

Previously Agreed and New Budget Changes Summary 2022/23 - 2025/26

Directorate	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Previously Agreed Pressures & Investments					
Adult Services	9,839	0	0	0	9,839
Children's Services	2,716	-1,420	-945	0	351
Public Health	47	48	0	0	95
Environment & Place	-255	-750	0	0	-1,005
Commercial Development, Assets & Investments	-1,339	-510	0	0	-1,849
Customers, Organisational Development & Resources	-645	0	0	0	-645
Total Previously Agreed Pressures & Investments	10,363	-2,632	-945	0	6,786
New Pressures					
Adult Services	4,400	0	0	0	4,400
Children's Services	3,010	447	343	381	4,181
Public Health	0	0	0	0	0
Environment & Place	3,365	-1,378	-328	22	1,681
Customers, Organisational Development & Resources	808	0	0	0	808
Commercial Development, Assets & Investments	120	500	0	0	620
Total New Pressures	11,703	-431	15	403	11,690
New Investments					
Adult Services	2,250	1,040	1,040	0	4,330
Children's Services	550	-180	0	0	370
Public Health	355	-250	0	0	105
Environment & Place	1,249	-465	-79	-128	577
Customers, Organisational Development & Resources	761	150	19	19	949
Commercial Development, Assets & Investments	1,057	-265	0	0	792
Total New Investments	6,222	30	980	-109	7,123
Total Pressures and Investments	28,288	-3,033	50	294	25,599
Previously Agreed Savings					
Adult Services	-65	0	0	0	-65
Children's Services	-411	0	0	0	-411
Public Health					
*£0.378m in 2022/23 includes a £0.425m saving which is a Contribution from Reserves falling out in 2022/23. This has been transacted in Strategic Measures and does not show in the Directorate budget.	378	-48	0	0	330
Environment & Place	-2,585	-579	-678	-160	-4,002
Commercial Development, Assets & Investments	-1,777	-245	0	0	-2,022
Customers, Organisational Development & Resources	-200	0	0	0	-200
Total Previously Agreed Savings	-4,660	-872	-678	-160	-6,370

Previously Agreed and New Budget Changes Summary 2022/23 - 2025/26

Directorate	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
New Savings and Funding Increases					
Adult Services	-5,530	-250	-350	0	-6,130
Children's Services					
*£1.803m in 2022/23 does not include an additional £0.23m held in Strategic Measures as an un-ringfenced grant. This has been transacted in Strategic Measures and does not show in the Directorate budget.	-1,803	233	0	0	-1,570
Public Health	-355	250	0	0	-105
Environment & Place	-3,680	1,850	-350	0	-2,180
Customers, Organisational Development & Resources	-441	-99	249	0	-291
Commercial Development, Assets & Investments	-924	0	0	0	-924
Total New Savings	-12,733	1,984	-451	0	-11,200
Total Savings	-17,393	1,112	-1,129	-160	-17,570
Inflation to be allocated	8,400	7,400	7,100	7,300	30,200
Demography to be allocated		13,762	14,656	14,424	42,842
Health & Social Care Levy to be allocated	1,650				1,650
Total to be allocated to Directorates	10,050	21,162	21,756	21,724	74,692
Total Previously Agreed Directorate Changes	5,703	-3,504	-1,623	-160	416
Total Directorate Changes	20,945	19,241	20,677	21,858	82,721

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Pressures & Investments					
	Previously Agreed Pressures & Investments					
21AD1	Community Capacity: Strengthen and build community capacity, informal care networks & connections in Oxfordshire to help people to live as independent lives as possible. This is a further increase to investments in 2020/21 and 2021/22 and increases the total budget to £0.750m.	250				250
20AD8	Housing Related Support: the council invested £0.250m into the Oxfordshire Homelessness Partnership in each of 2020/21 and 2021/22. This funding ceases from 2022/23 but has been replaced by 22AS4.	-250				-250
22AS4	Continue contribution to the Oxfordshire Homelessness Partnership on an on-going basis from 2022/23.	250				250
21AD10	Care Workforce: Increase funding for Shared Lives carers to maintain payment rates compared to neighbouring areas. Also includes the on-going impact of benefit changes impacting on contributions to housing costs for people living with Shared Lives carers.	120				120

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
19PA1 & 20AD3 & 21AD6	Population Changes for Adults with Learning Disabilities: Funding for Demographic Changes built into existing MTFP based on increasing current spend by growth indices developed by Emerson & Hatton for the incidence of learning disability in the general population.	2,436				2,436
20AD1 & 21AD7	Population Changes: Learning Disability expenditure is higher than existing MTFP assumptions and planned demographic growth. Additional pressure assumes on-going effect of activity in previous years then £2.0m per annum net package growth (based on average growth over last two years).	1,100				1,100
21AD8	Population Changes: expenditure on the social care element of educational placements for young adults aged 18 - 25 is expected to continue to grow in 2022/23.	300				300
19PA1 & 20AD3 & 21AD16	Population Changes for Older People: impact of Demographic Changes built into existing MTFP - additional packages of care required for growing and ageing population. Based on uplifting existing budgets by Office for National Statistics population estimates.	3,364				3,364
20AD4/ 21AD18	Inflation: uplifts to Care Packages (links to increased cost for providers driven by increases to the National Living Wage and other costs) .	1,100				1,100

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
20AD17U	Service Review: Saving 20AD17 was reprofiled to reflect updated timescale for the implementation of commercial changes relating to the way the council commissions care home placements. The final year of the three year phasing reflects turnover of placements and ability to move to block contracting arrangements as existing spot placements come to an end. (links to 20AD17)	-334				-334
22AS2	Increase funding for mental health to reflect agreed activity levels	1,503				1,503
	Total Previously Agreed Pressures & Investments	9,839	0	0	0	9,839
	New Pressures & Investments					
	New Pressures					
23AS1	Care Market Sustainability - additional inflation provision post COVID-19 pandemic	4,400				4,400
	Total New Pressures	4,400	0	0	0	4,400

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Investments					
23AS2	Long term COVID-19 Infection Control Requirements after grant funding assumed to finish in 2021/22 - based on increased staffing recruitment and retention, cost of PPE as free issue is withdrawn and new testing requirements. Estimate of ongoing costs is based on taking 15% of the current Infection Control Grant provided in 2021/22. Funding in short run proposed to be met from COVID-19 Reserve.		890	890		1,780
23AS3	Health & Social Care Bill: Assurance Preparation - new duty to achieve high quality care outcomes. This will be monitored and reviewed by Care Quality Commission against new KPIs	250				250
23AS4	Promoting Independence - Community Capacity; leveraging strengths of micro providers who fill the gaps between registered home care and informal home support providing a more cost effective, better value service to complement / supplement the core provision.	100				100
23AS5	Employment & Wellbeing - Community Carers / Connectors - support clients with a learning disability, to enable them to take part in their communities more independently. They are supported to find volunteering roles, and/or leisure activities, according to their interests until they feel confident to continue on their own.	150	150	150		450

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23AS6	National Autism Strategy - preparatory work in readiness for the new strategy plan for 2021 to 2026 aiming to improve across 6 key areas: understanding and acceptance; providing /extending access to education and transition to adulthood; support into employment; tackling health and care inequalities; building community and inpatient care; improving support within the justice systems	100				100
23AS7	Positive Behaviours Safety (PBS) - refocussing the PBS model with the objective of enhancing the quality of life for people who display behaviour that challenges and those who care for them. The objective is to grow and extend the range of adaptive behaviours and as a base to develop potential to achieve more positive life opportunities.	220				220
23AS8	System Design for Care Accounts extended to cater for the Build Back Better requirements.	150				150
23AS9	Multi Disciplinary Team Homefirst system - automated shift planning and rota management	150				150
23AS10	Implement new Dynamic Purchasing and Brokerage system	150				150
23AS11	Develop system Interfaces between the council & NHS / Oxfordshire Clinical Commissioning Group	180				180
23AS12	Increase the initial % of disability benefits the council allows for disability related expenses when undertaking financial assessments for contributions towards assessed care needs	800				800
	Total New Investments	2,250	1,040	1,040	0	4,330

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Total Pressures & Investments	16,489	1,040	1,040	0	18,569
	Savings					
	Previously Agreed Savings					
22AS14	Anticipated savings from changing the systems used for tracking home support visits as part of the implementation of the new Live Well at Home arrangements in 2021/22.	-125				-125
22AS22	One – off project funding (in reserves) was used to support expenditure in 2021/22. This one - off funding falls out from 2022/23.	60				60
	Total Adult Services Previously Agreed Savings	-65	0	0	0	-65
	Savings					
23AS13	Out of Area Placements - Bring people back to Oxfordshire to improve outcomes and increase the utilisation of supported accommodation.	-400	-250	-350		-1,000
23AS14	Block Bed Utilisation - Residential & Nursing The service has a Block Contract for Residential and Nursing Care which operates to a utilisation KPI target of 95%. The proposal is to increase the target by 3% to 98%+ utilisation by better planning, monitoring, tracking and control.	-1,248				-1,248

Adult Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23AS15	Supported Accommodation Block Utilisation - Live Well & Start Well Increase the utilisation of supported accommodation from the current 95% occupancy by 3% to 98% through: - Better management of resources - Implementing more effective contract mechanisms through dynamic framework arrangements - Making better use of our existing properties for new placements	-182				-182
23AS16	Reduction in Demand Pressure - further 1% reduction in demand pressures and reduction in vacancies etc	-1,800				-1,800
23AS17	Review Block Contract for Care Home Beds Reprofile the service's main contract to increase number of Nursing and reduce number of Residential Beds and save on cost of expensive 'Spot ' purchased Nursing Care beds	-600				-600
23AS18	Adjust existing planned demographic growth	-200				-200
23AS19	Supported Accommodation - Five year programme to invest in supported and demntia care accommodation and New Dynamic Framework to implement standard and ceiling rates	-1,100				-1,100
	Total New Savings	-5,530	-250	-350	0	-6,130
	Total Savings	-5,595	-250	-350	0	-6,195
	Total Net Position	10,894	790	690	0	12,374

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
19PC1/ 20CH3/ 21CS6	Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.	1,300				1,300
21CS26	Fostering project - this was an invest to save project to support a new offer to in-house foster carers in Oxfordshire with the aim to increase the percentage of children in care living with in-house foster carers, as opposed to independent fostering or private residential care. £0.6m was initially invested in 2020/21 and will produce £1.0m of savings in total of which £0.6m will be made in 2022/23 and 2023/24.	-393	-230			-623
19PC1/ 20CH7	Staffing pressure - staffing to meet demographic growth in children's social care services. Numbers of children have increased in children's social care teams and addition staffing is required to maintain caseloads at acceptable level .	300				300
19PC1/ 20CH6/ 21CS8	Children with Disabilities: Demographic Increases - extra resources required to meet increased numbers of children with disabilities supported by our children social care.	200				200
21CS11	Children with Disabilities - This is the second half of a phased fall out of temporary funding of £0.2m added in 2020/21 to fund an additional Specialist Housing Occupational Therapist resource to address waiting lists.	-85				-85

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
19PC1/ 20CH5/ 21CS14	Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care and the increased complexity of children's needs. Includes rising costs of many of our specialist placements .	3,800				3,800
21CS21	Family safeguarding model - this was an invest to save project which introduced a new model in children social care. This will provide support to the whole family and is a preventative model which has proven in other areas to both enhance outcomes for children and their families and manage demand. An initial investment of £2.2m was made in 2020/21. Placement savings of £0.5m per annum and service savings of £0.4m are anticipated from 2022/23. The remainder of the budget change in 2022/23 relates to the assumption that the adult facing posts would attract funding from other agencies.	-1,916	-944	-945		-3,805
20CH8/ 21CS20	Leaving Care Allowances and Support	150				150
21CS16	Phased fall out of a temporary £0.4m increase in funding in 2020/21 for social care staffing team pressures to meet additional demand.	-140	-246			-386
22CS8	Fall out of Youth Offer - Accelerator Funding in 2021/22	-500				-500
	Total Previously Agreed Pressures & Investments	2,716	-1,420	-945	0	351

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Pressures & Investments					
	New Pressures					
23CS1	Special Educational Needs (SEN) Casework Team - An annual 10-12% increase in demand for Education Health & Care Plans (EHCPs) and the number of approved EHCPs which require an annual review has created a pressure across the SEN service including case workers, educational psychologists, quality and advocacy support. Additional capacity is needed to ensure quality and timeliness are in line with expected standards. Efficiencies of £0.100m per annum are planned for 2023/24 and 2024/25 and included within these pressures. Some of the pressure will be funded by the COVID-19 reserve in 2022/23 and 2023/24.	895	388	343	281	1,907
23CS2	Special Educational Needs & Disabilities (SEND) Commissioning and Brokerage Team - additional dedicated commissioning capacity for SEND placement spend of circa £25m per annum.	291	-41	-100		150

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CS3	Leaving Care & Unaccompanied Children Demographic Pressures: as a result of an increase in the number of children the council cares for over recent years there is now a pressure within the leaving care services as these children turn 18. The recent changes to the National Transfer Scheme are also expected to significantly increase the number of unaccompanied children the council cares for. These increases mean additional management capacity is needed.	63				63
23CS4	Personal Advisors x 2.5FTE: It is anticipated that there will be an additional 111 care leavers by March 2022. Some of this increase can be met within existing resources, but this pressure enables the service to meet this demand while maintaining a case holding of 22.	111				111

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CS5	<p>Children's Placement Demography and Price Inflation - increase to existing planned demography of £4.0m. COVID-19 has had an impact in this area due to more children being in placements than expected, for longer periods of time, along with an unusually large increase in the unit price for a placement. The demographic increases link to delays in courts and changes in individual circumstances resulting in children spending longer in care than they may have done. It is assumed the price inflation returns to usual rates from 2022/23.</p> <p>Demography is reviewed on an annual basis and adjustments will be made in future years to reflect any changes.</p>	1,150	100	100	100	1,450
23CS6	A reduction in the contribution to support service overheads from the High Needs Dedicated School Grant (DSG) following a review to ensure this is proportional, and to reflect the policy to reduce the overspend within the High Needs DSG block (£0.500m reduction impacts on recharges for CDAI and CODR)	0				0
23CS7	Review of High Needs DSG funding for Education funded Children's Social Care placements, to reduce the overspend within the High Needs DSG block.	500				500
	Total New Pressures	3,010	447	343	381	4,181

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Investments					
23CS8	<p>Pause works with women who have experienced multiple removals of children from their care. Through intensive relationship-based programmes women take a pause in pregnancy and break destructive cycles that cause both them and their children deep trauma. As a result they experience improved mental and physical health, improved employment and housing outcomes and a reduction in domestic abuse and substance misuse, as well as improved relationships with children who have been removed from their care or the ability to experience a positive ending.</p> <p>To date this project has been grant funded (DfE and Troubled Families), however to continue beyond November 2022 council funding is required. The 2022/23 pressure of £0.078m will be funded by earmarked reserves.</p>		320			320
23CS9	Gypsy and Traveller Services Children's Support Officer	50				50
23CS17	Develop active travel plans & green travel	500	-500			0
	Total Investments	550	-180	0	0	370
	Total Pressures & Investments	6,276	-1,153	-602	381	4,902

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Savings					
	Previously Agreed Savings					
20CH15/ 20CH21	Savings arising from a review of third party spend - commissioning to review contracts , collaboration with providers etc to provide appropriate placements and support to children and provide best value.	-250				-250
22CS26	Savings arising from the step down from residential care to enhanced fostering provision	-463				-463
22CS27	Fall out of one off reduction of contribution to Adopt Thames Valley in 2021/22.	150				150
22CS32	Youth Justice Service redesign of senior management structure and Substance Misuse services.	59				59
22CS35	Fall out of government grant funding in 2021/22 for troubled families posts	83				83
22CS38	Training	10				10
	Total Previously Agreed Savings	-411	0	0	0	-411
	New Savings					
23CS10	Troubled Families grant will continue for a further year	-83	83			0
23CS11	Temporary use of COVID-19 and Afghan Resettlement grant funding for employee costs.	-50	50			0
23CS12	The academy and new school budget is expected to underspend on a one - off basis in 2022/23 due to the current lower number of academy conversions.	-100	100			0

Children's Services - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CS13	Home to school transport represents a significant proportion of the councils overall budget for Education and Services for children. We will be reviewing how this money is spent including: -Adjusting the price of the spare seat scheme to reflect the increasing cost of providing this service -Reviewing areas of discretionary spend and adapting policies to bring the Oxfordshire transport offer more in-line with other parts of the Country -Optimising our routes to reduce emissions and make savings -Running our services more efficiently and ensuring eligibility is tightly managed	-1,000				-1,000
23CS14	Use an element of the Supporting Families Grant to support the funding of the Locality Community Support Service	-230				-230
23CS15	Using the recently announced Holiday Activities funding (£200m nationally in 2022/23, Oxfordshire share estimated to be between £0.5m to £1.0m) to support our youth offer. Allows a proportion of the budget for youth to be saved.	-150				-150
23CS16	Additional on-going savings on travel costs following COVID-19.	-190				-190
	Total New Savings	-1,803	233	0	0	-1,570
	Total Savings	-2,214	233	0	0	-1,981
	Total Net Position	4,062	-920	-602	381	2,921

Public Health - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21PH3	Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)	47	48			95
	Total Previously Agreed Pressures & Investments	47	48	0	0	95
	New Pressures & Investments					
	New Pressures	0	0	0	0	0
	New Investments					
23PH1	Sexual Health - clear the backlog of Long Acting Reversible Contraception and to meet additional demand outside of Primary Care settings specifically targeted to targeted areas of deprivation.	140	-140			0
23PH2	NHS Health Checks - clear the backlog of health checks and provide health checks through alternative service providers outside of Primary Care settings specifically targeted to areas of deprivation and specific patient groups who are more at risk of CVD or who have been traditionally less likely to access services.	110	-110			0
23PH3	Sustance Misuse - support criminal justice pathways preventing further offending behaviour	50				50
23PH4	Addressing Childhood obesity - contribute to initiatives to reduce sedentary behaviour and obesity in children	55				55
	Total New Investments	355	-250	0	0	105

Public Health - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Total Pressures & Investments	402	-202	0	0	200
	Savings					
	Previously Agreed Savings					
21PH16 & 22PH11	Use the Public Health reserve to manage the overall impact of pressures and savings for Public Health within the ringfenced grant funding.	13	-33			-20
21PH8	Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.	-10	-15			-25
21PH15/ 19PPH1	A contribution of £0.425m from the Public Health Reserve supported public health eligible spend within the Family Safeguarding model in Children's Services in each of 2020/21 and 2021/22. This contribution falls out from 2022/23. (Linked to 21CS21)	425				425
22PH10	Review Drugs and Alcohol service provision	-50				-50
	Total Previously Agreed Savings	378	-48	0	0	330
	New Savings					
23PH5	Sexual Health. A one-off underspend in 2021/22 will be used to support additional activity 2022/23 on a one - off basis.	-140	140			0
23PH6	NHS Health Checks - A one-off underspend in 2021/22 will be used to support additional activity 2022/23 on a one - off basis.	-110	110			0

Public Health - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23PH7	Sustance Misuse - efficiencies in community and healthcare services	-50				-50
23PH8	Efficiencies in Obesity and Physical activity budgets	-55				-55
	Total New Savings	-355	250	0	0	-105
	Total Savings	23	202	0	0	225
	Total Net Position	425	0	0	0	425

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21COM3	Fall out of one off investment related to the improvement of data management and processes to enable timely council-wide responses to planning consultations.	-400				-400
21COM8	Digitalisation of the Development Management and Enforcement Service to enable more efficient, flexible working.		-300			-300
21COM9	Development and implementation of a new service delivery model for Travel Planning team, to enable the service to become self financing and provide a better service to customers. Initial investment of £0.250m was made in 2020/21 for 2 years . On going saving to be acheived from 2022/23 is £0.150m after taking into account the repayment of the initial investment.	-250				-250
21COM1	Strategic Rail Cotswold Taskforce: Remaining phased fall out of partnership contribution of £0.175m made in 2020/21 to progress to progress the significant enhancement of the rail corridor supporting growth in West Oxfordshire.	-85				-85
21COM20	Enhancing the provision of safety related tree maintenance a 2-year programme of works to ensure the safety of trees adjacent to our highways on on our OCC property for which the County has responsibility. Cumulative investment of £0.6m in 2020/21 and 2021/22. £0.250m annual budget available ongoing from 2022/23.	-150				-150

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
20COM1	Street Lighting - Energy and Maintenance Costs	150				150
20COM2	Street Lighting - Borrowing Costs of replacement investment	780				780
21COM24	Changes to manage the staged fall out of a two year reduction to the drawdown from the Parking Account.	-300	-450			-750
	Total Previously Agreed Pressures & Investments	-255	-750	0	0	-1,005
	New Pressures & Investments					
	New Pressures					
23EP1	Environment and Place redesign saving will be a staggered restructure starting with the management team and working its way down the directorate structure to optimise the efficiency and effectiveness of the teams. Links to saving 22EP03.	750	-750			0
23EP2	The Infrastructure Delivery Team provides project management and other support for the delivery of the Growth Deal, Housing Infrastructure Fund and other major projects. Because the work does not relate to specific schemes these costs cannot be funded through the capital programme.	1,300				1,300
23EP3	Reprofiling of the LED replacement streetlighting programme due to unavoidable supply chain disruption. Overall, the programme should now over-achieve energy and cost savings commitments. (Links to 18EE10/ 19COM4/ 19COM14/20COM12/ 21COM26)	1,000	-1,000	-600		-600

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23EP4	Recycling and Gully treatment project savings at the Drayton Highways Depot not now achievable (22EP26)	120	50	250		420
23EP5	Increased contribution to the Regional Flood Co-ordination Committee Levy	45	22	22	22	111
23EP6	Planning process digitisation project (21COM8) has been completed and savings of £0.150m have been achieved a year earlier than planned. Increased volume of planning applications means on-going costs have increased. This project has been completed as far as it can be. However, due to the increasing volume of applications being recieved, although efficiently processed, service cannot progress the project to realise cashable savings only that they can do more withing the budget the service originally had. This means that the investment budget can be realised but the cahshable saving cannot be further achieved.	-150	300			150
23EP7	Broad Street Pedestrianisation - reduction in Pay and Display Income	300				300
	Total New Pressures	3,365	-1,378	-328	22	1,681
	New Investments					
23EP8	Flood Prevention and Surface Water Management Related bids – supporting future Flood Risk, Strategy and Partnership work	196				196
23EP9	Contribution to New Local Nature Partnership	25				25

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23EP10	Environmental and Community bids - supporting the expansion in capacity to prepare for the Environment Bill, develop the Nature Recovery Strategy and greater support for Community Action Groups	242		-50		192
23EP11	Increase capacity to develop pipeline and contract delivery of projects to support the Zero Carbon Infrastructure	66	-2		-64	0
23EP12	Delivery of Pathways to a Zero Carbon Oxfordshire - one - off capacity to develop roadmap and support partnership working	90	-70	-20		0
23EP13	Increase on-going capacity to deliver the Electric Vehicle policy and strategy	87				87
23EP14	Provide capacity to ensure Oxfordshire is "Grid ready", developing Energy System planning and flexibility trails.	66	7	-9	-64	0
23EP15	Increase capacity to manage Community Climate Outreach Programme	77				77
23EP26	Adjustment to investments to reflect that some of these investments will start part way through 2022/23	-200	200			0
23EP27	Resource to support development of Oxfordshire Rail Feasibility Strategy	250	-250			0
23EP28	Safe Crossings and Active Travel and additional capacity for workplace charging (assumes agency rates for 3 FTE for 1 year)	350	-350			0
	Total New Investments	1,249	-465	-79	-128	577
	Total Pressures & Investments	4,359	-2,593	-407	-106	1,253

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Savings					
21COM13	Fall out of one-off drawdown from S106 penalty monies (offsets 21COM3)	400				400
21COM12	New charge for natural environment advice on planning consultations/applications (linked to 21COM11)	-10				-10
18EE10/ 19COM4/ 19COM14/20 COM12/ 21COM26	Savings from reduced energy and maintenance costs relating to Street Lighting following the delivery of the LED replacement programme	-1,680				-1,680
20COM14/21 COM23	Integrated Transport Unit - re-profiling of delayed cost savings	-400				-400
22EP04	Savings arising from realigning resources and priorities of the Street works permit system.	-305				-305
22EP05	Additional anticipated income from charges to developers. Appropriate charges for services undertaken for developers that attract a relevant external fee.	-249				-249
22EP18	Additional anticipated income from charges to developers. Appropriate charges for services undertaken for developers that attract a relevant external fee (road agreements).	-344	-274	-278		-896
22EP06	Improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste reducing disposal costs	-120	-50	-250		-420

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
22EP07	Highway Routine and Reactive Maintenance - Improvements to the management of defects to improve efficiency, enhance quality of repair, and reduce costs.	-100				-100
22EP09	Parking bay suspension - New charge for parking bay suspension to support the administration of them in addition to the loss of income already charged.	-2				-2
22EP10	Fleet management – Reduced costs and effort by consolidating contracts and managing collectively across directorate	-100		-100		-200
22EP11	Home to School contract management - Use of technology and improvements and automation of processes to reduce costs and effort required.	-350	-250	-50	-150	-800
22EP13	COMET fares - Increase the cost of fares to better recover the cost of operating the service but still ensuring charges are affordable.	-5	-5		-10	-20
22EP16	Waste Budget - Planned increase to waste budget to accommodate population growth.	430				430
22EP17	Fall out of one-off draw down from the Bus Service Operators Grant reserve.	250				250
	Total Previously Agreed Savings	-2,585	-579	-678	-160	-4,002

Environment & Place - Previously Agreed and New Pressures, Investments and Savings

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Savings					
23EP16	Waste Contract saving following negotiations on the Food and Green Waste contracts	-500				-500
23EP17	Review external income streams, for example, through Commuted Sums, Section 38 (Road Agreements), Section 278 (Highways works) and Section 106 (Developer Funding), to optimise use to fund eligible expenditure	-250				-250
23EP18	Moving Traffic New income introducing Part 6 powers relating to Civil Traffic Enforcement incl. Rising Bollards management	-130	-200	-250		-580
23EP19	Increased Fees and Charges - Oxford Pay and Display and additional Bus Lane Enforcement	-150	-150			-300
23EP20	Increase in Parking Bay Suspension income (22EP09)		-50			-50
23EP21	Increase in vacancy control and reduction in reliance on agency staff and some smaller combined non-staffing savings.	-150				-150
23EP22	Extend and increase use of one-off use of Bus Service Operators Grant	-250	250			0
23EP23	Additional on-street parking income	-150				-150
23EP24	One - off drawdown from commuted sums	-2,000	2,000			0
23EP25	Supported Transport budget - rebasing of service operation and staffing costs	-100		-100		-200
	Total New Savings	-3,680	1,850	-350	0	-2,180
	Total Savings	-6,265	1,271	-1,028	-160	-6,182
	Total Net Position	-1,906	-1,322	-1,435	-266	-4,929

**Commercial Development, Assets and Investments
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21CDAI13	Phased fall out of the investment made in 2020/21 relating to work on Climate Action - a key part of the reduction in carbon relates to the Council's property portfolio.	-180	-60			-240
21CDAI5	Fall out of funding of a review of Hard Facilities Management Services.	-100	-100			-200
20COM7	Fall out of temporary funding of replacement costs of the Atrium Property database.	-15				-15
21CDAI10	Ongoing impact of Rates Revaluation	16				16
20COM6/ 20CDAI11	Ongoing impact of changes to Property utility costs.	140	-150			-10
21CDAI12	Phased fall out of £0.7m of investment in 2021/22 to bring the Council's Assets to a satisfactory operating level	-500	-200			-700
21CDAI14	Last year of the phased fall out of £0.3m funding agreed in 2020/21 relating to a pressure on the Joint Use Agreements.	-67				-67
20COM10	Increase share of Joint Control Centre costs - growth in volume (Fire & Rescue Service)	15				15
22CDAI13	Fall out of temporary funding related to delays to the implementation of changes to joint use agreements with leisure centres/other local authorities/school academies due to staffing capacity during the COVID-19 pandemic.	-648				-648
	Total Previously Agreed Pressures & Investments	-1,339	-510	0	0	-1,849

**Commercial Development, Assets and Investments
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	New Pressures & Investments					
	New Pressures					
23CDAI1	On-going pressure related to joint use sports agreements with leisure. Pressure in 2022/23 will be funded from reserves on a one - off basis.		500			500
23CS6	A reduction in the contribution to support service overheads from the High Needs Dedicated School Grant (DSG) following a review to ensure this is proportional, and to reflect the policy to reduce the overspend within the High Needs DSG block (£0.500m reduction impacts on recharges for CDAI and CODR)	120				120
	Total New Pressures	120	500	0	0	620
	New Investments					
23CDAI2	New Green Deal - Support the procurement team and services to work with our Major suppliers to set and report on science based nature and climate targets (2 FTE reflecting scale of supply chain and potential impact)	106	35			141
23CDAI3	Recruitment & Retention Issues	229				229

**Commercial Development, Assets and Investments
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CDAI4	Increase in legal costs due to reliance upon Counsel (barrister provision) for Childcare work which has steadily increased both in terms of quantity and complexity over the last few years. Matters coming before the courts are becoming more involved which has resulted in the increased financial pressure.	243				243
23CDAI5	Increase Democratic Services and Scrutiny Capacity: 2 FTE Scrutiny Officers and 1 FTE Democratic Services Officer	179				179
23CDAI18	Community Buildings - implementation of rent holiday in 2022/23 and funding for repairs and maintenance. Policy will be reviewed during 2022/23 so that permanent arrangements can be put in place from 2023/24.	300	-300			0
	Total New Investments	1,057	-265	0	0	792
	Total Pressures & Investments	-162	-275	0	0	-437
	Savings					
	Previously Agreed Savings					
21CDAI9	Review of Catering Services - enhancing the service to enable it to develop a more commercially enhanced operating model with the introduction of a commercial manager and teams to provide a service to external organisations e.g. school academies / other authorities.	-100	-150			-250
21CDAI17	Reduction in costs due to Salix / potential borrowing relating to energy savings and repayments coming to an end	-44				-44

**Commercial Development, Assets and Investments
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
22CDAI1/2 2CDAI3	Transformational, efficiency and service specific saving initiatives will achieve total savings of £3.4m over 2021/22 and 2022/23.	-1,438				-1,438
20COM23	Increased income from anticipated extra demand (Fire & Rescue Service)	-10				-10
22CDAI5	Review of Mid-Level and Supervisory Leadership Level within the Fire & Rescue Service	-100	-50			-150
22CDAI6	Review of Wholetime Firefighter activity (prevention and protection)	-45	-45			-90
22CDAI7	Savings arising from the review of Fire & Rescue Service Business Support teams and Commercial Training Service	-25				-25
22CDAI12	Miscellaneous efficiency savings in Trading Standards	-15				-15
	Total Previously Agreed Savings	-1,777	-245	0	0	-2,022
	New Savings					
23CDAI6	Fire Cadets will be moved to a charitable status to allow better access to funding to allow growth in this area	-20				-20
23CDAI7	Reprofiling of budget in line with spend analysis and efficiencies through improved crewing management	-90				-90
23CDAI8	Savings from joint OCC/CDC managerial posts in Regulatory Services	-90				-90
23CDAI9	Traveller sites - increase recovery rent and utility costs recovery through improved systems	-15				-15
23CDAI10	Procurement - removal of vacant posts (2 x Grade 8, 1x Procurement & Contract Management Systems Analyst, 1x Procurement & Contract Management Intelligence Analyst)	-67				-67

**Commercial Development, Assets and Investments
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CDAI11	Electric Vehicle leases	-50				-50
23CDAI12	Self delivery on Hard Facilities Management	-100				-100
23CDAI13	Renegotiation to focus on new efficiencies with existing cleaning contracts	-170				-170
23CDAI14	Income Generation with new Cleaning Contracts	-100				-100
23CDAI15	Rollout out of digital post room solution	-100				-100
23CDAI16	Balance of Saving from Leadership Team Cost Centre	-33				-33
23CDAI17	Efficiencies arising through digital solutions	-89				-89
	Total New Savings	-924	0	0	0	-924
	Total Savings	-2,701	-245	0	0	-2,946
	Total Net Position	-2,863	-520	0	0	-3,383

**Customers, Organisational Development & Resources
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Previously Agreed Pressures & Investments					
21COD07	Microsoft Licensing increase costs from 2022/23	300				300
22CODR1	The Councillor Priority fund allows elected members to support community projects and priorities in their local areas. £0.945m funding is available in 2021/22 and can be used by Councillors over two years, 2021/22 and 2022/23. This is equivalent to £15k per Councillor over the two years.	-945				-945
	Total Previously Agreed Pressures & Investments	-645	0	0	0	-645
	New Pressures & Investments					
	New Pressures					
23CODR1	Staffing & income pressures within Library Service	200				200
23CODR2	Pressure on History Service staffing budget from ongoing vacancy factor	13				13
23CODR3	Changes to the charging mechanism for the policy and communications team, who work jointly across Oxfordshire County Council and Cherwell District Council.	47				47
23CODR4	Finance - additional capacity to respond to on-going demand	168				168

**Customers, Organisational Development & Resources
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CS6	A reduction in the contribution to support service overheads from the High Needs Dedicated School Grant (DSG) following a review to ensure this is proportional, and to reflect the policy to reduce the overspend within the High Needs DSG block (£0.500m reduction impacts on recharges for CDAI and CODR)	380				380
	Total New Pressures	808	0	0	0	808
	New Investments					
23CODR5	Banbury Library - running costs for new library	50	150			200
23CODR6	Re-design and re-position the Organisational Development service to both build capacity and expertise as we continue to move forward with our organisational development and change programme to Deliver the Future Together	500				500
23CODR7	Establishment of 1 x new posts for engagement with local residents	56				56
23CODR8	Increase in the consultation and engagement supplies and services budget	25				25
23CODR9	Performance Management Business Systems			19	19	38
23CODR10	Capital Governance Review additional staffing - 2 FTE at G18 and G11	130				130
	Total New Investments	761	150	19	19	949
	Total Pressures & Investments	924	150	19	19	1,112

**Customers, Organisational Development & Resources
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
	Savings					
	Previously Agreed Savings					
22CODR6	Fall out of one-off saving from vacancy management across Strategy team	116				116
22CODR8	Fall out of one off saving from vacancy management in the Business & Customer Insight team.	39				39
22CODR19	ICT Transformation Saving	-250				-250
20COM19	Income from the new Strategic Transport Model.	-100				-100
20COM21	Cost recovery charges for services provided to Coroner's Service	-5				-5
	Total Previously Agreed Savings	-200	0	0	0	-200
	New Savings					
23CODR11	Pause Recruitment	-36	36			0
23CODR12	Reduction in Policy & Strategy budget	-10				-10
23CODR13	Removal of Performance & Insight training budget	-11				-11
23CODR14	Reduction in Performance & Insight IT budget	-5				-5
23CODR15	Temporary reduction in operational budget of the Performance & Insight team	-10		10		0
23CODR16	Establishment of a charged design and marketing service	-20				-20
23CODR17	Reduction in the History Service staffing budget	-18				-18
23CODR18	Reduction in stationery budget within Library Service	-70				-70
23CODR19	Refocus delivery of museum learning and access service	-16				-16
23CODR20	Reduction in the Music Service operational staffing budget	-77				-77

**Customers, Organisational Development & Resources
Previously Agreed and New Pressures, Investments and Savings**

Ref	Description	2022/23	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000	£000
23CODR21	Proposed reduction in non - staff costs	-34				-34
23CODR22	Proposed increase in Income generating services - Registration Services	-15	15			0
23CODR23	Additional on-going savings on travel costs following COVID-19.	-30				-30
23CODR24	Temporary savings in supplies & contracts	-239		239		0
23CODR25	Reprofile part of previously agreed saving of £0.250m in 2022/23	150	-150			0
	Total New Savings	-441	-99	249	0	-291
	Total Savings	-641	-99	249	0	-491
	Total Net Position	283	51	268	19	621