

Existing Investments, Pressures and Savings Children's Services

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment to Manage Demand					
21CS12	Transitions Team jointly with adult services to improve outcomes for young people who move in to adult social care. (Also see 21AD20)	0.155			0.155
19PC1/ 20CH7	Staffing pressure - staffing to meet demographic growth in children's social care services . Numbers of children have increased in children in care teams and extra staffing is required to maintain caseloads at acceptable level .	0.292	0.300		0.592
Invest to Save					
21CS21	Family safeguarding model - this is the introduction of 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. The costs totalling £2.228m were invested during 2020/21 include costs of implementing the model as well as increased staffing to deliver it.	-1.208	-1.431	-0.944	-3.583
21CS26	Fostering project - this is a new project to support a new offer to foster carers in Oxfordshire . The £0.6m of costs invested in 2020/21 will cover increased fees and support to in- house foster carers. This will encourage more people to join the scheme which will increase the number of children who are supported in this way. The savings attached to this project (over the following years) are based on an increased percentage of children in care being supported in this way as opposed to independent fostering or private residential care.	-0.401	-0.393	-0.230	-1.024
Demographic Pressures					
21CS1	SEND - Casework Team additional numbers of staff needed to meet rise in numbers of children on EHCPs.	0.194			0.194

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19PC1/ 20CH3/ 21CS6	Access to Education - Home to School Transport Demography to meet demand, particularly in relation to SEND transport.	1.300	1.300	1.300	3.900
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.	0.200	0.200	0.200	0.600
21CS11	Children with Disabilities - Phased fall out of temporary £0.170m increase in funding in 2020/21 to fund an additional Specialist Housing Occupational Therapist resource to address current waiting lists. Extra resources are required to meet increased numbers of children with disabilities supported by our children social care.	-0.085	-0.085		-0.170
19PC1/ 20CH5/ 21CS14	Corporate parenting placements - this pressure is linked to both the anticipated demand for placements for children in care . Includes rising costs of many of our specialist placements .	3.520	3.800	2.600	9.920
21CS16	Phased fall out of temporary £0.386m increase in funding in 2020/21 for social care staffing team pressures to meet current and anticipated demand. Extra resources required in social care teams to maintain caseloads	-0.140	-0.246		-0.386
20CH8/ 21CS20	Leaving Care Allowances and Support	0.150	0.150	0.150	0.450
Essential Investment					
20CH15/ 20CH21	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	-0.250	-0.250		-0.500
Total Existing Investments, Pressures and Savings		3.727	3.345	3.076	10.148

Existing Investments, Pressures and Savings

Adult Services

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment to Manage Demand					
21AD1	Community Capacity: Strengthen and build community capacity, informal care networks & connections in Oxfordshire to help people to live as independent lives as possible.	0.250	0.250	0.250	0.750
21AD28	Community Capacity: a reduction in care home placements generated by better support in the community (1% = approx 7-8 placements costing £0.3m per annum @ £800 per week average). Assumes reduction from Q4 of 2020/21 onwards. (links to 21AD1)	-0.225			-0.225
21AD5	Winter: Support for one - off change and project activity to mitigate pressures on the local health and social care system in winter 2020/21.	-1.200			-1.200
20AD8	Housing Related Support: the council will invest £0.250m into the Oxfordshire Homelessness Partnership in each of 2020/21 and 2021/22.		-0.250		-0.250
21AD24	Housing Related Support: Fall out of one-off additional council contribution made in 2020/21 to Floyds Row Homelessness Hub in Oxford (funded collectively by statutory authorities in Oxfordshire) to support ongoing development of the service.	-0.088			-0.088
Invest to Save					
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.	0.088	0.120	0.032	0.240

Existing Investments, Pressures and Savings

Adult Services

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21AD11	Mental Health & Autism: Funding for transformation projects designed to improve flow through the housing pathway for people with mental health issues and/or autism and reduce expenditure on residential placements on an on-going basis.	-1.000			-1.000
21AD12	Mental Health & Autism: One - off contribution to the cost of residential placements for people with mental health issues and/or autism	-1.750			-1.750
Demographic Pressures					
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.	2.342	2.436	2.520	7.298
20AD1 & 21AD7	Population Changes: Learning Disability expenditure is higher than existing MTFP assumptions and planned demographic growth based on forecast position for 2019/20. Additional pressure assumes on-going effect of 2019/20 activity then £2.0m per annum net package growth from 2020/21 onwards (based on average growth over last two years).	1.200	1.100	1.100	3.400
21AD8	Population Changes: expenditure on the social care element of educational placements for young adults aged 18 - 25 increased in 2018/19 and was overspent by £1.0m. An overspend of £1.3m against the 2019/20 budget is expected to be on-going from 2020/21 as the placements will continue over the medium term.	0.300	0.300	0.300	0.900

Existing Investments, Pressures and Savings
Adult Services

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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.	3.234	3.364	3.480	10.078
21AD20	Staffing: additional adult social work capacity to support young people moving from Children's to Adult Social Care.	0.050			0.050
21AD26	Care Workforce: support at home activity continues at lower than budgeted level in 2020/21 ahead of a review of homecare.	0.600			0.600
21AD27	Care Workforce: completed re-ablement packages continue to be below contracted level in 2020/21	0.600			0.600
Essential Investment					
21AD17	Service Review: The council's new contractual arrangements for homecare will be implemented in April 2021. After taking account of one - off implementation costs in 2020/21 the additional on-going cost of the new arrangements underpins a move towards working in closer partnership with local home support providers to maintain capacity and develop improved outcomes for the system. Pressure reflects implementation costs and change to paying for planned hours for home support to aid financial planning and stability for providers. Significant benefits are expected through moving away from a transactional relationship with providers.	1.100			1.100

**Existing Investments, Pressures and Savings
Adult Services**

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20AD17U	Service Review: Reprofile part of saving 20AD17 to reflect updated timescale for the implementation of commercial changes relating to the way the council commissions care home placements. Phasing reflects turnover of placements and ability to move to block contracting arrangements as existing spot placements come to an end. (links to 20AD17)	-0.333	-0.334		-0.667
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	1.100	3.300
Total Existing Investments, Pressures and Savings		6.268	8.086	8.782	23.136

Existing Investments, Pressures and Savings

Public Health

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Demographic Pressures					
21PH6	Weight management services - existing capacity will be doubled through revised contract arrangements and will support an additional 1% of the local population unmet need	0.210			0.210
Essential Investment					
21PH16	Use the Public Health reserve to manage pressures and savings within the ringfenced grant funding	0.144	-0.037	-0.033	0.074
21PH3	Estimated Public Health funded staff salary inflation (to be met from Public Health grant funding)	0.046	0.047	0.048	0.141
21PH8	Jubilee House - review and halve hot desk provision for council staff when current arrangements end in November 2022. Retain 8 desks.		-0.010	-0.015	-0.025
21PH11	Sexual Health - move to on-line testing offer for sexually transmitted diseases	-0.200			-0.200
21PH14	Smoking Cessation Service (non - statutory currently) - contract break point in March 2021. Current contract value is £0.575m per annum. Remodel and reprocure current provision.	-0.200			-0.200
21PH15/ 19PPH1	Use of Public Health Reserve to support the costs of the system wise posts as part of the Family Safeguarding model in Children's Services. Total contribution of £0.425m in 2020/21 and 2021/22. (See 21CS21)		0.425		0.425
Total Existing Investments, Pressures and Savings		0.000	0.425	0.000	0.425

Existing Investments, Pressures and Savings Place & Growth

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment to Manage Demand					
21COM11	Improvement in natural environment responses/advice to planning applications and consultations e.g. ecology, biodiversity, natural environment.	0.040			0.040
Invest to Save					
21COM3	One off cost (totalling £0.4m over 2020/21 and 2021/22) to invest in the improvement of data management and processes to enable timely council-wide responses to planning consultations.	0.200	-0.400		-0.200
21COM13	One-off drawdown from S106 penalty monies totalling £0.4m over 2020/21 and 2021/22 (offset 21COM03)	-0.200	0.400		0.200
21COM6	Active and Healthy Travel: supporting the development of county wide walking and cycling provision . This is investment into additional capacity to develop more detailed plans to push forward improved provision for pedestrians and cyclists across the county, further developing the walking and cycling plans for Bicester, Oxford and Didcot, enabling the council to provide better legacy after the OVO races and support the modal shift we need to encourage to reduce carbon. On average 40% of an individuals carbon footprint is the way they travel so this also links to the Climate Action declaration.	0.054			0.054
21COM7	Climate Action mobilisation and investment aligned with the Council's Climate Declaration. The implementation of a joint team with CDC to develop and promote climate action across the Council - including the monitoring of air quality and supporting directorates to deliver carbon reduction activities.	0.112			0.112

Existing Investments, Pressures and Savings Place & Growth

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM8	Digitalisation of development management and enforcement service to enable more efficient, flexible working.	0.150		-0.300	-0.150
19COM1	Update of the Oxfordshire Strategic Transport Model. <i>(ending of temp funding)</i>	-0.500			-0.500
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	-0.150	-0.250		-0.400
Income Generation					
21COM12	New charge for natural environment advice on planning consultations/applications (21COM11)	-0.010	-0.010		-0.020
19COM6	Increased Income Target (realised through pre-planning process based on 5yr planned growth projections)	-0.250			-0.250
20COM19	Income from the new Strategic Transport Model.	-0.080	-0.100		-0.180
Essential Investment					
21COM1	Strategic Rail Cotswold Taskforce: 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.	-0.090	-0.085		-0.175

**Existing Investments, Pressures and Savings
Place & Growth**

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
21COM2	Fall out of one-off funding for the development of the flood risk data base in 2020/21 : statutory requirement to hold information on flood assets across the county (by March 2021)	-0.090			-0.090
21COM15	Full income realised through recouping S38 income. Additional income increase totals £0.2m since 2020/21 but is offset by a permanent increase in staffing of £0.068m in 2020/21 (21COM5)	-0.050			-0.050
Total Existing Investments, Pressures and Savings		-0.864	-0.445	-0.300	-1.609

Existing Investments, Pressures and Savings Community Operations

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Investment to Manage Demand					
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. Overall investment of totalling £0.6m in 2020/21 and 2021/22. Reduced to £0.250m ongoing.	0.200	-0.150		0.050
Invest to Save					
20COM1	Street Lighting - Energy and Maintenance Costs	0.150	0.150		0.300
18EE10/ 19COM4/ 19COM14/2 0COM12/ 21COM26	Savings from reduced energy and maintenance costs relating to Street Lighting (assumes capital investment)	-0.600	-1.680		-2.280
20COM2	Street Lighting - Borrowing Costs of replacement investment		0.780		0.780
Essential Investment					
21COM45	New programme of vegetation clearing, cleaning and other minor activities, delivered by 1 gang in the north and 1 gang in the south of the county, the programme to be developed in conjunction with the local members in line with the collaborative programme objectives from the capital programme. Total investment in 2020/21 was £0.640m reduced in 2021/22 to an ongoing £0.320m budget. This is funded by the Capital Programme.	-0.320			-0.320

Existing Investments, Pressures and Savings Community Operations

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20COM14/2 1COM23	ITU - Planned operating cost savings delayed resulting in an in-year pressures due to wider consideration with joint SEN project. Re-profile of 20COM14.	-0.400	-0.400		-0.800
21COM24	Re-assessment of the costs and the income targets from previous years impacting on the short-term sustainability of continued draw down at a level of £1.9m from the parking account.		-0.300	-0.450	-0.750
20COM13	ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service (end of temporary funding)	0.400			0.400
20COM15	Waste Demography	0.500			0.500
20COM27	Release of Highways Maintenance budget (end of temporary funding)	1.500			1.500
21COM29	Reducing costs of managing Household Waste Recycling Centre sites	-0.100			-0.100
21COM32	Following upgrading of the highways depot facilities as part of the capital programme providing a reduction in the cost on regular maintenance of highway depots.	-0.100			-0.100
21COM34	Community operations has reviewed the core revenue budget for its service improvement activities and has identified that they can be funded from capital grants recharging for officer time as well as capitalising some relevant work.	-0.050			-0.050
Total Existing Investments, Pressures and Savings		1.180	-1.600	-0.450	-0.870

Existing Investments, Pressures and Savings
Fire & Rescue and Community Safety

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Demographic Pressures					
20COM10	Increase share of Joint Control Centre costs - growth in volume (Fire & Rescue Service)		0.015		0.015
Income Generation					
20COM23	Increased income from extra demand (Fire & Rescue Service)		-0.010		-0.010
Essential Investment					
21COM37	Recalculation of firefighter pensions, leading to increased contribution from employers - original estimate has been revised.	0.200			0.200
20COM20	Impact of greater alignment of services (Fire & Rescue Service)	-0.150			-0.150
20COM22	Fall out of temporary saving in 2019/20 and 2020/21 due to Retained Fire Fighters budget being higher than required.	0.150			0.150
Total Existing Investments, Pressures and Savings		0.200	0.005	0.000	0.205

**Existing Investments, Pressures and Savings
Commercial Development, Assets and Investments**

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
Invest to Save					
21CDAI13	Phased fall out of the initial £0.180m investment made in 2020/21 in relating to work on Climate Action - a key part of the reduction in carbon relates to our property portfolio, this will fund specialist staff and staff training to enhance the internal skills and abilities of the property and estates team to make them self-sufficient by 22/23 and meet the climate action motion.	0.060	-0.180	-0.060	-0.180
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.		-0.100	-0.150	-0.250
21CDAI17	Salix / potential borrowing relating to energy savings and repayments coming to and end	-0.043	-0.044		-0.087
Essential Investment					
21CDAI2	Enhancement of the property security service within Facilities Management providing security services across all of OCC property portfolio, currently limited to a small number of sites.	0.200			0.200
21CDAI5	Review of Hard Facilities Management Services - following the review of the OCC assets we have identified the need for the replacement of hard systems e.g. heating systems etc. this is profiled to manage the replacement over the MTFP.	0.200	-0.100	-0.100	0.000
21CDAI8	Further to the implementation of the provision cycle work we will carry out a holistic review of our whole supply chain and existing contractual arrangements, including opportunities to renegotiate various existing arrangements.	-0.150			-0.150

**Existing Investments, Pressures and Savings
Commercial Development, Assets and Investments**

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
20COM7	Atrium (Property database) replacement costs (ending of temp funding)	-0.025	-0.015		-0.040
21CDAI10	Rates Revaluation		0.019		0.019
20COM6/20 CDAI11	Property utility cost increases	0.130	0.140	-0.150	0.120
21CDAI12	Costs to bring our Assets to a satisfactory operating level	0.700	-0.500	-0.200	0.000
21CDAI14	Phased fall out of £0.338m 2020/21 funding relating to a pressure on the Joint Use Agreements - the current agreements with district for the use of leisure centres by schools require a level of maintenance to be undertaken over the next 3 years	-0.271	-0.067		-0.338
Total Existing Investments, Pressures and Savings		0.801	-0.847	-0.660	-0.706

**Existing Investments, Pressures and Savings
Customers and Organisational Development**

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
<u>Investment to Manage Demand</u>					
21COD01	Fall out of Council Priority Fund from 2020/21	-0.945			-0.945
<u>Income Generation</u>					
20COM21	Cost recovery charges for services provided to Coroner's Service		-0.005		-0.005
<u>Essential Investment</u>					
21COD02	Joint Performance and Risk System with CDC - on-going maintenance costs	0.040			0.040
21COD07	Microsoft Licensing increase costs from 2022		0.300		0.300
Total Existing Investments, Pressures and Savings		-0.905	0.295	0.000	-0.610

Existing Investments, Pressures and Savings

Corporate Measures

Ref	Existing Pressures/Investments and Income/Savings	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
BALANCE	Balance Available to allocate	7.876			7.876
20CM3/21CM	Inflation for 2022/23 and 2023/24 (additional year of MTFP)		6.600	6.500	13.100
VARIOUS	Additional income from Treasury Management activity	-0.774	-0.440		-1.214
20CM14a/21CM17	Revised profile of Service Redesign programme savings	-9.643	-2.668		-12.311
VARIOUS	Contributions to/ Use of Reserves agreed in previous years	-1.618	0.038		-1.580
DEMOGRAPH	Release Demography Allocation in MTFP	-7.103			-7.103
21CM20	Amend previously agreed contributions to earmarked reserves as set out in Section 4.7.1	-1.500			-1.500
21CM23	Budget Equalisation Reserve Contribution (one-off)		3.715	-0.314	3.401
21CM22	Contribution to general balances	-3.025			-3.025
Total Existing Investments, Pressures and Savings		-15.787	7.245	6.186	-2.356
Total Contributions to (+) / Use of Reserves (-)		-3.025	3.715	-0.314	0.376

Existing Funding Changes

Ref	Existing Funding Changes	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
VARIOUS	Previously Agreed Changes to Business Rate Income	0.053	-1.151	-1.172	-2.270
19CM3 20CM1 18CM8 19CM5 20CM11 21CM10 21CM12	Impact of changes in previous years to taxbase	0.347	-7.785	-7.967	-15.405
19CM16 20CM10 21CM14	Impact of Additional Council Tax in previous years	-0.294	-7.963	-8.250	-16.507
21CM2	Business Rates - no negative RSG to reduce top-up, no reset and inflation on 19/20 figure	10.390			10.390
21CM1	Additional 2% Council Tax - Adult Social Care Precept	-0.303	-0.296	-0.303	-0.902
21CM11	Council tax surpluses	3.609			3.609
21CM7	Fire Pension Grant continues in 2020/21	1.361			1.361
21CM5	Social Care Support Grant continues in 2020/21	3.915			3.915
21CM6	New Social Care Grant for 2020/21	8.116			8.116
21CM8	New Homes Bonus - scheme payment continues in 2020/21 then ceases	1.893	0.686	1.058	3.637
21CM3	No fallout of Section 31 grant for business rates - continues for another year	1.416			1.416
Total Existing Funding Changes		30.503	-16.509	-16.634	-2.640