

Transformation, Savings, and Income Generation Proposals

APPENDIX 2(i)

Directorate	Director	Portfolio Holder	EIA Required Y/N	Reference	Name of Proposal	Description	2021/22	2022/23	2023/24	Total	New/ Existing
							£m	£m	£m	£m	
Adults Services:											
Adults	Mel Lock	Cllr David Huxtable	N	ADULTS-2122-02	Independent Living Accommodation Solutions	Capital investment in new forms of accommodation both owned by us (with rental income) and in partnership with others. Linked to a capital bid this would provide different accommodation options to those currently available in our housing and provider market.	0.000	(0.578)	(0.500)	(1.078)	New
Adults	Mel Lock	Cllr David Huxtable	Y	ADULTS-2122-03	Savings from new Intermediate Care Model	Savings from new Intermediate Care Model working jointly with NHS.	(0.600)	0.000	0.000	(0.600)	New
Adults	Mel Lock	Cllr David Huxtable	Y	ADULTS-2122-04	Staff Efficiency	Savings from staffing efficiencies due to remodelling of service delivery.	(0.300)	0.000	0.000	(0.300)	New
Adults	Mel Lock	Cllr David Huxtable	N	ADULTS-2122-05	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire.	(0.067)	0.000	0.000	(0.067)	New
Adults	Mel Lock	Cllr David Huxtable	Y	ADULTS-2122-06	Reduced Transport Costs	Reduced Transport Costs reflecting different models of care and support including day-care support closer to home or in the community.	(0.300)	0.000	0.000	(0.300)	New
Adults	Mel Lock	Cllr David Huxtable	Y	ADULTS-2122-07	Employment Support	Joining up employment support services with DWP and changing the Discovery contract for employment support aligned with the transport and day service modernisation.	(0.400)	0.000	0.000	(0.400)	New
Adults	Mel Lock	Cllr David Huxtable	N/A	Adults-2021-01	Community focused redesign	Community focused redesign	(0.050)	(0.050)	(0.025)	(0.125)	Existing
Adults	Mel Lock	Cllr David Huxtable	N/A	Adults-2021-06	Digital FAB	Digital FAB	(0.062)	0.000	0.000	(0.062)	Existing
Total Adults Services							(1.779)	(0.628)	(0.525)	(2.932)	
Children's Services:											
Children's	Julian Wooster	Cllr Frances Nicholson	N	CHILD-2122-02	Children's Residential Placements	Children's Residential Placements	0.000	(0.312)	(0.468)	(0.780)	New
Children's	Julian Wooster	Cllr Frances Nicholson	N	CHILD-2122-03	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire	(0.166)	0.000	0.000	(0.166)	New
Children's	Julian Wooster	Cllr Frances Nicholson	N	CHILD-2122-04	Staffing Savings	Reduce staffing budgets for permanent and locum staff through a combination of savings from predicted recruitment timescales and reduced use of locums where possible. This is a one year saving due to the unknown impact of the pandemic.	(0.470)	0.470	0.000	0.000	New
Children's	Julian Wooster	Cllr Frances Nicholson	N/A	Child-2021-01	Family Safeguarding	Family Safeguarding transformation	(0.388)	(0.984)	0.000	(1.371)	Existing
Children's	Julian Wooster	Cllr Frances Nicholson	N/A	Child-2021-02	SENDIAS	SENDIAS restructure	(0.240)	(0.240)	0.000	(0.480)	Existing
Children's	Julian Wooster	Cllr Frances Nicholson	N/A	Child-2021-03	Travel Plans	Independent Travel Training (this saving is now removed as unachievable)	(0.240)	(0.210)	0.000	(0.450)	Existing
Total Children's Services							(1.504)	(1.276)	(0.468)	(3.247)	
Economic & Community Infrastructure Services:											
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-01	Property - County Hall Income	Property - income generated from sharing space in County Hall with other public sector partners. These savings were anticipated as part of the A Block refurbishment business case.	(0.280)	0.000	0.000	(0.280)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-02	Infrastructure Programmes Group - Cancellation of Software Licence	Cancellation of project management software licence	(0.012)	0.000	0.000	(0.012)	New
ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-03	Economy & Planning - Additional Income from Selling Ecology Services	Additional income will be generated by the Planning Service via Planning Monitoring Visits and a growth in the provision of Traded Ecology Services.	(0.011)	(0.012)	(0.014)	(0.037)	New
ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-04	Heritage Trust - Capitalise Staff Time Working on Capital Projects	Ensure time spent working on capital schemes is charged to the capital budget	(0.005)	0.000	0.000	(0.005)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-05	Traffic Management, Road Safety & Parking - Reduce costs and maximise income	Budget savings will be made by maximising income across all services. In addition to this there is a one off saving of £200K from 2021/2 running costs as the "20 when lights flash project" has been delayed due to the Covid-19 project.	(0.600)	0.175	(0.060)	(0.485)	New

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ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-06	Transporting Somerset - Income Generation Through the Rental of Under-utilised Parking Spaces	The service is currently in the process of agreeing with local employers for these employers to pay for a number of parking spaces for use by their staff at the Taunton Gateway Park & Ride site. The agreement would provide a rental income for a period of up to five years. There will be some additional costs associated with this which we currently estimate to be £20k.	(0.170)	0.000	0.000	(0.170)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-08	Transporting Somerset - Service Restructure	Review of Transporting Somerset Management Structure	(0.090)	0.000	0.000	(0.090)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-09	Transporting Somerset - Concessionary Fares Budget Reduction	The Concessionary Fares Scheme is based on patronage and the levels of fares being charged by bus operators and both of these factors are outside of our control and liable to change at anytime. The level of spend in this budget is therefore very hard to predict. We are however currently predicting a £200k underspend in this area for 2020/21 and are reasonably confident that giving up 100% of this budget for 2021/22 onwards is achievable.	(0.200)	0.000	0.000	(0.200)	New
ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-10	Trading Standards - Reduction in budget	Devon, Somerset & Torbay Trading Service is a joint service hosted by Devon County Council. The Legal Agreements surrounding this joint service set out a formula for the budget contributions from each partner authority of 30.8% for SCC, 61.7% for Devon County Council (DCC) and 7.5% for Torbay Council (TC) to meet the three Council's responsibilities as trading standards authorities. The proposed three year saving from Somerset County Council (SCC) is 6% and is estimated as the maximum amount of savings that can be sustained in the joint service without making the joint service model unsustainable. It would be achieved by a loss of circa 1.5 FTE in the volume of service provided to Somerset. Given the proportionate funding model for the joint service a reduction in contribution/funded capacity in Somerset would be managed by a higher level of discretionary service operating in Devon as opposed to a similar proportionate reduction of the budget in this part of the joint service area of operation	(0.021)	(0.021)	(0.021)	(0.063)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-12	Property - savings from energy generation projects	Linked to capital bid. Proposal to generate revenue savings / income stream through energy generation projects.	0.000	(0.130)	(0.132)	(0.262)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-13	Property - Asset Rationalisation & Corporate Landlord Savings	This proposal relates to further savings generated as a result of the implementation of the Corporate Landlord Model and as a result of the rationalisation of the County's Estate. Some of these savings have been identified through the A Block project.	(0.217)	0.000	0.000	(0.217)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	Y	ECI-2122-14	Property - Reduction in facilities management staff costs	Property - changes to services provided by the County Hall FM team, and associated staff restructure	(0.100)	0.000	0.000	(0.100)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-15	Property - Finance Administration Staff Saving	The proposal is to consolidate finance transaction processing across the Property group through a restructure and a re-organisation of work, with an overall reduction in staff costs.	(0.025)	0.000	0.000	(0.025)	New
ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-16	Flood & Water Management - Income Generation from Pre-Application Advice	Income Generation from providing chargeable Pre-Application Advice	(0.010)	(0.010)	(0.010)	(0.030)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-21	Highways & Transport Commissioning - Delete the Housing Infrastructure Fund Budget	Delete the Housing Infrastructure Fund Budget which covers staff overheads in designing and delivering HIF schemes	(0.070)	0.000	0.000	(0.070)	New
ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-26	Somerset Waste Partnership - request saving of £30k	Request savings from the SWP. These are expected to be achieved as a result of a SWP review of the Anaerobic Digester contract with Viridor, and as a result are seeking to secure further savings on the price per tonne paid by the County Council to Viridor. This will have no impact on other partners.	(0.030)	0.000	0.000	(0.030)	New

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ECI	Paula Hewitt	Cllr David Hall	N	ECI-2122-33	Economic Development - Recharging Contract Management Costs	Commissioning via the building rental income streams received at the Somerset Energy Innovation Centre, a multi annual service contract, and recharging annual contract management costs incurred by SCC for this contract.	(0.004)	0.000	0.000	(0.004)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-37	Highways - Lighting - Asset Structural Testing Decrease	Due to the continuation of Highway Lighting asset replacement programme, the structural testing demand has decreased for this financial year.	(0.020)	0.000	0.000	(0.020)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-38	Highways - Lighting – Electrical Testing Code of Practice	Change to the compulsory Code of Practice for electrical testing six-yearly inspections can now be applied.	(0.020)	0.000	0.000	(0.020)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott, Cllr David Hall, Cllr John Woodman	N	ECI-2122-39	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire as service embeds new ways of working	(0.051)	0.000	0.000	(0.051)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-20	Highways & Transport Commissioning - Delete A303-A358 Development Consent Order Budget	Removal of the current budget for engaging in DCO processes for the A303/A358 schemes in the 21/22 financial year.	(0.075)	0.000	0.000	(0.075)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-41	Highways & Transport Commissioning - HDM reduction in consultancy budget	Reduction in consultancy budget - Highways Development Management team now has more capacity and knowledge within the team. Having reviewed the budget we are able to reduce the technical budget used to commission consultancy advice to review developer Transport Assessments (description subject to change).	(0.020)	0.000	0.000	(0.020)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-42	Highways - Lighting Energy Costs Review	Review of lighting energy costs based on current supplier costs and latest service budget projection	(0.100)	0.000	0.000	(0.100)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-36	Highways - Rights of Way Modifications & Commons Officer Reduction	A business case was approved and was being implemented to recruit four additional Modification & Commons Officers. Three of the four posts were successfully filled. Recruitment for the fourth post has been put on hold to enable this saving to be offered. The additional posts were to tackle the considerable backlog of applications to modify the Definitive Map, better meet directions received from the Secretary of State and reduce scrutiny on the Service for this area of work. Applicants can appeal to the Secretary of State against non-determination after 12 months of making an application. The delays on some applications stretch into decades rather than years.	(0.030)	0.000	0.000	(0.030)	New
ECI	Paula Hewitt	Cllr John Woodman	N	ECI-2122-43	IPG - Funding mechanism review	Funding mechanism review	(0.010)	0.000	0.000	(0.010)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-44	Property - Reduction in County Hall utility costs	Reduced utility costs are anticipated following the investment in the A block refurbishment.	(0.050)	0.000	0.000	(0.050)	New
ECI	Paula Hewitt	Cllr Mandy Chilcott	N	ECI-2122-45	Property - Rental income from SCC property estate	Increases in rental income from rent reviews across the SCC property estate	(0.020)	0.000	0.000	(0.020)	New
ECI	Paula Hewitt	Cllr David Hall	N/A	ECI-04	Waste Contract Extension	Waste HWRC Contract Extension	(0.200)	(0.400)	0.000	(0.600)	Existing
ECI	Paula Hewitt	Cllr David Hall	N/A	ECI-2021-01	Slim my waste feed my face	ECI (Waste) Saving: Somerset Waste Partnership 'Slim my waste, feed my face'	0.059	0.005	0.042	0.105	Existing
ECI	Paula Hewitt	Cllr David Hall	N/A	ECI-2021-05	Trading Standards New Partner	Trading Standards – new partner efficiency saving dependant on merger	(0.004)	0.000	0.000	(0.004)	Existing
ECI	Paula Hewitt	Cllr John Woodman	N/A	ECI-2021-06	Reduce Highway Lighting	Reduce highway lighting energy budget	(0.040)	0.000	0.000	(0.040)	Existing
ECI	Paula Hewitt	Cllr John Woodman	N/A	ECI-2021-08	Transport - Reduction County Ticket	Reduction of County Ticket budget	(0.040)	0.000	0.000	(0.040)	Existing
ECI	Paula Hewitt	Cllr Mandy Chilcott	N/A	ECI-2021-09	Property - Reduced Costs	Reduced running costs	(0.015)	0.000	0.000	(0.015)	Existing
Total Economic & Community Infrastructure Services							(2.480)	(0.394)	(0.196)	(3.069)	
Corporate Affairs:											

Directorate	Director	Portfolio Holder	EIA Required Y/N	Reference	Name of Proposal	Description	2021/22	2022/23	2023/24	Total	New/ Existing
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Corporate Affairs	Simon Clifford	Cllr Faye Purbrick	N	C&SS-2122-03	ICT Savings	Staff Savings – ICT Services will be requesting the ICT underspend due to COVID-19 be used to fund the transformational staff costs that will arise in 21/22 - with the subsequent £100k slimming of the staff complement in 22/23 onwards. Contract Savings – Azure discount, savings by converting long term absentees onto cheaper o365 licences and SAP Hosting. Telephony – replacement of Openscape with cheaper alternatives, reduction in traditional telephony costs and new WAN contract. Budget Management – in year savings, vacancies, increased income	(0.400)	0.000	0.000	(0.400)	New
Corporate Affairs	Simon Clifford	Cllr Christine Lawrence	N	C&SS-2122-04	Business Intelligence Saving	This proposal seeks to remove a Grade 11 Information Analyst. The impact on the service would be a reduction in officer support for data and intelligence analysis, performance reporting, commissioning planning and support for decision making. This proposal in part is as a result of a refocusing of priority activity within services supported.	(0.033)	0.000	0.000	(0.033)	New
Corporate Affairs	Simon Clifford	Cllr Christine Lawrence	N	C&SS-2122-05	Information Governance and Customer Experience	To reduce support for Freedom of Information [FOI], Data Subject Access Requests [DSAR], and complaint processing at Somerset County Council by 25hrs of a Grade 13 officer. The service has been very successful and efficient in handling these requests over the last twelve months. This proposal may see an increase in the time taken to process DSAR and FOI and therefore negatively impact upon requestors and undermine achievement of statutory targets. This could lead to an increase in ICO investigations which would impact on the capacity of the Service Manager post.	(0.018)	0.000	0.000	(0.018)	New
Corporate Affairs	Simon Clifford	Cllr Christine Lawrence	N	C&SS-2122-08	Rationalisation of First Point of Contact	This proposal explores the potential to resolve more customer interactions at the first point of contact for SCC through the existing Contact Centre [CC]. In collaboration with Services this proposal will seek to understand if customer interactions via different channels: telephony, mailbox, social media e.g. Facebook Messenger and face to face reception functions could be resolved faster and more efficiently through a single (co-ordinated) entry point.	(0.154)	0.000	0.000	(0.154)	New
Corporate Affairs	Simon Clifford	Cllr Mandy Chilcott	N	C&SS-2122-09	Commercial and Procurement Contract rationalisation	Commercial and Procurement Strategic Manager - Commercial post to focus on commercial activities to achieve cashable efficiency savings through existing contract management, contract deep dives and medium term contract rationalisation	(0.160)	0.000	0.000	(0.160)	New
Corporate Affairs	Simon Clifford	Cllr Mandy Chilcott	N	C&SS-2122-10a	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire	(0.019)	0.000	0.000	(0.019)	New
Corporate Affairs	Simon Clifford	Cllr Faye Purbrick	N	C&SS-2122-11/6	Business Change - vacancies and full training budget	Business Change (BC) training budget for project and change L&D needs. Deletion of vacancies in BC team being held for One Somerset requirements. Temporary reduction in resources of 0.5fte. Net saving from not replacing the BC Strategic Manager offset by upgrading 2 Service Managers for 9 months.	(0.241)	0.069	0.000	(0.172)	New
Corporate Affairs	Simon Clifford	Cllr Christine Lawrence	N	C&SS-2122-14	Business Intelligence - Income Opportunity	The Business Intelligence Service has an opportunity to raise additional income through the development and use of BI applications, selling expertise in BI tools and resources and redirecting/re-commissioning external spend to the BI team at the same time as driving efficiency gains for the service.	(0.010)	0.000	0.000	(0.010)	New
Corporate Affairs	Simon Clifford	Cllr Mandy Chilcott	N	C&SS-2122-16	ICT Services contract efficiencies	Increased usage of Fortinet and Microsoft leads to removal of renewals of older software products.	(0.030)	0.000	0.000	(0.030)	New
Corporate Affairs	Simon Clifford	Cllr Faye Purbrick	N/A	C&SS-2021-07	ICT - decommissioning	ICT Decommission Weblabs, Easysite and Icasework	(0.020)	0.000	0.000	(0.020)	Existing
Total Corporate Affairs							(1.085)	0.069	0.000	(1.016)	
HR&OD and Community Governance/Legal Services:											

Directorate	Director	Portfolio Holder	EIA Required Y/N	Reference	Name of Proposal	Description	2021/22	2022/23	2023/24	Total	New/ Existing
							£m	£m	£m	£m	
HR&OD and Community Governance/ Legal Services	Chris Squire	Cllr Mandy Chilcott	N	C&SS-2122-07	Replacement for STAR payroll system	To procure a new payroll system to replace the current IRIS solution that removes the current manual work within HRAP and enables clients to make their own payroll transactional changes whilst maintaining the expertise and support that the HRAP service provides in respect of statutory and contractual compliance, pensions, employment status etc. The system will also enable new business opportunities. This proposal puts eight jobs at risk, two of these are vacant and the remainder will be made by offering redeployment and voluntary redundancy. The alternative is to move to SAP but this does not present the same opportunities for increasing business.	(0.020)	(0.050)	(0.100)	(0.170)	New
HR&OD and Community Governance/ Legal Services	Chris Squire	Cllr Mandy Chilcott	N	C&SS-2122-10b	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire	(0.039)	0.000	0.000	(0.039)	New
HR&OD and Community Governance/ Legal Services	Chris Squire	Cllr Mandy Chilcott	N	C&SS-2122-12	Reduction to Learning and Development Budget	Reduction in allocation of Learning and Development Budget of £200k on proviso that training is accessible through the workforce reserve	(0.200)	0.000	0.200	0.000	New
Total HR&OD and Community Governance/Legal Services							(0.259)	(0.050)	0.100	(0.209)	
Finance:											
Finance	Jason Vaughan	Cllr Mandy Chilcott	N	C&SS-2122-02	Finance - Removal of 3 vacant posts & other minor savings	Review of all finance budgets taking of 2019/20 outturn, price changes and latest staffing structure have identified that £64,500 of savings can be delivered without impacting upon service delivery	(0.065)	0.000	0.000	(0.065)	New
Finance	Jason Vaughan	Cllr Mandy Chilcott	N	C&SS-2122-10c	New Ways of Working/establishment Control	Savings in travel, printing, and venue hire	(0.004)	0.000	0.000	(0.004)	New
Finance	Jason Vaughan	Cllr Mandy Chilcott	N	C&SS-2122-13	15% reduction in days from SWAP for internal audit. Requires 12 months notice.	Full year saving of £60,000 by reducing the amount of internal audit days by 15%. Currently receive 1,400 days of internal audit service per annum. Requires 12 months notice so £35,000 of once -off funding is required in order to achieve full year saving.	(0.030)	(0.030)	0.000	(0.060)	New
Total Finance							(0.098)	(0.030)	0.000	(0.128)	
Non-Service:											
Non-Service	Jason Vaughan	Cllr Mandy Chilcott	N/A	NS-2021-02	Treasury Management - Strategic investment returns	Investing £50m in longer term Strategic investment returns for increased income and diversifying portfolio	(0.620)	0.000	0.000	(0.620)	Existing
Non-Service	Jason Vaughan	Cllr Mandy Chilcott	N/A	NS-2021-03	Capital Programme Forecast Slippage	Capital Programme Forecast Slippage at Qtr2 19/20 - therefore capital financing has been profiled accordingly	(0.137)	(0.254)	0.000	(0.391)	Existing
Non-Service	Jason Vaughan	Cllr Mandy Chilcott	N/A	NS-2021-04	Return on Treasury Investments	Delayed return on Treasury Investments due to market conditions	0.217	(0.212)	0.000	0.005	Existing
Total Non-Service:							(0.540)	(0.466)	0.000	(1.005)	
TOTAL							(7.743)	(2.774)	(1.089)	(11.606)	