure	14,185	14,185	18,600
Transport-Related Expenditure	10,720	10,720	9,595
Supplies & Services	166,795	166,795	166,795
Support Services	95,210	95,210	105,605
Depreciation and Impairment Losses	3,100	3,100	3,975
Income	(62,830)	(62,830)	(61,090)
Recharges			(1,740)
	<b>445,445</b>	<b>445,445</b>	<b>460,365</b>

## Resources - Summary

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
GO Services, Audit and Investments	(178,270)	(187,795)	(178,270)
Improvement & Change	28,485	28,485	28,451
Legal & Land Charges	(24,885)	(24,885)	(15,775)
Property, Commercial & Other Land	(384,165)	(380,280)	(298,235)
Revs & Bens	873,495	873,495	908,886
	<b>314,660</b>	<b>309,020</b>	<b>445,057</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.

The original 2013/14 employee estimates were net cost of some recharges to external partners. The revised 2013/14 and 2014/15 estimates reflects the full employee cost of staff and the full income.

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	3,940,675	4,360,870	4,363,620
Premises-Related Expenditure	503,575	507,460	538,705
Transport-Related Expenditure	36,910	36,910	71,720
Supplies & Services	1,490,970	1,496,780	1,594,896
Housing Benefit Payments	20,024,338	20,024,338	20,909,338
Support Services	1,418,570	1,457,515	1,823,385
Depreciation and Impairment Losses	159,310	164,655	180,865
Recharges	(3,516,170)	(3,619,490)	(3,992,326)
Income	(23,743,518)	(24,120,018)	(25,045,146)
	<b>314,660</b>	<b>309,020</b>	<b>445,057</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 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 2014/15:

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.

#### Budget Revision 2013/14

The original 2013/14 budget estimate had shown the net cost of some recharges to external partners. The revised 2013/14 and 2014/15 estimates reflects the full employee cost of staff and the full income.

The FTE to deliver the service is 71.51

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	2,402,170	2,822,365	2,940,255
Premises-Related Expenditure	9,975	9,975	56,100
Transport-Related Expenditure	7,345	7,345	43,705
Supplies & Services	160,030	165,840	165,840
Support Services	187,695	226,640	399,315
Depreciation and Impairment Losses	16,005	21,350	25,745
Recharges	(888,645)	(991,965)	(1,275,476)
Income	(2,072,845)	(2,449,345)	(2,533,754)
	<u>(178,270)</u>	<u>(187,795)</u>	<u>(178,270)</u>

## 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 2014/15:

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.

The FTE to deliver the service is 5.16

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	220,165	220,165	221,535
Premises-Related Expenditure	15,925	15,925	15,200
Transport-Related Expenditure	1,690	1,690	1,690
Supplies & Services	1,029,495	1,029,495	1,036,516
Support Services	162,645	162,645	176,600
Depreciation and Impairment Losses	7,410	7,410	8,930
Recharges	(1,335,085)	(1,335,085)	(1,358,260)
Income	(73,760)	(73,760)	(73,760)
	<b>28,485</b>	<b>28,485</b>	<b>28,451</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 2014/15:

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 7.58

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	301,820	301,820	303,365
Premises-Related Expenditure	21,210	21,210	25,500
Transport-Related Expenditure	8,600	8,600	8,705
Supplies & Services	79,005	79,005	79,005
Support Services	147,310	147,310	174,110
Depreciation and Impairment Losses	12,725	12,725	16,720
Recharges	(309,000)	(309,000)	(351,825)
Income	(286,555)	(286,555)	(271,355)
	<b>(24,885)</b>	<b>(24,885)</b>	<b>(15,775)</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 2014/15:

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 6.8

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	275,295	275,295	276,955
Premises-Related Expenditure	399,140	403,025	387,155
Transport-Related Expenditure	13,310	13,310	12,910
Supplies & Services	38,785	38,785	38,455
Support Services	349,325	349,325	421,810
Depreciation and Impairment Losses	88,260	88,260	95,500
Recharges	(884,255)	(884,255)	(927,225)
Income	(664,025)	(664,025)	(603,795)
	<b>(384,165)</b>	<b>(380,280)</b>	<b>(298,235)</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 24.09

	2013/14 Estimate £	2013/14 Revised £	2014/15 Estimate £
Employees	741,225	741,225	621,510
Premises-Related Expenditure	57,325	57,325	54,750
Transport-Related Expenditure	5,965	5,965	4,710
Supplies & Services	183,655	183,655	275,080
Housing Benefit Payments	20,024,338	20,024,338	20,909,338
Support Services	571,595	571,595	651,550
Depreciation and Impairment Losses	34,910	34,910	33,970
Recharges	(99,185)	(99,185)	(79,540)
Housing Benefit Subsidy Income	(20,646,333)	(20,646,333)	(21,562,482)
	<b>873,495</b>	<b>873,495</b>	<b>908,886</b>