

Cabinet - 19 January 2010**Service & Resource Planning 2010/11 - 2014/15****Annex 3 : Summary of Pressures & Savings**

| | | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
|--|--------------------------|------------------|------------------|------------------|------------------|------------------|
| Corporate and Cross Directorate | Pressures | 4,464 | 4,685 | 4,680 | 6,700 | 8,100 |
| | Savings | 0 | -800 | -3,200 | -3,200 | -3,200 |
| | Net Pressures | 4,464 | 3,885 | 1,480 | 3,500 | 4,900 |
| Children, Young People & Families | Pressures | 5,145 | 5,430 | 6,589 | 7,746 | 7,956 |
| | Savings | -6,451 | -10,548 | -14,129 | -15,701 | -17,721 |
| | Net Pressures | -1,306 | -5,118 | -7,540 | -7,955 | -9,765 |
| Social & Community Services | Pressures | 3,459 | 6,556 | 8,402 | 10,414 | 15,455 |
| | Savings | -10,202 | -19,153 | -27,017 | -33,629 | -33,428 |
| | Net Pressures | -6,743 | -12,597 | -18,615 | -23,215 | -17,973 |
| Environment & Economy | Pressures | 5,256 | 8,920 | 11,915 | 15,969 | 17,930 |
| | Savings | -8,442 | -13,086 | -15,996 | -20,234 | -20,741 |
| | Net Pressures | -3,186 | -4,166 | -4,081 | -4,265 | -2,811 |
| Community Safety | Pressures | 435 | 527 | 825 | 915 | 915 |
| | Savings | -1,011 | -1,442 | -1,951 | -2,619 | -2,619 |
| | Net Pressures | -576 | -915 | -1,126 | -1,704 | -1,704 |
| Shared Services | Pressures | 0 | 0 | 117 | 233 | 233 |
| | Savings | -814 | -1,047 | -1,122 | -1,122 | -1,122 |
| | Net Pressures | -814 | -1,047 | -1,005 | -889 | -889 |
| Corporate Core | Pressures | 1,221 | 1,243 | 1,670 | 2,016 | 2,193 |
| | Savings | -1,657 | -2,804 | -4,036 | -5,036 | -5,104 |
| | Net Pressures | -436 | -1,561 | -2,366 | -3,020 | -2,911 |
| TOTAL | Ongoing Pressures | 19,980 | 27,361 | 34,198 | 43,993 | 52,782 |
| | Savings | -28,577 | -48,880 | -67,451 | -81,541 | -83,935 |
| | Net Pressures | -8,597 | -21,519 | -33,253 | -37,548 | -31,153 |

| | | | | | |
|--------------------------------------|---------------|----------------|----------------|---------------|--------------|
| Year on Year | -8,597 | -12,922 | -11,734 | -4,295 | 6,395 |
| Exclude savings already in MTFP | 2,500 | 2,500 | | | |
| Revised Year on Year Position | -6,097 | -10,422 | -11,734 | -4,295 | 6,395 |

SUMMARY POSITION

| | Savings Identified | Saving in MTFP | Total Savings | Identified Pressures | Tax and Grant Funding Pressures | Total Pressures | Net Savings and Pressures | Cumulative Balance |
|--------------|--------------------|----------------|----------------|----------------------|---------------------------------|-----------------|---------------------------|--------------------|
| | £m | £m | £m | £m | £m | £m | £m | £m |
| 2010/11 | -28.577 | 2.500 | -26.077 | 19.980 | -1.004 | 18.976 | -7.101 | -7.101 |
| 2011/12 | -20.303 | 2.500 | -17.803 | 7.381 | 13.645 | 21.026 | 3.223 | -3.878 |
| 2012/13 | -18.571 | | -18.571 | 6.837 | 4.982 | 11.819 | -6.752 | -10.630 |
| 2013/14 | -14.090 | | -14.090 | 9.795 | 10.704 | 20.499 | 6.409 | -4.221 |
| 2014/15 | -2.394 | | -2.394 | 8.789 | 1.078 | 9.867 | 7.473 | 3.252 |
| Total | -83.935 | 5.0 | -78.935 | 52.782 | 29.405 | 82.187 | 3.252 | |

Nb. Includes £7.5m of previously agreed but unidentified savings recorded now as a pressure and a saving

| | | | | | | | | |
|---|-------|-----|-------|------|------|------|-----|--|
| Total excluding previously agreed savings | -76.4 | 5.0 | -71.4 | 45.3 | 29.4 | 74.7 | 3.2 | |
|---|-------|-----|-------|------|------|------|-----|--|

Directorate : Corporate and Cross Directorate

| PRESSURES (CUMULATIVE) | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|
| DESCRIPTION | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Estimated surplus from Collection Fund - Contribution to Capital Programme & other revenue proposals | 1,900 | | | | |
| EU Directive on Online Payments | 200 | | | | |
| Anticipated additional cost above the £6m included in the MTFP following pension fund revaluation in 2010 | | 2,500 | 2,500 | 2,500 | 2,500 |
| Changes in Strategic Measure Budget reflecting the Treasury Management Strategy | 1,564 | 685 | 680 | 0 | 0 |
| Possible increases in inflation or hyperinflation coming out of the recession | | | | 2,700 | 4,100 |
| 0.5% increase in employers NI contribution from April 2011 | | 700 | 700 | 700 | 700 |
| Adjustment for 1% pay award in 2010/11 (0.5% increase - Green Book only) | 800 | 800 | 800 | 800 | 800 |
| TOTAL CROSS DIRECTORATE PRESSURES | 4,464 | 4,685 | 4,680 | 6,700 | 8,100 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | |
|--|------|------|----------|-------------|---------------|---------------|---------------|
| DESCRIPTION | TYPE | RISK | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
| | | | £'000 | £'000 | £'000 | £'000 | £'000 |
| Reduce pay inflation to a 1% increase in pay for 2011/12 (from 1.5%) for all employees | O | M | | -800 | -800 | -800 | -800 |
| Reduce pay inflation to a 1% increase in pay for 2012/13 (from 2.5%) or all employees | O | M | | | -2,400 | -2,400 | -2,400 |
| TOTAL CROSS DIRECTORATE SAVINGS | | | 0 | -800 | -3,200 | -3,200 | -3,200 |

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|---|--|--|--------------|--------------|---------------|--------------|--------------|
| NET PRESSURES/SAVINGS | | | 4,464 | 3,885 | 1,480 | 3,500 | 4,900 |
| YEAR ON YEAR VARIATION NET PRESSURES/SAVINGS | | | 4,464 | -579 | -2,405 | 2,020 | 1,400 |

| PRESSURES (CUMULATIVE) | | | | | | |
|---|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | <u>Young People & Access to Education</u> | | | | | |
| CYPFP1 | Increased numbers of LDD (Learning Difficulties & Disabilities) children and young people arriving in county especially with ASC (Autistic Spectrum Conditions) preventing meeting recoupment targets and adding to local pressures. A historical income target has been set for Autism Recoupment. The numbers of children from other authorities using our resource bases has reduced from 16 in 2005 to 8 in 2009, meanwhile the number and complexity of needs of local children supported by bases has increased. Although it is possible to absorb some pressures this target is unachievable and there is a growing annual overspend. Nationally, more children with autism are being identified, so the pressure on public services and public expenditure increases. | 200 | 210 | 220 | 230 | 240 |
| TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION PRESSURES | | 200 | 210 | 220 | 230 | 240 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
|---|---|------|------|------------------|------------------|------------------|------------------|------------------|--|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | | |
| | <u>Young People & Access to Education</u> | | | | | | | | | |
| CYPF13 | Services for disabled children. Re-negotiation and reduction in value of contract. Aiming High grant will pick up delivery so no drop in service. | ES | M | -50 | -50 | -50 | -50 | -50 | | |
| | Modified Youth Support Service savings proposal (phased earlier than 2015) which involves a fundamental review leading to a different way of delivery | | | 0 | 0 | -350 | -350 | -350 | | |
| TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION SAVINGS | | | | -50 | -50 | -400 | -400 | -400 | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | <u>Children & Families</u> | | | | | |
| CYPFP2 | Placements. Increase in the numbers of children and young people with complex needs requiring care. There has been a 30% rise in the number entering care in the first quarter in 2009-10. There has also been a rise in the number of placements for those with complex needs , eg those requiring secure accommodation because of their suicide risk and the numbers requiring mother and baby residential care for court ordered assessments. | 2,295 | 2,245 | 2,145 | 2,045 | 2,045 |
| CYPFP3 | Unaccompanied Asylum Seekers (UASC). The Council has a responsibility to provide services for UASC and for former UASCs under the Leaving Care Act. The Council receives different levels of funding for different ages of clients which don't fully meet the full costs of providing services. Last year there were 90 new arrivals of which 40 were assessed as having an entitlement to services. In total the council had responsibility for 190 UASCs in the course of the year. | 550 | 550 | 550 | 550 | 550 |
| CYPFP4 | Southwark ruling. In May 2009, the Court of Appeal issued the Southwark Judgement which has significant implications for the way children's services are delivered to homeless 16 and 17 yr olds. The Judgement extends the LA's duty of care for this group. | 1,000 | 1,200 | 1,400 | 1,600 | 1,800 |
| CYPFP5 | Transport for children in care. A historical income target was set which has not been met due to increase in the numbers of complex contact arrangements made during care proceedings This includes transport for children to go to school, attend therapy and for contact with friends and family. | 167 | 167 | 167 | 167 | 167 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|---------------------------------------|------|------|------------------|------------------|------------------|------------------|------------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | |
| | <u>Children & Families</u> | | | | | | | | |
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| PRESSURES (CUMULATIVE) | | | | | | |
|--|--|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| CYPFP7 | "no recourse" cases. The Council has responsibility to provide for families who are not eligible for other funding where failure to do so would result in children having to be taken into Local Authority care. This funding includes transport back home and help whilst other sources of income are sought. | 100 | 100 | 100 | 100 | 100 |
| CYPFP8 | Legal costs for children's cases. There has been a 33% rise in the number of legal proceedings and a corresponding rise in the number of private proceedings that the Local Authority has a duty to help with in certain cases , eg supporting prospective adopters with their legal fees. There has also been an increase in the number of specialised assessments being undertaken before court proceedings due to changes in Court Procedures, ie the introduction of the Public Law Outline. | 60 | 60 | 60 | 60 | 60 |
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| TOTAL CHILDREN & FAMILIES PRESSURES | | 4,172 | 4,322 | 4,422 | 4,522 | 4,722 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
|--|---|------|------|------------------|------------------|------------------|------------------|------------------|--|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | | |
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| CYPF7 | Completion of set up phase of Locality Working, including conclusion of locality co-ordinator contracts and introductory support arrangements for common assessment framework and team around the child. | ES | M | -48 | -193 | -193 | -193 | -193 | | |
| CYPF10 | Early years and children's centres: ongoing efficiencies and grant maximisation. Amalgamation and consolidation of OCC support costs to DSG and Surestart funding and further efficiencies, including reduction in centrally commissioned training. | ES | M | -280 | -445 | -555 | -600 | -600 | | |
| CYPF17 | Review of respite care provision for children with a disability | ES | M | -200 | -200 | -200 | -200 | -200 | | |
| TOTAL CHILDREN & FAMILIES SAVINGS | | | | -528 | -838 | -948 | -993 | -993 | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | <u>Raising Achievement Service</u> | | | | | |
| | | | | | | |
| TOTAL RAISING ACHIEVEMENT PRESSURES | | 0 | 0 | 0 | 0 | 0 |
| | <u>Commissioning, Performance & Quality Assurance (CPQA)</u> | | | | | |
| CYPFP8 | Children's Information & Integration Programme (ChIIP). There is a DCSF requirement for all Local Authorities to have an ICT system to support electronic management of children's social care case records and requirements of the Integrated Children's System (ICS). Until 2009/2010, costs have been met from project funds and Capital Steering funds. | 275 | 275 | 275 | 275 | 275 |
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| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
|--|--|---------|------|------------------|------------------|------------------|------------------|------------------|--|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | | |
| | <u>Raising Achievement Service</u> | | | | | | | | | |
| CYPF9 | It is proposed to move towards a self financing model for Outdoor Education Centres over the next four years. A separate document has been circulated which sets out the thinking and proposed developments for the next 3 years. This is work in progress. | ES & IG | M | -100 | -200 | -400 | -600 | -878 | | |
| CYPF19 | Bringing School Improvement Services into line with national legislation regarding service provision | ES/IG | H | | -192 | -534 | -602 | -954 | | |
| TOTAL RAISING ACHIEVEMENT SAVINGS | | | | -100 | -392 | -934 | -1,202 | -1,832 | | |
| | <u>Commissioning, Performance & Quality Assurance (CPQA)</u> | | | | | | | | | |
| | Commissioning savings, for example: + economies of scale as contracts come up for renewal or are retendered, especially in the light of increasing joint commissioning activities with the PCT + Limiting inflationary uplifts on existing contracts | | | -10 | -20 | -50 | -50 | -50 | | |
| CYPF2 | This completes repayment of the major investment the authority undertook in the City Schools Reorganisation that was implemented several years ago. The final repayment is due to be made by the authority in respect of funding of the city reorganisation. This will release £413k of funding for other projects and pressures rising to £594k in a full year. | O | L | | -413 | -594 | -594 | -594 | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
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| TOTAL CPQA PRESSURES | | 275 | 275 | 275 | 275 | 275 |
| | <u>Across Service Areas</u> | | | | | |
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| TOTAL ACROSS SERVICE AREA PRESSURES | | 0 | 0 | 0 | 0 | 0 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
|--|--|---------------|------|------------------|------------------|------------------|------------------|------------------|--|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | | |
| CYPF5 | Streamline performance functions by deletion of a post, redistribution of essential tasks and cessation/rationalisation of other | ES | L | -60 | -120 | -120 | -120 | -120 | | |
| CYPF15 | Home to School Transport - consistent application of minimum home to school transport entitlements | ES &S R | H | | | | -500 | -500 | | |
| CYPF16 | This is a realignment of an existing budget for Excellence in Cities and also setting staffing costs against the DSG. There will be a small amount of income | ES/ IG | M | -735 | -805 | -825 | -875 | -875 | | |
| CYPF18 | Severance panel/PRC. Review policy and tighten criteria for school redundancies and early retirement. | SR | M | -750 | -1,025 | -1,300 | -1,325 | -2,325 | | |
| TOTAL CPQA SAVINGS | | | | -1,555 | -2,383 | -2,889 | -3,464 | -4,464 | | |
| | <u>Across Service Areas</u> | | | | | | | | | |
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| CYPF11 | Restructuring of targeted education support services, including ASET (Advisory service for education of travellers) and EMAS (Ethnic Minority Achievement Service) to improve efficiency. The eventual conjoining of ASET and EMAS will provide greater savings and a more efficient service. Review charges to schools for excluded pupils. | ES &S R | M | -200 | -440 | -530 | -580 | -580 | | |
| CYPF14 | Income generation - Governors and Educational Psychology Services. Council ceases to provide some services and charges or commissions from elsewhere, recharge to grant funding for SEN work instead of core budget. Review arrangements for schools to pay for non statutory educational psychology services and governor services. | IG | M | -70 | -163 | -258 | -263 | -263 | | |
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| TOTAL ACROSS SERVICE AREA SAVINGS | | | | -270 | -603 | -788 | -843 | -843 | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|--|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | Across Directorate | | | | | |
| CYPFP10 | Previously agreed Medium Term Financial Plan (MTFP) - net efficiencies, income and savings. Directorate wide pressures for functions where there is insufficient budget. | 294 | 419 | 419 | 419 | 419 |
| CYPFP11 | Additional resources for the expansion of the CYP&F Management Accounting Team to provide greater support and specialist expertise across the Directorate and schools. | 204 | 204 | 204 | 204 | 204 |
| CYPFP12 | Unallocated savings previously agreed but now considered unachievable. The 2009/10 Service & Resource Planning process included savings 'still to be identified' of £1.049m in 2012/13. This pressure represents the directorate 'cancelling out' this saving and replacing it with specified savings on Annex 3a for 2010/11. | | | 1,049 | 2,096 | 2,096 |
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| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
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| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | | |
| | Across Directorate | | | | | | | | | |
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| | Savings in 2010/11 from 2009 pay award | O | Low | -129 | -129 | -129 | -129 | -129 | | |
| | Review existing services and develop new models of service delivery | | | -20 | -40 | -200 | -200 | -200 | | |
| | Re-profiling Building Schools for the Future funding, given delay in programme | | | -170 | -160 | -160 | 440 | 50 | | |
| CYPF1 | Inflationary Savings | O | L | -1,256 | -1,882 | -1,882 | -1,882 | -1,882 | | |
| CYPF3 | Reduction in venue/refreshment/conference costs through better procurement/negotiated rates, better guidance to staff on venues available, using minimum acceptable venue standard etc and area offices to seek local value for money (VFM) | ES/ SR | M | -310 | -460 | -610 | -700 | -700 | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|-------------|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
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| ACROSS DIRECTORATE PRESSURES | | 498 | 623 | 1,672 | 2,719 | 2,719 |
| TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES PRESSURES | | 5,145 | 5,430 | 6,589 | 7,746 | 7,956 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|--|--|-------|------|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| CYPF4 | Reduction in publications costs and improved information: through existing directorate working group to achieve savings by switching from paper to electronic wherever possible, developing in-house design capacity (in place of external contracts) – like invest-to-save, reviewing remaining external contracts for VFM and improving information on School Admissions | ES | M | -120 | -230 | -340 | -360 | -360 |
| CYPF6 | Review of the conditions associated with use of the Dedicated Schools grant (DSG) suggests that some expenditure which has, to date, been funded from OCC core budget could, in future, be chargeable against DSG. | O | M | -720 | -970 | -1,040 | -1,040 | -1,040 |
| CYPF8 | Rationalisation of management functions and charging of core funded salaries to grant funding for inclusion and general strategic activities. | S&S | M | -330 | -626 | -1,132 | -1,358 | -1,358 |
| CYPF20 | Phase 2 of Admin review. Admin staffing savings to be allocated against each of the 4 services proportionally to number of admin FTEs | ES/SR | M | -193 | -385 | -577 | -770 | -770 |
| CYPF22 | Tight vacancy management and reduction in agency and consultancy staff | ES | H | -700 | -1,400 | -2,100 | -2,800 | -2,800 |
| | | | | | | | | |
| ACROSS DIRECTORATE SAVINGS | | | | -3,948 | -6,282 | -8,170 | -8,799 | -9,189 |
| TOTAL CHILDREN, YOUNG PEOPLE & FAMILIES SAVINGS | | | | -6,451 | -10,548 | -14,129 | -15,701 | -17,721 |
| NET PRESSURES/SAVINGS | | | | -1,306 | -5,118 | -7,540 | -7,955 | -9,765 |
| YEAR ON YEAR VARIATION NET | | | | -1,306 | -3,812 | -2,422 | -415 | -1,810 |
| Total FTE Changes | | | | -50.1 | -104.8 | -217.9 | -265.8 | -270.4 |

| PRESSURES (CUMULATIVE) | | | | | | EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|------------------------|---|-----------------|-----------------|-----------------|-----------------|---------------------------------------|------|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | COMMUNITY SERVICES | | | | | | | COMMUNITY SERVICES | | | | | | | |
| SCP1 | Previously agreed savings to be identified to meet pressures | 50 | 114 | 297 | 417 | 417 | | | | | | | | | |
| | <u>Library Service</u> | | | | | | | <u>Library Service</u> | | | | | | | |
| SCP2 | Library Transformation Programme/Self Service (existing target) | 140 | 272 | 272 | 272 | 272 | SC1 | Library transformation programme: Introduction of self service (RFID) (Net savings having taken account of the cost of prudential borrowing to bridge fund the timing gap in the receipt of developer funding & further necessary capital investment) | ES | Low | | -192 | -256 | -256 | -256 |
| SCP3 | Library transformation programme: Introduction of self service (RFID) Potential cost of prudential borrowing to manage the cash flow between necessary capital investment and the receipt of developer funding) | 12 | 42 | 41 | 40 | 39 | | | | | | | | | |
| SCP4 | Cost of Prudential Borrowing - Combining Oxfordshire Studies and Oxford Records Office on the Oxfordshire Records Office site. | 6 | 22 | 22 | 21 | 21 | | | | | | | | | |
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| | <u>Heritage & Arts</u> | | | | | | | <u>Heritage & Arts</u> | | | | | | | |
| | | | | | | | SC9 | Oxford Records Office service development (digitisation, Dark Archivist, etc) | ES | Low | -41 | -41 | -41 | -41 | -36 |
| | | | | | | | SC10 | Combining Oxfordshire Studies and Oxford Record Office (Subject to capital investment) | ES | Low | -17 | -34 | -63 | -63 | -80 |
| | | | | | | | SC11 | Reduction in management capacity | SR | Med | -10 | -23 | -30 | -42 | -43 |
| | | | | | | | SC12 | Increased income from sales at Oxfordshire Museum | IG | Low | -5 | -5 | -5 | -5 | -5 |

| PRESSURES (CUMULATIVE) | | | | | | |
|---|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| SCP6 | Renegotiation of partnership with Victoria County History Trust | 20 | 30 | 30 | 30 | 30 |
| SCP5 | Loss of internal recharge to Cogges | 24 | 24 | 24 | 24 | 24 |
| | Registration Service | | | | | |
| SCP7 | Loss of govt grant to Registration Service | 13 | 13 | 13 | 13 | 13 |
| | Cultural and Community Development | | | | | |
| TOTAL COMMUNITY SERVICES PRESSURES | | 265 | 517 | 699 | 817 | 816 |
| | SOCIAL CARE FOR ADULTS | | | | | |
| | All Client Groups | | | | | |
| SCP8 | Savings still to be identified to meet pressures.(2009/10 budget) | -108 | -93 | -31 | 57 | 57 |
| | Occupational Therapy & Equipment | | | | | |
| SCP9 | Mobile working support the norm for service | 40 | 5 | 5 | 5 | 5 |
| SCP10 | Additional OT hours to improve Telecare take up | 45 | 45 | 45 | 45 | 45 |
| SCP11 | Bariatric equipment provision | 60 | 60 | 30 | 30 | 30 |
| SCP12 | 6 months lead for work development | 20 | | | | |
| SCP13 | One off investment in prevention | 250 | | | | |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|---|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| SC13 | Friends of Oxfordshire Museum support for education | ES | Low | -1 | -1 | -1 | -1 | -1 |
| SC14 | Music Service Change Programme | ES | Med | -12 | | -63 | -163 | -163 |
| SC15 | Arts consultant - termination of contract | SR | Low | -10 | -10 | -10 | -10 | -10 |
| SC16 | Reduction in Arts Grants - 10% increasing to 50% | SR | Low | -10 | -20 | -30 | -40 | -50 |
| | Registration Service | | | | | | | |
| SC17 | Reduction in registrar hours (14hrs) | ES | Low | -14 | -14 | -14 | -14 | -14 |
| SC18 | Call centre efficiencies | ES | Low | -9 | -9 | -9 | -9 | -9 |
| SC19 | Reduced cover for sickness and other absence | SR | Low | -11 | -11 | -11 | -11 | -11 |
| SC20 | Deleted Saturday enhancements | ES | Low | -3 | -3 | -3 | -3 | -3 |
| | Cultural and Community Development | | | | | | | |
| SC21 | Reduced Cultural Development capacity | SR | Low | | -15 | -15 | -15 | -15 |
| TOTAL COMMUNITY SERVICES SAVINGS | | | | -326 | -508 | -730 | -1,376 | -1,399 |
| | SOCIAL CARE FOR ADULTS | | | | | | | |
| | All Client Groups | | | | | | | |
| | Occupational Therapy & Equipment | | | | | | | |
| | Occupational Therapy & Equipment | | | | | | | |
| | Non Pooled budgets | | | | | | | |
| SC22 | Discontinue service and maintenance of stairlifts | SR | Low | -103 | -116 | -129 | -142 | -155 |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | | | | | | |
| | Miscellaneous | | | | | |
| SCP17 | Extra Care Housing - additional funding for night care workers. One additional core and cluster ECH scheme from 2010/11. (Subject to capital funding for projects) | 18 | 55 | 91 | 109 | 109 |
| SCP18 | Cost of Prudential Borrowing - Core and Cluster Extra Care Housing Services | 14 | 32 | 53 | 64 | 64 |
| SCP19 | Future Demography - Older People | | | | | 2,342 |
| | | | | | | |
| | | | | | | |
| OLDER PEOPLE PRESSURES | | 2,747 | 4,415 | 4,386 | 4,330 | 6,472 |
| | | | | | | |
| | <u>Physical Disabilities (PD)</u> | | | | | |
| | | | | | | |
| SCP20 | Savings still to be identified to meet pressures.(2009/10 budget) | 69 | 192 | 291 | 391 | 391 |
| | | | | | | |
| | | | | | | |
| PHYSICAL DISABILITIES PRESSURES | | 69 | 192 | 291 | 391 | 391 |
| | | | | | | |
| | <u>Mental Health</u> | | | | | |
| | | | | | | |
| SCP21 | Savings still to be identified to meet pressures.(2009/10 budget) | -24 | 88 | 150 | 236 | 236 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| SC52 | Reduce administration support | ES | Low | -22 | -22 | -22 | -22 | -22 | |
| | | | | | | | | | |
| | Miscellaneous | | | | | | | | |
| SC53 | Section 117 Reassessments - Removal of budget | O | Low | -68 | -68 | -68 | -68 | -68 | |
| SC54 | Extra Care Housing - Additional charging policy for clients in purpose built ECH schemes | IG | Low | -22 | -74 | -130 | -130 | -130 | |
| SC55 | Substitute residential / home support costs with new core and cluster ECH services (subject to capital funding) | ES | Med | -17 | -80 | -176 | -285 | -406 | |
| | | | | | | | | | |
| SC56 | Savings from increased investment in re-enablement (funded by TASC for 2 years) Savings in future years dependent on continuing investment | ES | Med | -500 | -500 | -500 | -500 | -500 | |
| SC57 | Savings from the establishment of a Turnaround Service (funded from TASC) | ES | Med | | -140 | -140 | -140 | -140 | |
| OLDER PEOPLE SAVINGS | | | | -4,006 | -5,531 | -5,576 | -5,687 | -5,811 | |
| | | | | | | | | | |
| | <u>Physical Disabilities (PD)</u> | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | <u>OCC Contribution to the PD Pool</u> | | | | | | | | |
| SC58 | Reduce cost of 24 hours packages - renegotiate contracts | ES | Med | -30 | -30 | -30 | -30 | -30 | |
| SC59 | Delay/ reduce residential care | ES | Med | -70 | -70 | -70 | -70 | -70 | |
| PHYSICAL DISABILITIES SAVINGS | | | | -100 | -100 | -100 | -100 | -100 | |
| | | | | | | | | | |
| | <u>Mental Health</u> | | | | | | | | |
| | | | | | | | | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | OCC Contribution to Primary Care Trust pool (Service Level Agreements) | | | | | |
| | | | | | | |
| SCP22 | Autistic Spectrum Condition strategy development and 50% contribution to service budget | 50 | 75 | 100 | 100 | 100 |
| | | | | | | |
| | MENTAL HEALTH PRESSURES | 26 | 163 | 250 | 336 | 336 |
| | <u>Learning Disabilities</u> | | | | | |
| SCP23 | Savings still to be identified to meet pressures.(2009/10 budget) | -834 | -665 | -79 | 758 | 758 |
| | | | | | | |
| | OCC Contribution to Learning Disabilities pool | | | | | |
| SCP24 | Demography pressure above £2.8m | 100 | 100 | 100 | 100 | 100 |
| SCP25 | Contribution to LD demographic pressure on community equipment budget | 20 | 20 | 20 | 20 | 20 |
| SCP26 | Additional safeguarding coordinators to meet requirements in relation to growing number of safeguarding referrals | 30 | 30 | 30 | 30 | 30 |
| SCP27 | Develop flexible respite, shared care and training for family carers to enable families to continue to support family members | 250 | 300 | 350 | 350 | 350 |
| SCP28 | Deregistration of Home Farm Trust residential services at Milton Heights and Banbury and ordinary residence transfer | | 916 | 1476 | 2036 | 2036 |
| SCP29 | Unachievable contribution to recurrent impact of 07/08 overspend | 400 | 400 | 400 | 400 | 400 |
| SCP30 | Future Demography - Learning Disability | | | | | 2,900 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|--|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| | OCC Contribution to Primary Care Trust Pool | | | | | | | | |
| SC60 | Redesign of services delivered by the voluntary sector in line with Keeping People Well. | SR | Low | -126 | -227 | -227 | -227 | -227 | |
| SC61 | Savings on direct payments (R&B) | SR | Med | -8 | -16 | -16 | -16 | -16 | |
| | | | | | | | | | |
| | MENTAL HEALTH SAVINGS | | | -134 | -243 | -243 | -243 | -243 | -243 |
| | <u>Learning Disabilities</u> | | | | | | | | |
| | | | | | | | | | |
| SC62 | Review of provision of day services | ES | Med | -25 | -50 | -100 | -100 | -100 | |
| | | | | | | | | | |
| | OCC Contribution to Learning Disabilities pool | | | | | | | | |
| | | | | | | | | | |
| SC63 | Additional pooled budget contribution for demographic pressure from PCT | O | High | -400 | -400 | -400 | -400 | -400 | |
| | | | | | | | | | |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | | | | | | |
| | | | | | | |
| STRATEGY & TRANSFORMATION PRESSURES | | 79 | 151 | 430 | 709 | 709 |
| | | | | | | |
| | <u>Across Directorate</u> | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| ACROSS DIRECTORATE PRESSURES | | 0 | 0 | 0 | 0 | 0 |
| TOTAL SOCIAL & COMMUNITY SERVICES | | 3,459 | 6,556 | 8,402 | 10,414 | 15,455 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|--|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| SC82 | Strategy & Performance review (tbc) | ES | High | -10 | -50 | -100 | -100 | -100 | |
| SC83 | Stream lead for sustainability TASC | O | Med | -35 | -35 | | | | |
| | | | | | | | | | |
| STRATEGY & TRANSFORMATION SAVINGS | | | | -259 | -501 | -630 | -655 | -655 | |
| | | | | | | | | | |
| | <u>Across Directorate</u> | | | | | | | | |
| | | | | | | | | | |
| SC85 | Inflation savings - reduce to 0.5% | ES | Low | -1,674 | -2,074 | -2,074 | -2,074 | -2,074 | |
| SC86 | Contract Inflation savings | O | | -1,066 | -1,066 | -1,066 | -1,066 | -1,066 | |
| SC87 | Savings in 2010/11 from 2009 pay award | O | Low | -267 | -267 | -267 | -267 | -267 | |
| SC88 | Staff reductions due to the introduction of Self Directed Support | ES | Low | | -300 | -450 | -750 | -750 | |
| | | | | | | | | | |
| SC89 | Further savings to be identified | | | | -5,380 | -12,027 | -17,526 | -17,165 | |
| | | | | | | | | | |
| ACROSS DIRECTORATE SAVINGS | | | | -3,007 | -9,087 | -15,884 | -21,683 | -21,322 | |
| TOTAL SOCIAL & COMMUNITY SERVICES | | | | -10,202 | -19,153 | -27,017 | -33,629 | -33,428 | |

| | | | | | | | |
|------------------------------|--|--|---------------|----------------|----------------|----------------|----------------|
| NET PRESSURES/SAVINGS | | | -6,743 | -12,597 | -18,615 | -23,215 | -17,973 |
|------------------------------|--|--|---------------|----------------|----------------|----------------|----------------|

| | | | | | | | |
|-----------------------------------|--|--|---------------|---------------|---------------|---------------|--------------|
| YEAR ON YEAR VARIATION NET | | | -6,743 | -5,854 | -6,018 | -4,600 | 5,242 |
|-----------------------------------|--|--|---------------|---------------|---------------|---------------|--------------|

| | | | | | | | |
|--------------------------|--|--|--------------|--------------|--------------|--------------|--------------|
| Total FTE Changes | | | -15.0 | -37.4 | -51.9 | -70.4 | -72.4 |
|--------------------------|--|--|--------------|--------------|--------------|--------------|--------------|

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| <u>TRANSPORT GENERAL</u> | | | | | | |
| | | | | | | |
| TOTAL GENERAL PRESSURES | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 |
| <u>POLICY & STRATEGY</u> | | | | | | |
| | | | | | | |
| TOTAL POLICY & STRATEGY PRESSURES | | | | | | |
| | | 0 | 0 | 0 | 0 | 0 |
| <u>NETWORK MANAGEMENT</u> | | | | | | |
| | | | | | | |
| EEP1 | Parking Account pressures to bring into balance | | | 300 | 550 | 550 |
| EEP2 | Parking Account to generate surplus to redistribute | 1,000 | 1,025 | 750 | 525 | 550 |
| TOTAL SERVICE AREA | | | | | | |
| | | 1,000 | 1,025 | 1,050 | 1,075 | 1,100 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | | |
|--|--|------|------|------------------|-----------------|-----------------|-----------------|-----------------|--|--|
| REF | DESCRIPTION | TYPE | RISK | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | | |
| <u>TRANSPORT GENERAL</u> | | | | | | | | | | |
| | | | | | | | | | | |
| EE1 | Integrated Organisation Structure | ES | Med | -400 | -425 | -825 | -1200 | -1200 | | |
| EE2 | Car Allowances saving 10% | ES | Low | -40 | -40 | -40 | -40 | -40 | | |
| EE3 | Additional external funding (adoptions) | IG | Med | -100 | -100 | -100 | -100 | | | |
| EE4 | Use of commuted sums | O | Low | -200 | -204 | -258 | | | | |
| TOTAL GENERAL SAVINGS | | | | | | | | | | |
| | | | | -740 | -769 | -1,223 | -1,340 | -1,240 | | |
| <u>POLICY & STRATEGY</u> | | | | | | | | | | |
| | | | | | | | | | | |
| EE5 | PT Contract Efficiencies | ES | Med | -88 | -176 | -176 | -176 | | | |
| EE6 | Reduce Policy & Strategy activity | SR | Med | -24 | -155 | -155 | -155 | | | |
| EE7 | Reduced support for Thames Valley Road Safety Partnership | O | Med | -100 | -100 | | | | | |
| TOTAL POLICY & STRATEGY SAVINGS | | | | | | | | | | |
| | | | | -212 | -431 | -331 | -331 | 0 | | |
| <u>NETWORK MANAGEMENT</u> | | | | | | | | | | |
| | | | | | | | | | | |
| EE8 | Consistency of On-Street Parking against off street charges | IG | Low | -150 | -150 | -150 | -150 | -150 | | |
| EE9 | Reintroduce evening and Sunday charging - subject to review in 2010/11 | IG | Med | | -600 | -600 | -600 | -600 | | |
| EE10 | New areas of charging Oxford e.g. Summertown | IG | Low | -150 | -150 | -150 | -150 | -150 | | |
| EE11 | Increase charge for residents' & other permits | IG | Low | -100 | -125 | -150 | -175 | -200 | | |
| EE12 | Drawdown of Parking Account | O | Low | -800 | -1,062 | -458 | -413 | | | |
| TOTAL SERVICE AREA SAVINGS | | | | | | | | | | |
| | | | | -1,200 | -2,087 | -1,508 | -1,488 | -1,100 | | |

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>OXFORDSHIRE HIGHWAYS</u> | | | | | |
| EEP3 | Additional Cost of Transferred Responsibility of Tree Management (Property) | 80 | 80 | 80 | 80 | 80 |
| EEP4 | Flood and extreme weather pressure | 100 | 290 | 500 | 750 | 1,086 |
| EEP5 | Flooding - Surface Water Management Plans | 75 | 75 | 75 | 75 | 75 |
| EEP6 | Highways contract mobilisation pressure | 250 | | | | |
| | | | | | | |
| TOTAL OXFORDSHIRE HIGHWAYS PRESSURES | | 505 | 445 | 655 | 905 | 1,241 |
| TOTAL TRANSPORT PRESSURES | | 1,505 | 1,470 | 1,705 | 1,980 | 2,341 |
| | | | | | | |
| | <u>General</u> | | | | | |
| | Estimated shortfall in funding following transfer of concessionary fares to the council | | 900 | 2,100 | 2,100 | 2,100 |
| | | | | | | |
| TOTAL SERVICE AREA | | 0 | 900 | 2,100 | 2,100 | 2,100 |
| | | | | | | |
| | <u>Planning Implementation Group</u> | | | | | |
| EEP7 | Single planning policy/implementation team (redundancy) | 60 | | | | |
| EEP8 | Unfunded post min/waste enforcement | 30 | | | | |
| TOTAL PLANNING IMPLEMENTATION GROUP PRESSURES | | 90 | 0 | 0 | 0 | 0 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|--|--|----|-----|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | | | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>OXFORDSHIRE HIGHWAYS</u> | | | | | | | |
| | | | | | | | | |
| EE13 | Contract savings by lower rates | ES | Low | -600 | -900 | -1,200 | -1,200 | -1,200 |
| EE14 | Carbon Reduction - part night lighting - 14000 units - up front capital investment £275k | ES | Low | | -200 | -200 | -200 | -200 |
| EE15 | Reduce s42 payments | SR | Low | -100 | -120 | -140 | -150 | -160 |
| | | | | | | | | |
| | Reduce street scene | | | -375 | -375 | -375 | -375 | -375 |
| | | | | | | | | |
| TOTAL OXFORDSHIRE HIGHWAYS SAVINGS | | | | -1,075 | -1,595 | -1,915 | -1,925 | -1,935 |
| TOTAL TRANSPORT SAVINGS | | | | -3,227 | -4,882 | -4,977 | -5,084 | -4,275 |
| | | | | | | | | |
| | <u>General</u> | | | | | | | |
| EE16 | Staff vacancy management | ES | Low | -70 | -70 | -70 | -70 | -70 |
| EE17 | Car Allowances (10% target) | ES | Low | -8 | -8 | -8 | -8 | -8 |
| TOTAL SERVICES AREA SAVINGS | | | | -78 | -78 | -78 | -78 | -78 |
| | | | | | | | | |
| | <u>Planning Implementation Group</u> | | | | | | | |
| EE18 | Single planning policy/implementation team | ES | Low | -60 | -60 | -60 | -60 | -60 |
| TOTAL PLANNING IMPLEMENTATION GROUP SAVINGS | | | | -60 | -60 | -60 | -60 | -60 |

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>Economy Spatial Planning & Climate Change</u> | | | | | |
| EEP9 | LAGBI Funding shortfall | | | 63 | 63 | 63 |
| EEP10 | Supporting Oxfordshire through the Recession initiatives | 100 | 50 | 25 | | |
| EEP11 | Programme of Economic Growth initiatives | | 50 | 75 | | |
| | | | | | | |
| | | | | | | |
| TOTAL ECONOMY SPATIAL PLANNING & CLIMATE CHANGE PRESSURES | | 100 | 100 | 163 | 63 | 63 |
| | <u>Waste</u> | | | | | |
| | Increase in Landfill Tax (announced April 2009 budget) | | 1,500 | 3,000 | 4,500 | 6,000 |
| EEP13 | LATS pressure if we continue to landfill (maintaining a VfM budget build) | | | | 1,156 | 1,300 |
| | | | | | | |
| EEP14 | Trade waste enforcement implementation (estimated) | 100 | 20 | 20 | 20 | 20 |
| EEP15 | Management staffing pressures - need for one member of staff to strengthen client side to manage contract for recycling centres, plus additional enforcement measures | 150 | 150 | 150 | 150 | 150 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| TOTAL WASTE PRESSURES | | 250 | 1,670 | 3,170 | 5,826 | 7,470 |
| TOTAL SUSTAINABLE DEVELOPMENT | | 440 | 2,670 | 5,433 | 7,989 | 9,633 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|--|---|------|------|------------------|-----------------|-----------------|-----------------|-----------------|--------|
| REF | DESCRIPTION | TYPE | RISK | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| | <u>Economy Spatial Planning & Climate Change</u> | | | | | | | | |
| EE19 | Bid from unallocated LAGBI funding - see Annex 5 | IG | Low | -100 | -100 | -163 | -63 | -63 | |
| | | | | | | | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| TOTAL ECONOMY SPATIAL PLANNING & CLIMATE CHANGE SAVINGS | | | | -100 | -100 | -163 | -63 | -63 | |
| | <u>Waste</u> | | | | | | | | |
| EE21 | Landfill tax not needed (only £72/t announced) | O | Low | | | | | | -1,500 |
| EE22 | Reduction in LATS due to market intelligence | O | Low | -482 | -1,700 | -2,856 | | | |
| EE23 | Reduction in LATS due to contract award | O | High | | | | -5,800 | -5,800 | |
| EE24 | Trade waste enforcement at WRCs giving rise to saving on cost of disposal | IG | Med | -100 | -100 | -100 | -100 | -100 | |
| EE25 | Abandon vehicles | SR | Low | -40 | -40 | -40 | -40 | -40 | |
| | | | | | | | | | |
| EE26 | Saving from W&S contract/wood | ES | Low | -600 | -600 | -600 | -600 | -600 | |
| EE27 | Closed landfill | ES | Low | | -25 | -24 | -30 | -30 | |
| EE28 | Drawdown on the Waste Management Reserve | O | Low | -384 | | | | | |
| EE29 | Procurement efficiencies through waste procurement | ES | Med | | | | -978 | -978 | |
| TOTAL WASTE SAVINGS | | | | -1,606 | -2,465 | -3,620 | -7,548 | -9,048 | |
| TOTAL SUSTAINABLE DEVELOPMENT | | | | -1,844 | -2,703 | -3,921 | -7,749 | -9,249 | |

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>PROPERTY GENERAL</u> | | | | | |
| EEP16 | Rent & Service Charges | 7 | 41 | 58 | 110 | 110 |
| EEP17 | Unrealised capitalisation of H&S | 250 | 250 | 250 | 250 | 250 |
| EEP18 | Restructure of Property Services in accordance with Capital Governance | 100 | 100 | 100 | 100 | 100 |
| | Savings requiring CCMT action | | | | | |
| EEP19 | Re-investment of delegated schools R&M resulting from review | 500 | 1,000 | 1,000 | 1,000 | 1,000 |
| EEP20 | Rates Revaluation | 120 | 120 | 120 | 120 | 120 |
| EEP21 | Additional BOP1 Pressure due to changes from the original business case | 180 | 180 | 180 | 500 | 500 |
| | TOTAL PROPERTY PRESSURES | 1,157 | 1,691 | 1,708 | 2,080 | 2,080 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|--|------|------|------------------|-----------------|-----------------|-----------------|-----------------|--|
| REF | DESCRIPTION | TYPE | RISK | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| | <u>PROPERTY GENERAL</u> | | | | | | | | |
| EE36 | Salary Savings from not filling vacancies | ES | Low | -43 | -43 | -43 | -43 | -43 | |
| EE37 | Staffing savings target | ES | Med | | -230 | -230 | -230 | -230 | |
| EE38 | Reduce assessed need surveys | SR | Low | -73 | -73 | -73 | -73 | -73 | |
| EE39 | Car Allowance (10% Target) | | | -2 | -2 | -2 | -2 | -2 | |
| EE40 | Reduce Repairs & Maintenance (excluding fees) by a further 39% leaving funding only for urgent reactive work | SR | High | -1,127 | -1,127 | -1,127 | -400 | -220 | |
| EE41 | Restructure - reduce consultancy fees | ES | Low | -175 | -175 | -175 | -175 | -175 | |
| EE42 | Re-procurement of contracting & consultancy hard (& possibly soft FM) - Property Services fees budget) | ES | High | | | -550 | -550 | -550 | |
| | Savings requiring CCMT action | | | | | | | | |
| EE43 | Reduce costs of property by between 10% - 15% - reducing size of portfolio | ES | High | | -220 | -740 | -885 | -880 | |
| EE44 | Reviewing schools delegated R&M budget (amount going to schools) | | | -500 | -1,000 | -1,000 | -1,000 | -1,000 | |
| | TOTAL PROPERTY SAVINGS | | | -1,920 | -2,870 | -3,940 | -3,358 | -3,173 | |

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>Carbon Management</u> | | | | | |
| EEP22 | Carbon Management Schools support | 150 | 150 | 150 | 150 | 150 |
| EEP23 | Awards to schools for good performance (technical solutions) | 150 | 150 | 150 | 150 | 150 |
| EEP24 | Carbon Management Programme (2 fte) | 80 | 80 | 80 | 80 | 80 |
| EEP25 | Carbon Reduction Commitment (purchase of allowances) | | 679 | 659 | 1,491 | 1,447 |
| EEP26 | CRC administration | 50 | 50 | 50 | 50 | 50 |
| EEP27 | Automatic Meter Reading | 100 | 100 | 100 | 100 | 100 |
| | | | | | | |
| | TOTAL CARBON MANAGEMENT PRESSURES | 530 | 1,209 | 1,189 | 2,021 | 1,977 |
| | | | | | | |
| | <u>WASTE</u> | | | | | |
| EEP28 | Waste reduction through schools and non-school buildings | 12 | | | | |
| | | | | | | |
| | TOTAL SERVICE AREA PRESSURES | 12 | 0 | 0 | 0 | 0 |
| | TOTAL SERVICE PRESSURES | 542 | 1,209 | 1,189 | 2,021 | 1,977 |
| | | | | | | |
| | <u>DIRECTORATE INTEGRATION</u> | | | | | |
| | | | | | | |
| EEP29 | Upfront investment for directorate restructure | 135 | 170 | 170 | 170 | 170 |
| EEP30 | Cost of enhancing Cost Centre manager advice and support (1fte) | 42 | 42 | 42 | 42 | 42 |
| | | | | | | |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|---------------------------------------|---|------|------|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | TYPE | RISK | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | <u>Carbon Management</u> | | | | | | | |
| EE30 | Schools contribution (20% top slicing energy eff.) | | | -33 | -66 | -99 | -132 | -165 |
| EE31 | Directorate contribution (20% top slicing energy eff.) | | | -13 | -28 | -43 | -58 | -72 |
| EE32 | Redeployment of 2 fte to carbon management | | | -80 | -80 | -80 | -80 | -80 |
| EE33 | Carbon Management (reduced carbon allowances from 3% reduction) | | | | -21 | -41 | -46 | -44 |
| EE34 | Recycled payments (CRC) | | | | -679 | -659 | -1,491 | -1,447 |
| EE35 | 1% reduction in waste to landfill | | | -5 | -5 | -5 | -5 | -5 |
| | | | | | | | | |
| | TOTAL CARBON MANAGEMENT SAVINGS | | | -131 | -879 | -927 | -1,812 | -1,813 |
| | | | | | | | | |
| EE45 | 1% reduction in OCC waste to landfill | | | -5 | -5 | -5 | -5 | -5 |
| | | | | | | | | |
| | TOTAL SERVICE AREA SAVINGS | | | -5 | -5 | -5 | -5 | -5 |
| | TOTAL SERVICE SAVINGS | | | -136 | -884 | -932 | -1,817 | -1,818 |
| | | | | | | | | |
| | <u>DIRECTORATE INTEGRATION</u> | | | | | | | |
| | | | | | | | | |
| EE45 | Integrated Organisational efficiencies (Management cost) | ES | Low | | | -167 | -167 | -167 |
| EE46 | Directorate Integration Efficiencies | ES | Med | | | -312 | -312 | -312 |
| | | | | | | | | |

Directorate : Environment and Economy

| PRESSURES (CUMULATIVE) | | | | | | |
|---|---|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | GENERAL | | | | | |
| | | | | | | |
| EEP31 | Budget inflation reduction not realised | 822 | 1,055 | 1,055 | 1,055 | 1,055 |
| EEP32 | Unrealisable capitalisation of H&S | 613 | 613 | 613 | 613 | 613 |
| EEP33 | Unrealised previously agreed savings | | | | 19 | 19 |
| | | | | | | |
| TOTAL DIRECTORATE WIDE PRESSURES | | 1,612 | 1,880 | 1,880 | 1,899 | 1,899 |
| TOTAL ENVIRONMENT & ECONOMY | | 5,256 | 8,920 | 11,915 | 15,969 | 17,930 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|--|--|------|------|------------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | TYPE | RISK | 20010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | GENERAL | | | | | | | |
| | | | | | | | | |
| | Savings in 2010/11 from 2009 pay award | O | Low | -96 | -96 | -96 | -96 | -96 |
| EE47 | Budget Inflation savings | O | Med | -1,220 | -1,652 | -1,652 | -1,652 | -1,652 |
| | | | | | | | | |
| | | | | | | | | |
| TOTAL DIRECTORATE WIDE SAVINGS | | | | -1,316 | -1,748 | -2,227 | -2,227 | -2,227 |
| TOTAL ENVIRONMENT & ECONOMY SAVINGS | | | | -8,442 | -13,086 | -15,996 | -20,234 | -20,741 |
| NET PRESSURES/SAVINGS | | | | -3,186 | -4,166 | -4,081 | -4,265 | -2,811 |
| YEAR ON YEAR VARIATION NET | | | | -3,186 | -980 | 85 | -184 | 1,454 |
| Total FTE Changes | | | | -18.0 | -24.0 | -36.0 | -48.0 | -48.0 |

Directorate : Shared Services

| PRESSURES (CUMULATIVE) | | | | | | |
|--|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| SSP1 | MTFP 2009/10 to 2013/14 -savings to be identified (09SS1) | | | 117 | 233 | 233 |
| | | | | | | |
| | <u>FMA</u> | | | | | |
| | | | | | | |
| | <u>Financial Services</u> | | | | | |
| | | | | | | |
| | <u>HR</u> | | | | | |
| | | | | | | |
| | <u>Central</u> | | | | | |
| | | | | | | |
| TOTAL SHARED SERVICES PRESSURES | | 0 | 0 | 117 | 233 | 233 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|--|---|------|------|------------------|------------------|------------------|------------------|------------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | |
| | | | | | | | | | |
| SS1 | Inflation Savings | ES | Low | -313 | -436 | -436 | -436 | -436 | |
| | | | | | | | | | |
| | <u>FMA</u> | | | | | | | | |
| SS2 | Review of the financial accounting function | ES | Low | -70 | -140 | -140 | -140 | -140 | |
| SS3 | Additional savings to be identified in financial accounting | ES | Med | -48 | -48 | -48 | -48 | -48 | |
| SS4 | Income from schools for the provision of new financial services | ES | Med | -50 | -50 | -50 | -50 | -50 | |
| | | | | | | | | | |
| | <u>Financial Services</u> | | | | | | | | |
| SS5 | Accounts Payable - automation of processes | ES | Med | -70 | -70 | -70 | -70 | -70 | |
| | | | | | | | | | |
| | <u>HR</u> | | | | | | | | |
| SS6 | Review of the HR function and processes | SR | Med | -135 | -175 | -250 | -250 | -250 | |
| SS7 | Automation of CRB processes | ES | Med | -30 | -30 | -30 | -30 | -30 | |
| SS8 | Electronic recording of health & safety monitoring | ES | Med | -35 | -35 | -35 | -35 | -35 | |
| | | | | | | | | | |
| | <u>Central</u> | | | | | | | | |
| SS9 | Review of office services | ES | Low | -63 | -63 | -63 | -63 | -63 | |
| | | | | | | | | | |
| TOTAL SHARED SERVICES SAVINGS | | | | -814 | -1,047 | -1,122 | -1,122 | -1,122 | |

| | | | | | | | |
|------------------------------|--|--|-------------|---------------|---------------|-------------|-------------|
| NET PRESSURES/SAVINGS | | | -814 | -1,047 | -1,005 | -889 | -889 |
|------------------------------|--|--|-------------|---------------|---------------|-------------|-------------|

| | | | | | | | |
|-----------------------------------|--|--|-------------|-------------|-----------|------------|----------|
| YEAR ON YEAR VARIATION NET | | | -814 | -233 | 42 | 116 | 0 |
|-----------------------------------|--|--|-------------|-------------|-----------|------------|----------|

| | | | | | | | |
|--------------------------|--|--|--------------|--------------|--------------|--------------|--------------|
| Total FTE Changes | | | -11.5 | -17.5 | -20.0 | -22.5 | -22.5 |
|--------------------------|--|--|--------------|--------------|--------------|--------------|--------------|

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | Fire & Rescue | | | | | |
| | MTFP 2009/10 to 2013/14 savings to be identified - Fire & Rescue (09CS7) | | | 59 | 118 | 118 |
| CSP1 | Increase the number of Watch Managers to support the Retained Duty System fire stations and improve the overall operational resilience and availability across Oxfordshire. This pressure can be partially addressed by the reallocation of the 305k within the MTFP identified for the staffing upgrade associated with Bicester Fire Station. | 244 | 452 | 660 | 660 | 660 |
| CSP2 | Maintenance / support and selective replacement of software and hardware systems in current Fire Control / mobilising centre. Despite extensive proactive activities to extend life of existing systems the delay to the National FiReControl project (Oxfordshire transfer now programmed for 2012) has resulted in unacceptable levels of risk of failure. Selective replacement of systems will protect resilience and allow for future redeployment / reconfiguration to support future requirements for the FRS to locally manage multiple, large or protracted incidents which remain our responsibility. | 150 | | | | |
| CSP3 | Central government's "New dimensions" project equips Fire and Rescue Services to react to terror and climate change incidents. Ownership and some financial responsibilities of New Dimensions vehicles, including the high volume pumping unit (Banbury), mass public decontamination unit (Oxford) and the detection identification and monitoring unit (Bicester) is intended to transfer from central government to OCC. Costs for staffing, maintenance of training and property are already met by OCC from within existing budgets. Following transfer, vehicle and equipment maintenance costs will be funded by government (potentially section 31 grant) but not insurance and other associated costs which are the responsibility of OCC. | 25 | 25 | 25 | 25 | 25 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | |
|---------------------------------------|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | Fire & Rescue - Service Delivery | | | | | | | |
| | Savings in 2010/11 from 2009 pay award | O | Low | -98 | -98 | -98 | -98 | -98 |
| CSP1 | Re-direct the funding included in the 2009/10 to 2013/14 MTFP (09CS5) for additional staffing at Bicester to support the CSP1 pressure. | | | | | | -305 | -305 |

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| | FRS Inflation saving | O | Med | -404 | -617 | -617 | -617 | -617 | |
| CS2 | 10% reduction of non pay controllable & discretionary budgets (supplies & services, employee travel expenses, premises maintenance, operational equipment,public education campaigns) | ES | Low | -56 | -56 | -56 | -56 | -56 | |
| CS3 | Through the Integrated Risk Management Plan (IRMP) it is proposed to alter crewing arrangements at two of our day crewed fire stations (Abingdon and Didcot). This will result in the redeployment of four operational positions to support other Retained Duty System stations. Through this redeployment from Abingdon and Didcot, the establishment over the two stations will go from 28 to 24 operational positions. This will result in our ability to withdraw the payment of a housing allowance. Please note; this proposal will not reduce the amount of fire engines available in Abingdon and Didcot or reduce the number of firefighters crewing those appliances during an emergency call. The delivery of this efficiency is dependent on the outcome of the public consultation on our IRMP which concludes in December 2009. | ES | High | -21 | -21 | -21 | -21 | -21 | |
| CS4 | Our proposed Integrated Risk Management Plan (IRMP) in 2010/11 incorporates a project to examine the operational resilience requirements in terms of appliances and equipment and to review the locations of all of our fire stations. An outcome of this review may be an opportunity to remove one fire appliance from the Retained Duty System complement. The delivery of this efficiency will be subject to full public consultation which concludes in December 2009. | SR | Med | | -36 | -36 | -36 | -36 | |
| CS5 | Renegotiation of the Co-Responder agreement with South Central Ambulance Service to enable a reduction in OCC budget support (Co-Responding is where the Fire Service is mobilised to cardiac or respiratory 999 calls with the Ambulance Service, in areas where the Ambulance Service is unable to meet their attendance times) | ES | Low | -26 | -26 | -26 | -26 | -26 | |

| PRESSURES (CUMULATIVE) | | | | | | |
|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|
| REF | DESCRIPTION | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| TOTAL TRADING STANDARDS PRESSURES | | 15 | 45 | 72 | 99 | 99 |
| | Safer Communities | | | | | |
| | MTFP 2009/10 to 2013/14 savings to be identified - Safer Communities (08CS12 & 09CS15) | 1 | 4 | 7 | 10 | 10 |
| | | | | | | |
| TOTAL SAFER COMMUNITIES PRESSURES | | 1 | 4 | 7 | 10 | 10 |
| | Gypsy & Traveller Service | | | | | |
| | MTFP 2009/10 to 2013/14 savings to be identified - Gypsy & Traveller Service (08CS13 & 09CS16) | | 1 | 2 | 3 | 3 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| TOTAL GYPSY & TRAVELLER SITES SAVINGS | | 0 | 1 | 2 | 3 | 3 |
| TOTAL COMMUNITY SAFETY PRESSURES | | 435 | 527 | 825 | 915 | 915 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|--|---|------|------|-----------------|-----------------|-----------------|-----------------|-----------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £000 | 2011/12 £000 | 2012/13 £000 | 2013/14 £000 | 2014/15 £000 | |
| CS33 | Provision of a petroleum and explosives regulation service for Buckinghamshire County Council | IG | Med | -12 | -12 | -12 | -12 | -12 | |
| CS34 | Provision of petrol station 'vapour recovery' licensing service on behalf of district councils. Avoids duplication of inspection between OCC and Districts. High risk strategy relies upon agreement of all 5 District Councils to achieve the full saving. | IG | High | -1 | -5 | -5 | -5 | -5 | |
| CS35 | Delete Trading Standards Enforcement Officer post | SR | Med | | | -12 | -30 | -30 | |
| CS36 | Delete head of service post and combine services (£100K saving shared with another directorate) | SR | High | | -50 | -50 | -50 | -50 | |
| TOTAL TRADING STANDARDS SAVINGS | | | | -182 | -284 | -423 | -476 | -476 | |
| | Safer Communities | | | | | | | | |
| | | | | | | | | | |
| CS37 | Safer Communities - reduction in operating budget | SR | Low | -3 | -3 | -3 | -3 | -3 | |
| TOTAL SAFER COMMUNITIES SAVINGS | | | | -3 | -3 | -3 | -3 | -3 | |
| | Gypsy & Traveller Service | | | | | | | | |
| | | | | | | | | | |
| CS38 | Buckinghamshire CC gypsy & traveller service contract fee | IG | Low | -38 | -38 | -38 | -38 | -38 | |
| CS39 | Brent Housing Partnership traveller service contract fee | IG | Low | -48 | -48 | -48 | -48 | -48 | |
| CS40 | Brent Housing Partnership traveller service contribution to overheads | IG | Low | -12 | -12 | -12 | -12 | -12 | |
| CS41 | Oxfordshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%) | IG | Med | -2 | -2 | -2 | -2 | -2 | |
| CS42 | Buckinghamshire traveller sites - increase rents by 1.5% (allowed inflation 0.5%) | IG | Med | -2 | -2 | -2 | -2 | -2 | |
| CS43 | Provide an in house repair & maintenance service for all traveller sites managed by Oxfordshire GTS. £40K saving to be shared with E&E Property Services. | ES | Med | -20 | -20 | -20 | -20 | -20 | |
| TOTAL GYPSY & TRAVELLER SITES SAVINGS | | | | -122 | -122 | -122 | -122 | -122 | |
| TOTAL COMMUNITY SAFETY SAVINGS | | | | -1,011 | -1,442 | -1,951 | -2,619 | -2,619 | |

| | | | | | | | |
|------------------------------|--|--|-------------|-------------|---------------|---------------|---------------|
| NET PRESSURES/SAVINGS | | | -576 | -915 | -1,126 | -1,704 | -1,704 |
|------------------------------|--|--|-------------|-------------|---------------|---------------|---------------|

| | | | | | | | |
|-----------------------------------|--|--|-------------|-------------|-------------|-------------|----------|
| YEAR ON YEAR VARIATION NET | | | -576 | -339 | -211 | -578 | 0 |
|-----------------------------------|--|--|-------------|-------------|-------------|-------------|----------|

| | | | | | | | |
|------------------------------|--|--|-------------|-------------|-------------|-------------|-------------|
| Total Net FTE Changes | | | -4.2 | -8.2 | -7.7 | -4.7 | -4.7 |
|------------------------------|--|--|-------------|-------------|-------------|-------------|-------------|

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | Strategic HR & OD / Contact Centre | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | 8 | 23 | 60 | 97 | 97 |
| | | | | | | |
| | | | | | | |
| | | 8 | 23 | 60 | 97 | 97 |
| | Finance & Procurement | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | | | | 34 | 34 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | 0 | 0 | 0 | 34 | 34 |
| | Business Support & Chief Executive | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | 11 | 31 | 51 | 71 | 71 |
| | | | | | | |
| | | | | | | |
| | | 11 | 31 | 51 | 71 | 71 |
| | Strategy | | | | | |
| | Legal & Democratic Services | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | | | 15 | 30 | 30 |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| | | 0 | 0 | 15 | 30 | 30 |
| | | | | | | |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|---|------|------|------------------|------------------|------------------|------------------|------------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | |
| | Strategic HR & OD / Contact Centre | | | | | | | | |
| CC10 | Review of Strategic HR | ES | Low | -68 | -68 | -68 | -68 | -68 | |
| CC11 | Review of HR provision in Strategic HR and Shared Services | ES | Med | | -31 | -112 | -180 | -180 | |
| CC12 | Review of Contact Centre | | | -14 | -37 | -59 | -78 | -78 | |
| | Customer Contact Centre | | | -32 | -189 | -427 | -543 | -611 | |
| | | | | -114 | -325 | -666 | -869 | -937 | |
| | Finance & Procurement | | | | | | | | |
| CC13 | Reduce non pay budgets | ES | Low | -8 | -16 | -16 | -16 | -16 | |
| CC14 | Move forward the early retirement saving in the MTFP | ES | Low | -11 | -11 | -10 | | | |
| CC15 | Restructure Corporate Finance | ES | High | -52 | -101 | -111 | -111 | -111 | |
| CC16 | Provision of audit services to external bodies | IG | Low | -47 | -47 | -47 | -47 | -47 | |
| CC17 | Review of audit services | ES | High | | -27 | -27 | -27 | -27 | |
| CC18 | Review of procurement services | ES | Med | | | -34 | -159 | -159 | |
| | | | | -118 | -202 | -245 | -360 | -360 | |
| | Business Support & Chief Executive | | | | | | | | |
| CC19 | Review senior management structure | ES | Med | | -133 | -133 | -133 | -133 | |
| CC20 | SEER Subscription | ES | Low | -15 | -15 | -15 | -15 | -15 | |
| CC21 | Cancel subscription to ACTVAR | ES | Low | -12 | -12 | -12 | -12 | -12 | |
| | | | | -27 | -160 | -160 | -160 | -160 | |
| | Legal & Democratic Services | | | | | | | | |
| CC22 | Early retirement costs cease | ES | Low | -29 | -29 | -59 | -59 | -59 | |
| CC23 | Reduce level of subscription to on line legal information service | ES | Low | -25 | -25 | -25 | -25 | -25 | |
| CC24 | Reduce use of counsel | ES | Low | -25 | -25 | -25 | -25 | -25 | |
| CC25 | Review of Democratic Services | ES | Med | -52 | -52 | -52 | -52 | -52 | |
| CC26 | Review Coroner's Service | ES | Low | | -12 | -12 | -12 | -12 | |
| CC27 | Review the legal, democratic and coroner services | ES | Med | | | -37 | -135 | -135 | |
| | | | | -131 | -143 | -210 | -308 | -308 | |

| PRESSURES (CUMULATIVE) | | | | | | |
|------------------------|---|------------------|------------------|------------------|------------------|------------------|
| REF | DESCRIPTION | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 |
| | Members | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | 15 | 41 | 44 | 47 | 47 |
| | | | | | | |
| | | | | | | |
| | | 15 | 41 | 44 | 47 | 47 |
| | | | | | | |
| | Partnerships | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | 7 | 19 | 33 | 47 | 47 |
| | | | | | | |
| | | | | | | |
| | | 7 | 19 | 33 | 47 | 47 |
| | | | | | | |
| | Policy Unit | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | | | 13 | 26 | 26 |
| | | | | | | |
| | Communications, Marketing & Public Affairs | | | | | |
| | MTFP 2009/10 to 2013/14 -savings to be identified | 6 | 16 | 28 | 40 | 40 |
| | | | | | | |
| | | 6 | 16 | 28 | 40 | 40 |
| | | | | | | |
| | | | | | | |
| | TOTAL CORPORATE CORE PRESSURES | 1,221 | 1,243 | 1,670 | 2,016 | 2,193 |

| EFFICIENCIES AND SAVINGS (CUMULATIVE) | | | | | | | | | |
|---------------------------------------|--|------|------|------------------|------------------|------------------|------------------|------------------|--|
| REF | DESCRIPTION | TYPE | RISK | 2010/11 £'000 | 2011/12 £'000 | 2012/13 £'000 | 2013/14 £'000 | 2014/15 £'000 | |
| | Members | | | | | | | | |
| CC28 | Reduce members' services budgets (including IT and training) | ES | Med | -10 | -16 | -23 | -23 | -23 | |
| CC29 | Reduce car allowance and expenses budgets | ES | Med | -5 | -5 | -5 | -5 | -5 | |
| CC30 | Freeze member allowances until next County Council elections | ES | Med | -5 | -15 | -40 | -40 | -40 | |
| CC31 | Reduce Chairman's Allowance from £24K to £19K | SR | Med | -5 | -5 | -5 | -5 | -5 | |
| | | | | -25 | -41 | -73 | -73 | -73 | |
| | | | | | | | | | |
| | Partnerships | | | | | | | | |
| CC32 | Restructure Partnerships Unit | ES | High | -25 | -40 | -40 | -40 | -40 | |
| CC33 | Sharing partnership costs with key partners | ES | Med | | -21 | -21 | -21 | -21 | |
| CC34 | Review of contracted services with the voluntary sector | ES | Med | | | -20 | -20 | -20 | |
| CC35 | Review of town partnership support | ES | Med | | | -20 | -20 | -20 | |
| | | | | -25 | -61 | -101 | -101 | -101 | |
| | | | | | | | | | |
| | Policy Unit | | | | | | | | |
| CC35 | Rationalise work.staffing levels | ES | Med | -134 | -164 | -191 | -191 | -191 | |
| | | | | | | | | | |
| | Communications, Marketing & Public Affairs | | | | | | | | |
| CC36 | Income generation | IG | Med | -30 | -30 | -30 | -30 | -30 | |
| CC37 | Review of Communications, Marketing & Public Affairs | ES | Med | | -39 | -89 | -89 | -89 | |
| | | | | -30 | -69 | -119 | -119 | -119 | |
| | | | | | | | | | |
| | | | | | | | | | |
| | TOTAL CORPORATE CORE SAVINGS | | | -1,657 | -2,804 | -4,036 | -5,036 | -5,104 | |

| | | | | | | | |
|------------------------------|--|--|-------------|---------------|---------------|---------------|---------------|
| NET PRESSURES/SAVINGS | | | -436 | -1,561 | -2,366 | -3,020 | -2,911 |
|------------------------------|--|--|-------------|---------------|---------------|---------------|---------------|

| | | | | | | | |
|-----------------------------------|--|--|-------------|---------------|-------------|-------------|------------|
| YEAR ON YEAR VARIATION NET | | | -436 | -1,125 | -805 | -654 | 109 |
|-----------------------------------|--|--|-------------|---------------|-------------|-------------|------------|

| | | | | | | | |
|--------------------------|--|--|--------------|--------------|--------------|---------------|---------------|
| Total FTE Changes | | | -55.0 | -74.0 | -90.0 | -106.0 | -106.0 |
|--------------------------|--|--|--------------|--------------|--------------|---------------|---------------|