Service & Resource Planning 2009/10 - 2013/14 Annex 3:Summary of Pressures, Priorities, Efficiencies, Savings & Reprioritisations

		2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
	Pressures	59	62	7,162	7,162	
Corporate and Cross Directorate						7,162
CIOSS Directorate	Savings	0	0	0	0	0
	Net Pressures	59	62	7,162	7,162	7,162
Children, Young	Pressures	1,656	2,165	3,153	4,202	5,249
People & Families	Savings	-1,302	-1,515	-2,311	-3,360	-4,407
	Net Pressures	354	650	842	842	842
Social &	Pressures	7,582	9,474	11,639	14,334	17,083
Community	Demography	-103	2,180	6,752	11,641	14,398
Services	Savings	-7,937	-9,904	-12,069	-14,764	-17,513
	Net Pressures	-458	1,750	6,322	11,211	13,968
Environment &	Pressures	5,375	5,441	6,584	8,428	10,201
Economy	Savings	-3,170	-3,482	-4,430	-6,095	-7,693
	Net Pressures	2,205	1,959	2,154	2,333	2,508
Community Safety	Pressures	251	412	469	575	986
	Savings	-273	-227	-229	-323	-367
	Net Pressures	-22	185	240	252	619
Shared Services	Pressures	814	848	790	907	1,023
	Savings	-773	-807	-749	-866	-982
	Net Pressures	41	41	41	41	41
Corporate Core	Pressures	927	1,190	1,679	2,252	2,809
	Savings	-956	-1,187	-1,676	-2,251	-2,810
	Net Pressures	-29	3	3	1	-1
TOTAL	Ongoing Pressures	16,561	21,772	38,228	49,501	58,911
	Savings	-14,411	-17,122	-21,464	-27,659	-33,772
	Net Pressures	2,150	4,650	16,764	21,842	25,139
	•					
Year on Year		2,150	2,500	12,114	5,078	3,297

Directorate : Corporate and Cross Directorate Pressures

PRIORITIES & PRE	SSURES (CUMULA	TIVE)			EFFICIENCIES A	ND S	SAVII	NGS (CUN	NULATIV	E)		
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	ΥΡΕ	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000		Ţ	R	£000	£000	£000	£000	£000
Assistant to the Cabinet	35	35	35	35	35								
Members Allowances - post 2009 election. Approved by Council 19 June 2007.	24	27	27	27	27								
Increase in employers National Insurance contributions			700	700	700								
Pensions revaluation - March 2010			6,000	6,000	6,000								
IT Investment Fund - SAP HR, CRM etc			400	400	400								
TOTAL DIRECTORATE PRESSURES	59	62	7,162	7,162	7,162	TOTAL DIRECTORATE SAVINGS			0	0	0	0	0
						NET PRESSURES/SAVINGS			59	62	7,162	7,162	7,162
YEAR ON YEAR VARIATION		3	7,100	0	0	YEAR ON YEAR VARIATION				3	7,100	0	0
FTE Changes	0.0	0.0	0.0	0.0	0.0	FTE Changes			0.0	0.0	0.0	0.0	0.0

Key:

Type of saving

ES Efficiency savings (achieving the same outputs for less resource ot additional outputs for the same

resource

IG Income generation

SR Service reduction (providing a lower level of service and/or a lower level of quality for the same/less

money)

O Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Directorate: Children, Young People & Families

PRIORITIES & PRESS	URES (C	UMULAT	IVE)	_		EFFICIENCIES AN	ND S	AVING	SS (CUM	ULATIVE	.)		
DESCRIPTION	2009/10		2011/12	2012/13	2013/14	DESCRIPTION			2009/10		2011/12	2012/13	20
	£000	£000	£000	£000	£000		ТҮРЕ	RISK	£000	£000	£000	£000	£
CYP&F Unallocated (linked to restructure)						CYP&F Unallocated (linked to restructure)							
Additional Efficiency Savings	0	0	0	1,049	2,096	The Directorate will address the pressures	ES	Med	0	0	0	-1,049	-
, ,				-		following the restructure. At this stage it is not possible to allocate to individual service areas							
Shared Services residual pressures (pressures	184	184	184	184	184	Detailed review of Support Services linked to	ES	Med	-304	-304	-304	-304	
following the transfer of Finance and HR						Directorate Restructure (includes the £120k							
functions)						previously identified through RAS Service)	_						
Share of Oxford Inspires pressure.	10	10	10	10	10	Consequential savings from past restructuring	ES	Med	-10	-10	-10	-10	
TOTAL DIRECTORATE UNALLOCATED	194	194	194	1,243	2,290	TOTAL DIRECTORATE UNALLOCATED			-314	-314	-314	-1,363	-2
Commissioning Strategy and Locality						Commissioning Strategy and Locality							
Development						Development							
New Efficiency savings target (above those agreed in MTFP)	16	32	109	109	109	Full review of Support Services linked to Directorate Restructure	ES	Med	-156	-202	-279	-279	
Unachievable efficiency savings relating to income generation for schools included in current MTFP	140	170	170	170	170								
generation for schools included in current with t													
Directorate Legal costs	50	50	50	50	50	Reduction In Joint use budget based on Historic Outturn analysis	ES	Med	-50	-50	-50	-50	
Building Schools for the Future (BSF): Preparation and implementation of major development Project	160	160	160	160	160								
TOTAL COMMISSIONING STRATEGY &						TOTAL COMMISSIONING STRATEGY &							
LOCALITY DEVELOPMENT	366	412	489	489	489	LOCALITY DEVELOPMENT			-206	-252	-329	-329	
Raising Achievement Service						Raising Achievement Service							
Unachievable Shared Services additional	120	120	120	120	120	(Savings delivered through Directorate							
directorate savings						Restructure and Support Services review)							
Energy Pressures from Outdoor Education	36	24	24	24	24	Increase the level of occupancy levels to utilise existing resources		Med	-9	-6	-6	-6	
						Outdoor Education - maximising revenue, increasing occupancy and making efficiency savings.	ES	Med	-175	-175	-175	-175	
						savings.							
TOTAL RAISING ACHIEVEMENT SERVICE	156	144	144	144	144	TOTAL RAISING ACHIEVEMENT SERVICE			-184	-181	-181	-181	

PRIORITIES & PRESS	URES (CI	JMULAT	IVE)			EFFICIENCIES ANI	D SA	VING	SS (CUM	JLATIVE)		
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	РЕ	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000		цγт	RI	£000	£000	£000	£000	£000
Children and Families						Children and Families							
Underachievement in full of efficiency savings in	85	310	693	693	693	Continued development of improved	FS	High	-85	-155	-346	-346	-34
current MTFP to be achieved through improved	00	510	000	000	000	commissioning and pooled budget arrangements.	20	i ngi i	00	100	040	040	0
commissioning and contracting arrangements and						The development of early intervention strategies							
external care						···· ······							
New costs following legal changes, increasing	200	200	200	200	200	Detailed review of Early Years funding streams to	CR	High	-250	-250	-250	-250	-2
nos. children supported by LA cared for outside						switch resources to the preventative agenda		-					
CLA system: Residence; Adoption; Special													
Guardianship. Real Cost Allowances £24k,													
Adoption Allowances £36k, Special Guardianship													
£104k, Family and Friends Care £36k													
Additional 4 fte Social Workers rising to 8 fte in	160	320	320	320	320								
2010/11													
An additional post to provide adoption support	50	50		50	50								
Energy Costs - Children's Homes and Children's	13	8	8	8	8	Manage increased costs with unit.	ES	High	-3	-2	-2	-2	
Centres													
TOTAL CHILDREN & FAMILIES	508	888	1,271	1,271	1,271	TOTAL CHILDREN & FAMILIES			-338	-407	-598	-598	-59
Young People and Access to Education						Young People and Access to Education							
Efficiency savings target	112	215	743	743	743	Additional Savings generated from pooling of	ES	Med	-112	-215	-220	-220	-22
						Directorate Agency placements through							
						investment of early intervention strategies							
						Efficiency savings through retendering of transport routes	ES	High	0	0	-523	-523	-52
Energy Costs - Youth Centres, Youth Offending	29	21	21	21	21	Manage increased costs with unit.	ES	High	-7	-5	-5	-5	
Service and SEN establishments						5							
Diversion Scheme: To support the full cost pf the	141	141	141	141	141	Divert Success project funding in 2009/10 and use	ES	High	-141	-141	-141	-141	-14
service currently funded through PSA reward						PSA reward grant in 2010/11 and 2011/12. To be							
grant						reviewed post 2011/12							
Extension of Opening times for some Youth	150	150	150	150	150								
Centres.													
TOTAL YOUNG PEOPLE & ACCESS TO	432	527	1,055	1.055	1,055	TOTAL YOUNG PEOPLE & ACCESS TO			-260	-361	-889	-889	-88
EDUCATION	432	J21	1,055	1,035	1,000	EDUCATION			-200	-301	-009	-009	-00
TOTAL DIRECTORATE PRESSURES	1,656	2,165	3,153	4,202	5,249	TOTAL DIRECTORATE SAVINGS			-1,302	-1,515	-2,311	-3,360	-4,40
						NET PRESSURES/SAVINGS			354	650	842	842	84
	[]	500	000	4.042	4 0 4 7							-	
YEAR ON YEAR VARIATION	I I	509	988	1,049	1,047	YEAR ON YEAR VARIATION		L		-213	-796	-1,049	-1,0

Directorate : Social & Community Services

	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID S	AVING	SS (CUM	ULATIVE	.)		
REF	DESCRIPTION	2009/10 £000		2011/12 £000	2012/13 £000	2013/14 £000	DESCRIPTION	түре	RISK	2009/10 £000	1	2011/12 £000	2012/13 £000	2013/14 £000
	COMMUNITY SERVICES						COMMUNITY SERVICES							
CS1	Pro rata share of corporate savings target	0	0	0	183	367		-						
	Library Service						Library Service							
CS2	Write-off the remaining audio visual stock value. Total unfunded pressure is £116k of which £36k will be met from a carry forward from 2007/08 (£16k) and sale of withdrawn items in 2008/09 (£20k).	40	40	0	0	0	Income from the sale of withdrawn items which has previously been credited to the depreciation fund and reduce expenditure on audio book on cassette.	ES	Low	-40	-40	0	0	0
	Self service at Central Library savings already built into the MTFP will not be achievable as planned due to the delay in the Westgate project.	21	21	85	85	85	Self service at Central Library. Savings will be found from elsewhere within the service for years 2009/10 and 2010/11 until they can be achieved through the Westgate project.		Med	-21	-21	-21	-21	-85
CS4	Community Librarian. 2 year temporary post (1fte), funded from 2007/08 carry forward in 2008/09 and part of 2009/10. Post will need to continue throughout 2010/11 to develop alternative service provision in rural libraries and contribute to community building with S&CS.	10	40	0	0	0	To be funded from a contribution from the Adult Social Care budget - Transforming Social Care.	0	Low	-10	-40	0	0	0
	Heritage Services						Heritage Services							
CS5	Cultural Loans. 0.5 fte to further develop service to meet the increased demand for Early Intervention/Prevention Services and respond to the dementia strategy.	15	15	15	15	15	To be funded from Social Care for Adults.	0						
	Registration Service						Registration Service							
CS6	Income from General Registrars Office ceasing.	22	22	22	22	22	Increase income target.	IG	High	-22	-22	-22	-22	-22
	Cultural & Community Developments						Cultural & Community Developments							
CS7	Retain current BME capacity and improve capacity overall of Community Development team (1.4 fte) to meet core OCC and S&CS objectives - outcome of Strategy & Performance Review of Community Services.	59	59	0	0	0	To be funded from the Transforming Social Care grant. Thereafter, from savings in adult social care subject to evaluation.	0	Low	-59	-59	0	0	0
CS8							Savings still to be identified to meet pressures.			0	0	-64	-247	-367
							Community Services savings to be identified to meet pressures, including 50% share of Oxford Inspires pressure being met by the directorate.	ES	High	-50	-50	-50	-50	-50
	TOTAL COMMUNITY SERVICES	167	197	122	305	489	TOTAL COMMUNITY SERVICES			-202	-232	-157	-340	-524

	PRIORITIES & PRESSUR	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID S	AVING	S (CUM	ULATIVE)		
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	DESCRIPTION	ТҮРЕ	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	SOCIAL CARE FOR ADULTS						SOCIAL CARE FOR ADULTS							
	All Client Groups Pro rata share of corporate savings target Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	0 87	0 154	0 259	166 259		All Client Groups							
ACG3	Occupational Therapy & Equipment Young people transferring to the service requiring equipment and adaptations (approx 5 children per year, subject to further data collection).	30	40	50	60	70	Occupational Therapy & Equipment Better process for ordering.							
ACG4	Increasing levels of dependency of clients requires more expensive specialist equipment.	20	30	30	40	50	Limit provision of expensive equipment except where it is strictly necessary and in accordance with revised prescribing protocols.	ES	Med	-100	-100	-100	-100	-100
ACG5	Increases in the number of people needing supported from therapists in Integrated Care Teams to support hospital discharge, the delivery of specialist care pathway for strokes and fracture neck of femur will lead to more equipment being prescribed.	160	160	160	160	160								
ACG6	Staffing pressures in Occupational Therapy need to be addressed as service has the highest referral rate to Social & Community Services. Ongoing need to respond to spectrum of demand, preventative through to complex support requests. Action will reduce waiting list, achieve and maintain 28 days maximum response time.	200	175	175	150	150								
ACG7							Savings to be achieved through business process reengineering (BPR) work, reducing the time spent recording.	ES	Med	-30	-30	-30	-30	-30
ACG8							The adoption of the national "Retail Model" of equipment provision will give service users more choice and control, and achieve significant savings in administration and delivery costs.	ES	High	-105	-300	-400	-500	-600
	Adult Placement Service						Adult Placement Service	-						
ACG9	Home Share project. Support of project following cessation of Department of Health funding.	45	0	0	0	0	In 2009/10 the project will be funded from Transforming Social Care. If the project is successful, it will continue and will fund itself from savings in future years.	0	Low	-45	0	0	0	0

	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	i)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
Ľ		£000	£000	£000	£000	£000
	Missellenseus					
ACC10	Miscellaneous Matched funding with partners for a Safeguarding	20	20	20	20	20
ACGIU	Adults Training Co-ordinator to ensure	20	20	20	20	20
	compliance with Department of Health					
	recommendation on co-ordinated training across					
	agencies.					
ACG11	Independent Safeguarding Authority - Cost of	17	43	44	45	46
	implementing new registration requirements for					
	all people working with vulnerable adults					
ACG12						
	ALL CLIENT GROUPS PRESSURES	579	622	738	900	1,088
0.04	Older People		0		1.001	0.400
OP1	Pro rata share of corporate savings target	0	0	0	1,064	2,129
OP2	Share of savings not identified in 2008/09 to meet	1,065	1,694	2,916	2,916	2,916
- · -	targets and balance pressures (inflated by 2% to	.,	.,	_,	_,• • •	_,
	2009/10 prices).					
	Older People Pooled Budget					
	Residential & Nursing Beds					
OP3						
OP4						
OP5						
OP6	Project costs relating to Delayed Transfers Of	100	100	0	0	0
	Care project. OCC to fund a third of the cost.					
OP7						
	Home Support					
OP8						

EFFICIENCIES AN	ID SA	AVING	S (CUM	ULATIVE)		
DESCRIPTION	түре	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	Τ	ця.	£000	£000	£000	£000	£000
Miscellaneous	1						
	-						
Further Reduction in the contract uplift to Adult	ES	High	-75	-75	-75	-75	-75
Social Care contracts.	1-0	····g··	10		10	10	.0
Savings still to be identified to meet	1	High	-299	-192	-208	-270	-358
pressures.		•					
							4 4 9 9
ALL CLIENT GROUPS SAVINGS			-654	-697	-813	-975	-1,163
Olden Deenle	-						
<u>Older People</u>	-						
	-						
Older People Pooled Budget							
Residential & Nursing Beds							
Reach agreement with 2 service providers to	ES	Med	-60	-60	-60	-60	-60
cease "Deficit funding agreement" which incurs							
higher costs to OCC. This will have no impact on							
service quality.							
Reduced need for residential care due to the	ES	Med	-50	-100	-150	-200	-250
provision of more equipment to enable people to							
stay in their own homes. Reduced need for residential care due to	ES	Lligh	200	600	000	-1,200	-1,500
investment in prevention strategies.	20	High	-300	-600	-900	-1,200	-1,500
To be funded from Transforming Social Care	0	Low	-100	-100	0	0	0
Grant	Ŭ	2010	100	100	0	0	U
Allow 2% on various contracts for 2009/10.	ES	Med	-370	-370	-370	-370	-370
Home Support	+		0.0	0.0	0.0	0.0	0.0
Review the use of External Home Support in the	ES	Med	-75	-150	-150	-150	-150
light of self directed support.							

CP10 Internal Day Services Image of the secone prove of the support ES Med 110		PRIORITIES & PRESSURE	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID S	AVING	S (CUM	ULATIVE)		
OP9 Internal Day Services Image: Some support and some support and image: Some support an	REF	DESCRIPTION						DESCRIPTION	түре	RISK					
OP10 Internal Day Services Image of the location and		Home Support ctd						Home Support ctd							
Internal Day Services Image: Day Services <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>actively enable some people to become more independent with a reduced need for care.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>								actively enable some people to become more independent with a reduced need for care.							
OP11 Image to internal Day Services charging policy IG Med -65 -72	OP10								ES	Med	-110	-110	-110	-110	-110
Image: Service Services Image: Service Services <td></td> <td>Internal Day Services</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>Internal Day Services</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>		Internal Day Services						Internal Day Services							
Integrated Care Services Image: Services	OP11							in the light of the fundamental service review Applying a new standard rate of £5 per day which will bring our charges more into line with the charges of voluntary sector day centres and with other authorities.		Med	-65	-72	-72	-72	-72
Integrated Care Services Image: Care Services Image	OP12							Based on renting 2 rooms per week at 5 centres	IG	Low	-8	-10	-10	-10	-10
OP14 Running costs for 4 new bases for locality teams at Oxford, Banbury, Wallingford and West Oxfordshire (joint use with PCT so will be matched funded). Costs shown here represent 50% of the total costs of the new bases. 50 <t< td=""><td>OP13</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>ES</td><td>Med</td><td>-50</td><td>-50</td><td>-50</td><td>-50</td><td>-50</td></t<>	OP13								ES	Med	-50	-50	-50	-50	-50
OP14 Running costs for 4 new bases for locality teams at Oxford, Banbury, Wallingford and West Oxfordshire (joint use with PCT so will be matched funded). Costs shown here represent 50% of the total costs of the new bases. 50 <t< td=""><td></td><td>Integrated Care Services</td><td></td><td></td><td></td><td></td><td></td><td>Integrated Care Services</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>		Integrated Care Services						Integrated Care Services							
and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust and evening cover on an on-call basis. and evening cover on an over on-call basis. and evening cover on-call basis. and evening cover on-call basis. and evening cover on-call basi	OP14	at Oxford, Banbury, Wallingford and West Oxfordshire (joint use with PCT so will be matched funded). Costs shown here represent	50	50	50	50	50								
OP16Image: Constraint of the state in the sta	OP15	and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust	25	25	25	25	25								
Image: second	OP16							intermediate care (non-charging service) longer than required, rather than moving on to fee	IG	Med	-20	-20	-20	-20	-20
OP18 Extra Care Housing costs met from Transforming Social Care Grant and savings. Image: Cost Social Care Grant and Social Care Grant	OP17							Efficiency savings based upon changes to processes and/or staffing.	ES	Low	-75	-75	-75	-75	-75
OP18 Extra Care Housing costs met from Transforming Social Care Grant and savings. Image: Cost Social Care Grant and Social Care Grant		Miscellaneous						Miscellaneous	+						
OP19 Savings still to be identified to meet High -173 -376 -957 -1,171 -1,386 pressures. Image: Comparison of the state	OP18	Extra Care Housing costs met from Transforming						Net revenue savings from Extra Care Housing.	ES	Med	0	0	-300	-800	-1,300
	OP19							-		High	-173	-376	-957	-1,171	-1,386
		OLDER PEOPLE PRESSURES	1.240	1,869	2,991	4,055	5,120	OLDER PEOPLE SAVINGS	-		-1.606	-2,243	-3,374	-4,438	-5,503

	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	Ξ)			EFFICIENCIES AN	ID S	AVING	S (CUM	JLATIVE)		
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	DESCRIPTION	ТҮРЕ	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	Physical Disabilities (PD)						Physical Disabilities (PD)							
PD1	Pro rata share of corporate savings target	0	0	0	99	199		-						ļ
PD2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	115	191	315	315	315								
	OCC Contribution to the PD Pool						OCC Contribution to the PD Pool							
	Changes to Independent Living Fund (ILF) funding. The criteria has changed meaning a number of clients fall outside the high priority category so do not receive funding.	100	100											
	Senior Practitioner for residential reprovision (1 fte). Reviewing care packages of existing clients and advising on new cases to enable greater independence and reduce the need for residential care.	50	50	50	50	50	Reduce contribution to the PD Pool. Savings from cost of care packages resulting from work of Senior Practitioner and reassessment of clients qualifying for Continuing Care and ILF funding.		Med	-295	-300	-300	-300	-300
PD5							Savings resulting from investment in prevention strategies.	ES	Med	-150	-150	-150	-150	-150
	Miscellaneous						Miscellaneous							
PD6							Savings still to be identified to meet pressures.		High	180	109	-15	-114	-214
	PHYSICAL DISABILITIES PRESSURES	265	341	465	564	664	PHYSICAL DISABILITIES SAVINGS			-265	-341	-465	-564	-664
	Mental Health						Mental Health	-						
MH1	Pro rata share of corporate savings target	0	0	0	96	192								
MH2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).		204	-		327								
	000 Contribution to Drimony Core Truct and						Reduce budget on Section 117.	ES	Low	-400	-400	-400	-400	-400
	OCC Contribution to Primary Care Trust pool (Service Level Agreements)						OCC Contribution to Primary Care Trust pool (Service Level Agreements)							
MH3	Supported Living contract shortfall. Housing and support staff costs in two supported living schemes not fully covered by Supporting People Grant	36	36	36	36	36	(dervice Lever Agreements)		Med					
MH4	New Independent Mental Health Advocacy service required by legislation. Matched funding with PCT.	15	15	15	15	15			Med					

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	PRIORITIES & PRESSURI	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID S	AVING	S (CUMI	JLATIVE)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
R		£000	£000	£000	£000	£000		Ţ	R	£000	£000	£000	£000	£000
														<u> </u>
	OCC Contribution to Oxfordshire Mental						OCC Contribution to Oxfordshire Mental							
	Health Trust Pool (Staffing)						Health Trust Pool (Staffing)							
MH5							Savings resulting from service restructure.	ES	Med	-120	-120	-120	-120	-120
	Non Pooled (Purchased Services)						Non Pooled (Purchased Services)	1						
MH6	Contract Officer (0.5 fte). Required as part of changes to the pooled budget arrangements. Review of high cost block and spot contracts to achieve savings	30	30	30	30	30	Further review of high cost placements	ES	Low	-50	-50	-50	-50	-50
MH7	Temporary Project Manager (0.5fte for 3 years).	24	24	24	0	0	Move to Supported Living (as per Learning Disabilities model). Savings to be achieved through de-registering homes and being able to access housing benefits and Independent Living Fund income.	ES	Low	0	-30	-40	-50	-60
	Miscellaneous						Miscellaneous							
MH8							Savings still to be identified to meet pressures.		High	-131	-109	-222	-284	-370
	MENTAL HEALTH PRESSURES	301	309	432	504	600	MENTAL HEALTH SAVINGS			-701	-709	-832	-904	-1,000
	Learning Disabilities						Learning Disabilities							ļļ
LD1	Pro rata share of corporate savings target	0	0	0	433	867								
LD2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	: 182	462	926	926	926								

Annex	3
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	PRIORITIES & PRESSURI	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	D S	AVING	SS (CUM	JLATIVE)		
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	DESCRIPTION	түре	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	OCC Contribution to Learning Disabilities pool						OCC Contribution to Learning Disabilities pool							
LD3	Further demographic pressures identified on the pool. In addition to the £1.8m already built in the MTFP.	1,000	2,000	3,000	4,000	5,000	The total demographic pressure on the learning disabilities pool is estimated to be an extra £2.8m every year. This reflects the increased costs arising from decisions of the panel approving new cases or agreeing improved support to existing cases. The County Council currently funds approximately 55% of the LD pool and the PCT 45%. In its Medium Term Financial Plan, the County Council has set aside additional funding of £1.8m each year to meet its share of the costs of these demographic pressures of £2.8m. This line assumes that the PCT continues to make a contribution at current levels into the pool. At this stage the PCT has not yet received details of its operating framework for next year. Final decisions will be made by the PCT when those details are known.		High	-1,000	-2,000	-2,000	-2,000	-2,000
LD4	Prudential borrowing costs associated with service re-design project (in addition to £70k already included in budget)	-44	1	36	34	32								
LD5	Additional costs of supported living placements from 5 % reduction in Supporting People contribution to the pool and no inflation in pool contribution.	405	810	1,215	1,620	2,025								
LD6	Make permanent project manager, care managers and occupational therapy posts (3.5 FTE) to deliver the long term efficiency programme.	125	125	125	125	125	Supported Accommodation Review: Increased savings target (£300k already included in budget)		High	-700	-1,000	-1,000	-1,000	-1,000
LD7							Savings in residential placement costs anticipated through adopting the South East cost savings model (in addition to £80k already included in budget)	ES	High	-120	-120	-120	-120	-120
LD8	Targeted FACS reassessments in internal and contracted services. 1 senior practitioner and 3 care managers for 2 years.	150	150	0	0	0	Reassessment of individual needs in contracted and internal services.	ES	High	-500	-700	-700	-700	-700
	Invest in outreach support from forensic services to prevent inpatient admissions.	30			30		Reduce contracted forensic inpatient beds by 1 (residual from reduction in 2007/08)	ES	High	-30	-30	-30	-30	-30
LD10	Further restriction of supported living rents which are above local reference rent level. The County Council has contractual responsibility for rent shortfall for 22 tenants.	34	34	34	34	34								

Annex 3	Α	n	n	e	C	3
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	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	D S	AVING	SS (CUM	ULATIVE)		
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	DESCRIPTION	түре	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
LD11	Carry forward of projected overspend from 08-09	1,000	0	0	0	0	Full year effect of re-tendered supported living contract.	ES	Med	-38	-38	-38	-38	-38
	Pressure from projected overspend in 08/09 arising from increased costs arising from decisions of the funding panel to approve new cases or approve increased support to existing cases."	1,000	1,000	1,000	1,000	1,000	This line assumes that the PCT makes a contribution in line with its current contribution to this pool. At this stage the PCT has not included any increase, above inflation, in its medium term financial plan. However, the PCT has not yet received details of its operating framework for next year. Final decisions will be made by the PCT when these details are known.	0	High	-400	-400	-400	-400	-400
LD13							Increase income from Independent Living Fund.	IG	Med	-300	-300	-300	-300	-300
LD14							Work with children's team to reduce placement costs prior to transition.	ES	Med	-50	-50	-50	-50	-50
LD15							Hold all contract inflation to 1% below inflation funding.	ES	Med	-320	-320	-320	-320	-320
LD16							Further reviews of care packages under FACS.	ES	Med	-210	-210	-210	-210	-210
LD17							Decommission Residential home and move residents to block vacancies in supported living	ES	Med	-150	-150	-150	-150	-150
	Reduction in Preserved Rights grant	73	148	148	148	148								
	Unit Manager and Procurement Officer to lead the framework tender. (2 FTE)	80	80	0	0	0								
LD20	Invest in community and preventative mental health services.	0	230	230	230	230								
LD21							Efficiencies from framework tender		Med	0		-750	-1,000	-
LD22							Decommission 1 inpatient bed and reduce cost of step-down beds (half year)	ES		-115	-230	-230	-230	-230
LD23							Reassess Caretech residents access to VISION service		Med	-70	-70	-70	-70	-70
LD24							Reassessments in day services, and move spot purchasing to block	ES		-150	-150	-150	-150	-150
LD25							Re-tender supported living and supporting people contract	ES	Med	-150	-150	-150	-150	-150
	Miscellaneous						Miscellaneous							
LD26							Savings still to be identified to meet pressures.		High	268	1,098	924	338	-499
	LEARNING DISABILITIES PRESSURES	4,035	5,070	6,744	8,580	10,417	LEARNING DISABILITIES SAVINGS			-4,035	-5,070	-5,744	-6,580	-7,417
	TOTAL SOCIAL CARE FOR ADULTS PRESSURES	6,420	8,211	11,370	14,603	17,889	TOTAL SOCIAL CARE FOR ADULTS SAVINGS			-7,261	-9,060	-11,228	-13,461	-15,747

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11	PRIORITIES & PRESSURE				0040/40	0040/44
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
	Strategy & Transformation					
ST1	Pro rata share of corporate savings target	0	0	0	279	558
ST2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	122	183	255	255	255
	Strategy					
ST3	Health & Wellbeing post	25	25	25	25	25
	Facilitias Monoroment					
ST4	Facilities Management Unachievable rent income	106	106	106	106	106
ST5	Interpretation Service - unachievable income.	28			28	28
ST6	Access Team - increase size and capacity of team to deal with levels of calls and ensure Key Performance Indicator targets are delivered with quality support from professional staff. (4 fte)	130	130	130	130	130
	Miscellaneous					
ST7	The Corporate Procurement Team would have to be reduced if it was to meet the financial pressures that it faces. This is not in the interests of services who would face higher prices as a result. Consequently, it has been agreed corporately that Directorates will find savings to enable the Corporate Procurement team to continue to function at its existing level and thus allow Directorates to reap the financial benefits from their work	17	25	34	34	34
ST8	Pressures resulting from the transfer of budget from the directorate to Shared Services agreed as part of the Business Case	337	337	337	337	337
ST9	Additional funding required to cover Financial Services posts within Shared Services due to the non delivery of projects which would have enabled Shared Services to reduce staff numbers.	69	69	69	69	69
ST10	Additional funding for 0.5FTE post in the Staff Care Service in Shared Services to support the Directorate	20	20	20	20	20
ST11						
	STRATEGY & TRANSFORMATION	854	923	1,004	1,283	1,562

EFFICIENCIES AN	D S	AVING	S (CUM	ULATIVE)		
DESCRIPTION	түре	RISK	2009/10	2010/11	, 2011/12	2012/13	2013/14
	Σ	R	£000	£000	£000	£000	£000
Strategy & Transformation							
Strategy							
To be funded from Social Care for Adults.	0	Low					
Facilities Management							
To be funded from Social Care for Adults.	0	Low					
To be funded from Social Care for Adults.	0	Low					
To be funded from Social Care for Adults.	0	Low					
Miscellaneous							
To be funded from Social Care for Adults.	0	Low					
	-						
	10	N4	400	400	400	400	400
Additional income resulting from more timely	IG	Med	-406	-406	-406	-406	-406
financial assessments following a review of the financial assessment and care assessment							
processes	1						
processes							
To be funded from Social Care for Adults.	0	Low					
	Ŭ	2017					
	1						
Savings still to be identified to meet		High	-122	-183	-255	-534	-813
pressures.							
			500	500	604	0.40	4 040
STRATEGY & TRANSFORMATION SAVINGS	1		-528	-589	-661	-940	-1,219
	<u> </u>						

	PRIORITIES & PRESSUR	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID S	AVING	SS (CUM	ULATIVE)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000		-	Ľ.	£000	£000	£000	£000	£000
	Across Directorate						Across Directorate							
AD1	Energy price increases.	194	93	93	93	93	Ask occupiers to reduce energy consumption to keep expenditure within budget.	ES	Med	-49	-23	-23	-23	-23
AD2	Oxford Inspires - Contribution to corporate pressure of £100k	50	50	50	50	50	To be funded 50% from Adult Social Care and 50% Community Services.	0	Low					
AD4	Adults Demography	-103	2,180	5,752	9,641	11,398								
	ACROSS DIRECTORATE SAVINGS	141	2,323	5,895	9,784	11,541	ACROSS DIRECTORATE SAVINGS			-49	-23	-23	-23	-23
	TOTAL SOCIAL & COMMUNITY SERVICES PRESSURES	7,582	11,654	18,391	25,975	31,481	TOTAL SOCIAL & COMMUNITY SERVICES SAVINGS			-8,040	-9,904	-12,069	-14,764	-17,513
							NET PRESSURES/SAVINGS			-458	1,750	6,322	11,211	13,968
	YEAR ON YEAR VARIATION		4,072	6,737	7,584	5,506	YEAR ON YEAR VARIATION				-1,864	-2,165	-2,695	-2,749
	FTE Changes	19.9	19.9	11.5	11.0	11.0	FTE Changes			-8	-7			

Key: <u>Type of saving</u> ES Efficiency savings (achieving the same outputs for less resource to additional outputs for the same resource IG Income generation

SR Service reduction (providing a lower level of service and/or a lower level of quality for the same/less money)

O Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Directorate : Environment & Economy

	PRIORITIES & PRESSU	RES (CUM	ULATIVE	E)			EFFICIENCIES A	ND S/	AVING	GS (CUM	ULATIVE	E)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	ТҮРЕ	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000		⊥	R	£000	£000	£000	£000	£000
	TRANSPORT						TRANSPORT							
	POLICY & STRATEGY						POLICY & STRATEGY							
	Share of savings target	0	0	0	263	526								
	Public Transport Contract Inflation	0	0	350	700	1,050	Public Transport Contract Efficiency		Med	0	0	-350	-700	,
							Policy & Strategy - Pro-active management of routing and procurement of subsidised bus services	ES	Med	-180	-180	-180	-180	-180
	TOTAL POLICY & STRATEGY	0	0	350	963	1,576	TOTAL POLICY & STRATEGY			-180	-180	-530	-880	-1,230
	NETWORK MANAGEMENT						NETWORK MANAGEMENT							
	Share of savings target	0	0	0	12	24		-						
	P&R compensation & operation	250	250	250	250	250	P&R ancillary income generation	IG	High	-250	-250	-250	-250	-250
	TOTAL NETWORK MANAGEMENT	250	250	250	262	274	TOTAL NETWORK MANAGEMENT			-250	-250	-250	-250	-250
	OXFORDSHIRE HIGHWAYS						OXFORDSHIRE HIGHWAYS							
	Share of savings target	0	0	0	265	530								
	Pitt Review - Flood/Drainage													
	Increased Gully cleaning	125	125	-	125	-								
	Catchment studies	75	75		75									
	Countywide drainage schemes	150	150	150	150									
	Additional Staff (1fte)	23	23		23									
	Energy Contract increases	850	700	700	700	700								
	Tree Management - Inspection staff (fte 2)	43	43	43	43	43								
	Tree Management programme	125	125	125	125									
	Street Scene Maintenance	375	375	375	375	375								
	Property related energy costs	32	16		-	-	Increase occupier energy efficiency		Med			-		
	Oxfordshire Highways Contract Inflation	0	0	525	1,050	1,575	Oxfordshire Highways efficiency savings	ES	High	-285	-135	-660	-1,725	-2,790
	TOTAL OXFORDSHIRE HIGHWAYS	1,797	1,631	2,156	2,946	3,736	TOTAL OXFORDSHIRE HIGHWAYS			-293	-139	-664	-1,729	-2,794

	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	D S/	AVING	GS (CUM	ULATIVE	E)		
REF	DESCRIPTION		2010/11	2011/12	2012/13	2013/14	DESCRIPTION		RISK	2009/10	1	2011/12	2012/13	2013/14
Ľ.		£000	£000	£000	£000	£000		ТҮРЕ	R	£000	£000	£000	£000	£000
	GENERAL						GENERAL	-						
							Income generation (fees & charges) various	IG	Med	-200	-200	-200	-200	-200
							initiatives to maximise income generation							
														<u> </u>
	TOTAL GENERAL	0	0	0	-	0	TOTAL GENERAL			-200	-200	-200		
	TOTAL PRESSURES - TRANSPORT	2,047	1,881	2,756	4,171	5,586	TOTAL SAVINGS - TRANSPORT			-923	-769	-1,644	-3,059	-4,474
	SUSTAINABLE DEVELOPMENT						SUSTAINABLE DEVELOPMENT							
	PLANNING IMPLEMENTATION GROUP						PLANNING IMPLEMENTATION GROUP							
	Share of savings target	0	0	0	14	28	Planning Application and monitoring income	IG	Low	-5	-10	-15	-22	-28
	West End Partnership Team	300	300	300	300	300	Partner contributions	IG	Med	-200	-200	-200	-200	-200
	Energy from Waste Applications	25	0	0	0	0								
	TOTAL PLANNING IMPLEMENTATION GROUP	325	300	300	314	328	TOTAL PLANNING IMPLEMENTATION GROUP			-205	-210	-215	-222	-228
	STRATEGIC POLICY & ECONOMIC						STRATEGIC POLICY & ECONOMIC							
	DEVELOPMENT						DEVELOPMENT							
	Share of savings target	0	0	0	12	24								
	Environment and Climate Change													
	Unfunded Climate Change Adaptations	40	40	40	40	40								
	Operational costs to support the measurement of NI's critical to the LAA and SCS plus delivery of SCS Environment and climate change priorities	40	40	40	40									
	Service to be provided by UKCIP/consultancy	20	0	0	0	0								
	Minerale 9 Weeks and Oracital Discussion													
	Minerals & Waste and Spatial Planning	40	40			50			<u> </u>					
	Unfunded Spatial Planning and Minerals and Waste pressure	48	49	50	50	50								
	Share of Oxford Inspires pressure.	40	40	40	40	40	Savings to be identified	0	Low	-40	-40	-40	-40	-40
	TOTAL STRATEGIC POLICY & ECONOMIC DEVELOPMENT	188	169	170	182	194	TOTAL STRATEGIC POLICY & ECONOMIC DEVELOPMENT			-40	-40	-40	-40	-40

	PRIORITIES & PRESSURI	ES (CUM	ULATIVE	Ξ)			EFFICIENCIES AN	D SA	VING	S (CUM	ULATIVE	:)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION		RISK	2009/10			2012/13	2013/14
Ľ.		£000	£000	£000	£000	£000		түре	R	£000	£000	£000	£000	£000
	WASTE MANAGEMENT						WASTE MANAGEMENT							
	Share of savings target	0	0	0	237	474								
	Governments re-definition of household waste £65 * 8kt - landfill	520	520	520	520	520								
	Governments re-definition of household waste £40 * 2kt - recycling credits	80	80		80	80	Procurement and OWP Financial arrangement savings	ES	High	-389	-796	-1,038	-1,254	-1,477
	Increased LATS costs based on re-definition 8kt @ £35 (increased cost of diversion)	280	280	280	280	280								
	Market increase cost of landfill	150	300	300	300	300								
	Costs of OWP financial arrangements (diversion credit) £20 per tonne	320	515	545	524	510								
							Reduced contribution to the Waste reserve	0	Low	-290	-290	-290	-290	-290
	Loss of Royalty income	30	50	50	50	50	Savings from forward LATS Trading	0	Med	-701	-659	-447	-447	-447
							Waste Management - reduced growth in waste disposed	ES	Med	-250	-250	-250	-250	-250
	TOTAL WASTE MANAGEMENT	1,380	1,745	1,775	1,991	2,214	TOTAL WASTE MANAGEMENT			-1,630	-1,995	-2,025	-2,241	-2,464
	COUNTRYSIDE						COUNTRYSIDE							
	Share of savings target	0	0	0	16	-								
	Funding shortfall for Ecologist Planner post	29	29		29	29								
	Revenue implications of offices relocation - running costs	20		20	20									
	Protected species surveys (Specialist Ecologist) bringing together several strands of E&E work under one specialist post	53	53	53	53	53	Recharge to Capital Programme	0	Low	-53	-53	-53	-53	-53
	Countryside Services - pressure from new lease	100	100	100	100	100								
	TOTAL COUNTRYSIDE	202	202	202	218	234	TOTAL COUNTRYSIDE			-53	-53	-53	-53	-53
	GENERAL						GENERAL							
	Unrealised savings from previous MTFP	150	192	404	404	404		1						
					45.5						_			
		150	192	404	404	404				0	0	0	0	0
	TOTAL PRESSURES - SUSTAINABLE DEVELOPMENT	2,245	2,608	2,851	3,109	3,374	TOTAL SAVINGS - SUSTAINABLE DEVELOPMENT			-1,928	-2,298	-2,333	-2,556	-2,785

	PRIORITIES & PRESSUR	ES (CUM	ULATIVE	E)			EFFICIENCIES AN	ID SA	VINC	S (CUM	ULATIVE	.)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION		-	2009/10	2010/11	, 2011/12	2012/13	2013/14
Ľ.		£000	£000	£000	£000	£000		түре	RISK	£000	£000	£000	£000	£000
	PROPERTY SERVICES						PROPERTY SERVICES							
	Share of savings target	0	0	0	119	238								
А	Repairs & Maintenance inflation	0	0		100	120								
В	Unrealised savings from previous MTFP	194	50	50	50	50								
	Project Lead resource on Capital project work (1fte)	35	70	70	70	70	Project Delivery fees charges to Capital Programme	IG	Low	-35	-70	-70	-70	-70
	Central Offices energy costs plus PS sites	87	62	62	62	62	Increase occupier energy efficiency	ES	Med	-22	-16	-16	-16	-16
	Loss of rent income vacant staff housing	70	70	0	0	0								
	Loss of rent income on disposals	162	162	162	162	162								
	The Charter	87	36	0	0	0								
	Rent increases net of properties leased out	196	208	225	225	225								
С	Prudential borrowing cost pressures for R&M	207	249	287	314	268	Reduction in Repairs & Maintenance	SR	Med	-207	-249	-287	-314	-268
	Dilapidation costs from lease termination (non- BOP)	45	45	45	45	45								
	County Procurement	0	0	1	1	1								
							Energy Performance Certificates saving	ES	Low	-10	-35	-35	-35	-35
							Review of Central Offices FM/Business Support	ES	Low	-25	-25	-25	-25	-25
							Reduced fees for consultant timecharge work	ES	Low	-20	-20	-20	-20	-20
	TOTAL PRESSURES - PROPERTY	1,083	952	977	1,148	1,241	TOTAL SAVINGS - PROPERTY			-319	-415	-453	-480	-434
	TOTAL DIRECTORATE PRESSURES	5,375	5,441	6,584	8,428	10,201	TOTAL DIRECTORATE SAVINGS			-3,170	-3,482	-4,430	-6,095	-7,693
								_						
							NET PRESSURES/SAVINGS			2,205	1,959	2,154	2,333	2,508
	YEAR ON YEAR VARIATION		66	1,143	1,844	1,773	YEAR ON YEAR VARIATION				-312	-948	-1,665	-1,598
	FTE Changes	4.0	4.0	4.0	4.0	4.0	FTE Changes	T						
		4.0	4.0	7.0	7.0	. .			I	ļ				

Type of saving

ES Efficiency savings (achieving the same outputs for less resource ot additional outputs for the same resource

Key: **IG** Income generation

SR Service reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
 O Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Directorate: Community Safety

LL.	PRIORITIES & PRESSURES		LAIIVE)				EFFICIENCIES AN	DSAV	INGS	(CUMUL	.ATIVE)			
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000				£000	£000	£000	£000	£000
CS1.1 CS1.2	FIRE & RESCUE SERVICE - DELIVERY						FIRE & RESCUE SERVICE - DELIVERY							
	Share of savings target	0	0	0	12									
	Increased cost of gas and electricity	56	33				Ask occupiers to reduce energy consumption	ES	Med	-14	-8	-8	-8	-8
	Implications of flooding review as a result of IRMP - Provision of 2 further dry suits per appliance to allow crews to have a safe system of work and renewals and contribution to whole life costing of essential flood response equipment (in first 2 years to be found from contribution got FRS operational equipment reserves).	0	35	13	13	13								
	1 staff member to undertake ongoing continuation training for flood response / safe systems of work	50	50	50	50	50	Flood Training underspend due to reduced costs by procuring alternative training facilities in 2008/9 allowing carry forward of this contribution	0	N/A	-40	0	0	0	0
	Implications of flooding review as a result of the Integrated Risk Management Plan - second boat and swift water rescue capability to cover south of the county and create a resilient service	0	25	0	0	0								
	Additional funding for increased staffing as a result of duty system change and enhanced facilities required at Bicester due to increased risk (population, business and commerce and progressively worsening congestion issues) based on 7 staff to create 1 pump Mon- Fri. Effect will be to reduce attendance times and increase ability to undertake proactive Community Fire Safety activities in the Bicester area	0	0	0	0	305	Business Manager Position - salary differential	ES	Low	-15	-15	-15	-15	-15
							between a uniformed officer and a non-uniformed officer							
	TOTAL FIRE & RESCUE SERVICE - DELIVERY	106	143	96	108	425	TOTAL FIRE & RESCUE SERVICE - DELIVERY			-69	-23	-23	-23	-23

	PRIORITIES & PRESSURES	G (CUMU	LATIVE)				EFFICIENCIES AND) SAVI	NGS	(CUMUL	ATIVE)			
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK		2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000				£000	£000	£000	£000	£000
001.0.5														
CS1.3-5	FIRE & RESCUE SERVICE - SUPPORT				50	110	FIRE & RESCUE SERVICE - SUPPORT	0.0					50	110
	Share of savings target	0	0	-	59		Savings to be identified		Med	0	-	0	-59	-118
	Regional Control Centre. Increased requirements (and therefore costs) for data management required in FRS. No longer able to absorb this cost due to movement in the business case from predicted 30% saving. Based on workload equivalent of 2 FTE and data system / interfacing costs	0	0		100		Movement to regional approach for selected Control and mobilising support functions. Effect is to reduce opportunities for current staff redeployment and to require complete alignment with regional procedures which may require changes to the OFRS IRMP	ES	High	0	0	-50	-100	-100
CS1.4	The price of diesel has increased by up to 40% in the last year, increasing 08/09 fleet costs by £60K. Whilst the current costs have reduced slightly, the current price creates an exceptional pressure and may increase further in the current and future years. Pressure based on current year average costs +10%. This pressure is net of a 10% reduction in non emergency mileage for non red fleet. Fleet management - continued inflation above RPI. This has been absorbed over several years by constant innovation and cost savings but cannot be sustained indefinitely. Costs are associated with appliance and core equipment ongoing maintenance	80	80		80									
	 e.g. increased costs of tyres, oils and specialist parts for red fleet Fleet and front line emergency equipment provision - 	0	90	90	90	90								
	extension of whole life costing for required range of equipment (e.g. Positive Pressure Ventilation). This has been absorbed over several years by constant innovation and cost savings but cannot be sustained indefinitely. Costs are based on 3.5 appliances per year		90	50	50	90								
CS1.4	Increased recharge from County Procurement	3	4	6	6	6	Increased values of some white fleet vehicle disposals (not appliances due to extended life)	IG	Low	-3	-3	-3	-3	-3
	TOTAL FIRE & RESCUE SERVICE - SUPPORT	98	189	291	350	409	TOTAL FIRE & RESCUE SERVICE - SUPPORT			-3	-3	-53	-162	-221
	TOTAL FIRE AND RESCUE SERVICE	204	332	387	458	834	TOTAL FIRE AND RESCUE SERVICE			-72	-26	-76	-185	-244
							Difference between FRS pressure and efficiency			132		311	273	
	FRS FTE Changes	1	1	1	1	1	FRS FTE Changes		<u> </u>	-2				

Annex	3
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	PRIORITIES & PRESSURES			-	-	
KET	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
S2	EMERGENCY PLANNING					
0.52	Share of savings target	0	0	0	4	
		0	0	0	4	
CS3	SAFER & STRONGER COMMUNITIES					
	Share of savings target	0	0	0	3 3	
	TOTAL SAFER & STRONGER COMMUNITIES	U	0	0	3	
CS4	GYPSY & TRAVELLER SITES					
	Share of savings target	0	0	0	1	:
	TOTAL GYPSY & TRAVELLER SITES	0	0	0	1	:
CS5	TRADING STANDARDS					
CS5	Share of savings target	0	0	0	27	54
CS5	Police Officer seconded to the Doorstep Crime Unit -	46	46	46	46	40
	no funding after 2008/09 (1 fte)	4	4	2	2	
	Increased recharge from County Procurement	1	1	3	3	:
	TOTAL TRADING STANDARDS	47	47	49	76	103
	CORONER'S SERVICE (Corporate Core)					
:C2.3	Transfer of coroner's officers from TVP - budgetary responsibility is expected to transfer in stages from 2011/12 to 2014/15. £200K has been included in the MTFP from 2009/10. This may not be sufficient when OCC takes on full financial responsibility in 2014/15.					
C2.3	Increased mortuary costs. The Council has a 30 year contract with the JR Hospital Trust for mortuary provision (storage of bodies). The contract sum can be increased if the Trust can demonstrate to the Council that the mortuary's direct or indirect costs have increased and that these increases are fair and reasonable.	0	33	33	33	3:
	TOTAL CORONER'S SERVICE	0	33	33	33	33
	TOTAL DIRECTORATE PRESSURES	251	412	469	575	98
	YEAR ON YEAR VARIATION		161	57	106	41

EFFICIENCIES AND	SAV	INGS	(CUMUL	ATIVE)			
DESCRIPTION	түре	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
EMERGENCY PLANNING							
Renegotiation of external contracts	ES	Low	0	0	0	-4	-8
TOTAL EMERGENCY PLANNING			0	0	0	-4	-8
SAFER & STRONGER COMMUNITIES							
Savings to be identified	SR	Med	0	0	0	-3	-6
TOTAL SAFER & STRONGER COMMUNITIES			0	0	0	-3	-6
GYPSY & TRAVELLER SITES							
Savings to be identified	SR	Low	0	0	0	-1	-2
TOTAL GYPSY & TRAVELLER SITES			0	0	0	-1	-2
TRADING STANDARDS							
Savings to be identified	SR	Med	0	0	0	-27	-54
This post can only be funded in future years by a service cut elsewhere within Trading Standards	SR	High					
Reduce supplies and services budget	SR	Low	-1	-1	-3	-3	-3
TOTAL TRADING STANDARDS			-1	-1	-3	-30	-57
From 2009/10 the MTFP includes £200k for the transfer of coroner's officers from TVP. TVP proposing to phase-in transfer of budgetary responsibility, 100% in 2009/10 and 2010/11, 75% in 2011/12, 50% in 2012/13, 25% in 2013/14 and 0% in 2014/15.	0	Low	-176	-167	-117	-67	-17
Use the additional funding allocated in the MTFP for the transfer of the coroners officers from TVP. There may be a pressure from 2013/14 when the funding becomes fully utilised for the management of the coroner's officers.	0	Low	-24	-33	-33	-33	-33
TOTAL CORONER'S SERVICE			-200	-200	-150	-100	-50
TOTAL DIRECTORATE SAVINGS			-273	-227	-229	-323	-367
NET PRESSURES/SAVINGS			-22	185	240	252	619
YEAR ON YEAR VARIATION				46	-2	-94	-44
FTE Changes			-2	-2	-2	-2	-2
		1		_	_	_	-

PRIORITIES & PRESSU						EFFICIENCIES, SAVINGS & REPRIORITISATIONS									
DESCRIPTION		20010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK		20010/11	2011/12	2012/13	2013/1		
Cross Service	£000	£000	£000	£000	£000	Cross Service	-		£000	£000	£000	£000	£000		
Efficiency Savings Target	0	0	0	117	233	Continuing programme of continuous improvement	ES/IG	Med	0	0	0	-117	-23		
	0		-			and business development			_		•				
Increased recharge from County Procurement	3	4	6	6	6	Reduce supplies & services budgets	ES	Low	-3		-6				
						Slippage on delivery of savings to be carried forward and met by extended pay back	N/A	Low	-329	0	0	0			
Health and Safety Post for schools	41	41	41	41	41										
TOTAL CROSS SERVICE	44	45	47	164	280	TOTAL CROSS SERVICE			-332	-4	-6	-123	-23		
HR						HR									
Learning & Development - around 25% of the business case savings target will remain in 2009/10.	225	225	225	225	225	Development and implementation of e-learning and e-booking solutions.	ES	Med	-112	-225	-225	-225	-22		
HR services - savings target of 4 fte's will remain in 2009/10	133	133	133	133	133	Review of processes and systems in Pay & Employment Information.	ES	Med	0	-133	-133	-133	-13		
TOTAL HR	358	358	358	358	358	TOTAL HR			-112	-358	-358	-358	-35		
Financial Services						Financial Services									
Delivery of the balance of the business case savings for Income	126	126	126	126	126	Business process re-engineering and re-structuring of a joint team with the Department of Work & Pensions.	ES	Med	0	-63	-63	-63	-6		
						Funding of posts from increased income collection on behalf of S&CS.	IG	Med	-63	-63	-63	-63	-6		
Delivery of the balance of the business case savings for Accounts Payable	30	30	30	30	30	Business process re-engineering and automation of invoice processing	ES	Med	-10	-30	-30	-30	-3		
Loss of income earning opportunities for payslip advertising	10	10	10	10	10	It should be possible to manage this pressure by increasing the AP savings target by £10K (see above).	ES	Med	-10	-10	-10	-10	-1		
TOTAL FINANCIAL SERVICES	166	166	166	166	166	TOTAL FINANCIAL SERVICES			-83	-166	-166	-166	-16		
Financial & Management Accounting						Financial & Management Accounting									
Budgets transferred from S&CS were net of a vacancy factor of £119K	119	119	119	119	119	Allocate vacancy factor across Shared Services.	ES	Low	-119	-119	-119	-119	-11		
LiNK not delivering system improvements to support the Business Case assumption that 3fte staff currently undertaking system reconciliations and upload work can be removed from the establishment.	67	100	100	100	100	Virement of LiNK budget from ICT (£94K) with the balance from increased income collection in S&CS.	N/A	Med	-67	-100	-100	-100	-10		
Delay in delivering SAP for Schools resulting in a delay in reducing staffing by 2fte to meet Business Case target	60	60	0	0	0	Further funding will be required from the SAP for Schools project in 2009/10 and 2010/11.	N/A	Low	-60	-60	0	0)		
TOTAL FINANCIAL & MANAGEMENT ACCOUNTING	246	279	219	219	219	TOTAL FINANCIAL & MANAGEMENT ACCOUNTING			-246	-279	-219	-219	-21		
TOTAL PRESSURES	814	848	790	907	1.023	TOTAL SAVINGS			-773	-807	-749	-866	-98		

Directorate : Corporate Core

PRIORITIES & PRESS						EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14	DESCRIPTION	ш	~	2009/10	20010/11	2011/12	2012/13	2013/14		
	£000	£000	£000	£000	£000		ТҮРЕ	RISK	£000	£000	£000	£000	£000		
STRATEGY						STRATEGY									
Legal & Democratic Services						Legal & Democratic Services									
Efficiency Savings Target - Legal Services	0	0	0	26	52	Increased Section 106 income	IG	Low	0	0	0	-16			
						Reduced use of counsel and rely more on existing staff to cover hearings	ES	Low	0	0	0	-10	-20		
Increased recharge from County Procurement	1	2	2	2	2	Reduce supplies & services budgets	SR	Low	-1	-2	-2	-2	-2		
Efficiency Savings Target - Democratic Services	0	0	0	15	30	Re-structure Democratic Services	ES	Med	-80	-110	-110	-98	-113		
Pay pressure within Democratic Services	80	110	110	83	83										
Total Legal & Democratic Services	81	112	112	126	167	Total Legal & Democratic Services			-81	-112	-112	-126	-167		
Members' Services						Members' Services									
Efficiency Savings Target	25	40	66	69	72	This budget for Members covers IT hardware, training, conference attendance, subsistence, mileage, etc. Any reduction in this budget will curtail opportunities for Members to attend training events and conferences. It will not be possible to fund all major IT hardware upgrades/replacement and Member training, induction and development after the quadrennial elections.	ES / SR	High	-25	-40	-66	-69	-72		
Total Members' Services	25	40	66	69	72	Total Members' Services			-25	-40	-66	-69	-72		
Partnerships Working Unit						Partnerships Working Unit									
Efficiency Savings Target	12	19	31	45	59	2009-2010 will be managed within existing resources. A further review of unit structure will be carried out to meet medium and longer-term targets.	ES	Low	-12	-19	-31	-45	-59		
Appointment of LAA manager (1fte)	60	60	60	to be rev	iewed	New LAA manager post to be funded by the Oxfordshire Partnership	0	Med	-60	-60	-60	to be revi	iewed		
Total Partnerships Working Unit	72	79	91	45	59	Total Partnerships Working Unit			-72	-79	-91	-45	-59		

PRIORITIES & PRESS						EFFICIENC
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14	DESCRIPTION
	£000	£000	£000	£000	£000	
Policy Unit						Policy Unit
Efficiency Savings Target	14	14	14	27	40	These pressures can be managed by the
Pay pressures	29	29	29	29	29	a planned underspend in 2008/09 and by managing a vacancy target.
Total Policy Unit	43	43	43	56	69	Total Policy Unit
TOTAL STRATEGY	221	274	312	296	367	TOTAL STRATEGY
CHANGE						CHANGE
Communications & Marketing						Communications & Marketing
Efficiency Savings Target	10	16	26	38	50	Savings arising from the communications marketing review.
Total Communications & Marketing	10	16	26	38	50	Total Communications & Marketing
Strategic HR & OD						Strategic HR & OD
Efficiency Savings Target	3	4	7	34	61	Restructuring of the service
Provision of a Job Finder Service - Shared Services funding ends in 2008/09 and the contribution from the Change Fund ends in 2009/10. The Job Finder Service has demonstrated that it has enabled directorates to avoid redundancy costs. It is proposed that this is treated as a corporate pressure.	32	77	77	77	77	
Total Strategic HR & OD	35	81	84	111	138	Total Strategic HR & OD
Customer First						Customer First
Efficiency Savings Target	0	0	0	10	20	Reduce supplies and services budgets.
Total Customer First	0	0	0	10	20	Total Customer First
Change						Change
Efficiency Savings Target	4	7	12	16	20	Reduce working hours.
Total Change	4	7	12	16	20	Total Change
TOTAL CHANGE	49	104	122	175		TOTAL CHANGE

EFFICIENCIES AN	ND SA	VING	S (CUMU	LATIVE)			
CRIPTION			2009/10	20010/11	2011/12	2012/13	2013/14
	ТҮРЕ	RISK					
	ŕ	R	£000	£000	£000	£000	£000
			2000	2000	2000	2000	2000
cy Unit							
se pressures can be managed by the use of	ES	Low	-43	-43	-43	-56	-69
anned underspend in 2008/09 and by							
aging a vacancy target.							
al Policy Unit			-43	-43	-43	-56	-69
AL STRATEGY			-221	-274	-312	-296	-367
ANGE							
nmunications & Marketing							
ings arising from the communications and	ES	Med	-10	-16	-26	-38	-50
keting review.							
al Communications & Marketing			-10	-16	-26	-38	-50
tegic HR & OD							
	ES / SR	Med	-3	-4	-7	-34	-61
5							
					7	24	64
al Strategic HR & OD			-3	-4	-7	-34	-61
towar First							
tomer First	0.5					- 10	
uce supplies and services budgets.	SR	Med	0	0	0	-10	-20
al Customer First			0	0	0	-10	-20
			U	0	U	-10	-20
inge							
	ES	Low	-4	-7	-12	-16	-20
uce working hours.	EO	Low	-4	-7	-12	-10	-20
al Change			-4	-7	-12	-16	-20
a onange			•	-			-

Annex 3

PRIORITIES & PRESS	URES (CUMULA	TIVE)			EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK	2009/10	20010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000		-	Ľ	£000	£000	£000	£000	£000
FINANCE & PROCUREMENT / ICT													
Finance & Procurement						Finance & Procurement							
Efficiency Savings Target	0	0	0	42	84	Berkshire pensions - reduced charges as the number of pensioners reduces	ES	Low	-8	-8	-8	-50	-50
Increased recharge from County Procurement	1	1	1	1	1	Reduction in early retirement charges	ES	Low	-8	-8	-8	-8	-16
Internal Audit - anti fraud work	15	15	15	15	15	Savings to be identified	ES / SR	Med	0	0	0	0	-34
Total Finance & Procurement	16	16	16	58	100	Total Finance & Procurement			-16	-16	-16	-58	-100
Corporate Core Management & Administration						Corporate Core Management & Administration							
Efficiency Savings Target - Subscriptions	0	0	0	2	4	Review the subscriptions budget	ES	Low	0	0	0	-2	-4
Efficiency Savings Target	19	30	50	68	86	Management of vacancies / Re-structure the service	ES	Med	-19	-30	-50	-68	-86
						Increase vacancy factors for Corporate Core	ES	Med	-45	-45	-45	-45	-45
Total Corporate Core Management & Administration	19	30	50	68	86	Total Corporate Core Management & Administration			-64	-75	-95	-115	-135
ІСТ						ІСТ							
Efficiency Savings Target - net of savings from the re-negotiated Serco contract	0	157	566	1,042	1,415	New SAP support contract will commence in October 2012 - some savings are likely but are not quantifiable. The remaining savings will be achieved by cost reduction measures to be identified.	ES / SR	Med	0	-157	-566	-1,042	-1,415
Increased recharge from County Procurement	7	11	15	15	15	Reduce supplies and services budget	SR	Low	-7	-11	-15	-15	-15
Data centre - increased energy requirement as a result of the consolidation of servers into the central server room plus inflation.	32	15	15	15	15	Energy conservation measures	ES	Med	-8	-4	-4	-4	-4

Annex 3

PRIORITIES & PRESS	URES (CUMULA	TIVE)			EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14	DESCRIPTION	түре	RISK	2009/10	20010/11	2011/12	2012/13	2013/14			
	£000	£000	£000	£000	£000		F	R	£000	£000	£000	£000	£000			
Estimated increased OCN costs after the existing contract ends in February 2009. BT rental costs are also likely to increase.	125	125	125	125	125	This series of pressures totalling £583K in 2009/10 and including 8 fte's can be managed in part by cost reduction measures including staff		Med	-125	-125	-125	-125	-125			
Software licences - increases above allowed inflation for contracts	76	76	76	76	76	reviews, software distribution, software re- licensing, server consolidation and desktop		Med	-76	-76	-76	-76	-76			
Additional programme office resources (1	41			41	41	virtualisation. There would also be a		Med	-41		-41	-41	-41			
Additional resources for systems engineering (3 FTE). New systems are being introduced including new SAP technologies and Disaster Recovery.	156	156	156	156	156	requirement for directorates to transfer permanent budget to ICT to provide additional resources for systems engineering and applications support etc. This has not yet been	ES / SR	Med	-156	-156	-156	-156	-156			
Additional resources for applications support (3 FTE) - skills shortages exist in the areas of database maintenance, reporting and incident resolution.	144	144	144	144	144	agreed with directorates and the additional resources will only be procured if there is agreement to transfer budgets or if alternative savings can be found in ICT.		Med	-144	-144	-144	-144	-144			
Compliance support - additional support in ICT for benchmarking and internal performance reporting (1FTE)	41	41	41	41	41			Med	-41	-41	-41	-41	-41			
						ICT - reduce maintenance costs	ES	Med	-40	-40	-40	-40	-40			
Total ICT	622	766	1,179	1,655	2,028	Total ICT			-638	-795	-1,208	-1,684	-2,057			
TOTAL FINANCE & PROCUREMENT / ICT	657	812	1,245	1,781	2,214	TOTAL FINANCE & PROCUREMENT / ICT			-718	-886	-1,319	-1,857	-2,292			
TOTAL DIRECTORATE PRESSURES	927	1,190	1,679	2,252	2,809	TOTAL DIRECTORATE SAVINGS			-956	-1,187	-1,676	-2,251	-2,810			
						NET PRESSURES/SAVINGS			-29	3	3	1	-1			
YEAR ON YEAR VARIATION		263	489	573	557	YEAR ON YEAR VARIATION				-231	-489	-575	-559			
FTE Changes	10.0	10.0	10.0	10.0	10.0											

Type of saving ES Efficiency savings (achieving the same outputs for less resource to additional outputs for the same resource

IG Income generation

SR Service reduction (providing a lower level of service and/or a lower level of quality for the same/less money)

O Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)