

# Appendix 3

## General Fund Budget Proposals Summary 2023-24 to 2026-27

Amended Bids & Savings  
New Bids & Savings

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(21)	1.00	(65)	0.00	(302)	0.00	0	0.00	(50)	0.00	0	0.00	(97)	0.00	(490)
Community Services	5	(130)	0.00	(749)	0.00	0	0.00	(40)	0.00	(54)	0.00	99	0.00	0	0.00	(869)
Regeneration & Economy	0	7	2.00	0	0.00	0	0.00	0	0.00	(8)	0.00	0	0.00	0	0.00	(1)
Corporate Property	0	194	6.00	(343)	(1.00)	1,322	(1.00)	0	0.00	(9)	0.00	0	0.00	0	0.00	1,164
Planning	0	0	0.00	(73)	(2.00)	0	0.00	0	0.00	(16)	0.00	0	0.00	(15)	0.00	(104)
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	4	0.09	0	0.00	(1)
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(70)	(1.00)	(154)
Housing Services	0	(246)	0.00	(35)	(2.50)	75	0.00	0	0.00	(37)	0.00	0	0.00	(33)	0.00	(276)
Environmental Sustainability	0	148	0.50	(66)	(1.00)	0	0.00	(172)	0.00	(5)	0.00	0	0.00	(48)	0.50	(142)
Oxford Direct Services	0	518	0.00	0	0.00	0	0.00	(901)	0.00	0	0.00	80	0.00	(7)	(7.00)	(310)
Financial Services	0	306	0.00	65	0.00	0	0.00	0	0.00	(21)	0.00	0	0.00	(140)	(1.20)	211
Law & Governance	0	169	0.00	0	0.00	0	0.00	0	0.00	(43)	0.00	0	0.00	0	1.00	126
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>50</b>	<b>945</b>	<b>9.50</b>	<b>(1,279)</b>	<b>(6.80)</b>	<b>1,095</b>	<b>(1.00)</b>	<b>(1,169)</b>	<b>0.00</b>	<b>(287)</b>	<b>0.00</b>	<b>209</b>	<b>0.09</b>	<b>(410)</b>	<b>(7.70)</b>	<b>(846)</b>

Original Figures	(Savings)/ Bids
£000's	£000's
(720)	230
(838)	(31)
0	(1)
582	582
(45)	(59)
4	(5)
(69)	(85)
(376)	101
100	(242)
(1,424)	1,114
(156)	367
(52)	178
0	0
(2,994)	2,149

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	(76)	0.00	0	0.00	(827)	0.00	0	0.00	0	0.00	0	0.00	(404)	0.00	(1,307)
Community Services	0	(40)	0.00	(255)	0.00	0	0.00	(60)	0.00	0	0.00	(109)	0.00	(50)	0.00	(514)
Regeneration & Economy	0	45	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	45
Corporate Property	0	85	(2.00)	(1,140)	(1.00)	(281)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(1,336)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	0.00	(4)
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	0.00	(30)
Housing Services	0	3	0.00	(50)	0.00	(75)	0.00	0	0.00	0	0.00	0	0.00	(13)	0.00	(135)
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	12	0.00	0	0.00	0	0.00	0	0.00	7
Oxford Direct Services	0	125	0.00	0	0.00	0	0.00	(282)	0.00	0	0.00	0	0.00	(1,000)	0.00	(1,157)
Financial Services	0	0	(1.00)	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(75)	(2.00)	(125)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>168</b>	<b>(3.00)</b>	<b>(1,518)</b>	<b>(2.00)</b>	<b>(1,183)</b>	<b>(1.00)</b>	<b>(330)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(109)</b>	<b>0.00</b>	<b>(1,580)</b>	<b>(2.00)</b>	<b>(4,552)</b>

Original Figures	(Savings)/ Bids
£000's	£000's
(1,293)	(14)
(270)	(244)
0	45
(1,114)	(222)
(114)	110
(22)	22
0	(30)
(60)	(75)
(145)	152
(439)	(718)
30	(155)
0	4
0	0
(3,427)	(1,125)

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	0	0.00	0	0.00	(30)	0.00	(183)
Community Services	0	0	0.00	(38)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(85)	(4.00)	(304)	(1.00)	(185)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(574)
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(72)
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(0.83)	0	0.00	(39)
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	22	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	22
Environmental Sustainability	0	(25)	(0.50)	0	0.00	0	0.00	0	0.00	0	0.00	(140)	0.00	25	0.00	(78)
Oxford Direct Services	0	0	0.00	0	0.00	0	0.00	(750)	0.00	0	0.00	(75)	0.00	1,000	0.00	175
Financial Services	0	0	0.00	(55)	(1.50)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(55)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>(156)</b>	<b>(5.50)</b>	<b>(452)</b>	<b>(4.50)</b>	<b>(283)</b>	<b>(2.00)</b>	<b>(688)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(254)</b>	<b>(0.83)</b>	<b>995</b>	<b>0.00</b>	<b>(838)</b>

Original Figures	(Savings)/ Bids
£000's	£000's
(85)	(98)
(38)	0
0	0
(780)	206
(45)	(27)
(30)	(9)
0	0
53	(31)
0	(78)
470	(294)
(29)	(26)
0	4
0	0
(484)	(353)

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(70)	0.00	(60)	0.00	(441)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(571)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	(8)
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	50	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50
Environmental Sustainability	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Oxford Direct Services	0	(168)	0.00	0	0.00	0	0.00	(267)	0.00	0	0.00	0	0.00	0	0.00	(435)
Financial Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>(184)</b>	<b>(1.00)</b>	<b>(60)</b>	<b>0.00</b>	<b>(441)</b>	<b>0.00</b>	<b>(267)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(8)</b>	<b>(0.17)</b>	<b>(200)</b>	<b>0.00</b>	<b>(1,160)</b>

2026/27

Original Figures	(Savings)/ Bids
£000's	£000's
0	(200)
0	0
0	0
0	(571)
0	0
0	(8)
0	0
0	50
0	0
0	(435)
0	0
0	4
0	0
0	(1,160)

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformation & New Efficiency		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(97)	1	(120)	(2)	(1,227)	(1)	0	0	(50)	0	0	0	(731)	0	(2,180)
Community Services	5	(170)	0	(1,042)	0	0	0	(100)	0	(54)	0	(10)	0	(50)	0	(1,421)
Regeneration & Economy	0	52	1	0	0	0	0	0	0	(8)	0	0	0	0	0	44
Corporate Property	0	124	0	(1,847)	(3)	415	(3)	0	0	(9)	0	0	0	0	0	(1,317)
Planning	0	(45)	(1)	(96)	(2)	0	0	0	0	(16)	0	0	0	(23)	0	(180)
Corporate Strategy	0	0	0	0	0	0	0	0	0	(5)	0	(43)	(1)	0	0	(48)
Regulatory & Community Safety	0	0	0	(13)	(0)	0	0	(56)	0	(41)	0	26	0	(100)	(1)	(184)
Housing Services	0	(172)	0	(85)	(3)	0	0	0	0	(37)	0	0	0	(46)	0	(339)
Environmental Sustainability	0	118	0	(66)	(1)	0	0	(98)	0	(5)	0	(140)	0	(23)	1	(213)
Oxford Direct Services	0	475	0	0	0	0	0	(2,199)	0	0	0	5	0	(7)	(7)	(1,726)
Financial Services	0	306	(1)	(40)	(3)	0	0	0	0	(21)	0	0	0	(215)	(3)	31
Law & Governance	0	181	0	0	0	0	0	0	0	(43)	0	0	0	0	1	138
Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>50</b>	<b>773</b>	<b>0.00</b>	<b>(3,309)</b>	<b>(13.30)</b>	<b>(812)</b>	<b>(4.00)</b>	<b>(2,453)</b>	<b>0.00</b>	<b>(287)</b>	<b>0.00</b>	<b>(162)</b>	<b>(0.91)</b>	<b>(1,195)</b>	<b>(9.70)</b>	<b>(7,395)</b>

**Total**

Original Figures	(Savings)/ Bids
£000's	£000's
	(2,180)
	(1,421)
	44
	(1,317)
	(180)
	(48)
	(184)
	(339)
	(213)
	(1,726)
	31
	138
	0
0	(7,395)

**Communities & Customers Budget Proposals Summary**  
2023-24 to 2026-27

**2023/24**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(21)	1.00	(65)	0.00	(302)	0.00	0	0.00	(50)	0.00	0	0.00	(97)	0.00	(490)
Community Services	5	(130)	0.00	(749)	0.00	0	0.00	(40)	0.00	(54)	0.00	99	0.00	0	0.00	(869)
<b>Total</b>	<b>50</b>	<b>(151)</b>	<b>1.00</b>	<b>(814)</b>	<b>0.00</b>	<b>(302)</b>	<b>0.00</b>	<b>(40)</b>	<b>0.00</b>	<b>(104)</b>	<b>0.00</b>	<b>99</b>	<b>0.00</b>	<b>(97)</b>	<b>0.00</b>	<b>(1,358)</b>

**2024/25**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	(76)	0.00	0	0.00	(827)	0.00	0	0.00	0	0.00	0	0.00	(404)	0.00	(1,307)
Community Services	0	(40)	0.00	(255)	0.00	0	0.00	(60)	0.00	0	0.00	(109)	0.00	(50)	0.00	(514)
<b>Total</b>	<b>0</b>	<b>(116)</b>	<b>0.00</b>	<b>(255)</b>	<b>0.00</b>	<b>(827)</b>	<b>0.00</b>	<b>(60)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(109)</b>	<b>0.00</b>	<b>(454)</b>	<b>0.00</b>	<b>(1,821)</b>

**2025/26**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	(55)	(2.00)	(98)	(1.00)	0	0.00	0	0.00	0	0.00	(30)	0.00	(183)
Community Services	0	0	0.00	(38)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(38)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>(93)</b>	<b>(2.00)</b>	<b>(98)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(30)</b>	<b>0.00</b>	<b>(221)</b>

**2026/27**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(200)	0.00	(200)
Community Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(200)</b>	<b>0.00</b>	<b>(200)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Business Improvement	45	(97)	1	(120)	(2)	(1,227)	(1)	0	0	(50)	0	0	0	(731)	0	(2,180)
Community Services	5	(170)	0	(1,042)	0	0	0	(100)	0	(54)	0	(10)	0	(50)	0	(1,421)
<b>Total</b>	<b>50</b>	<b>(267)</b>	<b>1.00</b>	<b>(1,162)</b>	<b>(2.00)</b>	<b>(1,227)</b>	<b>(1.00)</b>	<b>(100)</b>	<b>0.00</b>	<b>(104)</b>	<b>0.00</b>	<b>(10)</b>	<b>0.00</b>	<b>(781)</b>	<b>0.00</b>	<b>(3,600)</b>

		Business Improvement									
Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Contractual Inflation</b>											
1	Technology	ICT renews contractual inflation - not continued into future years as intention is to offset this through contracts rationalisation	H	45							
<b>Total Contractual Inflation</b>				<b>45</b>							
<b>Pressures</b>											
2	Technology	Reversal of investment to cover additional pressures on current Data Centre contract due to increased server requirements associated with homeworking and increasing number of business applications. Pressure to be removed through new contract model combined with rationalisation of contracts	H	(170)							
3	Transformation	Reversal of investment to support the transformation projects across the organisation	H		(50)						
4	Technology	Revenue costs associated with capital bids (redesign Council Website; scanning planning files; Asset Management System)		74							
5	Customer Services	Turnover Saving - pause for one year only	M	26	(26)	0					
6	HR&OD	Health & Safety Advisor	M	50			1.00				
<b>Total Pressures</b>				<b>(21)</b>	<b>(76)</b>		<b>1.00</b>				
<b>Existing Efficiencies</b>											
7	Customer Services	Impact of Universal Credit rollout on Contact Centre - savings pushed back due to delayed migration of existing claimants to UC, now anticipated in 2025	M			(55)			(2.00)		(2.00)
8	Technology	Housing System rationalisation saving (ICT element)	M	(65)							
<b>Total Existing Efficiencies</b>				<b>(65)</b>		<b>(55)</b>			<b>(2.00)</b>		<b>(2.00)</b>
<b>Invest to Save</b>											
9	Customer Services	New Revs & Bens system - savings generated by not having to operate through two systems - final £5k saving as £15k in 22/23	H	(5)							
10	HR & OD	Claw back of £138k investment in People Team service re-design leading to post reduction		(43)	(42)	(98)			(1.00)		
11	Transformation	Reversal of investment in the change programme, in addition to £300k in base		(251)	(358)						
12	Human Resources	Reversal of additional funding for People PM change			(67)						
13	ICT	Reversal of additional funding for ICT change staffing		(62)	(360)						
14	ICT	Change programme - ICT revenue costs		59							

**Business Improvement**

Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Total Invest to Save</b>			<b>(302)</b>	<b>(827)</b>	<b>(98)</b>			<b>(1.00)</b>			
<b>Fees and Charges</b>											
15											
<b>Total Fees and Charges</b>											
<b>Service Efficiencies</b>											
16	Vacancy factor		(50)								
<b>Total Service Efficiencies</b>			<b>(50)</b>								
<b>New Investments / Bids</b>											
17											
<b>Total New Investment/Bids</b>											
<b>Transformations &amp; New Efficiencies</b>											
18	Contact Centre	Savings from Customer experience change programme	(44)	(62)		(200)					
19	ICT	ICT Savings from change programme	(46)	(340)	(30)						
20	Applications Team	Savings from Customer experience change programme	(7)	(2)							
<b>Total Transformations</b>			<b>(97)</b>	<b>(404)</b>	<b>(30)</b>	<b>(200)</b>					
<b>Total Business Improvement Bids &amp; Savings</b>			<b>(490)</b>	<b>(1,307)</b>	<b>(183)</b>	<b>(200)</b>	<b>1.00</b>	<b>(3.00)</b>		<b>(2.00)</b>	

Amended Bids & Savings  
New Bids & Savings

### Community Services

Proposal		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		H/M/L	£000s	£000s	£000s					
<b>Contractual Inflation</b>										
1	Town Hall	price increase of 8% for Trade Waste collections	3							
2	Community Centres	price increase of 8% for Trade Waste collections	2							
<b>Total Contractual Inflation</b>			<b>5</b>							
<b>Pressures</b>										
3	Leisure Management	Reversal of Cycle tour investment - £30k in 20/21 budget due to increase in 21/22 when Oxford was focus of the race but the race cancelled in summer 2020 and pushed on to 22/23	(40)							
4	Culture	Reversal of additional revenue costs on opening museum, now split over 2 years	(60)	(40)						
5	Leisure Management	Reversal of one off investment for Swimming Pool Plant Condition Surveys (Barton, Ferry, Hinksey, Leys)	(30)							
<b>Total Pressures</b>			<b>(130)</b>	<b>(40)</b>						
<b>Existing Efficiencies</b>										
6	Community Centres	Projected loss in room hire income - Covid related (60% reduction in 21-22, 40% reduction in 22-23) - base budget £233k in 22/23	(98)	(55)	(38)					
7	Town Hall	Projected loss in Town Hall income - Covid related - base budget in 22/23 is £808k - some cost savings already included in 21/22	(250)							
8	Leisure Management	Invest in leisure during a changing market to devise a new model and consider new arrangements	(200)	(200)						
9	Facilities Management	Future Working Programme (SAC) - Projected TH Hall Income Loss	34							
10	Facilities Management	Future Working Programme (SAC) - Projected Expenditure Savings	(235)							
<b>Total Existing Efficiencies</b>			<b>(749)</b>	<b>(255)</b>	<b>(38)</b>					
<b>Invest to Save</b>										
10										
<b>Total Invest to Save</b>										



**Development Budget Proposals Summary**  
2023-24 to 2026-27

**2023/24**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	7	2.00	0	0.00	0	0.00	0	0.00	(8)	0.00	0	0.00	0	0.00	(1)
Corporate Property	0	194	6.00	(343)	(1.00)	1,322	(1)	0	0.00	(9)	0.00	0	0.00	0	0.00	1,164
Planning	0	0	0.00	(73)	(2.00)	0	0.00	0	0.00	(16)	0.00	0	0.00	(15)	0.00	(104)
<b>Total</b>	<b>0</b>	<b>201</b>	<b>8.00</b>	<b>(416)</b>	<b>(3.00)</b>	<b>1,322</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>(33)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(15)</b>	<b>0.00</b>	<b>1,059</b>

**2024/25**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	45	1.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	45
Corporate Property	0	85	(2.00)	(1,140)	(1.00)	(281)	(1)	0	0.00	0	0.00	0	0.00	0	0.00	(1,336)
Planning	0	27	(1.00)	(23)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	0.00	(4)
<b>Total</b>	<b>0</b>	<b>157</b>	<b>(2.00)</b>	<b>(1,163)</b>	<b>(1.00)</b>	<b>(281)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(8)</b>	<b>0.00</b>	<b>(1,295)</b>

**2025/26**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(85)	(4.00)	(304)	(1.00)	(185)	(1)	0	0.00	0	0.00	0	0.00	0	0.00	(574)
Planning	0	(72)	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(72)
<b>Total</b>	<b>0</b>	<b>(157)</b>	<b>(5.00)</b>	<b>(304)</b>	<b>(1.00)</b>	<b>(185)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(646)</b>

**2026/27**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	0	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Corporate Property	0	(70)	0.00	(60)	0.00	(441)	0	0	0.00	0	0.00	0	0.00	0	0.00	(571)
Planning	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>(70)</b>	<b>(1.00)</b>	<b>(60)</b>	<b>0.00</b>	<b>(441)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(571)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/ Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regeneration & Economy	0	52	1	0	0	0	0	0	0	(8)	0	0	0	0	0	44
Corporate Property	0	124	0	(1,847)	(3)	415	(3)	0	0	(9)	0	0	0	0	0	(1,317)
Planning	0	(45)	(1)	(96)	(2)	0	0	0	0	(16)	0	0	0	(23)	0	(180)
<b>Total</b>	<b>0</b>	<b>131</b>	<b>0.00</b>	<b>(1,943)</b>	<b>(5.00)</b>	<b>415</b>	<b>(3.00)</b>	<b>0</b>	<b>0.00</b>	<b>(33)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(23)</b>	<b>0.00</b>	<b>(1,453)</b>







## Corporate Property

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27							
			£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total		
36	Commercial Property	M			(500)								
	<b>Total Invest to Save</b>		<b>1,322</b>	<b>(281)</b>	<b>(185)</b>	<b>(441)</b>							
37	<b>Fees and Charges</b>												
	<b>Total Fees and Charges</b>												
38	Service Efficiencies												
	Vacancy factor			(9)									
	<b>Total Service Efficiencies</b>			<b>(9)</b>									
39	<b>New Investments / Bids</b>												
	<b>Total New Investment/Bids</b>												
40	<b>Transformations &amp; New Efficiencies</b>												
	<b>Total Transformations</b>												
<b>Total Corporate Property Bids &amp; Savings</b>			<b>1,164</b>	<b>(1,336)</b>	<b>(574)</b>	<b>(571)</b>	<b>5</b>	<b>(3)</b>	<b>(5)</b>				<b>(2)</b>
	Amended Bids & Savings												
	New Bids & Savings												

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## Regeneration & Economy

Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Contractual Inflation</b>											
1											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
2	Regeneration	Additional Regeneration Manager post to deliver the increase in capital programme	80.00		(80.00)		1.00	(1.00)			
3	Regeneration	Capitalise time against capital projects postholder works on (resource budget for this built into capital project budgets)	(80.00)		80.00						
4	Economy	Acting Up Business Lead from existing team in Economy and Green Transport	15.00								
5	Economy	Backfill assumed Team leader/other support	20.00								
6	Economy	Cowley Branch Line Project Manager	80.00			(80.00)	1.00			(1.00)	
7	Economy	Cowley Branch Line Project Manager funding from CIL/capital	(80.00)			80.00					
8	Economy	Existing funding from Director for Development recharge to HRA applied to Regen and Economy budget	(18.00)								
9	Regeneration and Economy	HoS to take on Housing Delivery function circa 1/5 of salary costs recharged to HRA	(20.00)								
	Economy	Savings in line with Fit for the Future programme - net off with Corporate Property saving		55.00				1.00			1.00
10	Regeneration and Economy	One off £10k contribution to LEP Economic Strategy Refresh	10.00	(10.00)							
<b>Total Pressures</b>			<b>7</b>	<b>45</b>			<b>2.00</b>	<b>1.00</b>	<b>(1.00)</b>	<b>(1.00)</b>	<b>1.00</b>
<b>Existing Efficiencies</b>											
11											
<b>Total Existing Efficiencies</b>											
<b>Invest to Save</b>											
12											

# Regeneration & Economy

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Proposal	H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Total Invest to Save</b>										
<b>Fees and Charges</b>										
13: <b>Total Fees and Charges</b>										
<b>Service Efficiencies</b>										
14: <b>vacancy factor</b>			(8.00)							
<b>Total Service Efficiencies</b>			(8)							
<b>New Investments / Bids</b>										
15: <b>Total New Investment/Bids</b>										
<b>Transformations &amp; New Efficiencies</b>										
16: <b>Total Transformations</b>										
<b>Total Regeneration &amp; Economy Bids &amp; Savings</b>		(1)	45			2.00	1.00	(1.00)	(1.00)	1.00

Amended Bids & Savings  
New Bids & Savings





**Chief Executive Budget Proposals Summary  
2023-24 to 2026-27**

**2023/24**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	(5)	0.00	4	0.09	0	0.00	(1)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(5)</b>	<b>0.00</b>	<b>4</b>	<b>0.09</b>	<b>0</b>	<b>0.00</b>	<b>(1)</b>

**2024/25**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>

**2025/26**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(39)	(0.83)	0	0.00	(39)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(39)</b>	<b>(0.83)</b>	<b>0</b>	<b>0.00</b>	<b>(39)</b>

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**2026/27**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Corporate Strategy	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(8)	(0.17)	0	0.00	(8)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(8)</b>	<b>(0.17)</b>	<b>0</b>	<b>0.00</b>	<b>(8)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Corporate Strategy	0	0	0	0	0	0	0	0	0	(5)	0	(43)	(1)	0	0	(48)
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(5)</b>	<b>0.00</b>	<b>(43)</b>	<b>(0.91)</b>	<b>0</b>	<b>0.00</b>	<b>(48)</b>



## Corporate Policy, Partnerships and Communication

Proposal		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		H/M/L	£000s	£000s	£000s					
1	<b>Contractual Inflation</b>									
	<b>Total Contractual Inflation</b>									
2	<b>Pressures</b>									
	<b>Total Pressures</b>									
3	<b>Existing Efficiencies</b>									
	<b>Total Existing Efficiencies</b>									
4	<b>Invest to Save</b>									
	<b>Total Invest to Save</b>									
5	<b>Fees and Charges</b>									
	<b>Total Fees and Charges</b>									
6	<b>Service Efficiencies</b>									
	Vacancy Factor		(5)							
	<b>Total Service Efficiencies</b>		(5)							



**Housing Budget Proposals Summary**  
2023-24 to 2026-27

**2023/24**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(70)	(1.00)	(154)
Housing Services	0	(246)	0.00	(35)	(2.50)	75	0.00	0	0.00	(37)	0.00	0	0.00	(33)	0.00	(276)
<b>Total</b>	<b>0</b>	<b>(246)</b>	<b>0.00</b>	<b>(48)</b>	<b>(2.80)</b>	<b>75</b>	<b>0.00</b>	<b>(56)</b>	<b>0.00</b>	<b>(78)</b>	<b>0.00</b>	<b>26</b>	<b>0.00</b>	<b>(103)</b>	<b>(1.00)</b>	<b>(430)</b>

**2024/25**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(30)	0.00	(30)
Housing Services	0	3	0.00	(50)	0.00	(75)	0.00	0	0.00	0	0.00	0	0.00	(13)	0.00	(135)
<b>Total</b>	<b>0</b>	<b>3</b>	<b>0.00</b>	<b>(50)</b>	<b>0.00</b>	<b>(75)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(43)</b>	<b>0.00</b>	<b>(165)</b>

**2025/26**

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Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	22	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	22
<b>Total</b>	<b>0</b>	<b>22</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>22</b>

**2026/27**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Housing Services	0	50	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	50
<b>Total</b>	<b>0</b>	<b>50</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>50</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Regulatory & Community Safety	0	0	0.00	(13)	(0.30)	0	0.00	(56)	0.00	(41)	0.00	26	0.00	(100)	(1.00)	(184)
Housing Services	0	(172)	0.00	(85)	(2.50)	0	0.00	0	0.00	(37)	0.00	0	0.00	(46)	0.00	(339)
<b>Total</b>	<b>0</b>	<b>(172)</b>	<b>0.00</b>	<b>(98)</b>	<b>(2.80)</b>	<b>0</b>	<b>0.00</b>	<b>(56)</b>	<b>0.00</b>	<b>(78)</b>	<b>0.00</b>	<b>26</b>	<b>0.00</b>	<b>(146)</b>	<b>(1.00)</b>	<b>(523)</b>

## Regulatory & Community Safety

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total	
		£000s	£000s	£000s	£000s						
<b>Contractual Inflation</b>											
1											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
2											
<b>Total Pressures</b>											
<b>Existing Efficiencies</b>											
3	H	Community Safety	Reduce hours of Community Safety Support Officer			(13)			(0.30)		(0.30)
<b>Total Existing Efficiencies</b>						(13)			(0.30)	(0.30)	
<b>Invest to Save</b>											
4											
<b>Total Invest to Save</b>											



## Housing Services

### Proposal

	2023-24	2024-25	2025-26	2026-27					
H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total

#### Contractual Inflation

1									
<b>Total Contractual Inflation</b>									

#### Pressures

2	Housing Needs	Young People Pathway Contribution (£125k p/a from 20/21 +£3k uplift per annum for inflation)	L	3	3	3			
3	Housing Needs	Homelessness Reserves required to fund expected policy and other pressures	H	(249)					
4	Housing Needs	Rental loss from offload of GF TA - disposal of 3 properties generating £500k-£700k capital receipt and £25k - £35k borrowing costs				19			
5	Housing Needs	Reduction of New Burdens Reserve £50k	L			0	50		
<b>Total Pressures</b>					<b>(246)</b>	<b>3</b>	<b>22</b>	<b>50</b>	

#### Existing Efficiencies

6	Housing Needs	Housing needs system and structure change	M	(50)	(50)			(2.50)	(2.50)
7	Housing Needs	County wide rough sleeping recommissioning strategy efficiencies - £47k saving in 23-24 no longer achievable	H	0					0
8	Housing Needs	Review of supplies and services		15		0			
<b>Total Existing Efficiencies</b>					<b>(35)</b>	<b>(50)</b>		<b>(2.50)</b>	<b>(2.50)</b>

#### Invest to Save

9	Housing Needs	Potential Response Invest to Save bid to become a Register Provider with City supporting some of the set up costs to recoup circa £1m savings to Finance		75	(75)				
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## Housing Services

Proposal										Total
		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	
H/M/L		£000s	£000s	£000s	£000s					
	<b>Total Invest to Save</b>	<b>75</b>	<b>(75)</b>							
	<b>Fees and Charges</b>									
10										
	<b>Total Fees and Charges</b>									
	<b>Service Efficiencies</b>									
11	vacancy factor	(37)								
	<b>Total Service Efficiencies</b>	<b>(37)</b>								
	<b>New Investments / Bids</b>									
12										
	<b>Total New Investment/Bids</b>									
	<b>Transformations &amp; New Efficiencies</b>									
13	Housing Needs Savings from Customer experience change programme	(33)	(13)							
	<b>Total Transformations</b>	<b>(33)</b>	<b>(13)</b>							
	<b>Total Housing Services Bids &amp; Savings</b>	<b>(276)</b>	<b>(135)</b>	<b>22</b>	<b>50</b>	<b>(2.50)</b>				<b>(2.50)</b>
	Amended Bids & Savings									
	New Bids & Savings									

**ODS Development Budget Proposals Summary**  
2023-24 to 2026-27

**2023/24**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	148	0.50	(66)	(1.00)	0	0.00	(172)	0.00	(5)	0.00	0	0.00	(48)	0.50	(142)
Oxford Direct Services	0	518	0.00	0	0.00	0	0.00	(901)	0.00	0	0.00	80	0.00	(7)	(7.00)	(310)
<b>Total</b>	<b>0</b>	<b>666</b>	<b>0.50</b>	<b>(66)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>(1,073)</b>	<b>0.00</b>	<b>(5)</b>	<b>0.00</b>	<b>80</b>	<b>0.00</b>	<b>(55)</b>	<b>(6.50)</b>	<b>(452)</b>

**2024/25**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	(5)	0.00	0	0.00	0	0.00	12	0.00	0	0.00	0	0.00	0	0.00	7
Oxford Direct Services	0	125	0.00	0	0.00	0	0.00	(282)	0.00	0	0.00	0	0.00	(1,000)	0.00	(1,157)
<b>Total</b>	<b>0</b>	<b>120</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(270)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(1,000)</b>	<b>0.00</b>	<b>(1,150)</b>

**2025/26**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	(25)	(0.50)	0	0.00	0	0.00	62	0.00	0	0.00	(140)	0.00	25	0.00	(78)
Direct Services	0	0	0.00	0	0.00	0	0.00	(750)	0.00	0	0.00	(75)	0.00	1,000	0.00	175
<b>Total</b>	<b>0</b>	<b>(25)</b>	<b>(0.50)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(688)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(215)</b>	<b>0.00</b>	<b>1,025</b>	<b>0.00</b>	<b>97</b>

**2026/27**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Direct Services	0	(168)	0.00	0	0.00	0	0.00	(267)	0.00	0	0.00	0	0.00	0	0.00	(435)
<b>Total</b>	<b>0</b>	<b>(168)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(267)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(435)</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Environmental Sustainability	0	118	0	(66)	(1)	0	0	(98)	0	(5)	0	(140)	0	(23)	0.50	(213)
Oxford Direct Services	0	475	0	0	0	0	0	(2,199)	0	0	0	5	0	(7)	(7.00)	(1,726)
<b>Total</b>	<b>0</b>	<b>593</b>	<b>0.00</b>	<b>(66)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>(2,297)</b>	<b>0.00</b>	<b>(5)</b>	<b>0.00</b>	<b>(135)</b>	<b>0.00</b>	<b>(30)</b>	<b>(6.50)</b>	<b>(1,939)</b>





## Environmental Sustainability

Proposal		2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		H/M/L	£000s	£000s	£000s					
<b>Fees and Charges</b>										
8	Dynamic Purchasing System - platform to tender EV infrastructure works, generating income for the Council		(40)							
9	EV Infrastructure consultancy - selling services to ODS, OX Place and other authorities as a wraparound service to the DPS system		(12)	12						
10	Air quality monitoring - selling services to Oxfordshire County and DEFRA		(12)		12					
11	Flood investigation services		(6)							
	ZEZ additional income - pilot		(100)		50					
12	Land quality advice		(2)							
<b>Total Fees and Charges</b>			<b>(172)</b>	<b>12</b>	<b>62</b>					
<b>Service Efficiencies</b>										
13	vacancy factor		(5)							
<b>Total Service Efficiencies</b>			<b>(5)</b>							
<b>New Investments / Bids</b>										
14	Environmental Sustainability	Reversal of NEW BID proposed - ZEZ - pushed back a year		0	(140)					
<b>Total New Investment/Bids</b>					<b>(140)</b>					

## Environmental Sustainability

**Proposal**

	2023-24	2024-25	2025-26	2026-27					
H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Transformations &amp; New Efficiencies</b>									
15: Environmental Quality	(23)								
16: Environmental Sustainability	(25)		25		0.50				0.50
<b>Total Transformations</b>	<b>(48)</b>		<b>25</b>		<b>0.50</b>				<b>0.50</b>
<b>Total Environmental Sustainability Bids &amp; Savings</b>	<b>(142)</b>	<b>7</b>	<b>(78)</b>				<b>(1)</b>		<b>(1)</b>

Amended Bids & Savings

New Bids & Savings

## Oxford Direct Services Client

Proposal		2023-24	2024-25	2025-26	2026-27						
		H/M/L	£000s	£000s	£000s	£000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Contractual Inflation</b>											
1											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
2	Various			125							
3	Motor Transport		150								
4	Overheads		130								
5	Motor Transport		168		(168)						
6	Domestic Waste		70								
<b>Total Pressures</b>			<b>518</b>	<b>125</b>	<b>(168)</b>						
<b>Existing Efficiencies</b>											
7											
<b>Total Existing Efficiencies</b>											

## Oxford Direct Services Client

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Invest to Save</b>											
8											
<b>Total Invest to Save</b>											
<b>Fees and Charges</b>											
9	Direct Services	H	(679)	(342)	(1,312)	(267)					
10	Off Street Parking	M	(0)	0	0						
11	Off Street Parking	M	4	4							
12	Off Street Parking				128						
13	Off Street Parking				434						
	Off Street Parking		(80)								
14	Off Street Parking		64	56							
15	Off Street Parking		(30)								
16	Off Street Parking		(10)								
17	Waste & Recycling		(50)								
18	Waste & Recycling		(120)								
<b>Total Fees and Charges</b>			(901)	(282)	(750)	(267)					
<b>Service Efficiencies</b>											
19											
<b>Total Service Efficiencies</b>											
<b>New Investments / Bids</b>											
20	Streetscene		5								
21	Highways & Engineering		75		(75)						

## Oxford Direct Services Client

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		£000s	£000s	£000s	£000s					
<b>Total New Investment/Bids</b>		80		(75)						
<b>Transformations &amp; New Efficiencies</b>										
22 Off Street Parking		(10)								
	Channel shift to cashless payments for car parks £30k base budget									
	ODS Clienting	60				1.00				
23 Waste & Recycling		(27)								
	Removal of all recycling banks - option 1									
24 Streetscene		(30)				(8.00)				(8.00)
	Reducing streetscene in city centre									
25 Building Services		0	(1,000)	1,000						
	Commercial evolution of building works									
<b>Total Transformations</b>		(7)	(1,000)	1,000		(7.00)				(8.00)
<b>Total Oxford Direct Services Bids &amp; Savings</b>		(310)	(1,157)	175	(435)	(7.00)				(8.00)

	Amended Bids & Savings
	New Bids & Savings

**Corporate Services Budget Proposals Summary**  
2023-24 to 2026-27

2023/24

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Financial Services	0	306	0.00	65	0.00	0	0.00	0	0.00	(21)	0.00	0	0.00	(140)	(1.20)	211
Law & Governance	0	169	0.00	0	0.00	0	0.00	0	0.00	(43)	0.00	0	0.00	0	1.00	126
Chief Executive	0	0	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>475</b>	<b>0.00</b>	<b>65</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(63)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(140)</b>	<b>(0.20)</b>	<b>337</b>

2024/25

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Financial Services	0	0	(1.00)	(50)	(1.00)	0	0.00	0	0.00	0	0.00	0	0.00	(75)	(2.00)	(125)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>(1.00)</b>	<b>(50)</b>	<b>(1.00)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(75)</b>	<b>(2.00)</b>	<b>(121)</b>

2025/26

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Financial Services	0	0	0.00	(55)	(1.50)	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	(55)
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>0.00</b>	<b>(55)</b>	<b>(1.50)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(51)</b>

2026/27

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Financial Services	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Law & Governance	0	4	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	4
Chief Executive	0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
<b>Total</b>	<b>0</b>	<b>4</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>4</b>

**Total Summary**

Service Area:	Contractual Inflation	Pressures		Existing Efficiencies		Invest to Save		Fees & Charges		Service Efficiencies		New Investment/Bids		Transformations & New Efficiencies		Total Variation
	£000's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's	FTE's	£000's
Financial Services	0	306	(1)	(40)	(3)	0	0	0	0	(21)	0	0	0	(215)	(3.20)	31
Law & Governance	0	181	0	0	0	0	0	0	0	(43)	0	0	0	0	1.00	138
Chief Executive	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.00	0
<b>Total</b>	<b>0</b>	<b>487</b>	<b>(1.00)</b>	<b>(40)</b>	<b>(2.50)</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(63)</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>(215)</b>	<b>(2.20)</b>	<b>169</b>

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## Financial Services

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
<b>Contractual Inflation</b>											
1											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
2	Revenues & Benefits	Reduction in court costs income due to proactive debt collection processes, current base budget is £380k	120								
3	Accountancy	Project accountant reversal - resource to be capitalised		(60)				(1.00)			(1.00)
4	Accountancy	Project accountant reversal - resource capitalised		60							
5	Internal Audit	Additional pressure following tendering	20								
6	External Audit	Additional fees advised from base budget of £86k	14								
7	Procurement	New contract for procurement portal	25								
<b>Total Pressures</b>			<b>306</b>					<b>(1.00)</b>			<b>(1)</b>
<b>Existing Efficiencies</b>											
8	Revenues & Benefits	Impact of Universal Credit Rollout savings pushed back a further two years. Awaiting date of managed migration but likely to do tax credits before housing costs - now anticipated to be 2025			(55)				(1.50)		(1.50)
9	Investigations	Reversal of temp Data Manager (Investigation Services)		(50)			0.00	(1.00)			(1.00)
10	Revenues & Benefits	Housing Benefit & Council Tax Support Admin grants base review with a current budget of £443k - Council Tax Admin being rolled into RSG in 23/24 (£197k)	65								
<b>Total Existing Efficiencies</b>			<b>65</b>	<b>(50)</b>	<b>(55)</b>			<b>(1.00)</b>	<b>(1.50)</b>		<b>(2.50)</b>
<b>Invest to Save</b>											
11											
<b>Total Invest to Save</b>											



## Financial Services

Proposal		H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
			£000s	£000s	£000s	£000s					
<b>Fees and Charges</b>											
12											
<b>Total Fees and Charges</b>											
<b>Service Efficiencies</b>											
13	vacancy factor		(21)								
<b>Total Service Efficiencies</b>			(21)								
<b>New Investments / Bids</b>											
14											
<b>Total New Investment/Bids</b>											
<b>Transformations &amp; New Efficiencies</b>											
15	Procurement	Savings from contract change programme - unallocated	H	(50)							
16	Revenues & Benefits	Savings of 0.2FTE from flexi retirement	M	(10)			(0.20)				(0.20)
17	Revenues & Benefits	Revenues & Benefits management changes	M	(60)			(1.00)				(1.00)
18	Payments	Changes in processes across the team, with better use of ICT functionality	H		(35)			(1.00)			(1.00)
19	Investigations	Increased income - currently circa £200k per annum	M	(20)							
20	Accountancy	Structural savings within Finance Team pushed back a year	M		(40)		0.00	(1.00)			(1.00)
<b>Total Transformations</b>				(140)	(75)		(1.20)	(2.00)			(3.20)
<b>Total Financial Services Bids &amp; Savings</b>				211	(125)	(55)	(1.20)	(4.00)	(1.50)		(6.70)

Amended Bids & Savings  
New Bids & Savings

## Law & Governance

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Contractual Inflation</b>											
1											
<b>Total Contractual Inflation</b>											
<b>Pressures</b>											
2	CA02 Information Governance	It is proposed that the one year fixed term full time grade 7 Information Governance Officer, approved in the 22/23 budget process at a cost of £52K, should be made into a permanent post and therefor there is no saving of £52K arising in 23/24 from the role coming to the end of the fixed term	0								
3	Democratic Services	Agreed increase in SRA for Members linked to staff pay increase	4	4	4	4					
4	KS04 Legal Services	It is proposed that the the salary of the Team Leader Lawyer Major Projects, Contracts & Property be reviewed and increased to a section manager plus grade, to assist with retention and recruitment and better reflect the breadth of expertise required for the role.	9								
5	KS04 Legal Services	It is proposed that the grade 9 contracts lawyer role take on some enhanced responsibilities to assist the Team Leader Lawyer and provide leadership and expertise for contracts work, which is likely to result in the regrading of this post from a grade 9 to a grade 11. This will help alleviate pressure within the team and improve ability to recruit and therefore produce a saving in reliance on locum staff	21								
6	KS04 Legal Services	Market supplementst on various roles	135								
<b>Total Pressures</b>			<b>169</b>	<b>4</b>	<b>4</b>	<b>4</b>					
<b>Existing Efficiencies</b>											
7		It is proposed that the 2 Major Project Lawyers approved in the 22/23 budget process for 2 years fixed term, supporting delivery of the capital programme, should be made permanent to assist recruitment and resilience and reduce relaince on locum lawyers thereby producing a saving. So no saving of £160K would arise in 24-25 due to the expiry of the fixed term - posts to be funded by capital		0			0.00				



## Law & Governance

Proposal	H/M/L	2023-24	2024-25	2025-26	2026-27	2023-24	2024-25	2025-26	2026-27	Total
		£000s	£000s	£000s	£000s					
<b>Transformations &amp; New Efficiencies</b>										
16 Legal Services		69				1.00				1.00
		It is proposed to add an additional grade 10 full time permanent property lawyer to the establishment to be funded by way of a recharge to Oxford City Housing Limited								
17 Legal Services		(69)								
		Additional SLA income from OCHL								
<b>Total Transformations</b>						<b>1.00</b>				<b>1.00</b>
<b>Total Law &amp; Governance Bids &amp; Savings</b>						<b>1</b>				<b>1</b>
		<b>126</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>1</b>				<b>1</b>

Amended Bids & Savings  
 New Bids & Savings

## HRA

### Proposal

H/M/L      2023-24    2024-25    2025-26    2026-27  
 £000s    £000s    £000s    £000s

2023-24

2024-25

2025-26

2026-27

Total

#### Contractual Inflation

1	HRA	Pay Inflation
2	HRA	Contractual employee inflationary uplifts for the Improvement to communal area management and cleaning team
3	HRA	Contractual employee inflationary uplifts associated with works undertaken by ODS covering areas of activity including Caretaking Services, the Garden Scheme, Grounds Maintenance and Planned Maintenance

102	104	107	110
6	6	6	6
3	3	3	3

#### Total Contractual Inflation

**111      113      116      119**

#### Pressures

4	HRA R	Contributions to Youth Ambition Service on council estates
5	HRA R	Communal Area Utility Charges
6	HRA R	Void Property Energy Charges
7	HRA R	EV Cost Energy Standing Charges
8	HRA R	QL & Versaa Support & Maintenance Costs
9	HRA R	QL & Versaa Training - Consultancy Days
10	HRA C	QL Upgrade to QL Yuneo Aareon Set up costs
11	HRA R	QL Yuneo Support & Maintenance
12	HRA C	QL Yuneo OCC Project Set up (70 days)
13	HRA C	QL Neela (AI Virtual Assistant)
14	HRA C	Versaa Forms (x4 development, install & R&M, OCC costs)
15	HRA C	Southfield Park lease extension from Lincoln College (sensitive)
16	HRA R	NE20 B1244 Warden Control Centre (removal of redundant budget line)
17	HRA R	Savings on Court Fees (£65k) & Postage (£8k) (MM41)
18	HRA R	Transformation Team Costs - G8 plus 1 x G7s for 1 year?
19	HRA R	Locality Manager
20	HRA R	ODS Commercial Model
21	HRA R	Increase in Housing Ombudsman Fees (non-negotiable)
22	HRA C	Reversal of previous increase in Investment in fire doors, base budget remains @ £500k with peak investment of additional £1m in 22/23.

	(100)		
410			
10			
5			
40			
12			
40	(40)		
60			
45	(45)		
28	(10)		
132	(92)		
1,500	(1,500)		
(24)			
(73)			
80	(80)		
60			
280			
20			
(100)			

1.00

1.00

## HRA

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
23	HRA C	Reversal of previous increase on Structural Capital Programme, base budget remains @ £700k but peak investment to deal urgent work reducing in 24/25 and again in 25/26		(250)	(75)	(300)					
24	HRA C	Windows and Doors - following previous window and door replacement investment under the Decent Homes Programme given the condition , there is now a need to begin another rolling replacement programme. Base budget reduces to £200k from 25/26			(300)						
25	HRA C	Roofing - there is now a need to increase investment in a re-roofing programme with associated works to also introduce low maintenance items i.e. UPVC soffits and incorporate energy efficiency measures. This will complement the increase to the PPJ programme. Base budget reduces to £229k from 25/26			(471)						
26	HRA C	Energy Efficiency Initiatives - an increase in funding to support our carbon reduction agenda and deliver our target of 95% of our properties being EPC C or above by 2030 latest through undertaking upgrades of insulation or retro fit new products i.e. boilers and then from 2022/23 EWI to our solid wall properties.	1,000								
27	HRA C	Capital Expenditure to utilise the Retained Right to Buy Receipts (these now fund 40% of the costs) to fund variety of new supply projects	2,466								
28	HRA C	Major Refurbishments - Masons Road	250								
29	HRA C	Additional funding for adaptations due to increased demand growth	200								
30	HRA C	Removal of new supply unallocated Site 1 (N7064)	(454)								
31	HRA R	Energy and Sustainability Team in PS future costs to be charged to capital as we move to delivery phase (2 FTE's)	(108)								
32	HRA R	Fencing Work increase demand	400	(200)	(200)						
33	HRA R	Material price increases above those input for 22/23 @ 200k due to industry led increases	200								
34	HRA R	Tenant unauthorised Alterations - clearance of backlog	(50)	(25)							
35	HRA R	Increase in Cost of Refuse Collections	9								
36	HRA R	Provision for future costs	200		(200)						
37	HRA C	Re-profiling of Energy Efficiency Budget to align with SHDF bid	415	1,450	(1,865)						

## HRA

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Proposal		H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Total Pressures</b>			7,053	(892)	(3,111)	(300)	1.00				1.00
38	<b>Existing Efficiencies</b>										
<b>Total Existing Efficiencies</b>											
39	<b>Invest to Save</b>										
<b>Total Invest to Save</b>											
40	<b>Fees &amp; Charges</b>										
<b>Total Fees &amp; Charges</b>											
41	HRA R	Increase in Former Tenant income to cover additional post									
42	HRA R	Increase in Care taking and cleaning service charge to cover new supply									
<b>Total Fees &amp; Charges</b>											
43	<b>Service Efficiencies</b>										
<b>Total Service Efficiencies</b>											
<b>New Investment</b>											
44	HRA R	QL Exploitation Post G7. Additional resource to support further exploitation of QL to realise efficiencies from the system investment.	47				1.00				1.00
<b>Total New Investment</b>			47				1.00				1.00

## HRA

Proposal	H/M/L	2023-24 £000s	2024-25 £000s	2025-26 £000s	2026-27 £000s	2023-24	2024-25	2025-26	2026-27	Total
<b>Transformations &amp; New Efficiencies</b>										
#REF!										
<b>Total Transformations</b>										
<b>Additional Efficiency Savings</b>										
#REF!										
<b>Total Additional Efficiency Savings</b>										
<b>Total HRA</b>		7,211	(779)	(2,995)	(181)	2.00				2.00

**Footnote:**

HRA	Existing Rents increase	(3,131)	(2,393)	(1,256)	(1,494)					
HRA	New Rental Income from new developments	(1,429)	(3,679)	(218)	(1,440)					
HRA	Repairs Inflation (including above inflation materials price increase)	379	375	384						

- Amended Bids & Savings
- New Bids & Savings