

<b>New and Previously Agreed Budget Changes Summary 2023/24 - 2025/26</b>				
<b>Directorate</b>	<b>2023/24 £000</b>	<b>2024/25 £000</b>	<b>2025/26 £000</b>	<b>Total £000</b>
<b>Previously Agreed Pressures &amp; Investments</b>				
Adult Services	10,766	10,388	9,450	<b>30,604</b>
Children's Services	5,125	6,906	7,593	<b>19,624</b>
Environment & Place	804	2,722	3,109	<b>6,635</b>
Community Safety and Public Health	244	456	466	<b>1,166</b>
Customers, Culture & Corporate Services	1,196	1,335	1,364	<b>3,895</b>
<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>18,135</b>	<b>21,807</b>	<b>21,982</b>	<b>61,924</b>
<b>Previously Agreed Savings</b>				
Adult Services	-250	-350	0	<b>-600</b>
Children's Services	233	0	0	<b>233</b>
Environment & Place	1,271	-1,028	-160	<b>83</b>
Community Safety and Public Health	107	0	0	<b>107</b>
Customers, Culture & Corporate Services	-249	249	0	<b>0</b>
<b>Total Previously Agreed Savings</b>	<b>1,112</b>	<b>-1,129</b>	<b>-160</b>	<b>-177</b>
<b>Previously Agreed COVID-19 Funding</b>				
Adult Services	-890	-890	0	-1,780
Children's Services	-362	-1,588	-1,017	-2,966
Environment & Place	-750	-400	0	-1,150
Community Safety and Public Health	0	0	0	0
Customers, Culture & Corporate Services	-91	-304	0	-395
<b>Total Previously Agreed COVID-19 Funding</b>	<b>-2,093</b>	<b>-3,182</b>	<b>-1,017</b>	<b>-6,291</b>
<b>Total Existing Planned Changes</b>	<b>17,155</b>	<b>17,497</b>	<b>20,805</b>	<b>55,456</b>
<b>New Budget Increases</b>				
Adult Services	21,926	12,382	2,470	<b>36,778</b>
Children's Services	16,813	3,468	2,353	<b>22,634</b>
Environment & Place	10,395	850	825	<b>12,070</b>
Community Safety and Public Health	0	0	0	<b>0</b>
Customers, Culture & Corporate Services	9,878	-2,052	425	<b>8,251</b>
Changes to be allocated if needed (additional 2% pay inflation)	5,200	2,861	800	<b>8,861</b>
<b>Total New Budget Increases</b>	<b>64,212</b>	<b>17,509</b>	<b>6,873</b>	<b>88,594</b>
<b>New Pressures Funded From COVID-19 Reserve</b>				
Adult Services	325	0	-325	<b>0</b>
Children's Services	312	-312	0	<b>0</b>
Environment & Place	0	0	0	<b>0</b>
Community Safety and Public Health	0	0	0	<b>0</b>
Customers, Culture & Corporate Services	401	-130	-96	<b>175</b>
<b>Total New Pressures Funded From COVID-19 Reserve</b>	<b>1,038</b>	<b>-442</b>	<b>-421</b>	<b>175</b>

<b>New Budget Reductions</b>				
Adult Services	-17,498	-580	-562	<b>-18,640</b>
Children's Services	-3,349	620	110	<b>-2,619</b>
Environment & Place	-2,555	-2,090	-150	<b>-4,795</b>
Community Safety and Public Health	-200	200	0	<b>0</b>
Customers, Culture & Corporate Services	-4,664	-2,552	0	<b>-7,216</b>
Changes to be allocated	-1,600	0	0	<b>-1,600</b>
<b>Total New Budget Reductions</b>	<b>-29,866</b>	<b>-4,402</b>	<b>-602</b>	<b>-34,870</b>
<b>Total Directorate Changes</b>	<b>52,539</b>	<b>30,162</b>	<b>26,655</b>	<b>109,355</b>

<b>Adult Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
	<b>Previously Agreed Pressures &amp; Investments</b>				
	Demographic Growth	8,782	8,500	8,500	<b>25,782</b>
	Pay Inflation (2.5%)	789	808	826	<b>2,423</b>
	Contract Inflation	967	887	920	<b>2,774</b>
	Income Inflation (2.0%)	-771	-747	-796	<b>-2,314</b>
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. Pressure initially met from COVID-19 reserve in 2022/23 and 2023/24. Council funding will be added as the COVID-19 funding falls out (see COVID12 below).	890	890		<b>1,780</b>
23AS5	Employment & Wellbeing - Community Carers / Connectors - support clients with a learning disability, to enable them to take part in their communities more independently. Provide support to find volunteering roles, and/or leisure activities, according to their interests until they feel confident to continue on their own.	150	150		<b>300</b>
23CS2	Special Educational Needs & Disabilities (SEND) Commissioning and Brokerage Team - additional dedicated commissioning capacity for SEND placement spend of circa £25m per annum. Additional resources required, saving to be reversed, see new pressures	-41	-100		<b>-141</b>
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>10,766</b>	<b>10,388</b>	<b>9,450</b>	<b>30,604</b>
	<b>New Budget Increases</b>				
24AD1	Changes to the cost of care packages funded by the council	17,275	12,282	2,470	<b>32,027</b>
24AD2	Additional brokerage staffing capacity is needed as a result of increasing demand arising from hospital discharges and the need to reduce costs in Special Educational Needs & High Needs Block placements.	251	100		<b>351</b>
24AD17	In the context of heightened demand and complexity across health and social care sectors following the pandemic, and the introduction of the CQC Social Care Assurance framework from April 2023, it is proposed that this additional funding is made available to Adult Social Care to help manage the risk these challenges pose. Further work is required to identify exactly how the funding will be utilised, however it is clear that some targeted action will be required to address known areas of risk, ahead of CQC inspection. In addition there is a need to expand the permanent workforce both inside and outside of the council, and that financial risk is increasing with demand and complexity beyond that previously anticipated as part of the budget proposals	4,400			<b>4,400</b>
	<b>New Budget Increases</b>	<b>21,926</b>	<b>12,382</b>	<b>2,470</b>	<b>36,778</b>
	<b>Pressures met from COVID-19 Reserve in 2023/24</b>				
24COVID5	Funding for additional commissioning and contract activity for social care arising as a result of the on-going impact of COVID-19.	325		-325	<b>0</b>
	<b>Total Pressures, Investments, Budget Increases</b>	<b>33,017</b>	<b>22,770</b>	<b>11,595</b>	<b>67,382</b>
	<b>Previously Agreed Savings</b>				
23AS13	Out of Area Placements - Bring people back to Oxfordshire to improve outcomes and increase the utilisation of supported accommodation.	-250	-350		<b>-600</b>
	<b>Total Previously Agreed Savings</b>	<b>-250</b>	<b>-350</b>	<b>0</b>	<b>-600</b>

<b>Adult Services - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>New Budget Reductions</b>				
24AD3	Due to a national shortage of qualified social workers and occupational therapists, recruitment into operational social work teams can take time. Adult Services are launching a refreshed approach to recruitment, including investment in new professional leadership and development roles specifically the Principal Social Worker and Principal Occupational Therapist. As this approach is embedded there is expected to be a one-off saving in 2023/24 whilst vacancies are filled.	-1,000	1,000		<b>0</b>
24AD4	The council is committed to supporting people to live independent healthy lives in their own homes. Our programme of reviewing care packages will ensure that residents are supported to maximise all the opportunities that are available to them in the community to achieve better outcomes.	-3,510	-670	-385	<b>-4,565</b>
24AD5	Population changes: the impact of the "Oxfordshire Way" on improved outcomes for people means reductions in demand for services are expected to continue in 2023/24 and beyond.	-1,814	-500		<b>-2,314</b>
24AD6	Maximise the use of supported living accommodation within Oxfordshire so that people are able to remain close to home.		-65		<b>-65</b>
24AD7	Shared Lives - increase the number of people who can find a home through the shared lives scheme. Build further on the success of the service to provide options for respite for a wider range of individuals.	-148		-74	<b>-222</b>
24AD8	Review and adjust pooled budget arrangements to ensure increased health needs are accurately reflected in the funding for the pools following demographic change over recent years.	-5,500			<b>-5,500</b>
24AD9	Meet costs from an anticipated 5% uplift to the Better Care Fund in 2023/24	-1,395			<b>-1,395</b>
24AD10	Fund more prevention activities through the Better Care Fund to meet the shared priorities of the health and social care system.	-1,305			<b>-1,305</b>
24AD11	Ensure that residents in need of support are offered solutions that are proportionate to their needs and keep them at the heart of their community, by offering them opportunities in extra care housing instead of residential care.	-460			<b>-460</b>
24AD12	Work with residents, the voluntary sector, health partners, and community groups to deliver The Oxfordshire Way. This means that people will be enabled to live healthy lives in their own homes for as long as possible. We will ensure that people do not enter into residential care when there is a better outcome that they could achieve by accessing equipment, technology, or Extra Care Housing.	-1,753	-350	-175	<b>-2,278</b>
24AD13	The Oxfordshire health and social care system is dedicated to supporting people to return home to continue their recovery after a period of hospital based care. The Council will work with system partners to ensure that where people do require a period of bed based recovery in a nursing home or community hospital, they are supported to return home as quickly as possible by accessing the full range of statutory and voluntary services that can support people to remain independent and healthy in their own homes.		-495		<b>-495</b>
24AD14	Interim care pathway flats - pilot opportunity to use a small number of flats in new extra care schemes for hospital discharge.	-41			<b>-41</b>
24AD15	Reduction in the cost of social care assessments contribution due to public health (drug and alcohol provider) providing a more efficient, integrated, and holistic assessment	-72		72	<b>0</b>
24AD16	Fund eligible adult social care expenditure from the Public Health Reserve on a one-off basis in 2023/24	-500	500		<b>0</b>
	<b>Total New Budget Reductions</b>	<b>-17,498</b>	<b>-580</b>	<b>-562</b>	<b>-18,640</b>
	<b>Total Savings and Budget Reductions</b>	<b>-17,748</b>	<b>-930</b>	<b>-562</b>	<b>-19,240</b>

<b>Adult Services - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>Adjust funding for pressures met from COVID-19 Reserve in 2022/23</b>				
COVID12	Long term COVID-19 Infection Control Requirements - based on increased staffing recruitment and retention, cost of PPE as free issue is withdrawn and on-going testing requirements. Funding of £1.780m in 2022/23 will reduce to £0.890m in 2023/24 and then be removed from 2024/25. Replaced by base budget funding in 23AS2.	-890	-890		<b>-1,780</b>
	<b>Total Funding for COVID-19 Pressures</b>	<b>-890</b>	<b>-890</b>	<b>0</b>	<b>-1,780</b>
	<b>Total Adult Services</b>	<b>14,379</b>	<b>20,950</b>	<b>11,033</b>	<b>46,362</b>

<b>Children's Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
	<b>Previously Agreed Pressures &amp; Investments</b>				
	Demographic Growth	4,550	5,726	5,494	<b>15,770</b>
	Pay Inflation (2.5%)	1,398	1,430	1,463	<b>4,291</b>
	Contract Inflation	289	252	255	<b>796</b>
21CS16	Final element of the phased fall out of a temporary £0.4m increase in funding in 2020/21 for social care staffing team pressures to meet additional demand.	-246			<b>-246</b>
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 and the remaining budget falls out in 2023/24 and 2024/25.	-944	-945		<b>-1,889</b>
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 was expected to produce £1.0m of savings in total.	-230			<b>-230</b>
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 is being funded by the COVID-19 reserve in 2022/23 and 2023/24.	388	343	281	<b>1,012</b>
23CS5	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. Demography is reviewed on an annual basis and adjustments will be made in future years to reflect any changes.	100	100	100	<b>300</b>
23CS8	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. To date this project has been grant funded (DfE and Troubled Families), however to continue beyond November 2022 council funding is required so this provides on-going council funding.	320			<b>320</b>
23CS17	Develop active travel plans & green travel	-500			<b>-500</b>
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>5,125</b>	<b>6,906</b>	<b>7,593</b>	<b>19,624</b>
	<b>New Budget Increases</b>				
24CS1	Continuation of £0.970m funding for adult facing services within family safeguarding (family solutions plus), relating to contracts supporting domestic abuse, adult mental health & substance misuse. The proposed increases are after taking account of the Supporting Families grant of £0.485m in 2023/4 and 2024/25 plus funding from the Public Health reserve of £0.300m in 2023/24 and £0.200m in 2024/25.	185	100	685	<b>970</b>

<b>Children's Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
24CS2	Investment in Children's Social Worker Recruitment & Retention Strategy ("Grow your own") in order to provide a more resilient & effective service resulting in more manageable caseloads and reducing reliance on agency staff	615	0	0	615
24CS3	Short term growth to fund the difference in cost of agency and permanent social workers, until the Recruitment and Retention measures and investment take full effect.	1,100	-650	-450	0
24CS4	Reflecting national trends the number of children we care for has increased and placement costs are higher. Part of the increase arises from a higher number of children requiring very high cost support due to lack of suitable placements both locally and nationally.	8,300			8,300
24CS5	Strengthen the application of thresholds and develop new working practices to safely reduce the number of children the council cares for so activity is more consistent with similar authorities.	-2,000	-1,200	-1,200	-4,400
24CS6	Inflation: funding for estimated inflationary increases to the cost of care.	5,700	3,200	1,600	10,500
24CS30	The most recent mainstream bus tenders saw bids on average coming in at 32% greater than the medium term contracts previous run. These are deemed presentative of the rest of the market and the full impact will be seen over the medium term as cohorts of contracts are tendered. This pressure exceeds that of the 12% incorporated into the budget strategy process.	213	213	213	639
24CS31	As the DPS award system has no fixed contract inflation, there is pressure to upgrade the system in place to help support the SEND market stability and either incorporate a temporary fix, as well as to consider inflation as part of the routine contract estimated at 6% per annum. This pressure exceeds the one year inflation figure in the budget strategy for this area.		305	305	610
24CS32	Home to School Transport: Based on the demographic growth forecast from Newton, both SEN and Post 16 are seeing a significant increase in the number of students needing EHCPs. 33% of students with plans require transport and the student increases are estimated as follows (2022/23) 15%, (2023/24) 10%, (2024/25) 11% and (2025/26) 9%. This pressure is on top of the £1.3m demographic growth already in the MTFP.	2,200	1,500	1,200	4,900
	<b>Total New Budget Increases</b>	<b>16,813</b>	<b>3,468</b>	<b>2,353</b>	<b>22,634</b>
	<b>Pressures met from COVID-19 Reserve in 2023/24</b>				
24COVID1	Multi Agency Safeguarding Hub. One - off funding of £0.624m agreed for 2022/23 for additional activity linked to COVID-19 demand was originally expected to fall out in 2023/24 and 2024/25 (see COVID8 in Annex 1a). Demand remains high so continue funding in 2023/24	312	-312		0
	<b>Total Pressures, Investments, Budget Increases</b>	<b>22,250</b>	<b>10,062</b>	<b>9,946</b>	<b>42,258</b>
	<b>Previously Agreed Savings</b>				
23CS10	Troubled Families grant will continue for a further year in 2022/23 but is assumed to fall out from 2023/24.	83			83
23CS11	Temporary use of COVID-19 and Afghan Resettlement grant funding for employee costs in 2022/23 falls out from 2023/24.	50			50
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. The underspend will continue into 2023-24, but falls out in 2024/25.	100			100
	<b>Total Previously Agreed Savings</b>	<b>233</b>	<b>0</b>	<b>0</b>	<b>233</b>
	<b>New Budget Reductions</b>				
24CS7	Use one-off funding held in reserves to support expenditure in 2023/24.	-60	60		0

<b>Children's Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
24CS8	Review costs and/or increase charges for traded services to ensure full cost recovery	-95			-95
24CS9	The academy and new school budgets are expected to underspend in 2023/24 due to fewer schools converting to academies. Increased activity is expected in 2024/25	-100	100		0
24CS10	Service efficiencies	-113			-113
24CS11	Early Help: service efficiencies	-67			-67
24CS12	Reduce expenditure on legal costs	-150			-150
24CS13	Children We Care For: reduction in staffing & support costs	-240			-240
24CS14	Possible reduction in costs of supporting unaccompanied children. This depends on the impact of the Home Office National Transfer Scheme which allocates unaccompanied children across Local Authorities.	-120			-120
24CS15	Leaving Care Service - staffing efficiencies	-80			-80
24CS16	Youth Justice & Exploitation agency - staffing reduction	-85			-85
24CS17	Adopt Thames Valley (regional adoption service) - reduced contribution based on placing more children with our own adopters (one-off) & review of recovery of the council's overheads as hosts of the regional adoption agency	-110	40		-70
24CS18	Reduction in recruitment and training spend	-50			-50
24CS19	Efficiencies in how the council manages the process of collecting data and administrating the Supporting Families grant process with central government	-120			-120
24CS20	The Supporting Families grant will continue for a further two years. Total budgeted grant expected to fall out in 2025/26	-83		110	27
24CS21	Children with Disability agency staff reduction	-135			-135
24CS22	Safeguarding/Quality Assurance team agency staffing reduction	-73			-73
24CS23	Reduction in funding for project work	-66			-66
24CS24	Reduction in ongoing pension payments to former employees. There is usually an annual reduction as numbers reduce, offset by any inflationary uplift.	-32			-32
24CS25	Administration efficiencies in Education & Social Care	-190			-190
24CS26	Supporting Families Grant - use one-off funding to offset overall pressures.	-200	200		0
24CS27	Release funding held in the Early Intervention reserve (one-off in 2023/24)	-200	200		0
24CS28	Release Youth Funding pump-priming reserve. This reserve was established to implement Youth Service initiatives. Funding can now be met from within the Youth Service revenue budget (one-off in 2023/24)	-500	500		0
24CS29	Service Reviews of non-statutory / non-case holding areas	-480	-480		-960
	<b>Total New Budget Reductions</b>	<b>-3,349</b>	<b>620</b>	<b>110</b>	<b>-2,619</b>
	<b>Total Savings and Budget Reductions</b>	<b>-3,116</b>	<b>620</b>	<b>110</b>	<b>-2,386</b>
	<b>Adjust funding for pressures met from COVID-19 Reserve in 2022/23</b>				
	<u>Education</u>				
COVID1	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. Half of this funding will be removed in 2023/24 and the remainder in 2024/25.	-134	-134		-267
COVID2	Reduction in management by combining Early Years Teams across Education. Existing saving (22CS19) not achievable until 2024/25 as a result of COVID-19 pressures.		-140		-140



<b>Children's Services - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<u>COVID-19 Demand Pressures</u>				
COVID3	Elective Home Education - An increase in numbers of families choosing to home educate has required an short-term investment in this service to support this. The funding from the COVID-19 reserve will be removed in 2023/24.	-84			-84
COVID4	Additional capacity to track children missing education reflecting increased demand for services. The funding from the COVID-19 reserve will be removed in 2023/24.	-21			-21
	<u>Social Care</u>				
COVID5	Agency Staff - the proportion of permanent posts held by an agency social workers increased during 2021/22 because of COVID-19 demand and other factors impacting on the availability of experienced social workers.	-375	-375		-750
COVID6	Family Safeguarding Partnership Team Savings - higher demand due to the COVID-19 pandemic means that it isn't possible to reduce teams in line with the original plan without a significant impact on caseloads. At present it is estimated there will be a two year delay, but this will be reviewed as demand changes. (links to 21CS21)	444		-446	-2
COVID7	Family Safeguarding Associated Savings The reduction in activity as a result of Family Safeguarding was expected to reduce activity in other services, such as Children we Care For Teams and the QA services. These will now be delayed.	246	-140	-246	-140
	<u>COVID-19 - Additional Demand Pressures</u>				
COVID8	Multi Agency Safeguarding Hub - funding of £0.624m in 2022/23 for additional activity linked to COVID-19 demand falls out in 2023/24 and 2024/25.	-312	-312		-624
COVID9	Family Safeguarding Partnership Teams - funding of £0.350m for additional activity linked to COVID-19 demand falls out in 2023/24 and 2024/25.	-175	-175		-350
COVID10	Fostering Project Savings - reprofile of existing saving 21CS26. Recruitment of foster carers has been challenging nationally since the start of the pandemic for both local authorities and fostering agencies. £0.588m fundin in 2022/23 will increase to £0.637m in 2023/24 then fall out in 2024/25 and 2025/26.	49	-312	-325	-588
	<u>High Needs DSG</u>				
COVID11	The modelling approach to COVID-19 within Oxfordshire across all services has been to compare expected, annual growth patterns to growth seen through the pandemic. The excess growth is deemed to be as a result of the pandemic. Using this method there were an extra 74 plans issued, and applying costs based on the normal pattern of provisions, this results in an additional cost to High Needs. The planned contribution of £1.2m is planned to continue until 2025/26.				0
	<b>Total Funding for COVID-19 Pressures</b>	<b>-362</b>	<b>-1,588</b>	<b>-1,017</b>	<b>-2,966</b>
	<b>Total Children's Services</b>	<b>18,773</b>	<b>9,095</b>	<b>9,039</b>	<b>36,906</b>

<b>Environment &amp; Place - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>Previously Agreed Pressures &amp; Investments</b>				
	Demographic Growth (growth in waste tonnages)	430	430	430	<b>1,290</b>
	Pay Inflation (2.5%)	522	534	546	<b>1,602</b>
	Contract Inflation	2,556	2,280	2,353	<b>7,189</b>
	Income Inflation (2.0%)	-135	-131	-140	<b>-406</b>
	Business Rates Inflation	19	16	16	<b>51</b>
21COM8	One off funding for the Digitalisation of the Development Management and Enforcement Service to enable more efficient, flexible working falls out in 2023/24.	-300			<b>-300</b>
21COM24	Changes to manage the staged fall out of a two year reduction to the drawdown from the Parking Account.	-450			<b>-450</b>
23EP1	Environment and Place redesign saving will be a staggered restructure (pressure in 2022/23 and matching saving in 2023/24) 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			<b>-750</b>
23EP3	Reprofiling of the LED replacement streetlighting programme (from 2022/23) 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	-600		<b>-1,600</b>
23EP4	Recycling and Gully treatment project savings at the Drayton Highways Depot are being removed as they are not now achievable (22EP26)	50	250		<b>300</b>
23EP5	Increased contribution to the Regional Flood Co-ordination Committee Levy	22	22	22	<b>66</b>
23EP6	Planning process digitisation project (21COM8) has been completed and savings of £0.150m have been achieved a year earlier than planned (2022/23). 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 received, 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 cashable saving cannot be achieved.	300			<b>300</b>
23EP10	Environmental and Community bids - additional funding supporting the expansion in capacity to prepare for the Environment Bill, develop the Nature Recovery Strategy and greater support for Community Action Groups falls out in 2024/25.		-50		<b>-50</b>
23EP11	£0.066m funding to increase capacity to develop pipeline and contract delivery of projects to support the Zero Carbon Infrastructure was added to the budget in 2022/23. This reduces to £0.064m from 2023/24 and falls out in 2025/26.	-2		-64	<b>-66</b>
23EP12	Delivery of Pathways to a Zero Carbon Oxfordshire - one - off capacity to develop roadmap and support partnership working. Removal of one - off funding in 2022/23 £0.090m	-70	-20		<b>-90</b>
23EP14	Provide capacity to ensure Oxfordshire is "Grid ready", developing Energy System planning and flexibility trails.	7	-9	-64	<b>-66</b>
23EP26	Full year effect of funding for investments (which ones) to reflect that some of these investments started part way through 2022/23.	200			<b>200</b>
23EP27	One off funding for resource needed to support the development of Oxfordshire Rail Feasibility Strategy falls out in 2023/24.	-250			<b>-250</b>
23EP28	One off funding for Safe Crossings and Active Travel and additional capacity for workplace charging (assumes agency rates for 3 FTE for 1 year) falls out in 2023/24.	-350			<b>-350</b>

<b>Environment &amp; Place - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
23EP29	COMET fares - amendment to previous planned changes needed to reflect the maintainance of fares at the same level as 2021/22 consistent with the Review of Charges agreed by Cabinet on 18 January 2022 -reverses 22EP13.	5		10	15
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>804</b>	<b>2,722</b>	<b>3,109</b>	<b>6,635</b>
24EP1	Increased energy costs for street lighting and illuminated signs	2,600			2,600
24EP2	Highways Maintenance - abnormal contract inflation. Increased contractor and materials costs due to inflation and supply issues.	1,712			1,712
24EP3	Additional temporary resources and expertise to support the exploration and delivery of a new highways maintenance contract from the end of March 2025	150	100	-250	0
24EP4	Home to School transport - increase in the cost of school transport (directly provided and contracted) due to increases in fuel and other costs.	650	350	350	1,350
24EP5	Remove fleet management savings as these will now be included in the council's "One Fleet" Strategy	100			100
24EP6	Increased cost of road markings and signage to support the enforcement of parking restrictions and controlled parking zones.	200			200
24EP7	Reversal of income target for Travel Planning service due to change in delivery model as a result of resourcing challenges	250			250
24EP8	Household Waste Recycling Centres - anticipated increase in the cost of new contracts.			625	625
24EP9	An anticipated change in the law means the council will stop charging for DIY waste leading to a reduction in income		400		400
24EP10	Impact of implementation of Controlled Waste Regulation			100	100
24EP11	Persistent Organic Pollutants - a change in the law means the council will need to fund the cost of storing, shredding, and burning soft furnishings, as an alternative to landfill.	200			200
24EP26	Waste Management - increased pressure on contract costs based on the Office for Budget Responsibility's updated RPI/CPI forecast	1,273			1,273
24EP27	Countywide Community Transport Initiatives	1,200			1,200
24EP28	The council's contribution to joint bus and park and ride ticketing at park and ride car parks within Oxford City would revert back to £2.00 from 1 April 2023 at the end of the trial period for joint ticketing. Pending the outcome of the review of the trial and agreement to continue, this funding would enable the extension of the joint ticketing arrangements on a permanent basis.	500			500
24EP29	Improve Children's Transport Options (Active Travel Animators). Expand the team in Supported Transport to work with young people and their families to develop Active Travel options.	300			300
24EP30	Transport Hubs (revenue funding for capital expenditure of £0.5m per year for three years in locations across Oxfordshire including e-bike hire, car club promotion etc). Funding will fall out in 2026/27.	500			500
24EP31	Improvements to travel information	100			100
24EP32	Flooding and Drainage – tackling the worst areas prone to flooding – practical projects with Parish Councils and proactive ditch clearance. Build the team to support flood resilience across communities in Oxfordshire	600			600
24EP33	Resource to develop Freight Strategy (1 FTE)	60			60
	<b>Total New Budget Increases</b>	<b>10,395</b>	<b>850</b>	<b>825</b>	<b>12,070</b>

<b>Environment &amp; Place - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>Total Pressures, Investments, Budget Increases</b>	<b>11,199</b>	<b>3,572</b>	<b>3,934</b>	<b>18,705</b>
	<b>Previously Agreed Savings</b>				
22EP06	Improved recycling facilities at Drayton Highways Depot for tar bound materials and gully waste reducing disposal costs	-50	-250		<b>-300</b>
22EP10	Fleet management – Reduced costs and effort by consolidating contracts and managing collectively across directorate		-100		<b>-100</b>
22EP11	Home to School contract management - Use of technology and improvements and automation of processes to reduce costs and effort required.	-250	-50	-150	<b>-450</b>
22EP13	COMET fares - Increase the cost of fares to better recover the cost of operating the service but still ensuring charges are affordable.	-5		-10	<b>-15</b>
22EP18	Additional anticipated income from charges to developers. Appropriate charges for services undertaken for developers that attract a relevant external fee (road agreements).	-274	-278		<b>-552</b>
23EP18	Moving Traffic New income introducing Part 6 powers relating to Civil Traffic Enforcement.	-200	-250		<b>-450</b>
23EP19	Increased Fees and Charges - Oxford Pay and Display and additional Bus Lane Enforcement	-150			<b>-150</b>
23EP20	Increase in Parking Bay Suspension income (22EP09)	-50			<b>-50</b>
23EP22	Extend and increase use of one-off use of Bus Service Operators Grant (one off funding in 2022/23 falls out in 2023/24)	250			<b>250</b>
23EP24	Removal of one - off contribution of £2.0m from commuted sums in 2022/23 in 2023/24.	2,000			<b>2,000</b>
23EP25	Supported Transport budget - rebasing of service operation and staffing costs		-100		<b>-100</b>
	<b>Total Previously Agreed Savings</b>	<b>1,271</b>	<b>-1,028</b>	<b>-160</b>	<b>83</b>
	<b>New Budget Reductions</b>				
24EP13	Reduction in the revenue investment needed for the mobilisation of 20mph Speed Limits. A three year implementation programme is included in the council's Capital Programme.	-200			<b>-200</b>
24EP14	Lane rental - introduce charges for all works on the busiest roads at the busiest times to minimise disruption.	35	-2,150		<b>-2,115</b>
24EP15	Anticipated increases in on street parking income.	-150	-150	-150	<b>-450</b>
24EP16	Increase in various licence fees for skips, scaffolds, hoardings, dropped kerbs	-100			<b>-100</b>
24EP17	One - off drawdown from accumulated funding held in the Parking Account reserve	-250	250		<b>0</b>
24EP18	One - off reduction in operational budgets	-50	50		<b>0</b>
24EP19	One - off reduction in operational budgets	-40	40		<b>0</b>
24EP20	Prevention of unsorted waste at Household Waste Recycling Centres means recycling can be increased by reducing the amount of waste that is sent to the Energy Recovery Facility at Ardley.		-200		<b>-200</b>
24EP21	Funding for growth in waste tonnages built into the current MTFS is not expected to be required. This reflects the current year's downturn in growth relating to all waste stream tonnages.	-430			<b>-430</b>
24EP22	Adjust assumed waste tonnages to reflect anticipated activity	-800			<b>-800</b>
24EP23	One - off reduction in operational budgets	-30	30		<b>0</b>
24EP24	One - off reduction in operational budgets	-40	40		<b>0</b>
24EP25	Cross Directorate: Increase in savings expected through the redesign of the directorate (linked to 22EP03)	-500			<b>-500</b>
	<b>Total New Budget Reductions</b>	<b>-2,555</b>	<b>-2,090</b>	<b>-150</b>	<b>-4,795</b>

<b>Environment &amp; Place - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
	<b>Total Savings and Budget Reductions</b>	<b>-1,284</b>	<b>-3,118</b>	<b>-310</b>	<b>-4,712</b>
	<b>Adjust funding for pressures met from COVID-19 Reserve in 2022/23</b>				
COVID13	Supported Transport digital contract management project (22EP11) has been delayed due to resources being diverted to support Home to School contract changes through the Pandemic. One - off funding in 2022/23 falls out in 2023/24.	-350			<b>-350</b>
COVID14	£0.800m funding in 2022/23 supporting an estimated reduction in the use of the Pay and Display (COVID-19) and reduction in level of drawdown from Parking Account as a result of reduction in income reduces to £0.400m in 2023/24 and falls out in 2024/25.	-400	-400		<b>-800</b>
	<b>Total Funding for COVID-19 Pressures</b>	<b>-750</b>	<b>-400</b>	<b>0</b>	<b>-1,150</b>
	<b>Total Environment &amp; Place</b>	<b>9,165</b>	<b>54</b>	<b>3,624</b>	<b>12,843</b>

<b>Public Health &amp; Community Safety - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
	<b>Public Health</b>				
	<b>Previously Agreed Pressures &amp; Investments</b>				
21PH3	Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)	48			48
23PH1	Sexual Health - one off funding in 2022/23 to 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 falls out in 2023/24.	-140			-140
23PH2	NHS Health Checks - one off funding in 2022/23 to 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 falls out in 2023/24.	-110			-110
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>-202</b>	<b>0</b>	<b>0</b>	<b>-202</b>
	<b>Previously Agreed Savings</b>				
21PH16 & 22PH11	Use the Public Health reserve to manage the overall impact of pressures and savings for Public Health within the ringfenced grant funding.	-33			-33
21PH8	Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.	-15			-15
23PH5	Sexual Health. A one-off underspend in 2021/22 will be used to support additional activity 2022/23 on a one-off basis. This funding falls out in 2023/24.	140			140
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. This funding falls out in 2023/24.	110			110
	<b>Total Previously Agreed Savings</b>	<b>202</b>	<b>0</b>	<b>0</b>	<b>202</b>
	<b>New Budget Reductions</b>				
24PHCS1	Additional external grant funding for services supporting victims of Domestic Abuse expected in 2023/24 means council funded budget can be released on a one-off basis	-200	200	0	0
	<b>Total Public Health</b>	<b>-200</b>	<b>200</b>	<b>0</b>	<b>0</b>
	<b>Community Safety</b>				
	<b>Previously Agreed Pressures &amp; Investments</b>				
	Pay Inflation (2.5%)	446	456	466	1,368
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>446</b>	<b>456</b>	<b>466</b>	<b>1,368</b>
	<b>Previously Agreed Savings</b>				
22CDAI5	Review of Mid-Level and Supervisory Leadership Level within the Fire & Rescue Service	-50			-50

<b>Public Health &amp; Community Safety - New and Previously Agreed Pressures, Investments and Savings</b>					
<b>Ref</b>	<b>Description</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Total</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
22CDAI6	Review of Wholetime Firefighter activity (prevention and protection)	-45			-45
	<b>Total Previously Agreed Savings</b>	<b>-95</b>	<b>0</b>	<b>0</b>	<b>-95</b>
	<b>Total Community Safety</b>	<b>351</b>	<b>456</b>	<b>466</b>	<b>1,273</b>
	<b>Total Public Health &amp; Community Safety</b>	<b>151</b>	<b>656</b>	<b>466</b>	<b>1,273</b>

<b>Customers, Culture &amp; Corporate Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
	<b>Previously Agreed Pressures &amp; Investments</b>				
	Pay Inflation (2.5%)	1,146	1,173	1,200	<b>3,519</b>
	Contract Inflation (RPIX - 4.2%; RPI - 4.1%; CPI - 2.5%)	157	135	139	<b>431</b>
	Income Inflation (2.0%)	-45	-44	-47	<b>-136</b>
	Business Rates Inflation	63	52	53	<b>168</b>
20COM6/ 20CDAI11	Ongoing impact of changes to Property utility costs.	-150			<b>-150</b>
21CDAI5	Fall out of funding for a review of Hard Facilities Management Services.	-100			<b>-100</b>
21CDAI12	Remaining phased fall out of £0.7m of investment in 2021/22 to bring the Council's Assets to a satisfactory operating level.	-200			<b>-200</b>
21CDAI13	Remaining 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.	-60			<b>-60</b>
23CDAI1	On-going pressure related to joint use sports agreements with leisure. Pressure in 2022/23 has been funded from reserves on a one - off basis.	500			<b>500</b>
23CDAI2	New Green Deal - Support the procurement team and services to work major suppliers to set and report on science based nature and climate targets (2 FTE reflecting scale of supply chain and potential impact)	35			<b>35</b>
23CDAI18	Community Buildings - implementation of rent holiday in 2022/23 and funding for repairs and maintenance. The one - off funding falls out but the policy will be reviewed during 2022/23 so that permanent arrangements can be put in place from 2023/24.	-300			<b>-300</b>
23CODR5	Banbury Library - running costs for new library	150			<b>150</b>
23CODR9	Performance Management Business Systems		19	19	<b>38</b>
	<b>Total Previously Agreed Pressures &amp; Investments</b>	<b>1,196</b>	<b>1,335</b>	<b>1,364</b>	<b>3,895</b>
	<b>New Budget Increases</b>				
24CCCS1	Increases in utility costs for the council's buildings	1,927	350	55	<b>2,332</b>
24CCCS2	Cost of specialist consultant advice to support property valuations and statutory requirements.	102			<b>102</b>
24CCCS3	Decarbonisation Manager - existing funding (21CDAI13) ends in 2022/23 but there is on-going requirement to support the council's priority to be carbon neutral by 2030. 50% of the cost of this post is assumed to be met from specific schemes in the capital programme from 2024/25.	72	-36		<b>36</b>
24CCCS4	Adjustments to staffing budgets reflecting current service needs and anticipated future reductions to the number of council buildings.	109	-59		<b>50</b>
24CCCS5	A £0.5m reduction in the cost of cleaning council buildings was expected from 2022/23. Staff shortages mean there is increased dependency on agency staff which has increased costs. Action will be taken to reduce the cost of the service in 2024/25 and 2025/26.	200	-100	-100	<b>0</b>
24CCCS6	Property tree survey, service & maintenance to ensure that the council can meet the statutory requirement for certification of all trees on the council's property every 5 years.	207			<b>207</b>
24CCCS8	Governance - funding for the additional capacity needed to support the council's democratic processes and information governance.	343			<b>343</b>
24CCCS9	Legal Services - increase in establishment to respond to increased demand.	532	207		<b>739</b>
24CCCS10	Staffing pressures related to the loss of grant funding for data analysis, income from Cherwell District Council and investment in resources to undertake consultative activities and an inhouse digital design and graphics services. These staffing pressures will be reviewed in full during 2023/24 alongside income targets and managing external expenditure reflecting the new delivery model.	129	161		<b>290</b>



<b>Customers, Culture &amp; Corporate Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
24CCCS11	Library Service: Reduce historic income target due to decreased demand for services and changes in consumer behaviour.	400	40		440
24CCCS12	There are issues with staffing capacity and the ability to recruit and retain staff across the council. The cost of the proposed Resourcing Team includes media and marketing associated with resourcing and the cost of a Programme Manager and a Project Officer to manage the transformation programme to deliver the council's resourcing strategy.	410			410
24CCCS13	Additional business partnering capacity needed to support the council's activities and decision making.	150			150
24CCCS14	Increase in external audit fees from 2023/24 as notified to councils nationally following a procurement by the Public Sector Audit Appointments Ltd.	50			50
24CCCS31	Property Facilities Management - additional contract inflation of 11% based on the OBR inflation projection set out in the Autumn Statement.	100	100	50	250
24CCCS32	Property Cleaning - in-year contract inflation pressure (£140k) plus additional contract inflation of 11% in 2023/24 following the OBR projection set out in the Autumn Statement	280	0	0	280
24CCCS33	Property Catering - additional food and utilities inflation resulting in an increase cost for school meal which can't be recovered due to restriction on price increase on school meal. This follows the increased inflation projection set out by the OBR in the Autumn Statement	250	100	50	400
24CCCS34	Landlord & Tenant - additional contract inflation of 11% in 2023/24 and 10% for the following 2 years based on the OBR inflation projection set out in the Autumn Statement	537	370	370	1,277
24CCCS35	Coroners - increase rates	75			75
24CCCS36	Core infrastructure support for the Voluntary & Community Sector	75			75
24CCCS37	Councillor Priority Fund (£15,000 per councillor to be used over two years) and two year administration cost	1,015	-1,015		0
24CCCS38	Council Tax Support Schemes/Cost of Living Measures.	2,300	-2,300		0
24CC2	Following the termination of the Section 113 shared services agreement with Cherwell District Council there are costs related to the Senior Leadership Team that now need to be met by the council as the previous joint working arrangements have ended.	276			276
24CC3	The Apprenticeship Levy is an amount paid at a rate of 0.5% of an employer's annual pay bill. The Corporate Services contribution has increased due to organisational changes and there was an overspend in 2021/22 of £0.030m and current year budget pressure of £0.030m.	30			30
24CC4	The council is a member of the Hampshire IBC Partnership who provide the council's management information system and transactional processing for payments, income and payroll for example. Reflecting inflation, the council's contribution to the partnership will increase by 6.3% from 2023/24.	225			225
24CC5	Strategic Fleet Manager - additional staffing capacity to review and improve the the use of vehicles across the council through the council's "One Fleet" Strategy.	84			84
	<b>Total New Budget Increases</b>	<b>9,878</b>	<b>-2,052</b>	<b>425</b>	<b>8,251</b>
	<b>Pressures met from COVID-19 Reserve in 2023/24</b>				
24COVID2	Programme Director - Partnership & Delivery. One off funding in 2023/24. On-going funding from 2024/25 included in 24CCCS7	130	-130		0
24COVID3	Coroners - fund additional activity in 2023/24 and 2024/25	96		-96	0

<b>Customers, Culture &amp; Corporate Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
24COVID4	Additional resource for the Social & Health Care Team in the council's Customer Service Centre from 2023/24 to 2025/26	175			175
	<b>Total Pressure met from COVI-19 Reserve 2023/24</b>	<b>401</b>	<b>-130</b>	<b>-96</b>	<b>175</b>
	<b>Total Pressures, Investments, Budget Increases</b>	<b>11,475</b>	<b>-847</b>	<b>1,693</b>	<b>12,321</b>
	<b>Previously Agreed Savings</b>				
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.	-150			-150
23CODR11	Pause Recruitment (removal of one - off saving in 2022/23).	36			36
23CODR15	Temporary reduction in operational budget of the Performance & Insight team (removal of saving in 2022/23 and 2023/24).		10		10
23CODR22	Proposed one - off increase in Income generating services - Registration Services - falls out in 2023/24	15			15
23CODR24	Removal of temporary savings in supplies & contracts from 2022/23		239		239
23CODR25	Reprofile part of previously agreed saving of £0.250m in 2022/23 to 2023/24.	-150			-150
	<b>Total Previously Savings</b>	<b>-249</b>	<b>249</b>	<b>0</b>	<b>0</b>
	<b>New Budget Reductions</b>				
24CCCS15	Temporary recruitment freeze for posts in Estates, Strategy and Major Projects	-79	79		0
24CCCS16	Reduce the council's property costs through moving out of an office building that is leased until April 2023.	-611			-611
24CCCS18	Hard Facilities Management: delay planned one - off maintenance work until 2024/25 and on-going reduction in maintenance of corporate buildings due to reduced utilisation.	0	-30		-30
24CCCS20	Minor Works; Increased capitalisation of staff .	-30			-30
24CCCS21	Rationalise team structure and reduce cleaning services at the council's buildings	-256			-256
24CCCS22	Increase in income from design and marketing services provided to external organisations	-20			-20
24CCCS23	Customer Service Centre - vacancy management.	-48			-48
24CCCS24	Cultural Services (Heritage) - vacancy management (£0.1m) and increased income.	-118			-118
24CCCS25	Cultural Services (Registration) - operational efficiencies in non staffing expenditure.	-43			-43
24CCCS26	Cultural Services (Libraries) - reduction in supplies & services expenditure, plus vacancy management.	-153	-153		-306
24CCCS27	Cultural Services (Leadership team) - temporary recruitment freeze	-80	80		0
24CCCS28	Cultural Services (Registration) - increase in Service income	-10			-10
24CCCS29	IT Service efficiency savings	-239			-239
24CCCS30	The licence for Microsoft Premier support which provides 24/7 support and proactive training sessions will not be renewed.	-110			-110
24CC7	Savings on vehicles used by council services expected to be achieved through the "One Fleet" Strategy (links to 24CC5). Further savings expected if the fleet replacement programme included in the capital proposals in Annex 1b progresses.	-233			-233
24CC8	Digital Transformation: savings as a result of optimising the use of shared mailboxes	-250			-250
24CC9	Savings expected as a result of the implementation of the outcomes from efficiency reviews of council services	-250			-250
24CC10	Replace public library PCs to improve energy efficiency	-84	-28		-112
24CC11	Rationalise the use of IT applications in use by services	-400			-400
24CC12	Transformation of the council's customer service & operating model releases savings across services.	-150			-150

<b>Customers, Culture &amp; Corporate Services - New and Previously Agreed Pressures, Investments and Savings</b>					
Ref	Description	2023/24	2024/25	2025/26	Total
		£000	£000	£000	£000
24CC13	Reduction in the need for agency staff across the council as a result of the Resourcing Strategy (see 24CCCS12)	-1,500	-2,500		-4,000
	<b>Total New Budget Reductions</b>	<b>-4,664</b>	<b>-2,552</b>	<b>0</b>	<b>-7,216</b>
	<b>Total Savings and Budget Reductions</b>	<b>-4,913</b>	<b>-2,303</b>	<b>0</b>	<b>-7,216</b>
	<b>Adjust funding for pressures met from COVID-19 Reserve in 2022/23</b>				
	<u>Finance</u>				
COVID15	Funding for capacity pressures as a result of the on-going response to COVID-19 falls out in 2023/24.	-91			-91
	<u>Legal Services</u>				
COVID16	Funding for COVID-19 Compliance Pressures falls out in 2024/25		-25		-25
COVID17	Funding for additional Childcare Solicitor Provision falls out in 2024/25		-279		-279
COVID18	<u>Local Council Tax Support Scheme</u>				
	Anticipation of future emergency welfare demand – proposals to follow.				0
	<b>Total Funding for COVID-19 Pressures</b>	<b>-91</b>	<b>-304</b>	<b>0</b>	<b>-395</b>
	<b>Total Customers, Culture &amp; Corporate Services</b>	<b>6,471</b>	<b>-3,454</b>	<b>1,693</b>	<b>4,710</b>

**Proposals affecting all Directorates that will be allocated later**

Reference	Description	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
	<b>Proposed Budget Increases</b>				
24CC1	Additional pay inflation (assumes a 4.5% increase in 2023/24 and then 2.5% in each of 2024/25 and 2025/26). Increases of 2.5% each year are assumed in the MTFS so these amounts are the increases over and above the existing plan. These amounts will be allocated to directorate budgets if the pay award is over the 2.5% built into the current plan.	5,200	800	800	6,800
	Additional Demography/Inflation		2,061		2,061
	<b>Total Proposed Budget Increases</b>	<b>5,200</b>	<b>2,861</b>	<b>800</b>	<b>8,861</b>
	<b>Proposed Budget Reductions</b>				
	<b>National Changes</b>				
24CC14	In September 2022 the Government announced that the Health & Social Care Levy tax that was to have been implemented from April 2023 has been cancelled. Funding for the levy that is built into the council's budget can be released.	-1,600			-1,600
	<b>Total Proposed Budget Reductions</b>	<b>-1,600</b>	<b>0</b>	<b>0</b>	<b>-1,600</b>
	<b>Total Inflation and Other Adjustments</b>	<b>3,600</b>	<b>2,861</b>	<b>800</b>	<b>7,261</b>