

**ANNEX 1**

**Business Strategy & Service & Resource Planning Process  
Summary of Savings Proposals 2011/12 - 2014/15**

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
<b>Savings Proposals</b>				
Cross Directorate	-10.561	-12.434	-14.804	-17.437
Children, Young People & Families	-10.298	-14.443	-15.708	-16.887
Social & Community Services	-16.669	-27.763	-33.834	-40.050
Community Safety	-0.546	-0.990	-1.460	-1.560
Environment & Economy	-11.037	-18.174	-24.060	-27.328
Oxfordshire Customer Services	-1.789	-3.268	-3.922	-4.400
Chief Executive's Office	-1.516	-1.818	-2.118	-2.108
<b>Total Savings Identified</b>	<b>-52.416</b>	<b>-78.890</b>	<b>-95.906</b>	<b>-109.770</b>
Reduction in Passported Specific Grants	-3.900	-5.300	-4.900	-6.100
<b>Total Savings Identified including Passported Grants</b>	<b>-56.316</b>	<b>-84.190</b>	<b>-100.806</b>	<b>-115.870</b>
<b>Estimated changes to Funding:</b>				
Taxbase - increase compared to existing MTFP Assumption	-0.670	-0.670	-0.670	-0.670
One off contribution from Council Tax Collection Fund	-2.259			
<b>Total Savings Identified and Changes to Funding</b>	<b>-59.245</b>	<b>-84.860</b>	<b>-101.476</b>	<b>-116.540</b>
<b>Savings Target as per S&amp;RP Report to Cabinet on 16 November 2010</b>	<b>-58.650</b>	<b>-93.468</b>	<b>-107.384</b>	<b>-119.245</b>
<b>Under(+)/Over(-) achievement of Savings Target</b>	<b>-0.595</b>	<b>+8.608</b>	<b>+5.908</b>	<b>+2.705</b>

**Cross Directorate  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Service & Resource Planning Report Page		New (N)/ Existing (E)/ Combination (C)	2011/12	2012/13	2013/14	2014/15
				£m	£m	£m	£m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>					
	5	<b>Inflation Reductions</b>					
1		Inflation Savings agreed in existing Medium Term Financial Plan	E	-2.900	-5.300	-5.300	-5.300
2		Reduce pay inflation and inflation on expenditure budgets to nil in 2011/12	N	-1.200	-1.200	-1.200	-1.200
3		Savings from freezing pay for two years	N	-1.121	-2.301	-2.301	-2.301
4		Future Years inflation savings (lower base)	N			-2.500	-3.750
		<b>Subtotal Inflation Reductions</b>		<b>-5.221</b>	<b>-8.801</b>	<b>-11.301</b>	<b>-12.551</b>
5	5	National Insurance savings (announced in National Budget)	N	-0.662	-0.662	-0.662	-0.662
6	4	Savings in Strategic Measures budget to reflect reduction in size of Capital Programme	N	-0.378	-1.071	-2.511	-3.894
7	6	Terms & Conditions (subject to consultation)	N	-1.900	-1.900	-0.330	-0.330
10	7	One off Contribution from Insurance Fund	N	-2.400			
		<b>Total</b>		<b>-10.561</b>	<b>-12.434</b>	<b>-14.804</b>	<b>-17.437</b>

**Children, Young People & Families  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
		<b><u>New Pressures</u></b>							
1		External Contributions to Youth Offending Service ceasing		N	4.175	0.259	0.259	0.259	0.259
2		Speech & Language and Paramedical Services		N	0.656	0.135	0.065	0.065	0.065
3		Post 16 Special Educational Needs		N	1.126	0.137	0.137	0.137	0.137
4		Deferred Interest Loans		N	7.134	0.034	0.052	0.072	0.090
5	7.4	Training and staff development towards new ways of working		N	n/a	0.300	0.200		
6		Premature Retirement Compensation (Severance Panel)		N	3.435	0.350	0.350	0.350	0.350
7		All Rights Exhausted (ARE) - continuation of support to asylum seeker children following Appeal Court case		N	n/a	0.500	0.500	0.500	0.500
		<b><u>Savings arising from past decisions / external events</u></b>							
8		Building Schools for the Future - project funding no longer required - remove all future budgets		N	0.835	-0.996	-0.996	-0.393	-0.393
9		City Schools Reorganisation - savings realised post repayment of costs		N	0.597	-0.413	-0.594	-0.594	-0.594
10		Cessation of National Strategies within School Advisory Services		N	1.227	-0.672	-0.672	-0.672	-0.672
11		Cessation of Contactpoint and Play Pathfinder (full year impact)		N	0.166	-0.166	-0.166	-0.166	-0.166
12		Cessation of spend on Huntercombe - Youth Offending Service		N	0.055	-0.055	-0.055	-0.055	-0.055
		<b><u>Savings Proposals</u></b>							
13	7	New Early Intervention Service replaces a number of previous services		N	16.042	-3.700	-4.200	-4.200	-4.200
14	9.4 & 9.5	Special Educational Needs - out of county placements		N	6.823		-1.000	-1.000	-1.000
15	8.0	Children's Social Care		N	36.349	-0.500	-0.500	-0.500	-0.500
16	6	School Improvement		N	7.939	-0.318	-0.680	-0.798	-1.150
17	6.2	Outdoor Education Centres - move to self financing model		N	1.913	-0.100	-0.200	-0.300	-0.400
18	6.2	Equality and Diversity Achievement Service reduced		N	2.531	-0.240	-0.330	-0.380	-0.380
19	6.2	Restructure 16-19 Teams		N	0.564	-0.250	-0.500	-0.500	-0.500
20	6.2	Home to School Transport - procurement and route efficiencies		N	16.559	-1.556	-1.556	-2.056	-2.256
21	7.7	Early Years & Children's Centres		N	37.575	-1.500	-3.000	-3.500	-4.000
22	5.2	Commissioning, Performance & Quality Assurance will become a cross directorate service with S&CS		N	7.887	-0.400	-0.400	-0.400	-0.400
23	5.3	Family Information Service		N	0.356	-0.010	-0.020	-0.040	-0.040

**Children, Young People & Families  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Reference		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget  Note 1 £m	2011/12  £m	2012/13  £m	2013/14  £m	2014/15  £m
24	6.2	Review existing local authority contribution to Schools Budget		N	2.195	-1.000	-1.500	-2.000	-2.195
25	9.6	Termination of some external contracts (ending 31.03.11)		N	0.137	-0.137	-0.137	-0.137	-0.137
		Less:							
26		Estimate of potential double counting within above			n/a		0.500	0.600	0.750
		<b>Total</b>			<b>156.276</b>	<b>-10.298</b>	<b>-14.443</b>	<b>-15.708</b>	<b>-16.887</b>
27		Delegated Schools Budgets - Protected			363.740				
28		YPLA Funding for FE Colleges - no longer OCC			41.327				
29		Inter-Directorate recharges			15.535				
30		Other Services			4.992				
		<b>Total Gross Budget</b>			<b>581.870</b>				

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

**Social & Community Services - Adult Social Care  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b>Savings Proposals (-) &amp; Changes to Pressures (+)</b>						
	25	<b>New Pressures - All Client Groups</b>						
1		Prudential Borrowing costs - Deferred Interest Loans and Adult Social Care ICT system			0.074	0.163	0.241	0.282
	24	<b>New Pressures - Learning Disabilities</b>						
2		Independent Living Fund - change to national policy.			0.175	0.350	0.525	0.700
3		Funding of Further Education - change to national policy			0.080	0.160	0.240	0.240
	18-19	<b>All Client Groups</b>			19.549			
4		Occupational Therapy - services & equipment that encourage independence	E		-0.273	-0.405	-0.536	-0.549
5		Staff reductions following the introduction of Self Directed Support	C		-0.682	-0.772	-0.851	-0.920
6		Limit Contract Inflation	N		-0.038	-0.087	-0.137	-0.189
7		Other	C		-0.136	-0.172	-0.173	-0.173
	7-9	<b>Older People</b>			83.292			
8	23	Demography Increase - Older People	(1) N		0.895	1.158	1.289	1.394
9		Limit Contract Inflation	N		-1.117	-2.931	-5.099	-7.024
10		Review of Oxfordshire Care Partnership	E		-0.495	-1.236	-2.973	-3.857
11		Reduce costs of Internal Home Support	E		-1.000	-1.000	-1.000	-1.000
12		Cease Provision of Transport for Day Services	(2) N			-1.300	-1.300	-1.300
13		Savings from Resource Allocation System	N		-1.917	-3.053	-3.230	-3.621
14		Care Home Placement Reduction	N		-0.982	-1.314	-1.861	-2.351
15		Personal Care at Home Act - not implemented	(3) E		-2.800	-2.800	-2.800	-2.800
16		Other	E		-0.388	-0.337	-0.339	-0.342
	15	<b>Physical Disabilities</b>			7.512			
17	24	Demography Increase -Physical Disabilities	(1) N		0.102	0.206	0.370	0.534
18		Savings from Resource Allocation System	N		-0.487	-0.763	-0.882	-0.980
	12-13	<b>Learning Disabilities</b>			42.738			
19		Demography Decrease - Learning Disabilities	(1) E		-0.535	-1.152	-0.034	-0.835
20		Deregistration of Home Farm Trust Residential Services at Milton Heights and Banbury	E		-0.500	-0.256	0.088	0.088
21		Limit Contract Inflation	N		-0.118	-0.386	-0.674	-0.983
22		Framework Tender efficiency savings	E		-0.503	-0.754	-0.754	-0.754
23		Review of Internal Disabilities Service	E		-0.500	-1.000	-1.000	-1.000
24		Savings from Resource Allocation System	N		-0.680	-1.980	-3.280	-4.580
25		Other	E		-0.125	-0.250	-0.250	-0.250

**Social & Community Services - Adult Social Care  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
	17	<b><u>Mental Health</u></b>		8.361				
26		Savings from redesign of services delivered by the voluntary sector, workforce restructure in the Oxfordshire & Buckinghamshire Mental Health Trust and from the new Support to Independent Living contract.	C		-0.219	-0.474	-0.691	-1.025
	22	<b><u>Strategy &amp; Transformation</u></b>		33.818				
27		Transforming Adult Social Care: ending of the Social Care Reform Grant & project (saving relates to removal of expenditure budget)			-2.295	-2.295	-2.295	-2.295
28		Restructuring of Service and reduce management costs through merger with the Commissioning, Performance & Quality Assurance (CPQA) team in Children, Young People & Families Directorate.	(4) N		-0.523	-0.753	-0.778	-0.778
29		Restructuring of Senior Management			-0.180	-0.180	-0.180	-0.180
30	23	Supporting People - reduction in spend (5% per annum)	N		-0.808	-1.576	-2.306	-2.306
		<b>Total</b>		<b>195.270</b>	<b>-15.975</b>	<b>-25.189</b>	<b>-30.670</b>	<b>-36.854</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

- (1) Demography reflects changes in demand for services resulting from changes in population in relevant service groups and increases in need .
- (2) Impacts on Integrated Transport Unit
- (3) £1.4m included in 2010/11 budget, plus a further £1.4m would have been added in 2011/12. Not now required as the Personal Care at Home Act will not be implemented.
- (4) Linked with Children, Young People & Families saving reference 22

**Social & Community Services - Community Services  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b>Savings Proposals (-) &amp; Changes to Pressures (+)</b>							
	20	<b>Library Service</b>							
1		Restructure our library service.		N	8.700	-0.275	-1.613	-1.867	-1.887
	4	<b>Heritage &amp; Arts Services</b>							
2		Museums Service	(1)	C		-0.078	-0.277	-0.377	-0.377
3		Victoria County History		E		-0.112	-0.112	-0.112	-0.112
4		Heritage & Arts Office		N		-0.051	-0.102	-0.102	-0.102
5		Restructure History Service		N		-0.077	-0.163	-0.209	-0.221
6		Partnerships with Arts Organisations		N		-0.010	-0.153	-0.153	-0.153
7		The Mill Arts Centre		N				-0.090	-0.090
					2.879	-0.328	-0.807	-1.043	-1.055
	18	<b>Cultural &amp; Community Development</b>							
8		Cultural Development		C	0.868	-0.034	-0.034	-0.034	-0.034
	21	<b>Music Service</b>							
9		Restructure service and increase fees and charges		E	2.736	-0.057	-0.120	-0.220	-0.220
		<b>Total</b>			<b>15.183</b>	<b>-0.694</b>	<b>-2.574</b>	<b>-3.164</b>	<b>-3.196</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Includes removal of funding from Cogges Museum.





**Environment & Economy**  
**Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page	Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
15	15	<b>Growth &amp; Infrastructure</b>						
16		<b>Transformation &amp; Restructure (Integrated Organisation Structure)</b> Directorate wide management and staffing changes.	C		-0.119	-0.450	-0.450	-0.450
17		<b>Service Transformation &amp; Restructure</b> Service, management and staffing changes including the rationalisation of Waste Recycling Centres.	(1) N		-0.193	-0.151	-0.509	-1.091
18		<b>Service Prioritisation and Partnerships Review</b> including the Oxfordshire Waste Partnership (OWP).	N		-0.425	-0.984	-0.944	-1.797
19		Income realisation in Planning, Waste Management and Countryside	C		-0.057	-0.089	-0.215	-0.245
20		Waste Management Procurement Efficiencies	E		-0.237	-0.475	-1.697	-1.697
21		Offset taxation pressures from increased waste recycling and landfill diversion programmes	E		-4.155	-5.291	-7.638	-7.984
22		Carbon Reduction	C		-0.081	-0.149	-0.202	-0.247
23		Remove one off funding from the Waste Management Reserve	E		0.384	0.384	0.384	0.384
		<b>Subtotal Growth &amp; Infrastructure</b>		<b>33.056</b>	<b>-4.883</b>	<b>-7.205</b>	<b>-11.271</b>	<b>-13.127</b>
	23	<b>Property Asset Management</b>						
24		Reduction of non - schools Repairs & Maintenance by 40%	E		-1.270	-1.298	-0.524	-0.344
25		Procurement Savings	E			-0.550	-0.550	-0.550
26		Reduction of operational costs through Strategic Management of Property	C		-0.220	-0.852	-1.105	-1.100
27		Transformation & Restructuring of Property Services & Facilities Management	C		-0.230	-0.530	-0.530	-0.530
28		Utilise Section 106 funding	E		-0.061	-0.061	-0.061	-0.061
		<b>Subtotal Property Asset Management</b>		<b>18.012</b>	<b>-1.781</b>	<b>-3.291</b>	<b>-2.770</b>	<b>-2.585</b>
		<b>Total</b>		<b>99.047</b>	<b>-11.037</b>	<b>-18.174</b>	<b>-24.060</b>	<b>-27.328</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements.

Notes

(1) Requires capital investment

	<b>Net savings by Service Area after Pressures (line reference 1-7)</b>							
	Highways & Transport				-5.390	-9.518	-11.687	-12.841
	Sustainable Development				-4.366	-6.293	-9.603	-11.902
	Property Asset Management				-1.281	-2.363	-2.770	-2.585
	<b>Total</b>				<b>-11.037</b>	<b>-18.174</b>	<b>-24.060</b>	<b>-27.328</b>

**Oxfordshire Customer Services  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>						
1	5	<b><u>Cross Service</u></b>	C	0.426	-0.426	-0.427	-0.427	-0.427
		Business case savings.						
2	5	<b><u>Management &amp; Administration</u></b>	N	3.037	-0.181	-0.211	-0.211	-0.211
		Delete head of service post, change arrangements for postal services plus staff relocation expenses end in 2011/12.						
				3.463	-0.607	-0.638	-0.638	-0.638
3	7	<b><u>Human Resources</u></b>	C	7.954	-0.232	-0.420	-0.608	-0.796
		Review of function and processes, 20% reduction in staffing establishment, 20% reduction in Learning & Development budgets over four years, removal of area based grant.						
4	9	<b><u>Financial &amp; Management Accounting</u></b>	C	4.276	-0.023	-0.048	-0.085	-0.184
		Review of function, reduction in establishment reflecting the new directorate structure resulting from the Business Strategy. Reduction in bank charges in 2013/14, assuming reduced activity.						
5	18	<b><u>ICT</u></b>	C	21.992	-0.636	-1.560	-1.837	-1.911
		Retendering of the SAP support contract, review of staff structure, reduction in equipment refresh, virtualisation of the desktop estate, savings on Ordnance Survey mapping charges, audit of software usage, review of desktop support.						
6	11	<b><u>Customer Services Centre</u></b>	C	1.278	-0.261	-0.572	-0.724	-0.811
		Savings as identified in the original project business case.						
7	17	<b><u>Procurement</u></b>	E	0.671	-0.030	-0.030	-0.030	-0.060
		Savings resulting from a review of Procurement Services.						
	14	<b><u>Financial Services</u></b>		3.047				
	21	<b><u>Adult Learning</u></b>		4.987				
		<b><u>Food with Thought/QCS Cleaning</u></b>		8.400				
		<b>Total</b>		<b>56.068</b>	<b>-1.789</b>	<b>-3.268</b>	<b>-3.922</b>	<b>-4.400</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Includes internal recharges and one off budgets.

**Chief Executive's Office  
Savings Proposals 2011/12 - 2014/15**

Line Reference	Business Strategy Page		Notes	New (N)/ Existing (E)/ Combination (C)	2010/11 Indicative Gross Budget Note 1 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m
		<b><u>Savings Proposals (-) &amp; Changes to Pressures (+)</u></b>							
		<b><u>New Pressures</u></b>							
1		Coroner's Service - transfer of function from Thames Valley Police, possible repatriation of military personnel to Brize Norton				0.051	0.131	0.137	0.193
2	4	<b><u>Personal Office/Business Support</u></b>		C	1.201	-0.165	-0.165	-0.165	-0.165
		Includes deletion of senior management and business manager posts							
3	4	<b><u>Change Fund</u></b>							
		Reduce annual contribution to the Change Fund		N	0.508			-0.100	-0.100
					1.709	-0.165	-0.165	-0.265	-0.265
4	5	<b><u>Human Resources (HR)</u></b>			2.053	-0.052	-0.213	-0.281	-0.281
		Includes review of provision of HR services and reduction in organisational development budget.		C					
5	7	<b><u>Corporate Finance &amp; Internal Audit</u></b>							
		Includes reduction in the Audit Fee, review and restructuring of services.		C	2.923	-0.289	-0.406	-0.460	-0.495
	9	<b><u>Law &amp; Governance Services</u></b>							
6		Legal Services - includes reduced use of counsel and increased income generation		E	2.104	-0.026	-0.083	-0.110	-0.110
7		Restructure Democratic Services		N	1.155	-0.283	-0.283	-0.283	-0.283
8		Coroner's Service - Review of Service		E	0.958	-0.012	-0.012	-0.012	-0.012
9		Members' Services - reduce number of members, deletion of political assistant posts		C	1.485	-0.146	-0.153	-0.210	-0.221
					5.702	-0.467	-0.531	-0.615	-0.626
	13	<b><u>Policy &amp; Partnerships and Communications, Marketing and Public Affairs</u></b>							
10		Review & restructure of Strategy & Partnerships.		N	2.463	-0.331	-0.371	-0.371	-0.371
11		Cease publication of "Oxfordshire" magazine		N	1.021	-0.263	-0.263	-0.263	-0.263
					3.484	-0.594	-0.634	-0.634	-0.634
		<b>Total</b>			<b>15.871</b>	<b>-1.516</b>	<b>-1.818</b>	<b>-2.118</b>	<b>-2.108</b>

Note 1: Based on Original Estimate as shown in Service & Resource Planning - Service Analysis 2010/11 adjusted for permanent virements. Recharges to Corporate & Democratic Core excluded to remove double count.