

Transformation, Savings, and Income Generation Proposals

Appendix 2

| Directorate | Risk Assessment | Reference | Title | Description | Director | Portfolio Holder | 2022/23 £'m | 2023/24 £'m | 2024/25 £'m | New/ Existing |
|----------------------------|-----------------|------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------------|--------------|----------------|--------------|-------------------|
| Adults | High | 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 <u>housing and provider market</u> | Mel Lock | Cllr David Huxtable | 0.578 | 0.000 | 0.500 | Existing/ Amended |
| Adults | Low | Adults-2021-01 | Community focused redesign of traditional service | Community focused redesign of traditional service | Mel Lock | Cllr David Huxtable | 0.050 | 0.025 | 0.000 | Existing |
| Adults Total | | | | | | | 0.628 | 0.025 | 0.500 | |
| Public Health | High | PH-TSIPG-2223-01 | Health Inequalities | Reduce available funding for Health Inequalities to meet target saving | Trudi Grant | Cllr Clare Paul | 0.070 | 0.000 | 0.000 | New |
| Public | Low | PH-TSIPG-2223-02 | Community Support Post | Remove post. Currently Vacant. | Trudi Grant | Cllr Clare Paul | 0.030 | 0.000 | 0.000 | New |
| Public Health Total | | | | | | | 0.100 | 0.000 | 0.000 | |
| Children's | High | Child-2021-02 | Special Educational Needs and Disability Information, Advice and Support | Special Educational Needs and Disability Information, Advice and Support | Julian Wooster | Cllr Frances Nicholson | (0.240) | 0.000 | 0.000 | Existing/ Amended |
| Children's | High | Child-2021-03 | Travel Plans | Travel Plans | Julian Wooster | Cllr Frances Nicholson | 0.000 | 0.000 | 0.000 | Existing/ Amended |
| Children's | High/Medium | CH-TSIPG-2223-04 | Pathway to Independence | Hold inflation rate at previous years level for 1 year | Julian Wooster | Cllr Frances Nicholson | 0.300 | (0.300) | 0.000 | New |
| Children's | Medium | CH-TSIPG-2223-05 | Turnover Factor | Reduction in expenditure due to employee turnover | Julian Wooster | Cllr Frances Nicholson | 0.500 | 0.000 | 0.000 | New |
| Children's | High | Child-2021-01 | Family Safeguarding | Family Safeguarding | Julian Wooster | Frances Nicholson | 0.984 | 0.000 | 0.000 | Existing |
| Children's | High | CHILD-2122-02 | Children's Residential Placements | Children's Residential Placements | Julian Wooster | Cllr Frances Nicholson | 0.312 | 0.156 | 0.000 | Existing/ Amended |
| Children's | Low | CHILD-2122-04 | Staffing | 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. | Julian Wooster | Cllr Frances Nicholson | (0.470) | 0.000 | 0.000 | Existing |
| Children's | Low | CH-TSIPG-2223-01 | Reduction in travel from New Ways of Working | reduction of 25% of travel and mileage budgets in recognition of new ways of working. | Julian Wooster | Cllr Frances Nicholson | 0.011 | 0.000 | 0.000 | New |
| Children's | Low | CH-TSIPG-2223-02 | Reduction in travel from New Ways of Working | reduction of 25% of travel and mileage budgets in recognition of new ways of working. | Julian Wooster | Cllr Frances Nicholson | 0.005 | 0.000 | 0.000 | New |
| Children's Total | | | | | | | 1.401 | (0.144) | 0.000 | |
| ECI | High | EC-TSIPG-2223-07 | Highway Lighting - saving from migration to LED | Revenue saving as a result of capital investment to change lighting stock to LED | Paula Hewitt | Cllr John Woodman | 0.105 | 0.105 | 0.105 | New |
| ECI | High/Medium | ECI-2122-03 | Economy & Planning - Additional income from Monitoring and 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. | Michele Cusack | Cllr David Hall | 0.012 | 0.014 | 0.000 | Existing |

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| ECI | High/Medium | 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 | Michele Cusack | Cllr David Hall | 0.021 | 0.021 | 0.000 | Existing |
| ECI | High/Medium | ECI-2122-16 | Flood & Water Management - Income Generation - Pre-Application Advice | Income Generation from providing chargeable Pre-Application Advice | Michele Cusack | Cllr David Hall | 0.010 | 0.010 | 0.000 | Existing |
| ECI | High/Medium | EC-TSIGP-2223-06 | Vacancy Factor - Highways | Vacancy factor across the Highways service area. | Paula Hewitt | Cllr John Woodman | 0.010 | 0.000 | 0.000 | New |
| ECI | High/Medium | EC-TSIGP-2223-17 | Vacancy Factor - Property | Property - Vacancy factor saving | Paula Hewitt | Cllr Mandy Chilcott | 0.020 | 0.000 | 0.000 | New |
| ECI | Medium | ECI-2122-12 | Property - savings from energy generation projects | Linked to capital bid. Proposal to generate revenue savings / income stream through energy generation projects. | Paula Hewitt | Cllr David Hall | 0.130 | 0.132 | 0.000 | Existing |
| ECI | Medium | EC-TSIGP-2223-05 | Vacancy Factor - Economy & Planning | The staff complement within Economy & Planning is well established, however this savings target realises there is a small degree of anticipated staff turnover | Paula Hewitt | Cllr David Hall | 0.005 | 0.000 | 0.000 | New |
| ECI | Medium | EC-TSIGP-2223-08 | Vacancy Factor - Libraries | Vacancy Factor estimated for whole Library Service of 0.5%. To be taken in 2022-23 and built into revised budget going forward. | Paula Hewitt | Cllr David Hall | 0.015 | 0.000 | 0.000 | New |
| ECI | Medium | EC-TSIGP-2223-12 | Property - Rental Income (Other Sites) | Property - increases in rental income from rent reviews, inflationary increases, and additional rent as a result of new leases in place across the SCC property estate | Paula Hewitt | Cllr Mandy Chilcott | 0.030 | 0.000 | 0.000 | New |
| ECI | Low | ECI-04 | Waste HWRC Contract Extension | Waste HWRC Contract Extension | Paula Hewitt | Cllr David Hall | 0.400 | 0.000 | 0.000 | Existing |
| ECI | Low | ECI-2021-01 | Slim my waste feed my face | ECI (Waste) Saving: Somerset Waste Partnership 'Slim my waste, feed my face' | Paula Hewitt | Cllr David Hall | (0.005) | (0.042) | 0.000 | Existing |
| ECI | Low | 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. | Paula Hewitt/Alyn Jones | Cllr John Woodman | (0.175) | 0.060 | 0.000 | Existing |

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| ECI | Low | EC-TSIGP-2223-01 | Pre-application Highways Advice Service | Implementation of a pre-application advice service linked to new council guidance on the scoping process for transport assessments submitted by developers in support of their planning applications. Will replace current free ad-hoc discretionary advice | Paula Hewitt | Cllr John Woodman | 0.050 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-02 | Advertising on Highway Assets (roundabouts and fleet) | Implement an advertising service to enable businesses and internal clients to advertise on highway assets including roundabouts and fleet. | Paula Hewitt | Cllr John Woodman | 0.000 | 0.085 | 0.025 | New |
| ECI | Low | EC-TSIGP-2223-03 | Vacancy Factor - H&T Commissioning | Vacancy Factor | Paula Hewitt | Cllr John Woodman | 0.005 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-04 | Recharge of Director's time spend on CDS to the CDS Programme | Recharge of Director's time spend on CDS to the CDS Programme | Paula Hewitt | Cllr David Hall | 0.029 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-09 | Recycle More | Recycle More project will reach breakeven in quarter 3 of 22/23, it is assumed 25% of the modelled saving will be achieved in year 1. The value of the saving is dependent on volumes of all waste streams at the kebside. | Paula Hewitt | Cllr David Hall | 0.250 | 0.750 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-10 | Anerobic Digester Negotiation on Gate Fee | The Anaerobic Digestion contract price review concluded that the price per tonne currently being paid is correct. However, given the continued below expectation performance of the plant and the failure to provide any form of energy share value, SWP secured a price reduction to reflect these failings for food tonnages above 1,500 per month. | Paula Hewitt | Cllr David Hall | 0.070 | 0.020 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-11 | Property - Rental Income (County Hall Hub) | Property - short term income generated as a result of a licence in place with a third party to occupy desk space at County Hall. | Paula Hewitt | Cllr Mandy Chilcott | 0.015 | (0.013) | (0.003) | New |
| ECI | Low | EC-TSIGP-2223-13 | Property - New ways of Working (reduction in office consumables) | Property - reduction in the requirement for stationery, reprographics works, and postage across the shared office accommodation offices of the Corporate Estate as a result of a move to paperless working. | Paula Hewitt | Cllr Mandy Chilcott | 0.024 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-14 | Property - Optimisation & Rationalisation of the Corporate Estate | Property - The optimisation of the Council owned estate has freed up desk space enabling the relocation of staff from leased in buildings to Council owned buildings. As a result this has enabled the surrender of licenced desk spaces, reducing rental expenditure. | Paula Hewitt | Cllr Mandy Chilcott | 0.021 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-15 | Property - Corporate Landlord Savings | Property - savings as a result of reduced running costs and the centralisation of utility contracts & FM contracts | Paula Hewitt | Cllr Mandy Chilcott | 0.028 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-16 | Property - Reduction in Utilities Costs (energy efficiency) | Property - reduced utility costs across the Corporate Estate due to energy efficiency measures, and lower than anticipated inflation increases for utilities. | Paula Hewitt | Cllr Mandy Chilcott | 0.010 | 0.000 | 0.000 | New |
| ECI | Low | EC-TSIGP-2223-18 | Increase in Temporary Traffic Regulation Order charges | Proposal to increase the charges for temporary Traffic Regulation Orders by 5% which would equate to approximately £70,000 but as there are increased costs associated with these works, in reality it would only generate an additional £35,000 in income. | Paula Hewitt | Cllr John Woodman | 0.035 | 0.000 | 0.000 | New |
| ECI Total | | | | | | | 1.116 | 1.143 | 0.128 | |

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| Customers, Digital & Workforce | High/Medium | CR-TSIGP-2223-11 | Reduction in Pathway to Employment Budget | Saving represents a 25% reduction in current budget, supporting vulnerable/disadvantaged young people into employment. | Chris Squire | Cllr Mandy Chilcott | 0.000 | 0.000 | 0.025 | New |
| Customers, Digital & Workforce | Medium | 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. The alternative is to move to SAP but this does not present the same opportunities for increasing business. | Chris Squire | Cllr Christine Lawrence | 0.050 | 0.100 | 0.000 | New |
| Customers, Digital & Workforce | Medium | CR-TSIGP-2223-04 | Staff Vacancy Factor - Change | Applying of a 1% staff vacancy factor | Chris Squire | Cllr Faye Purbrick | 0.014 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | C&SS-2122-11 | Further BC vacancies and full training budget | Remaining Business Change (BC) training budget for project and change L&D needs of £30k. Delete the IT vacancy in BC team being held for One Somerset requirements £28k. Temporary reduction in resources of 0.5fte Gr12 £18k. Net saving from not replacing the BC Strategic Manager offset by upgrading 2 Service Managers for 9 months £51k. Total savings of £127k in 2021/22 being £69k one off and £58k ongoing | Chris Squire | Cllr Christine Lawrence | (0.069) | 0.000 | 0.000 | Existing |
| Customers, Digital & Workforce | Low | 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 | Chris Squire | Cllr Christine Lawrence | 0.000 | (0.200) | 0.000 | Existing |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-01 | Removal of Corporate Affairs Director Post | Removal of Director Post -set out in confidential paper approved by Cabinet and Full Council | Chris Squire | Cllr Christine Lawrence | 0.080 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-02 | Staff Vacancy Factor - Communications | Applying of a 1% Vacancy factor | Chris Squire | Cllr Christine Lawrence | 0.006 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-03 | Retaining interim management arrangements in Business Change Team. | Once off net saving from not replacing the Business Change Strategic Manager offset by continuing upgrade of 2 Service Managers and 1 Project and Change Manager for 2022-23 implementation Local Government Reorganisation in Somerset | Chris Squire | Cllr Faye Purbrick | 0.061 | (0.061) | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-05 | SAP Hosting | Our SAP support partner is moving our SAP environment to a different platform 21/22 which will realise savings from 22/23 | Chris Squire | Cllr Faye Purbrick | 0.092 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-06 | Vacancy Factor ICT | Applying of 1% Staff Vacancy Factor | Chris Squire | Cllr Faye Purbrick | 0.050 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-07 | New Ways of Working Budget reductions | Further saving re NWOW from further reductions from printing, postage, travel etc | Chris Squire | Cllr Mandy Chilcott | 0.002 | 0.000 | 0.000 | New |

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| Customers, Digital & Workforce | Low | CR-TSIGP-2223-08 | Staff Recognition Scheme Budget | Removal of Staff Recognition Scheme budget which funds the annual Staff Award Ceremonies and other Staff recognition events/rewards. | Chris Squire | Cllr Mandy Chilcott | 0.000 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-09 | OD contracts income (Academies - OH, Care First) | Increase sales of contracts to academies, monitor sales price - modest increase | Chris Squire | Cllr Mandy Chilcott | 0.002 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce | Low | CR-TSIGP-2223-12 | Staff vacancy factor - HR&OD | Applying a 0.5% vacancy factor across the HR&OD teams staffing budgets, then a saving achieved somewhere in the business area at the point we have a vacancy/vacancies. | Chris Squire | Cllr Mandy Chilcott | 0.015 | 0.000 | 0.000 | New |
| Customers, Digital & Workforce Total | | | | | | | 0.303 | (0.161) | 0.025 | |
| Finance & Governance | Medium | FG-TSIGP-2223-03 | Staff Vacancy Factor | Vacancy Factor to be applied | Jason Vaughan | Cllr Mandy Chilcott | 0.008 | 0.000 | 0.000 | New |
| Finance & Governance | Low | 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. | Jason Vaughan | Cllr Mandy Chilcott | 0.030 | 0.000 | 0.000 | Existing |
| Finance & Governance | Low | FG-TSIGP-2223-01 | Support to CDS Project | Strategic Manager support to CDS project | Jason Vaughan | Cllr Mandy Chilcott | 0.029 | 0.000 | 0.000 | New |
| Finance & Governance | Low | FG-TSIGP-2223-02 | Staff Qualification Training | Reduction to staff training budget | Jason Vaughan | Cllr Mandy Chilcott | 0.010 | 0.000 | 0.000 | New |
| Finance & Governance | Low | FG-TSIGP-2223-05 | Non renewal of DX subscription | Non-renewal of DX subscription | Jason Vaughan | Cllr Mandy Chilcott | 0.015 | 0.000 | 0.000 | New |
| Finance & Governance Total | | | | | | | 0.093 | 0.000 | 0.000 | |
| Corporate Costs | Low | NS-TSIGP-2223-01 | Reduce budget for bank charges | The authority is maximising the use of an internal borrowing strategy therefore the saving represents a reduction to the Brokeridge Fee budget. | Jason Vaughan | Cllr Mandy Chilcott | 0.050 | 0.000 | 0.000 | New |
| Corporate Costs | Low | NS-TSIGP-2223-02 | Remove foreign currency loss budget | Budget previously held for contingency to align foreign currency exchange gain or loss at the end of the accounting period. Removal of this budget due to possibilities of it being a gain or loss. | Jason Vaughan | Cllr Mandy Chilcott | 0.010 | 0.000 | 0.000 | New |
| Corporate Costs | Low | NS-TSIGP-2223-03 | Reduce travel budget | Reduced travel budget given new ways of working. | Jason Vaughan | Cllr Mandy Chilcott | 0.002 | 0.000 | 0.000 | New |
| Corporate Costs | Low | NS-TSIGP-2223-04 | Reduce central redundancy budget | Centralised redundancy budget reduced with redundancy costs being picked up within services. | Jason Vaughan | Cllr Mandy Chilcott | 0.500 | 0.000 | 0.000 | New |
| Corporate Costs Total | | | | | | | 0.562 | 0.000 | 0.000 | |
| Other unachievable savings | | | | | | | (0.170) | | | |
| Overall Total | | | | | | | 4.033 | 0.863 | 0.653 | |