

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

		2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000
Corporate and Cross Directorate	Pressures	35	62	7,162	7,162	7,162
	Savings	-336	-515	-515	-515	-515
	Net Pressures	-301	-453	6,647	6,647	6,647
Children, Young People & Families	Pressures	1,676	2,025	3,013	4,062	5,109
	Savings	-1,062	-1,277	-2,073	-3,122	-4,169
	Net Pressures	614	748	940	940	940
Social & Community Services	Pressures	8,067	9,959	12,124	14,819	17,568
	Demography	-103	2,180	6,752	11,641	14,398
	Savings	-7,852	-9,794	-11,959	-14,654	-17,403
	Net Pressures	112	2,345	6,917	11,806	14,563
Environment & Economy	Pressures	5,470	6,180	7,323	9,167	10,940
	Savings	-3,350	-4,296	-5,244	-6,909	-8,507
	Net Pressures	2,120	1,884	2,079	2,258	2,433
Community Safety	Pressures	231	392	449	555	966
	Savings	-287	-235	-237	-331	-375
	Net Pressures	-56	157	212	224	591
Shared Services	Pressures	823	857	799	916	1,032
	Savings	-773	-807	-749	-866	-982
	Net Pressures	50	50	50	50	50
Corporate Core	Pressures	927	1,190	1,679	2,252	2,809
	Savings	-1,316	-1,547	-2,036	-2,611	-3,170
	Net Pressures	-389	-357	-357	-359	-361
TOTAL	Ongoing Pressures	17,126	22,845	39,301	50,574	59,984
	Savings	-14,976	-18,471	-22,813	-29,008	-35,121
	Net Pressures	2,150	4,374	16,488	21,566	24,863
Year on Year		2,150	2,224	12,114	5,078	3,297

Directorate : Corporate and Cross Directorate Pressures

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.	0	27	27	27	27
Increase in employers National Insurance contributions			700	700	700
Pensions revaluation			6,000	6,000	6,000
IT Investment Fund - SAP HR, CRM etc			400	400	400
TOTAL DIRECTORATE PRESSURES	35	62	7,162	7,162	7,162

YEAR ON YEAR VARIATION					
		27	7,100	0	0

FTE Changes					
	0.0	0.0	0.0	0.0	0.0

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
Reduce spend on publications			-100	-100	-100	-100	-100
Reduce use of consultants			-236	-415	-415	-415	-415
TOTAL DIRECTORATE SAVINGS			-336	-515	-515	-515	-515

NET PRESSURES/SAVINGS							
			-301	-453	6,647	6,647	6,647

YEAR ON YEAR VARIATION							
			-152	7,100	0	0	0

FTE Changes							
	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Key:

Type of saving**ES** Efficiency savings (achieving the same outputs for less resource or 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 & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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
Raising Achievement Service					
Unachievable Shared Services additional directorate savings	120	120	120	120	120
3 Educational Apprenticeships	48	48	48	48	48
Energy Pressures from Outdoor Education	36	24	24	24	24
TOTAL RAISING ACHIEVEMENT SERVICE	204	192	192	192	192

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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	M	-156	-202	-279	-279	-279
Reduction In Joint use budget based on Historic Outturn analysis	ES	M	-50	-50	-50	-50	-50
TOTAL COMMISSIONING STRATEGY & LOCALITY DEVELOPMENT			-206	-252	-329	-329	-329
Raising Achievement Service							
<i>(Savings delivered through Directorate Restructure and Support Services review)</i>							
Increase the level of occupancy levels to utilise existing resources	IG	M	-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

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Children and Families					
Underachievement in full of efficiency savings in current MTFP to be achieved through improved commissioning and contracting arrangements and external care	85	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 £104k, Family and Friends Care £36k	200	200	200	200	200
An additional post to provide adoption support	50	50	50	50	50
2 Social Work Apprenticeships	32	32	32	32	32
Energy Costs - Children's Homes and Children's Centres	13	8	8	8	8
TOTAL CHILDREN & FAMILIES	380	600	983	983	983
Young People and Access to Education					
Efficiency savings target	112	215	743	743	743
Energy Costs - Youth Centres, Youth Offending Service and SEN establishments	29	21	21	21	21
Diversion Scheme: To support the full cost of the service currently funded through PSA reward grant	141	141	141	141	141
Extension of Opening times for some Youth Centres.	150	150	150	150	150
More outreach work with young people across the county.	100	100	100	100	100
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION	532	627	1,155	1,155	1,155
TOTAL DIRECTORATE PRESSURES	1,676	2,025	3,013	4,062	5,109

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Children and Families							
Continued development of improved commissioning and pooled budget arrangements. The development of early intervention strategies	ES	H	-85	-155	-346	-346	-346
Reduction in running costs for Thornbury due to rapid re-provision.				-5	-5	-5	-5
Manage increased costs with unit.	ES	H	-6	-4	-4	-4	-4
TOTAL CHILDREN & FAMILIES			-91	-164	-355	-355	-355
Young People and Access to Education							
Additional Savings generated from pooling of Directorate Agency placements through investment of early intervention strategies	ES	M	-112	-215	-220	-220	-220
Efficiency savings through retendering of transport routes	ES	H	0	0	-523	-523	-523
Manage increased costs with unit.	ES	H	-14	-10	-10	-10	-10
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	H	-141	-141	-141	-141	-141
TOTAL YOUNG PEOPLE & ACCESS TO EDUCATION			-267	-366	-894	-894	-894
TOTAL DIRECTORATE SAVINGS			-1,062	-1,277	-2,073	-3,122	-4,169
NET PRESSURES/SAVINGS			614	748	940	940	940

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
YEAR ON YEAR VARIATION		349	988	1,049	1,047
FTE Changes	0.0	0.0	0.0	0.0	0.0

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
YEAR ON YEAR VARIATION				-215	-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.

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)

Directorate : Social & Community Services

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
COMMUNITY SERVICES						
CS1	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
Registration Service						
CS6	Income from General Registrars Office ceasing.	22	22	22	22	22
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			
CS8						
TOTAL COMMUNITY SERVICES		167	197	122	305	489

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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 found from elsewhere within the service for years 2009/10 and 2010/11 until they can be achieved through the Westgate project.	ES	Med	-21	-21	-21	-21	-85
To be funded from a contribution from the Adult Social Care budget - Transforming Social Care.	O	Low	-10	-40			
Heritage Services							
To be funded from Social Care for Adults.	O						
Registration Service							
Increase income target.	IG	High	-22	-22	-22	-22	-22
Cultural & Community Developments							
To be funded from the Transforming Social Care grant. Thereafter, from savings in adult social care subject to evaluation.	O	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
TOTAL COMMUNITY SERVICES			-202	-232	-157	-340	-524

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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 co-ordinated 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
	<i>Additional funding for services for older carers.</i>	<i>250</i>	<i>250</i>	<i>250</i>	<i>250</i>	<i>250</i>
ACG12						
	ALL CLIENT GROUPS PRESSURES	1,064	1,107	1,223	1,385	1,573
	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						
OP4						
OP5						
OP6	Project costs relating to DTOC project. OCC to fund a third of the cost.	100	100			
OP7						

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Adult Placement Service							
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.	O	Low	-45				
Miscellaneous							
Further Reduction in the contract uplift to Adult Social Care contracts.	ES	High	-75	-75	-75	-75	-75
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							
Older People Pooled Budget							
Residential & Nursing Beds							
Reach agreement with 2 service providers to cease "Deficit funding agreement" which incurs higher costs to OCC. This will have no impact on service quality.	ES	Med	-60	-60	-60	-60	-60
Reduced need for residential care due to the provision of more equipment to enable people to stay in their own homes.	ES	Med	-50	-100	-150	-200	-250
Reduced need for residential care due to investment in prevention strategies.	ES	High	-300	-600	-900	-1,200	-1,500
To be funded from Transforming Social Care Grant	O	Low	-100	-100			
Allow 2% on various contracts for 2009/10.	ES	Med	-370	-370	-370	-370	-370

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	Home Support					
OP8						
OP9						
OP10						
	Internal Day Services					
OP11						
OP12						
OP13						
	Integrated Care Services					
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	50	50	50	50
OP15	Extended Clinical Cover. To provide weekend and evening cover on an on-call basis. Will be matched funded by the Primary Care Trust (PCT).	25	25	25	25	25
OP16						
OP17						
	Miscellaneous					
OP18	Extra Care Housing costs met from Transforming Social Care Grant and savings.					
OP19						
	OLDER PEOPLE PRESSURES	1,240	1,869	2,991	4,055	5,120

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Home Support							
Review the use of External Home Support in the light of self directed support.	ES	Med	-75	-150	-150	-150	-150
Review large packages of home support and actively enable some people to become more independent with a reduced need for care.	ES	Med	-150	-150	-150	-150	-150
Only allow 2% on External Home Support contracts for 2009/10.	ES	Med	-110	-110	-110	-110	-110
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 intermediate care (non-charging service) longer than required, rather than moving on to fee paying services.	IG	Med	-20	-20	-20	-20	-20
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
Savings still to be identified to meet pressures.		High	-39	-243	-824	-1,038	-1,253
OLDER PEOPLE SAVINGS			-1,472	-2,110	-3,241	-4,305	-5,370

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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 targets and balance pressures (inflated by 2% to 2009/10 prices).	115	191	315	315	315
	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 category so do not receive funding.	100	100	100	100	100
PD4	Senior Practitioner for residential reprovion (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)					
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
MH4	New Independent Mental Health Advocacy service required by legislation. Matched funding with PCT.	15	15	15	15	15

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Physical Disabilities (PD)							
.....							
OCC Contribution to the PD Pool							
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.	ES	Med	-295	-300	-300	-300	-300
Savings resulting from investment in prevention strategies.	ES	Med	-150	-150	-150	-150	-150
Miscellaneous							
Savings still to be identified to meet pressures.		High	180	109	-15	-114	-214
PHYSICAL DISABILITIES SAVINGS			-265	-341	-465	-564	-664
Mental Health							
Reduce budget on Section 117.	ES	Low	-400	-400	-400	-400	-400
OCC Contribution to Primary Care Trust pool (Service Level Agreements)							

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	OCC Contribution to Oxfordshire Mental Health Trust Pool (Staffing)					
MH5						
	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
	Learning Disabilities					
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
	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

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
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)							
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							
<i>Savings still to be identified to meet pressures.</i>		<i>High</i>	<i>-131</i>	<i>-109</i>	<i>-222</i>	<i>-284</i>	<i>-370</i>
MENTAL HEALTH SAVINGS			-701	-709	-832	-904	-1,000
Learning Disabilities							
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.	O	High	-1,000	-2,000	-2,000	-2,000	-2,000

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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
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
LD11	Carry forward of projected overspend from 08-09	1,000				
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."	1,000	1,000	1,000	1,000	1,000
LD13						
LD14						
LD15						
LD16						
LD17						
LD18	Reduction in Preserved Rights grant	73	148	148	148	148

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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
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 received details of its operating framework for next year. Final decisions will be made by the PCT when these details are known.	O	High	-400	-400	-400	-400	-400
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

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
LD19	Unit Manager and Procurement Officer to lead the framework tender. (2 FTE)	80	80			
LD20	Invest in community and preventative mental health services.		230	230	230	230
LD21						
LD22						
LD23						
LD24						
LD25						
	Miscellaneous					
LD26						
	LEARNING DISABILITIES PRESSURES	4,035	5,070	6,744	8,580	10,417
	TOTAL SOCIAL CARE FOR ADULTS PRESSURES	6,905	8,696	11,855	15,088	18,374
	Strategy & Transformation					
ST1	Pro rata share of corporate savings target				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
	Facilities Management					
ST4	Unachievable rent income	106	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

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
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
TOTAL SOCIAL CARE FOR ADULTS SAVINGS			-7,127	-8,927	-11,095	-13,328	-15,614
Strategy & Transformation							
Strategy							
To be funded from Social Care for Adults.	O	Low					
Facilities Management							
To be funded from Social Care for Adults.	O	Low					
To be funded from Social Care for Adults.	O	Low					
To be funded from Social Care for Adults.	O	Low					

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	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	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
Miscellaneous							
To be funded from Social Care for Adults.	O	Low					
Additional income resulting from more timely financial assessments following a review of the financial assessment and care assessment processes	IG	Med	-406	-406	-406	-406	-406
To be funded from Social Care for Adults.	O	Low					
Savings still to be identified to meet pressures.		High	-122	-183	-255	-534	-813
STRATEGY & TRANSFORMATION SAVINGS			-528	-589	-661	-940	-1,219

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £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	8,067	12,139	18,876	26,460	31,966

	YEAR ON YEAR VARIATION		4,072	6,737	7,584	5,506
	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)
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)

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	Across Directorate						
	Ask occupiers to reduce energy consumption to keep expenditure within budget.	ES	Med	-98	-46	-46	-46
	To be funded 50% from Adult Social Care and 50% Community Services.	O	Low				
		High					
	ACROSS DIRECTORATE SAVINGS			-98	-46	-46	-46
	TOTAL SOCIAL & COMMUNITY SERVICES SAVINGS			-7,955	-9,794	-11,959	-14,654
	NET PRESSURES/SAVINGS			111	2,345	6,917	11,806
	YEAR ON YEAR VARIATION				-1,839	-2,165	-2,695
	FTE Changes				-8	-7	

Directorate : Environment & Economy

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	TRANSPORT					
	<u>POLICY & STRATEGY</u>					
	Share of savings target				263	526
	Public Transport Contract Inflation			350	700	1,050
	TOTAL POLICY & STRATEGY	0	0	350	963	1,576
	<u>NETWORK MANAGEMENT</u>					
	Share of savings target				12	24
	P&R compensation & operation	250	250	250	250	250
	TOTAL NETWORK MANAGEMENT	250	250	250	262	274
	<u>OXFORDSHIRE HIGHWAYS</u>					
	Share of savings target				265	530
	Pitt Review - Flood/Drainage					
	Increased Gully cleaning	125	125	125	125	125
	Catchment studies	75	75	75	75	75
	Countywide drainage schemes	150	150	150	150	150
	Additional Staff (1fte)	23	23	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	125
	Street Scene Maintenance	375	375	375	375	375
	Property related energy costs	32	16	16	16	16
	Oxfordshire Highways Contract Inflation			525	1,050	1,575
	Highway and pavement repairs.		530	530	644	644
	Community Safety Schemes (pedestrian crossings).		114	114		

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
TRANSPORT							
<u>POLICY & STRATEGY</u>							
Public Transport Contract Efficiency	ES	Med			-350	-700	-1,050
Policy & Strategy - Pro-active management of routing and procurement of subsidised bus services	ES	Med	-180	-180	-180	-180	-180
TOTAL POLICY & STRATEGY			-180	-180	-530	-880	-1,230
<u>NETWORK MANAGEMENT</u>							
P&R ancillary income generation	IG	High	-250	-250	-250	-250	-250
Reintroduce parking charges (evenings & Sundays).				-530	-530	-530	-530
Increase on-street parking charges by 10%.				-114	-114	-114	-114
TOTAL NETWORK MANAGEMENT			-250	-894	-894	-894	-894
<u>OXFORDSHIRE HIGHWAYS</u>							
Increase occupier energy efficiency	ES		-16	-8	-8	-8	-8
Oxfordshire Highways efficiency savings	ES	High	-285	-135	-660	-1,725	-2,790
Oxfordshire Highways - Reduction in Winter Maintenance	ES	High	-100	-100	-100	-100	-100
To be funded from parking account (see Network Management).							
To be funded from parking account (see Network Management).							

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
	Reinstatement of (part of) weed control budget.	95	95	95	95	95
	TOTAL OXFORDSHIRE HIGHWAYS	1,892	2,370	2,895	3,685	4,475
	GENERAL					
	TOTAL GENERAL	0	0	0	0	0
	TOTAL PRESSURES - TRANSPORT	2,142	2,620	3,495	4,910	6,325
	<u>SUSTAINABLE DEVELOPMENT</u>					
	<u>PLANNING IMPLEMENTATION GROUP</u>					
	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
	<u>STRATEGIC POLICY & ECONOMIC DEVELOPMENT</u>					
	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 Environment 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 AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10 £000	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000
TOTAL OXFORDSHIRE HIGHWAYS			-401	-243	-768	-1,833	-2,898
GENERAL							
Income generation (fees & charges) various initiatives to maximise income generation	IG	Med	-200	-200	-200	-200	-200
Increase skip, hoarding and scaffolding charges.			-50	-50	-50	-50	-50
TOTAL GENERAL			-250	-250	-250	-250	-250
TOTAL SAVINGS - TRANSPORT			-1,081	-1,567	-2,442	-3,857	-5,272
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	O		-40	-40	-40	-40	-40
TOTAL STRATEGIC POLICY & ECONOMIC DEVELOPMENT			-40	-40	-40	-40	-40

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
	TOTAL FIRE & RESCUE SERVICE - DELIVERY	106	143	96	108	425

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		-28	-16	-16	-16	-16
Flood Training underspend due to reduced costs by procuring alternative training facilities in 2008/9 allowing carry forward of this contribution	O	N/A	-40				
Business Manager Position - salary differential between a uniformed officer and a non-uniformed officer	ES	Low	-15	-15	-15	-15	-15
TOTAL FIRE & RESCUE SERVICE - DELIVERY			-83	-31	-31	-31	-31

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
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	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.	60	60	60	60	60
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	15
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 & RESCUE SERVICE - SUPPORT	78	169	271	330	389
	TOTAL FIRE AND RESCUE SERVICE	184	312	367	438	814
	FRS FTE Changes	1	1	1	1	1

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 - SUPPORT							
Savings to be identified	SR					-59	-118
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			-50	-100	-100
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 RESCUE SERVICE			-86	-34	-84	-193	-252
Difference between FRS pressure and efficiency			98	278	283	245	562
FRS FTE Changes			-2	-2	-2	-2	-2

PRIORITIES & PRESSURES (CUMULATIVE)						
REF	DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
		£000	£000	£000	£000	£000
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
	TOTAL GYPSY & TRAVELLER SITES	0	0	0	1	2
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
	TOTAL DIRECTORATE PRESSURES	231	392	449	555	966
	YEAR ON YEAR VARIATION		161	57	106	411
	FTE Changes	2.0	2.0	2.0	2.0	2.0

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
EMERGENCY PLANNING							
Renegotiation of external contracts	ES	Low				-4	-8
TOTAL EMERGENCY PLANNING			0	0	0	-4	-8
SAFER & STRONGER COMMUNITIES							
Savings to be identified	SR					-3	-6
TOTAL SAFER & STRONGER COMMUNITIES			0	0	0	-3	-6
GYPSY & TRAVELLER SITES							
Savings to be identified	SR	Low				-1	-2
TOTAL GYPSY & TRAVELLER SITES			0	0	0	-1	-2
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.	O	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.	O	Low	-24	-33	-33	-33	-33
TOTAL CORONER'S SERVICE			-200	-200	-150	-100	-50
TOTAL DIRECTORATE SAVINGS			-287	-235	-237	-331	-375
NET PRESSURES/SAVINGS			-56	157	212	224	591
YEAR ON YEAR VARIATION				52	-2	-94	-44
FTE Changes			-2	-2	-2	-2	-2
Net FTE Change			0.0	0.0	0.0	0.0	0.0

Directorate : Community Safety (Shared Services)

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
Cross Service					
Efficiency Savings Target				117	233
Increased recharge from County Procurement	3	4	6	6	6
Continue Health & Safety improvement work in schools	50	50	50	50	50
TOTAL CROSS SERVICE	53	54	56	173	289
HR					
Learning & Development - around 25% of the business case savings target will remain in 2009/10.	225	225	225	225	225
HR services - savings target of 4 fte's will remain in 2009/10	133	133	133	133	133
TOTAL HR	358	358	358	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 savings for Accounts Payable	30	30	30	30	30
Loss of income earning opportunities for payslip advertising	10	10	10	10	10
TOTAL FINANCIAL SERVICES	166	166	166	166	166

EFFICIENCIES, SAVINGS & REPRIORITISATIONS							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	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 & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
Financial & Management Accounting					
Budgets transferred from S&CS were net of a vacancy factor of £119K	119	119	119	119	119
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
Delay in delivering SAP for Schools resulting in a delay in reducing staffing by 2fte to meet Business Case target	60	60			
TOTAL FINANCIAL & MANAGEMENT ACCOUNTING	246	279	219	219	219
TOTAL PRESSURES	823	857	799	916	1,032

EFFICIENCIES, SAVINGS & REPRIORITISATIONS							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	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			50	50	50	50	50

Key: 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)

Directorate : Corporate Core

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	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
Total Members' Services	25	40	66	69	72
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
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

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£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	O	Med	-60	-60	-60	to be reviewed	
Total Partnerships Working Unit			-72	-79	-91	-45	-59
Policy Unit							
These pressures can be managed by the use of a planned underspend in 2008/09 and by managing a vacancy target.	ES	Low	-43	-43	-43	-56	-69
Reduce LAA2 funding agreed in 2008/09.			-250	-250	-250	-250	-250
Total Policy Unit			-293	-293	-293	-306	-319

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
TOTAL STRATEGY	221	274	312	296	367
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 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
Customer First					
Efficiency Savings Target				10	20
Total Customer First	0	0	0	10	20
Change					
Efficiency Savings Target	4	7	12	16	20
Total Change	4	7	12	16	20
TOTAL CHANGE	49	104	122	175	228

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
TOTAL STRATEGY			-471	-524	-562	-546	-617
CHANGE							
Communications & Marketing							
Savings arising from the communications and marketing review.	ES	Med	-10	-16	-26	-38	-50
Do not appoint Head of Communications & Marketing.			-110	-110	-110	-110	-110
Total Communications & Marketing			-120	-126	-136	-148	-160
Strategic HR & OD							
Restructuring of the service	ES / SR	Med	-3	-4	-7	-34	-61
Total Strategic HR & OD			-3	-4	-7	-34	-61
Customer First							
Reduce supplies and services budgets.	SR	Med				-10	-20
Total Customer First			0	0	0	-10	-20
Change							
Reduce working hours.	ES	Low	-4	-7	-12	-16	-20
Total Change			-4	-7	-12	-16	-20
TOTAL CHANGE			-127	-137	-155	-208	-261

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£000	£000	£000	£000	£000
FINANCE & PROCUREMENT / 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
Total Finance & Procurement	16	16	16	58	100
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
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

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
Finance & Procurement							
Berkshire pensions - reduced charges as the number of pensioners reduces	ES	Low	-8	-8	-8	-50	-50
Reduction in early retirement charges	ES	Low	-8	-8	-8	-8	-16
Savings to be identified	ES / SR						-34
Total Finance & Procurement			-16	-16	-16	-58	-100
Corporate Core Management & Administration							
Review the subscriptions budget	ES	Low				-2	-4
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			-64	-75	-95	-115	-135
ICT							
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

PRIORITIES & PRESSURES (CUMULATIVE)					
DESCRIPTION	2009/10	2010/11	2011/12	2012/13	2013/14
	£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
Software licences - increases above allowed inflation for contracts	76	76	76	76	76
Additional programme office resources (1 FTE).	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	657	812	1,245	1,781	2,214
TOTAL DIRECTORATE PRESSURES	927	1,190	1,679	2,252	2,809

EFFICIENCIES AND SAVINGS (CUMULATIVE)							
DESCRIPTION	TYPE	RISK	2009/10	2010/11	2011/12	2012/13	2013/14
			£000	£000	£000	£000	£000
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 reviews, software distribution, software re-licensing, server consolidation and desktop virtualisation. There would also be a 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 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	-125	-125	-125	-125	-125
	ES / SR	Med	-76	-76	-76	-76	-76
	ES / SR	Med	-41	-41	-41	-41	-41
	ES / SR	Med	-156	-156	-156	-156	-156
	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			-718	-886	-1,319	-1,857	-2,292
TOTAL DIRECTORATE SAVINGS			-1,316	-1,547	-2,036	-2,611	-3,170

NET PRESSURES/SAVINGS			-389	-357	-357	-359	-361
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YEAR ON YEAR VARIATION		263	489	573	557
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YEAR ON YEAR VARIATION			-231	-489	-575	-559
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FTE Changes	10.0	10.0	10.0	10.0	10.0
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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)