

Changes to Business Strategy and Variations to 2011/12 to 2015/16 MTFP

Directorate	Variation to MTFP - Change Year on Year			
	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Children, Education & Families	-0.725	0.125	0.245	-0.355
Social & Community Services	4.094	-0.279	-0.254	3.561
Environment & Economy	-2.600	-0.254	-0.967	-3.821
Chief Executive's Office	-0.400			-0.400
Subtotal (a)	0.369	-0.408	-0.976	-1.015
Funding Changes and Allowed Variations (b)	0.584	4.378	0.856	5.818
Total Year on year variation (a+b)	0.953	3.970	-0.120	4.803
Cumulative Shortfall	0.953	4.923	4.803	

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MTFP Line Ref	BS & Page (*)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
CEF21 (P1.12)	CEF p9	Bring Forward Home to School Transport saving	-0.500	0.300	0.200	0.000	Saving being achieved earlier than planned - underspend reported in Financial Monitoring Report throughout 2011/12.
CEF9 (P1.12)	CEF p9	Remove further saving for Early Intervention Service	0.500			0.500	Operation of the new Early Intervention Service commenced 5-6 months later than originally planned and has only just commenced operation in a stable situation. There may also be a need to transfer some resources between hubs.
CEF8 (P1.12)	CEF - p11-12	Remove unachievable Special Educational Needs (SEN) saving	1.000			1.000	Residential ASD provision was planned to provide savings of £1m per annum from 2012/13 but the building originally envisaged as appropriate did not become available. The original savings target is now unachievable but the capital programme now includes basic needs funding for alternative accommodation.
CEF26 (P1.12)	CEF p12	Remove unachievable Schools Budget saving		0.500	0.195	0.695	Overhead costs of Local Authority run Children's Centres could not be eliminated however no longer appear in the Schools Budget.
CEF2 (P1.12)	CEF p14	Remove provision for potential double counting of savings	-0.500	-0.100	-0.150	-0.750	The impact of double counting across multiple savings has been eliminated so provision can be removed.
13CEF1	CEF p13	New duty to support Young People on Remand	0.150			0.150	From April 2012 Local Authorities will be responsible for the costs of young people remanded in custody as a consequence of a court appearance.
13CEF2	CEF p10-11	New duty to provide 25 hours education to unwell children	1.000			1.000	From September 2011 the authority has a duty to ensure that all young people of statutory school age receive 25 hours of education per week. This will be managed through the Hospital School.

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13CEF3	CEF p10-11	25 Hrs Education Pressure - to be met from Dedicated Schools Grant (DSG)	-1.000			-1.000	Cost of 25 Hour provision should be met from Dedicated Schools Grant
13CEF4	CEF p11	Use of Centrally Retained DSG	-0.300			-0.300	Identify budgets which should be funded from Dedicated Schools Grant
13CEF5	CEF p14	Asylum Budget	-0.300			-0.300	Reduced budget required due to reducing client numbers
13CEF6	CEF p13	Corporate Parenting Restructure	-0.050			-0.050	Restructure corporate parenting on same principles as remainder of CEF
13CEF7	CEF p12	Connexions	-0.250	-0.250		-0.500	Reduce central support as responsibility for all age careers service moves to schools
13CEF8	CEF p13	Youth Offending Service	-0.300			-0.300	Restructure youth offending service on same principles as remainder of CEF
13CEF9	CEF p12	Children's Centres	-0.175	-0.325		-0.500	Protect services and reach to families provided by the county's 44 children's centres whilst making modest savings from eradicating duplication, sharing best practice and exploring innovative management and administrative solutions.
		Total Variations to Existing MTFP Savings	-0.725	0.125	0.245	-0.355	
		Existing MTFP Savings	-6.432	-0.719	-1.197	-8.348	
		Revised MTFP Savings	-7.157	-0.594	-0.952	-8.703	

(*) CEF = Children, Education & Families Business Strategy

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MTFP Line Ref & page (#)	BS & Page (*)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
		<u>Older People</u>					
S5 (p2.25)	ASC p6 & p12	Rephrasing of Community Transport Saving	1.100	-0.300	-0.100	0.700	The revised proposal is to provide transport for people who meet the eligibility criteria and require transport to access services. For those who are not eligible they will need to access services either through their own means or pay for transport provided by the council or other organisations.
S31 (p2.27)	ASC p6	Locality teams recalculated savings estimate	0.648			0.648	Savings from the reorganisation of the adult social care locality teams and the introduction of the brokerage service have not realised all of the planned savings within the anticipated time.
		<u>Learning Disabilities</u>					
SC71 (p2.25)	ASC p6, p16-18	Review of Internal Learning Disability Service	0.500	-0.250	-0.250	0.000	The plan to reduce funding to the internal supported living and day services by £1m over 2 years has partly been achieved through a management restructure. The remaining savings will now be achieved over 3 years through purchasing the service from external providers to enable the service to be provided more efficiently.

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13SCS1	ASC p7	Autism	0.050	0.100		0.150	The Autism Act 2009 and the subsequent statutory guidance requires local authorities and the NHS to seek to improve services for adults with autism, their families and carers. It is envisaged that further investment will be needed to meet the potential demands particularly of the needs of people at the higher end of the autistic spectrum and ensure a robust pathway exists, Work is underway to predict costs, which will include identifying areas where savings can be made through improving this pathway.
		<u>Physical Disabilities</u>					
13SCS2	ASC p6-7	Additional demography	0.800	0.206	0.206	1.212	The calculation for demographic pressures for adults with a physical disability and or brain injury is below those forecast elsewhere and needs to be brought in line with the national average. In addition, it looks likely that the budget has become unrealistic due to the lack of demographic funding in the past.
13SCS3	ASC p6-7	Acquired Brain Injury	0.254			0.254	
		Total Variations to Existing MTFP Savings	3.352	-0.244	-0.144	2.964	
		Existing MTFP Savings	-10.346	-4.128	-6.667	-21.141	
		Revised MTFP Savings	-6.994	-4.372	-6.811	-18.177	

(#) Where these are changes to the existing MTFP the reference provides the relevant page(s) of the "Service and Resource Planning: Service Analysis 2011/12" publication available on the Council's website.

(*) ASC = Adult Social Care Business Strategy

Community Safety

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MTFP Line Ref & page	BS & Page (*)	Variations to Existing MTFP Savings	2012/13 £m	2013/14 £m	2014/15 £m	Total £m	
		<u>Community Safety</u>					
12CS19 (page 2.29)	CSafety p15-16	Savings to be identified from an alternative model for the provision of a trading standards service		0.100	0.100	0.200	An options appraisal for shared Trading Standards services between Oxfordshire and Buckinghamshire has been developed. This assessment seeks to exploit economies of scale and further reduce staffing costs. A joint service delivery approach could deliver more effective and resilient services at a lower cost and ensure that the service is able to capitalise on opportunities arising from the Government's consumer protection landscape review. However, the options appraisal did not identify significant savings that could result from shared services.
13SCS4	CSafety p15-16	Trading Standards - Service Restructuring		-0.100	-0.100	-0.200	See above re alternative delivery model 12CS19 - there will need to be some re-structuring to deliver the planned savings as they cannot all be achieved through sharing services
CS26 & CS27	CSafety p17	Trading Standards - grant funding	0.050			0.050	The MTFP includes an assumed £0.090m increase in grant income from 2012/13. Whilst some of this is achievable it is not expected to be possible to fully deliver this proposal.
13SCS5	CSafety p17-18	Gypsy & Traveller Service - income generation	-0.050			-0.050	See above re grant income CS26 and CS27 - additional income will be used to offset grant income savings in Trading Standards that are not deliverable

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		<u>Fire & Rescue</u>					
13SCS6	CSafety p21	Personal Protective Clothing	0.051			0.051	After extending its current PPE contract which commenced in 2001 for an additional two years, and deciding to step back from a South East contract that would have increased costs of OFRS in the region of £90k per annum on its current PPE budget, OFRS, via OCC procurement has successfully undertaken its own tender exercise and has awarded a new 8-year contract to Lion Apparel Systems. The resulting 'total care' contract will guarantee high-quality, comparable fire kit for OFRS firefighters, at a cost of £0.047m per annum less than the South East contract and avoiding some of the potential cost escalation contract clauses in that contract.
							Nevertheless, despite the clear value for money the OFRS contract offers, it is still £0.051m per annum more expensive than the current budget. The Fire & Rescue Service will manage this pressure from within its total budget.
13SCS7	CSafety p19	Implementation of the Part Time Workers (Prevention of less favourable treatment) Regulations 2000	0.100			0.100	Retained fire fighters are classed as part time workers under these regulations. Claims are in the process of being settled and a one-off cost figure of £0.190m has been established, followed by an estimated annual revenue cost of £0.100m over the next few years, which may change depending on operational workloads and future settlements in terms of pensions, linked to equal pay.

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13SCS8	CSafety p10	Fire Control - remove double funding	-0.117			-0.117	Notification of Fire Grant was received after Council agreed the 2011/12 budget. The additional budget was retained in Fire & Rescue, subject to a decision on Fire Control. This double funding can now be removed.
13SCS9	CSafety p19	Fire & Rescue - retained & wholetime pay budgets	-0.151			-0.151	See above re part time workers regulations and Personal Protective equipment - see above - this will offset pressures on the budget for retained firefighters who are classed as part time workers and the pressure on the costs of the new personal protective equipment budget.
		Total Variations to Existing MTFP Savings	-0.117			-0.117	
		Existing MTFP Savings	-0.444	-0.420	-0.100	-0.964	
		Revised MTFP Savings	-0.561	-0.420	-0.100	-1.081	

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(*) CSafety = Community Safety Business Strategy

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		<u>Community Services</u>					
13SCS10	CServ p19	Restructure libraries network	0.850	-0.064	-0.139	0.647	Change to planned saving reflecting public consultation
13SCS10	CServ p19	Further proposals as set out in report to Cabinet (item CA6) on 12 December 2011	0.009	0.029	0.029	0.067	
		Total Variations to Existing MTFP Savings	0.859	-0.035	-0.110	0.714	
		Existing MTFP Savings	-1.817	-0.412	-0.032	-2.261	
		Revised MTFP Savings	-0.958	-0.447	-0.142	-1.547	

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(*) CServ = Community Services Business Strategy

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		<u>Highways & Transport</u>					
EE1/EE2 (p3.15)	E&E p24	Organisational restructure refinement	0.246	0.188	0.127	0.561	Refinement of management structure
09EE1/E5 (p3.15)	E&E p22	Early realisation of Public Transport Contract savings			-0.176	-0.176	Increased level of contract savings
NP-A1	E&E p19	Pressures associated with the Atkins Contract (including capitalisation)	0.200	0.300		0.500	Refinement of partnership arrangement and impact of changing capital programme
CF	E&E p19	Use of the directorate's carryforward underspend from 2011/12	-0.425	0.425		0.000	One off use of forecast underspend to support Business Strategy.
NS1 &2	E&E p24	Ongoing impact of changes in park and ride parking charging policies		-0.650	-0.100	-0.750	Long stay charging, facility income and on street parking charges
NS-A1	E&E p22	Concessionary Fares - payments to bus companies	-0.200	-0.100		-0.300	Saving on bus company reimbursements
AS1		Concessionary Fares second phase funding now not required	-1.200			-1.200	Second phase funding assumed in MTFP now not required
NP1	E&E p12 & 21	Energy cost pressures - Street Lighting (inflationary pressure 15% 12/13 10% thereafter) *	0.312	0.203	0.217	0.732	impact of energy cost inflationary pressures estimated at 50% over 5 years
		<u>Growth & Infrastructure</u>					
EE49/EE34 (p3.17 & 3.14)	E&E p10	Revised Waste Recycling Centre Strategy - as agreed and publicised earlier in 2011	-0.015	-0.064	0.298	0.219	Impact of retaining Redbridge at weekends and on bank holidays
EE35 (p3.14)	E&E p10	Delay in Waste Treatment saving - planning		0.244	-0.244	0.000	Delay in operational implementation of Energy from Waste Facility
EE46 (p3.16)	E&Ep5	Partially met Directorate Integration saving - due to change in operating model	0.242			0.242	Impact of changed directorate operating model
NR3	E&Ep14	Economic Growth	0.200			0.200	Increased support in the Local Economic Partnership (LEP) in helping to address ongoing economic challenges
NR5	E&E p15	Transition to Community Infrastructure Levy (CIL) *	0.100		-0.100	0.000	Transition from the current developer contribution regime
NS4	E&Ep9	Waste Management cost saving due to increased recycling/composting performance (also see AS2).	-0.500			-0.500	increased recycling and composting performance
AS2	E&Ep9	Waste Management cost saving (reduced tonnage and better performance) from 2010/11 previously used to fund one-off treatment bid and planning costs. At risk as this assumes tonnage remain low in the future.	-1.000			-1.000	Combined reduction in the overall tonnage disposed of resulting from the impact of the economic climate and increased performance

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NS5	E&Ep9	Landfill Allowance Trading Scheme (LATS) budget - reduce by 50% the budget available for LATS due to better waste performance - substantial element is temporary for 2-years as it forms part of the VfM valuation for the Waste Treatment contract.	-0.500		0.325	-0.175	Better recycling/composting performance and reduced levels of tonnage disposed has reduced the pressure associated with LATS fines/trading
NS-C1	E&E p9-10	OWP Financial Arrangements - rebasing the target		-0.600		-0.600	Rebasing of the recycling targets based on better actual performance
NR4	E&E p11	Property Asset led reviews and Big Society	0.150			0.150	Pilot programme locality reviews
NR6		Conditions Surveys	0.050			0.050	
NS-D1	E&E p11	Increased realisation of Portfolio Reduction savings (net of dilapidation costs & requires business case approval in 2012/13)		-0.100	-0.450	-0.550	Realisation of additional savings relating to the asset rationalisation programme
NP2	E&E p12	Energy Reduction - Revenue investment	0.250		-0.250	0.000	Further contribution to invest to reduce our energy consumption
		<u>Oxfordshire Customer Services</u>					
CC12 (p3.20)	E&E p29	Re-profiling of Customer Services savings	-0.210	0.078	0.087	-0.045	Re-profiling of Customer Services savings targets
NP7	E&E p29-30	Pressure on existing OCN services - loss of schools income - requiring capital investment (will rise to £0.545m by 2016/17)		0.172	0.213	0.385	Cost of schools pursuing other solutions to the Councils Oxfordshire Community Network (OCN)
NS7	E&E p30	OxOnline Project (replacement of OCN infrastructure) - <u>requiring capital investment</u> *			-0.564	-0.564	Reduced revenue costs of operating the OxOnline project
NS-E1	E&E p29	Telephony Strategy (assumes all budgets transfer to ICT) - requires funding from the Efficiency Reserve.	-0.200	-0.200	-0.200	-0.600	Reduced reliance of fixed line desk based telephony
NS-F1	E&E p29	The New OCS Operating Model	-0.100	-0.150	-0.150	-0.400	Extending the model for Human Resources and Finance
		Total Variations to Existing MTFP Savings	-2.600	-0.254	-0.967	-3.821	
		Existing MTFP Savings	-9.799	-5.952	-3.303	-19.054	
		Revised MTFP Savings	-12.399	-6.206	-4.270	-22.875	

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(*) E&E = Environment & Economy Business Strategy

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		Chief Executive's Office					
13CEO1	CEO p15	Support for the military in Oxfordshire	0.100			0.100	Replace Local Authority Business Growth Incentive (LABGI) grant and other one off funding.
13CEO2	CEO p6	External Audit Fee (10% reduction)	-0.027			-0.027	Reduction in 2012/13 fee payable to the Council's external auditors as notified.
13CEO3	CEO p15	Structural Changes	-0.173			-0.173	Changes across the CEO Personal Office and Strategy & Communications
13CEO4	CEO p15	Funding for consultations including libraries	-0.300			-0.300	Being utilised to reduce the shortfall in savings on libraries
		Total Variations to Existing MTFP Savings	-0.400	0.000	0.000	-0.400	
		Existing MTFP Savings	-0.382	-0.225	-0.046	-0.653	
		Revised MTFP Savings	-0.782	-0.225	-0.046	-1.053	

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(*) CEO = Chief Executive's Office Business Strategy