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

		2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Corporate and	Pressures	59	62	7,162	7,162	7,162
Cross Directorate	Savings	0	0	0	0	0
	Net Pressures	59	62	7,162	7,162	7,162
Children, Young	Pressures	2,246	2,595	3,583	4,632	5,679
People & Families	Savings	-1,352	-1,565	-2,361	-3,410	-4,457
	Net Pressures	894	1,030	1,222	1,222	1,222
Social &	Pressures	8,515	10,537	12,702	15,267	17,886
Community Services	Demography	-103	2,180	6,752	11,641	14,398
	Savings	-8,052	-10,019	-12,184	-13,378	-14,801
	Net Pressures	360	2,698	7,270	13,530	17,483
Environment &	Pressures	5,415	5,881	7,024	8,868	10,641
Economy	Savings	-3,920	-4,682	-5,580	-7,245	-8,843
	Net Pressures	1,495	1,199	1,444	1,623	1,798
Community Safety	Pressures	251	412	469	575	986
	Savings	-347	-301	-303	-397	-441
	Net Pressures	-96	111	166	178	545
Shared Services	Pressures	773	807	749	866	982
	Savings	-773	-807	-749	-866	-982
	Net Pressures	0	0	0	0	0
Corporate Core	Pressures	1,004	1,267	1,756	2,329	2,886
	Savings	-1,521	-1,752	-2,241	-2,816	-3,375
	Net Pressures	-517	-485	-485	-487	-489
TOTAL	Ongoing Pressures	18,160	23,741	40,197	51,340	60,620
	Savings	-15,965	-19,126	-23,418	-28,112	-32,899
	Net Pressures	2,195	4,615	16,779	23,228	27,721
Year on Year		2,195	2,420	12,164	6,449	4,493
i cai Oli i cai		2,133	2,720	12,104	U, T +3	+,+33

<u>Directorate : Corporate and Cross Directorate Pressures</u>

PRIORITIES & PRESSURES (CUMULATIVE)											
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14						
	£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 Employer's National Insurance			700	700	700						
Pensions revaluation			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						

EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION			2009/10	2010/11	2011/12	2012/13	2013/14			
	TYPE	RISK	£000	£000	£000	£000	£000			
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			
	<u> </u>	1	1		,					
FTE Changes			0.0	0.0	0.0	0.0	0.0			

YEAR ON YEAR VARIATION		3	7,100	0	0
ETTE OI					
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

IG Income generation

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

<u>Directorate: Children, Young People & Families</u>

PRIORITIES & PRESS	URES (C	UMULAT	IVE)		
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
CYP&F Unallocated (linked to restructure)					
Additional Efficiency Savings	0	0	0	1,049	2,096
Shared Services residual pressures (pressures following the transfer of Finance and HR functions)	184	184	184	184	184
Share of Oxford Inspires pressure.	10	10	10	10	10
TOTAL DIRECTORATE UNALLOCATED	194	194	194	1,243	2,290
Commissioning Strategy and Locality Development					
New Efficiency savings target (above those agreed in MTFP)	16	32	109	109	109
Unachievable efficiency savings relating to income generation for schools included in current MTFP	140	170	170	170	170
Directorate Legal costs	50	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 & LOCALITY DEVELOPMENT	366	412	489	489	489

EFFICIENCIES AN	ID SA	VINC	SS (CUM	ULATIVE	<u>:</u>)		
DESCRIPTION	Н	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	TYPE	ä	£000	£000	£000	£000	£000
CYP&F Unallocated (linked to restructure)							
The Directorate will address the pressures following the restructure. At this stage it is not possible to allocate to individual service areas	ES		0	0	0	-1,049	-2,096
Detailed review of Support Services linked to Directorate Restructure (includes the £120k previously identified through RAS Service)	ES	M	-304	-304	-304	-304	-304
Consequential savings from past restructuring	ES		-10	-10	-10	-10	-10
TOTAL DIRECTORATE UNALLOCATED			-314	-314	-314	-1,363	-2,410
Commissioning Strategy and Locality Development							
Full review of Support Services linked to Directorate Restructure	ES	М	-156	-202	-279	-279	-279
Reduction In Joint use budget based on Historic Outturn analysis	ES	М	-50	-50	-50	-50	-50
TOTAL COMMISSIONING STRATEGY & LOCALITY DEVELOPMENT			-206	-252	-329	-329	-329

DESCRIPTION Raising Achievement Service	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Raising Achievement Service		£000	0003	£000	£000
Raising Achievement Service	120				
Raising Achievement Service	120				
	120				
Unachievable Shared Services additional directorate savings		120	120	120	120
Energy Pressures from Outdoor Education	36	24	24	24	24
TOTAL RAISING ACHIEVEMENT SERVICE	156	144	144	144	144
Children and Families					
Underachievement in full of efficiency savings in current MTFP to be achieved through improved commissioning and contracting arrangements ar external care	85 d	310	693	693	693
New costs following legal changes, increasing nos. children supported by LA cared for outside CLA system: Residence; Adoption; Special Guardianship. Real Cost Allowances £24k, Adoption Allowances £36k, Special Guardianship	200	200	200	200	200
An additional post to provide adoption support	50	50	50	50	50
Additional post (1fte) for Health and Safety Inspections external care and education placement	50	50	50	50	50
ncrease the establishment of Social Workers	350	350	350	350	350
Enhanced training programmes for social worker and managers	s 150	150	150	150	150
Energy Costs - Children's Homes and Children's Centres	13	8	8	8	8
TOTAL CHILDREN & FAMILIES	898	1,118	1,501	1,501	1,501

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	Н	RISK	2009/10	2010/11	2011/12	2012/13	2013/14		
	TYPE	2	£000	£000	£000	£000	£000		
Raising Achievement Service									
(Savings delivered through Directorate Restructure and Support Services review)									
Increase the level of occupancy levels to utilise existing resources	IG	М	-9	-6	-6	-6	-6		
Outdoor Education - maximising revenue, increasing occupancy and making efficiency savings.	ES	Med	-175	-175	-175	-175	-175		
TOTAL RAISING ACHIEVEMENT SERVICE			-184	-181	-181	-181	-181		
Children and Families									
Continued development of improved commissioning and pooled budget arrangements. The development of early intervention strategies	ES	Н	-85	-155	-346	-346	-346		
Detailed review of Early Years funding streams to switch resources to the preventative agenda	CR	Н	-250	-250	-250	-250	-250		
Non recruitment to post. Major impact to the Authority in terms of Health and Safety Responsibilities	ES	Н	-50	-50	-50	-50	-50		
Manage increased costs with unit.	ES	Н	-3	-2	-2	-2	-2		
inianage moreaseu costs with unit.	E3		-3	-2	-2	-2	-2		
TOTAL CHILDREN & FAMILIES			-388	-457	-648	-648	-648		

PRIORITIES & PRESSURES (CUMULATIVE)										
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14	DESCRIP				
	£000	£000	£000	£000	£000					
Young People and Access to Education						Young P				
Efficiency savings target	112	215	743	743	743	Additiona Directora investme				
						Efficiency transport				
Energy Costs - Youth Centres, Youth Offending Service and SEN establishments	29	21	21	21	21	Manage i				
Diversion Scheme: To support the full cost pf the service currently funded through PSA reward grant	141	141	141	141	141	Divert Su use PSA To be rev				
Extension of Opening times for some Youth Centres.	350	350	350	350	350					
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION	632	727	1,255	1,255	1,255	TOTAL Y				
TOTAL DIRECTORATE PRESSURES	2,246	2,595	3,583	4,632	5,679	TOTAL D				

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	_	RISK	2009/10	2010/11	2011/12	2012/13	2013/14		
	TYPE	RIS	£000	£000	£000	£000	£000		
Young People and Access to Education									
Additional Savings generated from pooling of Directorate Agency placements through investment of early intervention strategies	ES	М	-112	-215	-220	-220	-220		
Efficiency savings through retendering of transport routes	ES	Н	0	0	-523	-523	-523		
Manage increased costs with unit.	ES	Н	-7	-5	-5	-5	-5		
Divert Success project funding in 2009/10 and use PSA reward grant in 2010/11 and 2011/12. To be reviewed post 2011/12	ES	Н	-141	-141	-141	-141	-141		
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION			-260	-361	-889	-889	-889		
TOTAL DIRECTORATE SAVINGS			-1,352	-1,565	-2,361	-3,410	-4,457		
TOTAL DIRECTORATE DAVINGS			1,002	1,000	2,001	0,410	4,401		
NET PRESSURES/SAVINGS			894	1,030	1,222	1,222	1,222		
YEAR ON YEAR VARIATION				-213	-796	-1,049	-1,047		
FTE Changes			0.0	0.0	0.0	0.0	0.0		

FTE: Increases in head count will be matched by equivalent reductions refocusing overall staffing levels on client facing roles and key professional support staff.

988

0.0

1,049

0.0

1,047

0.0

349

0.0

0.0

Type of saving

FTE Changes

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

YEAR ON YEAR VARIATION

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

IG Income generation

Directorate : Social & Community Services

	PRIORITIES & PRESSURE	S (CUMI	JLATIVE)		
품	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
L.		£000	£000	£000	£000	£000
	COMMUNITY SERVICES					
CS1	Dro voto chara of cornerate actions torget				100	267
- 651	Pro rata share of corporate savings target				183	367
	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			
CS3	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
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			
	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
	Parietretian Camina					
CS6	Registration Service Income from General Registrars Office ceasing.	22	22	22	22	22
CS7	Cultural & Community Developments 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			
CS8						
	TOTAL COMMUNITY SERVICES	167	197	122	305	489

EFFICIENCIES AN	ID S	AVING	S (CUML	JLATIVE))		
DESCRIPTION	TYPE	SK	2009/10	2010/11	2011/12	2012/13	2013/14
	≱	쭚	£000	£000	£000	£000	£000
COMMUNITY SERVICES							
Library Service							
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			
Self service at Central Library. Savings will be	ES	Med	-21	-21	-21	-21	-85
found from elsewhere within the service for years 2009/10 and 2010/11 until they can be achieved through the Westgate project.	LS	ivied	-21	-21	-21	-21	-63
To be funded from a contribution from the Adult Social Care budget - Transforming Social Care.	0	Low	-10	-40			
Heritage Services	-						
To be funded from Social Care for Adults.	0						
Designation Complex							
Registration Service	IG	High	-22	-22	-22	-22	-22
Increase income target.	iG	nigii	-22	-22	-22	-22	-22
Cultural & Community Developments	<u> </u>	ļ. —					
To be funded from the Transforming Social Care grant. Thereafter, from savings in adult social care subject to evaluation.	0	Low	-59	-59			
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
	ļ		202	202	45-	242	F0 :
TOTAL COMMUNITY SERVICES			-202	-232	-157	-340	-524

	PRIORITIES & PRESSURE	ES (CUMI	JLATIVE			
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
œ		£000	£000	£000	£000	£000
	SOCIAL CARE FOR ADULTS					
	All Client Groups					
ACG1	Pro rata share of corporate savings target				166	333
7.00.	i to take charo of octporate carmigo larget					
ACG2	Share of savings not identified in 2008/09 to meet	87	154	259	259	259
	targets and balance pressures (inflated by 2% to					
	2009/10 prices).					
	2006/10 pilodo).					
	Occupational Therapy & Equipment					
ACG3		30	40	50	60	70
ACGS	equipment and adaptations (approx 5 children per	30	40	30	00	70
	year, subject to further data collection).					
	l subject to further data collection).					
1001	Increasing levels of dependency of clients requires	20	30	30	40	50
ACG4		20	30	30	40	50
	more expensive specialist equipment.					
ACG5	Increases in the number of possile possiles	160	160	160	160	160
ACG5	1	160	160	160	160	160
	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.					
ACG6	Staffing pressures in Occupational Therapy need	200	175	175	150	150
	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.					
ACG7						
ACG8						

EFFICIENCIES AN			S (CUMU	JLATIVE)			
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
		≅	£000	£000	£000	£000	£000
SOCIAL CARE FOR ADULTS							
All Client Groups							
Occupational Therapy & Equipment							
Better process for ordering.		l					
3							
Limit provision of expensive equipment except	ES	Med	-100	-100	-100	-100	-100
where it is strictly necessary and in accordance							
with revised prescribing protocols.							
Savings to be achieved through business process	ES	Med	-30	-30	-30	-30	-30
reengineering (BPR) work, reducing the time spent							
recording.							
The adoption of the national "Retail Model" of	ES	High	-105	-300	-400	-500	-600
equipment provision will give service users more							
choice and control, and achieve significant savings							
in administration and delivery costs.							
,							
		<u> </u>					

	PRIORITIES & PRESSURE	S (CUMI	JLATIVE')		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
2		£000	£000	£000	£000	£000
	Adult Placement Service					
ACG9	Home Share project. Support of project following cessation of Department of Health funding.	45				
	Miscellaneous					
ACG10	Matched funding with partners for a Safeguarding Adults Training Co-ordinator to ensure compliance with Department of Health recommendation on coordinated training across agencies.	20	20	20	20	20
ACG11	Independent Safeguarding Authority - Cost of implementing new registration requirements for all people working with vulnerable adults	17	43	44	45	46
ACG12						
	ALL CLIENT GROUPS PRESSURES	579	622	738	900	1,088
	Older People					
OP1	Pro rata share of corporate savings target				1,064	2,129
OP2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	1,065	1,694	2,916	2,916	2,916
	Older People Pooled Budget					
	Residential & Nursing Beds					
OP3	<u> </u>					
OP4						
OP5						

EFFICIENCIES AN	D S	AVING	S (CUMI	JLATIVE)			
DESCRIPTION	H	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	TYPE	₩	£000	£000	£000	£000	£000
Adult Placement Service							
In 2009/10 the project will be funded from	0	Low	-45				
Transforming Social Care. If the project is							
successful, it will continue and will fund itself from							
savings in future years.							
Miscellaneous							
Further Reduction in the contract uplift to Adult	ES	High	-75	-75	-75	-75	-75
Social Care contracts.							
Savings still to be identified to meet pressures.		High	-299	-192	-208	-270	-358
ALL CLIENT GROUPS SAVINGS			-654	-697	-813	-975	-1,163
Older People							
Olle Berte Brita I Brita	<u> </u>						
Older People Pooled Budget	 	ļ					
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.	F.	NA		100	150	000	050
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.	F.	1.15 - 1	000	202	202	4.000	4.500
Reduced need for residential care due to	ES	High	-300	-600	-900	-1,200	-1,500
investment in prevention strategies.	1						
This saving is reduced using one-off funding of							
£200k in 2009/10 and £100k in 2010/11 (shown in Annex 2a)							
III AIIIIEX 2d)							

	PRIORITIES & PRESSURE	S (CUMI	JLATIVE)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
œ		£000	£000	£000	£000	£000
OP6	Project costs relating to DTOC project. OCC to	100	100			
OP7	fund a third of the cost.					
OP7	Increase residential/nursing care placements by	260	390	390	260	130
	0.5 per week in 2009/10 only (in order to reduce	200	390	390	200	130
	delayed discharges from hospital and waiting					
	times for clients at home).					
	A further £65k in 2009/10 and £130k in 2010/11					
	is funded from one-off funding (shown in					
	Annex 2a)					
	Respite Beds	007	007	007	007	007
	Remove saving in current MTFP agreed in 2007/08 - "Reduce cost of empty beds in Order of	207	207	207	207	207
	St John respite beds (buy 7 fewer respite beds)" -					
	while ensuring efficient usage of respite beds.					
	Thinks should go should assage of respite sous.					
	Home Support					
OP8						
OP9						
OP10						
OP10						
	Remove remainder of saving in current MTFP	157	157	157	157	157
	agreed in 2007/08 - "Reduction in low level Home					
	Support Services, based on 130 clients being re-					
	directed over the course of 2007/08 to alternative					
	services". (full-year effect removed in 2008/09).					
	Additional low level Home Support. To offer	309	309	309	309	309
	support to an additional 110 people (3 hours per	503	503	509	509	503
	week, costing £18 per hour). This pressure					
	replaces a pressure in the current MTFP relating to					
	volunteer provision.					
		1				

EFFICIENCIES AN	D S	AVING	S (CUML	JLATIVE)			
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	₹	8	£000	£000	£000	£000	£000
To be funded from Transforming Social Care Grant	0	Low	-100	-100			
Allow 2% on various contracts for 2009/10.	ES	Med	-370	-370	-370	-370	-370
Home Support							
Review the use of External Home Support in the	ES	Med	-75	-150	-150	-150	-150
light of self directed support.							
Review large packages of home support and	ES	Med	-150	-150	-150	-150	-150
actively enable some people to become more							
independent with a reduced need for care.							
Only allow 2% on External Home Support	ES	Med	-110	-110	-110	-110	-110
contracts for 2009/10.							
Remove remainder of pressure in current MTFP			-52	-52	-52	-52	-52
agreed in 2007/08 - "To achieve reduction in low							
level Home Support Services, increase provision of							
voluntary sector services to replace home support							
for low-level needs". (full-year effect removed in 2008/09).							
*							
Remove pressure in current MTFP agreed in			-90	-90	-90	-90	-90
2007/08 - "Additional low level home support							
(volunteer sector). To offer support to an additional 110 people (3 hours per week, costing 5							
per hour)". This pressure is replaced by a							
pressure in external home support.							
prossure in external nome support.							

	PRIORITIES & PRESSURE	S (CUMI	JLATIVE)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
Œ		£000	£000	£000	£000	£000
	Internal Day Services					
OP11						
OP12						
0010						
OP13						
	Integrated Care Services					
	Running costs for 4 new bases for locality teams at	50	50	50	50	50
	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.					
OP15	Extended Clinical Cover. To provide weekend and	25	25	25	25	25
	evening cover on an on-call basis. Will be	25	25	25	23	25
	matched funded by the Primary Care Trust (PCT).					
OP16						
OP17						
] 51 17						
	Miscellaneous					
	Extra Care Housing costs met from Transforming					
	Social Care Grant and savings.					
OP19					<u> </u>	<u> </u>
	OLDER PEOPLE PRESSURES	2,173	2,932	4,054	4,988	5,923

EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14			
	Ţ	R	£000	£000	£000	£000	£000			
Internal Day Services										
Changes to Internal Day Services charging policy 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.	IG	Med	-65	-72	-72	-72	-72			
Rental income from letting rooms at Day Centres. Based on renting 2 rooms per week at 5 centres for £20 each.	IG	Low	-8	-10	-10	-10	-10			
External Day Service - reprovision of day services in Henley.	ES	Med	-50	-50	-50	-50	-50			
Integrated Care Services										
Review of charging policy for clients staying in	IG	Med	-20	-20	-20	-20	-20			
intermediate care (non-charging service) longer than required, rather than moving on to fee paying services.										
Efficiency savings based upon changes to processes and/or staffing.	ES	Low	-75	-75	-75	-75	-75			
Miscellaneous										
Net revenue savings from Extra Care Housing.	ES	Med			-300	-800	-1,300			
Reduce savings still to be identified to meet pressures in adult social care so that none of the Oxford Inspires pressure is being funded from this part of the directorate.	N/A	N/A	50	50	50	50	50			
Savings still to be identified to meet pressures.		High	-196	-399	-980	-1,194	-1,409			
OLDER PEOPLE SAVINGS			-1,721	-2,358	-3,489	-4.553	-5,618			

	PRIORITIES & PRESSURE	ES (CUMI	JLATIVE))		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
œ		£000	£000	£000	£000	£000
	Physical Disabilities (PD)					
PD1	Pro rata share of corporate savings target				99	199
PD2	Share of savings not identified in 2008/09 to meet	115	191	215	315	315
PD2	targets and balance pressures (inflated by 2% to 2009/10 prices).	115	191	315	313	313
	OCC Contribution to the PD Pool					
PD3	Changes to Independent Living Fund (ILF) funding. The criteria has changed meaning a number of clients fall outside the high priority	100	100	100	100	100
	category so do not receive funding.					
PD4	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
PD5						
	Miscellaneous					
PD6						
	PHYSICAL DISABILITIES PRESSURES	265	341	465	564	664
	Mental Health					
MH1	Pro rata share of corporate savings target				96	192
MH2	Share of savings not identified in 2008/09 to meet targets and balance pressures (inflated by 2% to 2009/10 prices).	196	204	327	327	327
	OCC Contribution to Primary Care Trust pool (Service Level Agreements)					
МНЗ	Supported Level Agreements) 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
MH4	New Independent Mental Health Advocacy service required by legislation. Matched funding with PCT.	15	15	15	15	15

EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION		RISK	2009/10	2010/11	2011/12	2012/13	2013/14			
	TYPE	₩	£000	£000	£000	£000	£000			
Physical Disabilities (PD)										
OCC Contribution to the PD Pool										
Reduce contribution to the PD Pool. Savings from	ES	Med	-295	-300	-300	-300	-300			
cost of care packages resulting from work of	ES	ivieu	-293	-300	-300	-300	-300			
Senior Practitioner and reassessment of clients										
qualifying for Continuing Care and ILF funding.										
Savings resulting from investment in prevention	ES	Med	-150	-150	-150	-150	-150			
strategies.										
Miscellaneous										
Savings still to be identified to meet pressures.		High	180	109	-15	-114	-214			
oavings suit to be identified to ffeet pressures.		riigii	100	103	-73	-114	-214			
PHYSICAL DISABILITIES SAVINGS			-265	-341	-465	-564	-664			
Mental Health										
	<u>.</u>									
Reduce budget on Section 117.	ES	Low	-400	-400	-400	-400	-400			
OCC Contribution to Primary Care Trust pool										
(Service Level Agreements)		N 4 = =1								
		Med								
		Med								
	1	1	I	I	1	I	l			

	PRIORITIES & PRESSURE	S (CUMI	JLATIVE)			
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
<u>~</u>		£000	£000	£000	£000	£000
	OCC Contribution to Oxfordshire Mental Health Trust Pool (Staffing)					
MH5	Trace of (Granning)					
	Non Pooled (Purchased Services)					
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
MH7	Temporary Project Manager (0.5fte for 3 years).	24	24	24		
	Miscellaneous					
MH8						
	MENTAL HEALTH PRESSURES	301	309	432	504	600
	<u>Learning Disabilities</u>					
LD1	Pro rata share of corporate savings target				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

EFFICIENCIES AN	D S	AVING	S (CUML	JLATIVE)			
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	≱	≅	£000	£000	£000	£000	£000
	<u> </u>						
OCC Contribution to Oxfordshire Mental Health Trust Pool (Staffing)							
Savings resulting from service restructure.	ES	Med	-120	-120	-120	-120	-120
Non Pooled (Purchased Services)	<u>. </u>						
Further review of high cost placements	ES	Low	-50	-50	-50	-50	-50
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 Savings still to be identified to meet pressures.	<u> </u>	High	-131	-109	-222	-284	-370
Gavings sain to be identified to meet pressures.		mg.	101	103		204	570
MENTAL HEALTH SAVINGS			-701	-709	-832	-904	-1,000
Learning Disabilities							

PRIORITIES & PRESSURES (CUMULATIVE)										
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14				
<u> </u>		£000	£000	£000	£000	£000				
	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				
LD4	Prudential borrowing costs associated with service re-design project (in addition to £70k already lincluded 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				
LD7										
LD8	Targeted FACS reassessments in internal and contracted services. 1 senior practitioner and 3 care managers for 2 years.	150	150							
LD9	Invest in outreach support from forensic services to prevent inpatient admissions.	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				

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14		
	Ĺ	R	£000	£000	£000	£000	£000		
OCC Contribution to Learning Disabilities pool									
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 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 those details are known.	0	High	-1,000	-2,000	-2,000	-2,000	-2,000		
Supported Accommodation Review: Increased savings target (£300k already included in budget)	ES	High	-700	-1,000	-1,000	-1,000	-1,000		
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		
Reassessment of individual needs in contracted and internal services.	ES	High	-500	-700	-700	-700	-700		
Reduce contracted forensic inpatient beds by 1 (residual from reduction in 07-08)	ES	High	-30	-30	-30	-30	-30		

E000	PRIORITIES & PRESSURES (CUMULATIVE)								
LD11 Carry forward of projected overspend from 08-09 1,000 1,0	Ш	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14		
LD12 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." LD13 LD14 LD15 LD16 LD17 LD18 Reduction in Preserved Rights grant LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD23 LD24 LD25 Miscellaneous LD26 Miscellaneous LD26 Miscellaneous	~		£000	£000	£000	£000	£000		
LD12 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." LD13 LD14 LD15 LD16 LD17 LD18 Reduction in Preserved Rights grant LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD23 LD24 LD25 Miscellaneous LD26 Miscellaneous LD26 Miscellaneous									
arising from increased costs arising from decisions of the funding panel to approve new cases or approve increased support to existing cases." LD13 LD14 LD15 LD16 LD17 LD18 Reduction in Preserved Rights grant 73 148 148 148 148 141 148 149 149 149 149 149 149 149 149 149 149	LD11	Carry forward of projected overspend from 08-09	1,000						
LD14 LD15 LD16 LD17 LD18 Reduction in Preserved Rights grant T3 148 148 148 148 LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous Miscellaneous Miscellaneous LD26 LD26 LD26 LD26 LD27 LD28 LD28 LD29 LD29	LD12	arising from increased costs arising from decisions of the funding panel to approve new cases or		1,000	1,000	1,000	1,000		
LD15	LD13								
LD16 LD17 LD18 Reduction in Preserved Rights grant T3 148 148 148 148 LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous Miscellaneous Miscellaneous Miscellaneous LD26 Miscellaneous LD26 Miscellaneous LD26 LD26 LD27 LD28 LD29 LD29	LD14								
LD17 LD18 Reduction in Preserved Rights grant 73 148 148 148 148 LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous Miscellaneous Miscellaneous LD26 LD26 LD26 LD26 LD27 LD28 LD29 LD29	LD15								
LD17 LD18 Reduction in Preserved Rights grant 73 148 148 148 148 LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous Miscellaneous Miscellaneous LD26 LD26 LD26 LD26 LD27 LD28 LD29 LD29	LD16								
LD18 Reduction in Preserved Rights grant 73 148 148 148 148 149 14									
LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous LD26	LD17								
LD19 Unit Manager and Procurement Officer to lead the framework tender. (2 FTE) LD20 Invest in community and preventative mental health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous LD26	LD18	Reduction in Preserved Rights grant	73	148	148	148	148		
health services. LD21 LD22 LD23 LD24 LD25 Miscellaneous LD26		Unit Manager and Procurement Officer to lead the	80	80					
LD22 LD23 LD24 LD25 Miscellaneous LD26	LD20	Invest in community and preventative mental		230	230	230	230		
LD23 LD24 LD25 Miscellaneous LD26	LD21								
LD24 LD25 Miscellaneous LD26	LD22								
LD25 Miscellaneous LD26	LD23								
Miscellaneous LD26	LD24								
LD26	LD25								
		Miscellaneous							
	LD26								
		LEARNING DISABILITIES PRESSURES	4,035	5,070	6,744	8,580	10,417		

EFFICIENCIES AN		AVING	S (CUMU	JLATIVE)			
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	Ļ	R	£000	£000	£000	£000	£000
Full year effect of re-tendered supported living contract.	ES	Med	-38	-38	-38	-38	-38
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	0	High	-400	-400	-400	-400	-400
received details of its operating framework for next year. Final decisions will be made by the PCT when these details are known.							
Increase income from Independent Living Fund.	IG	Med	-300	-300	-300	-300	-300
Work with children's team to reduce placement costs prior to transition.	ES	Med	-50	-50	-50	-50	-50
Hold all contract inflation to 1% below inflation funding.	ES	Med	-320	-320	-320	-320	-320
Further reviews of care packages under FACS.	ES	Med	-210	-210	-210	-210	-210
Decommission Residential home and move residents to block vacancies in supported living	ES	Med	-150	-150	-150	-150	-150
Efficiencies from framework tender	ES	Med		-250	-750	-1,000	-1,000
Decommission 1 inpatient bed and reduce cost of step-down beds (half year)	ES	Med	-115	-230	-230	-230	-230
Reassess Caretech residents access to VISION service	ES	Med	-70	-70	-70	-70	-70
Reassessments in day services, and move spot purchasing to block	ES	Med	-150	-150	-150	-150	-150
Re-tender supported living and supporting people contract	ES	Med	-150	-150	-150	-150	-150
Miscellaneous							
Savings still to be identified to meet pressures.		High	268	1,098	924	338	-499
LEARNING DISABILITIES SAVINGS			-4,035	-5,070	-5,744	-6,580	-7,417
1	•	•		•			

	PRIORITIES & PRESSURES (CUMULATIVE)										
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14					
<u>~</u>		£000	£000	£000	£000	£000					
	TOTAL SOCIAL CARE FOR ADULTS										
	PRESSURES	7,353	9,274	12,433	15,536	18,692					

EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION	YPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14			
	ŁΙ	≅	£000	£000	£000	£000	£000			
Remove savings still to be identified to meet pressures in adult social care in 2012/13 and 2013/14 on the basis that the strategies in place may be unable to deliver the level of savings envisaged without reducing levels of service.						1,501	2,827			
TOTAL SOCIAL CARE FOR ADULTS SAVINGS			-7,376	-9,175	-11,343	-12,075	-13,035			

	PRIORITIES & PRESSURE	S (CUMU	JLATIVE))		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
IL.		£000	£000	£000	£000	£000
	Strategy & Transformation					
ST1	Pro rata share of corporate savings target				279	558
ОТО	Ob	400	400	055	055	٥٢٢
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
	Facilities Management					
ST4	Unachievable rent income	106	106	106		106
ST5	Interpretation Service - unachievable income.	28	28	28	28	28
ST6	Access Team - increase size and capacity of team to deal with levels of calls and ensure KPI 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 SCS	20	20	20	20	20
ST11						
	STRATEGY & TRANSFORMATION PRESSURES	854	923	1,004	1,283	1,562

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION		X	2009/10	2010/11	2011/12	2012/13	2013/14		
	TYPE	RIS	£000	£000	£000	£000	£000		
Strategy & Transformation									
0									
Strategy	0	1							
To be funded from Social Care for Adults.	U	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							
To be runded non-good early relation									
Miscellaneous									
To be funded from Social Care for Adults.	0	Low							
To be funded from Social Gare for Addits.		LOW							
			400	100	400	400	400		
Additional income resulting from more timely financial assessments following a review of the	IG	Med	-406	-406	-406	-406	-406		
financial assessment and care assessment									
processes									
P10000000									
To be funded from Social Care for Adults.	0	Low							
To be runded from design dark for rudation									
Savings still to be identified to meet pressures.		High	-122	-183	-255	-534	-813		
STRATEGY & TRANSFORMATION SAVINGS			-528	-589	-661	-940	-1,219		
TRAILOT & TRANSFORMATION SAVINGS			-320	-309	-001	-340	-1,219		

	PRIORITIES & PRESSURI	ES (CUMI	JLATIVE))		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
~		£000	£000	£000	£000	£000
	Across Directorate					
AD1	Energy price increases.	194	93	93	93	93
AD2	Oxford Inspires - Contribution to corporate pressure of £100k	50	50	50	50	50
AD4	Adults Demography	-103	2.180	5.752	9.641	11,398
			,	-,	-,-	,
	ACROSS DIRECTORATE SAVINGS	141	2,323	5,895	9,784	11,541
	TOTAL SOCIAL & COMMUNITY SERVICES PRESSURES	8,515	12,717	19,454	26,908	32,284

EFFICIENCIES AND SAVINGS (CUMULATIVE)											
PE	SK	2009/10	2010/11	2011/12	2012/13	2013/14					
ĭ	₩.	£000	£000	£000	£000	£000					
ES	Med	-49	-23	-23	-23	-23					
	High										
		-49	-23	-23	-23	-23					
		-8,155	-10,019	-12,184	-13,378	-14,801					
		359	2,698	7,270	13,530	17,483					
1		1	4.004	0.405	4 404	4 400					
			-1,864	-2,165	-1,194	-1,423					
		-8	-7								
	ES	TYPE	ES Med -49 High -8,155	ES Med -49 -23 High -49 -23 -8,155 -10,019 359 2,698	ES Med -49 -23 -23 High -49 -23 -23 -8,155 -10,019 -12,184 359 2,698 7,270	ES Med -49 -23 -23 -23 -23 -23 -49 -23 -23 -23 -23 -23 -23 -23 -23 -23 -23					

		4,202	6,737	7,454	5,376
FTE Changes	19.9	19.9	11.5	11.0	11.0

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

Containty savings (achieving the same outputs for less resource to administration outputs for the same resource of containing the same resource of containing the same resource of service reduction (providing a lower level of service and/or a lower level of quality for the same/less money)
 Other Types (e.g. alternative use of previously agreed funding, changes to funding streams)

Directorate : Environment & Economy

	PRIORITIES & PRESSURES (CUMULATIVE)									
표	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14				
		£000	£000	£000	£000	£000				
	TRANSPORT									
	POLICY & STRATEGY									
	Share of savings target				263	526				
	Public Transport Contract Inflation			350	700	1,050				
	Bus service enhancements and cost pressures (with no upper limit on subsidy per passenger). Funded from 2010/11 onwards from the contribution from the parking account based on an increase in the anticipated amount of on-street parking surplus that will not be required for the provision of off-street parking. This is funded on a one-off basis in 2009/10 (£400k shown in Annex 2a).		400	400	400	400				
	TOTAL POLICY & STRATEGY	0	400	750	1,363	1,976				
	NETWORK MANAGEMENT									
	Share of savings target				12	24				
	P&R compensation & operation	250	250	250	250	250				

EFFICIENCIES AN	D SA	AVINO	S (CUM	ULATIVE	<u>.)</u>		
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	۲	ž	£000	£000	£000	£000	£000
TRANSPORT POLICY & STRATEGY							
Public Transport Contract Efficiency	ES	Med			-350	-700	-1,050
Policy & Strategy - Pro-active management of routing and procurement of subsidised bus services. This saving is reduced using one-off funding of £100k in 2009/10 (shown in Annex 2a).	ES	Med	-180	-180	-180	-180	-180
TOTAL POLICY & STRATEGY			-180	-180	-530	-880	-1,230
NETWORK MANAGEMENT							
P&R ancilliary income generation	IG	High	-250	-250	-250	-250	-250
Remove the following pressure in the current MTFP agreed in 2008/09. Park and Ride transfer responsibilities from the city council (including implementing the council's charging policy). The following policy decisions are anticipated: introduction of a charge of £1 at Thornhill and Water Eaton; reintroduction of a charge of £1 at the Park and Ride sites at Redbridge, Pear Tree and Sea Court (subject to consultation with Oxford City Council and on the basis that, if the city council does not want the county council to introduce this charge, it will have to end the transfer agreement relating to these sites); introduction of a £5 overnight charge at Thornhill.			-750	-750	-750	-750	-750

PRIORITIES & PRESSU					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/1
	£000	£000	£000	£000	£000
TOTAL NETWORK MANAGEMENT	250	250	250	262	2
OXFORDSHIRE HIGHWAYS					
Share of savings target				265	5
Pitt Review - Flood/Drainage					
Increased Gully cleaning	125	125	125	125	1
Catchment studies	75	75	75	75	
Countywide drainage schemes	150	150	150	150	1
Additional Staff (1fte)	23	23	23	23	
Energy Contract increases	850	700	700	700	7
Tree Management - Inspection staff (fte 2)	43	43	43	43	
Tree Management programme	125	125	125	125	1
Street Scene Maintenance	375	375	375	375	3
Property related energy costs	32	16	16	16	
Oxfordshire Highways Contract Inflation			525	1,050	1,5
Employment of dedicated cycling officer	40	40	40	40	
TOTAL OXFORDSHIRE HIGHWAYS	1,837	1,671	2,196	2,986	2 7
TOTAL OXFORDSHIRE HIGHWATS	1,837	1,0/1	2,196	∠,986	3,7

EFFICIENCIES AND SAVINGS (CUMULATIVE)										
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14			
	Т	<u>R</u>	£000	£000	£000	£000	£000			
Contribution from parking account based on an increase in the anticipated amount of on-street parking surplus that will not be required for the provision of off-street parking. With regard to onstreet parking the following policy decisions about traffic management and parking are anticipated: reintroduction of charges for parking in Oxford city centre in the evenings and on Sundays; removal of charges for residents' parking permits in Oxford (subject to consultation). With regard to off-street parking the following policy decisions are anticipated: introduction of a charge of £1 at Thornhill and Water Eaton; reintroduction of a charge of £1 at the Park and Ride sites at Redbridge, Pear Tree and Sea Court (subject to consultation with Oxford City Council and on the basis that, if the city council does not want the county council to introduce this charge, it will have to end the transfer agreement relating to these sites); introduction of a £5 overnight charge at Thornhill.				-450	-400	-400	-400			
TOTAL NETWORK MANAGEMENT			-1,000	-1,450	-1,400	-1,400	-1,400			
OXFORDSHIRE HIGHWAYS										
Increase occupier energy efficiency Oxfordshire Highways efficiency savings	ES ES	High	-8 -285	-4 -135	-4 -660	-4 -1,725	-4 -2,790			
TOTAL OVEODDOLUDE LUCIUMANO						4				
TOTAL OXFORDSHIRE HIGHWAYS			-293	-139	-664	-1,729	-2,794			

	PRIORITIES & PRESSURE	ES (CUM	ULATIVE	<u>:</u>)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
	GENERAL					
	TOTAL GENERAL	0	0	0	0	0
	TOTAL PRESSURES - TRANSPORT	2,087	2,321	3,196	4,611	6,026
	SUSTAINABLE DEVELOPMENT					
	PLANNING IMPLEMENTATION GROUP					
	Share of savings target				14	28
	West End Partnership Team	300	300	300	300	300
	Energy from Waste Applications	25				
	TOTAL PLANNING IMPLEMENTATION GROUP	325	300	300	314	328
	STRATEGIC POLICY & ECONOMIC DEVELOPMENT					
	Share of savings target				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 Envirnomnet and climate change priorities	40	40	40	40	40
	Service to be provided by UKCIP/consultancy	20				
	Minerals & Waste and Spatial Planning					
	Unfunded Spatial Planning and Minerals and Waste pressure	48	49	50	50	50
	Share of Oxford Inspires pressure.	40	40	40	40	40
	TOTAL STRATEGIC POLICY & ECONOMIC DEVELOPMENT	188	169	170	182	194

EFFICIENCIES ANI	D SA	VINC	S (CUM	ULATIVE	i)		
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
	Т	8	£000	£000	£000	£000	£000
GENERAL							
Income generation (fees & charges) various	IG	Med	-200	-200	-200	-200	-200
initiatves to maximise income generation							
TOTAL GENERAL			-200	-200	-200	-200	-200
TOTAL SAVINGS - TRANSPORT			-1,673	-1,969	-2,794	-4,209	-5,624
SUSTAINABLE DEVELOPMENT							
PLANNING IMPLEMENTATION GROUP							
Planning Application and monitoring income	IG	Low	-5	-10	-15	-22	-28
Partner contributions	IG		-200	-200	-200	-200	-200
TOTAL PLANNING IMPLEMENTATION GROUP			-205	-210	-215	-222	-228
STRATEGIC POLICY & ECONOMIC							
DEVELOPMENT							
Savings to be identified	0		-40	-40	-40	-40	-40
TOTAL STRATEGIC POLICY & ECONOMIC			-40	-40	-40	-40	-40

	PRIORITIES & PRESSUR					
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
	WASTE MANAGEMENT					
	Share of savings target				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	80
	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
	Loss of Royalty income	30	50	50	50	50
	TOTAL WASTE MANAGEMENT	1,380	1,745	1,775	1,991	2,214
	COUNTRYSIDE					
	Share of savings target				16	32
	Funding shortfall for Ecologist Planner post	29	29	29	29	29
	Revenue implications of offices relocation - running costs	20	20	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
	Countryside Services - pressure from new lease	100	100	100	100	100
	TOTAL COUNTRYSIDE	202	202	202	218	234
	<u>GENERAL</u>					
	Unrealised savings from previous MTFP	150	192	404	404	404
	TOTAL GENERAL	150	192	404	404	404
	TOTAL PRESSURES - SUSTAINABLE DEVELOPMENT	2,245	2,608	2,851	3,109	3,374

EFFICIENCIES AND SAVINGS (CUMULATIVE)											
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14				
	۲	곱	£000	£000	£000	£000	£000				
WASTE MANAGEMENT											
Procurement and OWP Financial arrangement	ES	High	-389	-796	-1,038	-1,254	-1,477				
savings											
Reduced contribution to the Waste reserve	0	Low	-290	-290	-290	-290	-290				
Savings from forward LATS Trading	0		-701	-659	-447	-447	-447				
Waste Mangement - reduced growth in waste	ES	Med	-250	-250	-250	-250	-250				
disposed											
TOTAL WASTE MANAGEMENT			-1,630	-1,995	-2,025	-2,241	-2,464				
COUNTRYSIDE											
Recharge to Capital Programme	0	Low	-53	-53	-53	-53	-53				
TOTAL COUNTRYSIDE			-53	-53	-53	-53	-53				
				_	_		_				
GENERAL											
TOTAL GENERAL			0	0	0	0	0				
TOTAL SAVINGS - SUSTAINABLE						-	_				
DEVELOPMENT			-1,928	-2,298	-2,333	-2,556	-2,785				

REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
~		£000	£000	£000	£000	£000
	PROPERTY SERVICES					
	Share of savings target				119	238
Α	Repairs & Maintenance inflation			75	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
	Central Offices energy costs plus PS sites	87	62	62	62	62
	Loss of rent income vacant staff housing	70	70			
	Loss of rent income on disposals	162	162	162	162	162
	The Charter	87	36			
	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
	Dilapidation costs from lease termination (non-BOP)	45	45	45	45	45
	County Procurement			1	1	1
	TOTAL PRESSURES - PROPERTY	1,083	952	977	1,148	1,241
	TOTAL DIRECTORATE PRESSURES	5,415	5,881	7,024	8,868	10,641

EFFICIENCIES AN	ID SA	AVINO	S (CUM	JLATIVE)		
DESCRIPTION	TYPE	ISK	2009/10	2010/11	2011/12	2012/13	2013/14
	≽	~	£000	£000	£000	£000	£000
PROPERTY SERVICES							
Project Delivery fees charges to Capital Programme	IG	Low	-35	-70	-70	-70	-70
Increase occupier energy efficiency	ES		-22	-16	-16	-16	-16
Reduction in Repairs & Maintenance	SR	Med	-207	-249	-287	-314	-268
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 SAVINGS - PROPERTY			-319	-415	-453	-480	-434
TOTAL DIRECTORATE SAVINGS			-3,920	-4,682	-5,580	-7,245	-8,843
			-,-20	-,	-,-,-		-,,,,,,
NET PRESSURES/SAVINGS			1,495	1,199	1,444	1,623	1,798
YEAR ON YEAR VARIATION				-762	-898	-1,665	-1,598
		1			-	-	-
FTE Changes							

Type of saving

FTE Changes

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

4.0

466

4.0

1,143

4.0

1,844

4.0

1,773

4.0

IG Income generation

YEAR ON YEAR VARIATION

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

Directorate: Community Safety

	PRIORITIES & PRESSURES (CUMULATIVE)										
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14					
		£000	£000	£000	£000	£000					
CS1.1 & CS1.2	FIRE & RESCUE SERVICE - DELIVERY										
	Share of savings target				12	24					
	Increased cost of gas and electricity	56	33	33	33	33					
	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).		35	13	13	13					
	1 staff member to undertake ongoing continuation training for flood response / safe systems of work	50	50	50	50	50					
	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		25								
	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					305					

EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14		
			£000	£000	£000	£000	£000		
FIRE & RESCUE SERVICE - DELIVERY									
Included in savings identified below	SR	Med							
Ask occupiers to reduce energy consumption	ES		-14	-8	-8	-8	-8		
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						
Removal of key stage 4 youth activity (mainly connected to youth diversionary schemes); Significant threat to meeting 365 alive targets and inability to contribute to CAA	SR	Med	-34	-34	-34	-34	-34		
Withdrawal from the Phoenix Youth Intervention Scheme; This will reduce youth engagement, reduce opportunities to recruit from underrepresented groups and affect ability to contribute to CAA	SR	Med	-34	-34	-34	-34	-34		

ш	PRIORITIES & PRESSURI				0040/40	0040/::
Æ	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
	TOTAL FIRE & RESCUE SERVICE - DELIVERY	106	143	96	108	42
CS1.3-5	FIRE & RESCUE SERVICE - SUPPORT					
	Share of savings target				59	118
CS1.4	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			100	100	10
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.	80	80	80	80	8
CS1.4	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 - e.g. increased costs of tyres, oils and specialist parts for red fleet	15	15	15	15	1

		GS (CUM	ULATIVE	Ξ)		
TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
SR	High	,	-6	-6	-6	-6
_	Low	-15	-15	-15	-15	-15
		-143	-97	-97	-97	-97
1		140	0.	0.	0.	
<u> </u>						
SR					-59	-118
ES	High			-50	-100	-100
	SR ES SR	SR High	ES Low -15 SR High -6 SR H36	ES Low -15 -15 SR High -6 ES SR High -6 SR High -6 SR High -7 SR High -7	ES Low -15 -15 -15 -143 -97 -97 SR	BE YOUR 2009/10 2010/11 2011/12 2012/13 SR High -6 -6 -6 -6 -6 ES Low -15 -15 -15 -15 -15 SR -143 -97 -97 -97 SR -59

	PRIORITIES & PRESSUR	ES (CUM	ULATIVE	E)		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
CS1.4	Fleet and front line emergency equipment provision - 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	90	90	90
CS1.4	Increased recharge from County Procurement	3	4	6	6	6
	TOTAL FIRE & RECOUR SERVICE SUPPORT	00	400	204	250	400
	TOTAL FIRE & RESCUE SERVICE - SUPPORT	98	189	291	350	409
	TOTAL FIRE AND RESCUE SERVICE	204	332	387	458	834
	FRS FTE Changes	1	1	1	1	1
CS2	EMERGENCY PLANNING					
	Share of savings target				4	8
	TOTAL EMERGENCY PLANNING	0	0	0	4	8
CS3	SAFER & STRONGER COMMUNITIES					
	Share of savings target				3	6
	TOTAL SAFER & STRONGER COMMUNITIES	0	0	0	3	6
CS4	GYPSY & TRAVELLER SITES					
	Share of savings target				1	2
	Chart of ouvings larger				<u>'</u>	
	TOTAL GYPSY & TRAVELLER SITES	0	0	0	1	2

FFFICIENCIES AN	EFFICIENCIES AND SAVINGS (CUMULATIVE)									
DESCRIPTION	IY PE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14			
			£000	£000	£000	£000	£000			
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			-3	-3	-53	-162	-221			
TOTAL FIRE AND DECOME OFFICE			440	400	450	050	040			
TOTAL FIRE AND RESCUE SERVICE Difference between FRS pressure and efficiency			-146	-100	-150	-259	-318			
Difference between FRS pressure and efficiency			58	232	237	199	516			
FRS FTE Changes			-2		-2	-2				
EMERGENCY PLANNING										
Renegotiation of external contracts	ES	Low				-4	-8			
Renegotiation of external contracts										
TOTAL EMERGENCY PLANNING			0	0	0	-4	-8			
SAFER & STRONGER COMMUNITIES										
Savings to be identified	SR					-3	-6			
TOTAL SAFER & STRONGER COMMUNITIES	SK		0	0	0	-3 -3	-6 -6			
GYPSY & TRAVELLER SITES										
Savings to be identified	SR	Low				-1	-2			
TOTAL GYPSY & TRAVELLER SITES			0	0	0	-1	-2			

	PRIORITIES & PRESSUR	ES (CUM	ULATIVE	<u> </u>		
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
CS5	TRADING STANDARDS					
CS5	Share of savings target				27	54
CS5	Police Officer seconded to the Doorstep Crime Unit - no funding after 2008/09 (1 fte)	46	46	46	46	46
	Increased recharge from County Procurement	1	1	3	3	3
	TOTAL TRADING STANDARDS	47	47	49	76	103
	CORONER'S SERVICE					
CC2.3	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.					
CC2.3	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.		33	33	33	33
	TOTAL CORONER'S SERVICE	0	33	33	33	33

EFFICIENCIES AN	ID S	AVING	GS (CUM	ULATIVE	Ξ)		
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
TRADING STANDARDS							
Savings to be identified	SR	Med				-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.		Low	-24	-33	-33	-33	-33
TOTAL CORONER'S SERVICE			-200	-200	-150	-100	-50

тот	AL DIRECTORATE PRESSURES	251	412	469	575	986

YEAR ON YEAR VARIATION		161	57	106	411
FTE Changes	2.0	2.0	2.0	2.0	2.0

TOTAL DIRECTORATE SAVINGS		-347	-301	-303	-397	-441
NET PRESSURES/SAVINGS		-96	111	166	178	545
YEAR ON YEAR VARIATION			46	-2	-94	-44
FTE Changes		-2	-2	-2	-2	-2

Directorate : Community Safety (Shared Services)

PRIORITIES & PRESSURES (CUMULATIVE)											
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14						
	£000	£000	£000	£000	£000						
Cross Service											
				447	000						
Efficiency Savings Target				117	233						
Increased recharge from County Procurement	3	4	6	6	6						
TOTAL CROSS SERVICE	3	4	6	123	239						
HR											
Learning & Development - around 25% of the	225	225	225	225	225						
business case savings target will remain in					,						
2009/10. HR services - savings target of 4 fte's will	133	133	133	133	133						
remain in 2009/10	133	133	133	133	133						
TOTAL HR	250	250	358	250	250						
	358	358	338	358	358						
Financial Services											
Delivery of the balance of the business case savings for Income	126	126	126	126	126						
Delivery of the balance of the business case	30	30	30	30	30						
savings for Accounts Payable Loss of income earning opportunities for	10	10	10	10	10						
payslip advertising	10	10	10	10	10						
TOTAL FINANCIAL SERVICES	166	166	166	166	166						

EFFICIENCIES, S	AVING	S & REF	RIORITI	SATIONS	3		
DESCRIPTION	TYPE	RISK		20010/11		2012/13	2013/14
			£000	£000	£000	£000	£000
Cross Service							
Continuing programme of continuous improvement and business development	ES/IG	Med				-117	-233
Reduce supplies & services budgets	ES	Low	-3	-4	-6	-6	-6
Slippage on delivery of savings to be carried forward and met by extended pay back	N/A		-329				
TOTAL CROSS SERVICE			-332	-4	-6	-123	-239
HR							
Development and implementation of e-learning and e-booking solutions.	ES		-112	-225	-225	-225	-225
Review of processes and systems in Pay & Employment Information.	ES			-133	-133	-133	-133
TOTAL HR			-112	-358	-358	-358	-358
Financial Services							
Business process re-engineering and re- structuring of a joint team with the Department of Work & Pensions.	ES	Med		-63	-63	-63	-63
Funding of posts from increased income collection on behalf of S&CS.	IG	Med	-63	-63	-63	-63	-63
Business process re-engineering and automation of invoice processing	ES	Med	-10	-30	-30	-30	-30
It should be possible to manage this pressure by increasing the AP savings target by £10K (see above).	ES	Med	-10	-10	-10	-10	-10
TOTAL FINANCIAL SERVICES			-83	-166	-166	-166	-166

PRIORITIES & PRES	SURES	(CUMUL	ATIVE)		
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
Financial & Management Accounting					
Budgets transferred from S&CS were net of a	119	119	119	119	119
vacancy factor of £119K					
LiNK not delivering system improvements to	67	100	100	100	100
support the Business Case assumption that					
3fte staff currently undertaking system					
reconciliations and upload work can be					
removed from the establishment.					
Delay in delivering SAP for Schools resulting	60	60			
in a delay in reducing staffing by 2fte to meet					
Business Case target					
TOTAL FINANCIAL & MANAGEMENT	246	279	219	219	219
ACCOUNTING					
TOTAL PRESSURES	773	807	749	866	982

EFFICIENCIES, SA	AVING	S & REP	RIORITIS	SATIONS	3		
DESCRIPTION	TYPE	RISK	2009/10	20010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
Financial & Management Accounting							
Allocate vacancy factor across Shared Services.	ES	Low	-119	-119	-119	-119	-119
Virement of LiNK budget from ICT (£94K) with the balance from increased income collection in S&CS.	N/A	Med	-67	-100	-100	-100	-100
Further funding will be required from the SAP for Schools project in 2009/10 and 2010/11.	N/A	Low	-60	-60			
TOTAL FINANCIAL & MANAGEMENT ACCOUNTING			-246	-279	-219	-219	-219
TOTAL SAVINGS			-773	-807	-749	-866	-982
NET PRESSURES/SAVINGS			0	0	0	0	0

Type of saving

Key: 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)

Directorate : Corporate Core

PRIORITIES & PRESSURES (CUMULATIVE) DESCRIPTION 2009/10 20010/11 2011/12 2012/13 2013/14												
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14							
	£000	£000	£000	£000	£000							
STRATEGY												
Legal & Democratic Services												
Efficiency Savings Target - Legal Services				26	52							
Increased recharge from County Procurement	1	2	2	2	2							
Efficiency Savings Target - Democratic Services				15	30							
Pay pressure within Democratic Services	80	110	110	83	83							
Total Legal & Democratic Services	81	112	112	126	167							
Members' Services												
Efficiency Savings Target	25	40	66	69	72							
Local Government Information Unit subscription	12	12	12	12	12							
Total Members' Services	37	52	78	81	84							
Partnerships Working Unit												
Efficiency Savings Target	12	19	31	45	59							
Appointment of LAA manager (1fte)	60	60	60	to be reviewed								
Total Partnerships Working Unit	72	79	91	45	59							

EFFICIENCIES AND SAVINGS (CUMULATIVE)												
DESCRIPTION	TYPE	RISK	2009/10		2011/12	2012/13	2013/14					
	-	ы	£000	£000	£000	£000	£000					
STRATEGY												
Legal & Democratic Services												
Increased Section 106 income	IG	Low				-16	-32					
Reduced use of counsel and rely more on existing staff to cover hearings	ES	Low				-10	-20					
Reduce supplies & services budgets	SR	Low	-1	-2	-2	-2	-2					
Re-structure Democratic Services	ES	Med	-80	-110	-110	-98	-113					
Total Legal & Democratic Services			-81	-112	-112	-126	-167					
Members' Services												
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					
Partnerships Working Unit					-							
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					
New LAA manager post to be funded by the Oxfordshire Partnership	0	Med	-60	-60	-60	to be revi						
Total Partnerships Working Unit			-72	-79	-91	-45	-59					

PRIORITIES & PRESSURES (CUMULATIVE) DESCRIPTION 2009/10 20010/11 2011/12 2012/13 2013/14												
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14							
	£000	£000	£000	£000	£000							
Policy Unit												
Efficiency Savings Target	14	14	14	27	40							
Pay pressures	29	29	29	29	29							
Total Policy Unit	43	43	43	56	69							
TOTAL STRATEGY	233	286	324	308	379							
CHANGE												
Communications & Marketing												
Efficiency Savings Target	10	16	26	38	50							
Total Communications & Marketing	10	16	26	38	50							
Strategic HR & OD												
Efficiency Savings Target	3	4	7	34	61							
Provision of a Job Finder Service - Shared	32	77	77	77	77							
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.												
Total Strategic HR & OD	35	81	84	111	138							
		<u> </u>										
Customer First												
Efficiency Savings Target				10	20							
Total Customer First	0	0	0	10	20							

EFFICIENCIES AND SAVINGS (CUMULATIVE)												
DESCRIPTION	ш		2009/10	20010/11	2011/12	2012/13	2013/14					
	TYPE	RISK										
	_	<u> </u>	£000	£000	£000	£000	£000					
Policy Unit												
These pressures can be managed by the use of	ES	Low	-43	-43	-43	-56	-69					
a planned underspend in 2008/09 and by managing a vacancy target.												
managing a vacancy target.												
Total Policy Unit			-43	-43	-43	-56	-69					
TOTAL STRATEGY			-221	-274	-312	-296	-367					
<u>CHANGE</u>												
Communications & Marketing												
Savings arising from the communications and	ES	Med	-10	-16	-26	-38	-50					
marketing review.												
Reduce corporate publicity budget by reducing			-100	-100	-100	-100	-100					
the number of issues of council magazine per annum from 4 to 2.												
Non-appointment of Head of Communications			-100	-100	-100	-100	-100					
and Marketing												
Total Communications & Marketing			-210	-216	-226	-238	-250					
Strategic HR & OD												
Restructuring of the service	ES/SR	Med	-3	-4	-7	-34	-61					
	E3/3K	IVICU				0-1	01					
Total Strategic HR & OD			-3	-4	-7	-34	-61					
0												
Customer First	SR	Mod				40	20					
Reduce supplies and services budgets.	SK	Med		-		-10	-20					
Total Customer First			0	0	0	-10	-20					

PRIORITIES & PRESSURES (CUMULATIVE)												
		20010/11	2011/12	2012/13	2013/14							
	£000	£000	£000	£000	£000							
Change												
Efficiency Savings Target	4	7	12	16	20							
Total Change	4	7	12	16	20							
TOTAL CHANGE	49	104	122	175	228							
FINANCE & PROCUREMENT / ICT												
FINANCE & FROCOREMENT / ICT												
Finance & Procurement												
Efficiency Savings Target				42	84							
Increased recharge from County Procurement	1	1	1	1	1							
Internal Audit - anti fraud work	15	15	15	15	15							
Appointment of a Capital Programme Manager (1fte)	65	65	65	65	65							
Total Finance & Procurement	81	81	81	123	165							
Corporate Core Management & Administration												
Efficiency Savings Target - Subscriptions				2	4							
Efficiency Savings Target	19	30	50	68	86							
Total Corporate Core Management & Administration	19	30	50	68	86							

EFFICIENCIES :	AND SA	VINGS	(CUMUL	ATIVE)			
DESCRIPTION	TYPE	RISK	2009/10	20010/11	2011/12	2012/13	2013/14
	-		£000	£000	£000	£000	£000
Change							
Reduce working hours.	ES	Low	-4	_	-12	-16	-20
Change Fund - reduce ongoing funding.			-300		-300	-300	-300
Total Change			-304	-307	-312	-316	-320
TOTAL CHANGE			-517	-527	-545	-598	-651
Finance & Procurement							
Berkshire pensions - reduced charges as the number of pensioners reduces	ES	Low	-8		-8	-50	-50
Reduction in early retirement charges	ES	Low	-8	-8	-8	-8	-16
Savings to be identified	ES/SR						-34
Use surplus in the insurance recharges budget. The budget is higher than the actual charges due to different inflation rates being applied to the budget and the recharges in 2007/08 and		Low	-65	-65	-65	-65	-65
Total Finance & Procurement			-81	-81	-81	-123	-165
Corporate Core Management & Administration							
Review the subscriptions budget	ES	Low				-2	-4
Management of vacancies / Re-structure the service		Med	-19	-30	-50	-68	-86
Increase vacancy factors for Corporate Core	ES	Med	-45	-45	-45	-45	-45
Total Corporate Core Management & Administration			-64	-75	-95	-115	-135

PRIORITIES & PRESSURES (CUMULATIVE)												
DESCRIPTION	2009/10	20010/11	2011/12	2012/13	2013/14							
	£000	£000	£000	£000	£000							
ICT												
Efficiency Savings Target - net of savings from the re-negotiated Serco contract		157	566	1,042	1,415							
Increased recharge from County Procurement	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							
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							
Software licences - increases above allowed inflation for contracts	76	76	76	76	76							
Additional programme office resources (1	41	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							
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							
Compliance support - additional support in ICT for benchmarking and internal performance reporting (1FTE)	41	41	41	41	41							
Total ICT	622	766	1,179	1,655	2,028							
TOTAL FINANCE & PROCUREMENT / ICT	722	877	1,310	1,846	2,279							
TOTAL DIRECTORATE PRESSURES	1,004	1,267	1,756	2,329	2,886							

EFFICIENCIES A	AND SA	VINGS	(CUMUL	ATIVE)			
DESCRIPTION	TYPE	RISK	2009/10 £000	20010/11 £000	2011/12 £000	2012/13	2013/14 £000
10=			2000	2000	2000	2000	2000
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		-157	-566	-1,042	-1,415
Reduce supplies and services budget	SR	Low	-7	-11	-15	-15	-15
Energy conservation measures	ES	Med	-8	-4	-4	-4	-4
This series of pressures totalling £583K in 2009/10 and including 8 fte's can be managed in part by cost reduction measures including	ES/SR	Med	-125	-125	-125	-125	-125
staff reviews, software distribution, software re- licensing, server consolidation and desktop	ES/SR	Med	-76	-76	-76	-76	-76
virtualisation. There would also be a requirement for directorates to transfer	ES/SR	Med	-41	-41	-41	-41	-41
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
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.	ES/SR	Med	-144	-144	-144	-144	-144
	ES/SR	Med	-41	-41	-41	-41	-41
ICT - reduce maintenance costs	ES	Med	-40	-40	-40	-40	-40
Total ICT			-638	-795	-1,208	-1,684	-2,057
TOTAL FINANCE & PROCUREMENT / ICT			-783	-951	-1,384	-1,922	-2,357
TOTAL DIRECTORATE SAVINGS			-1,521	-1,752	-2,241	-2,816	-3,375
NET PRESSURES/SAVINGS			-517	-485	-485	-487	-489

					NETT RECOURED/OAVINGS		317	700	700	Ť	703
-											
YEAR ON YEAR VARIATION	263	489	573	557	YEAR ON YEAR VARIATION			-231	-489	-575	-559
12/11/01/12/11/1/11/11/11							lI				

Type of saving

Type of saving

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

10.0

10.0

10.0

10.0

10.0

IG Income generation

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