

**- November**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CYP 11.01	Safeguarding vulnerable children and young people	The Children's Social Care service faces considerable underlying budget pressure in the areas of residential provision for looked after children, specifically agency spend and parent and baby assessments, as a result of growing demand. The pressure will increase the budget in line with the forecast requirement.  The proposals for this service area meet statutory responsibilities and build on existing provision and have been developed in the light of the inspection outcomes in July 2010. The service has an area based structure at its core, with additional management capacity proposed in the specialist areas of Fostering and Adoption, Residential Care and Targeted Youth Support. At a local level, teams of social workers and professional support staff provide an effective mechanism for responding to peaks in demand and maintaining continuity for children and families. This 'POD' structure was recognised during the Inspection as a strength. It is proposed that this is built upon to incorporate service for children with disabilities and the residual higher level preventative activity that is currently managed elsewhere in the Directorate	3,000.0	0.0	0.0	There is a very real risk that the reduction in preventative work and early intervention across the service will lead, in time, to increased pressure on core services, quite apart from the sustained increase in demand felt locally and nationally. In turn, this presents either a financial risk or a risk to children's safety.
			0.0	0.0	(1,200.0)	
CYP 11.02	Local integrated services for children and families	The service proposed will be organised around Children's Centres as part of a wider learning and achievement service. A local service management structure will no longer be in place. The final size and scope of the residual service will depend on changes to grant funding and consultation with schools. Specific preventative projects, largely delivered through the voluntary and community sector, are at risk through this proposal.	(2,435.0)	(582.0)	(581.0)	This proposal brings to an end the investment in local integrated children's service, including a wide range of preventative work with children, young people and their families. The risk is that for some children this could lead to an escalation of need, and in turn to cost of support.
CYP 11.03	Local provision specifically for young people	The local authority only has a duty to secure access and promote positive activities for young people, not to directly provide activities. Currently the service includes youth clubs, projects, residential activities, training and participation, for example the Youth Parliament, volunteering opportunities, Duke of Edinburgh Award, information (AWSOM) and a quality assurance role re youth services. This proposal results in a very significant reduction in direct provision over the three year period as the financial constraints require a contraction to core, statutory provision.	(1,600.0)	(2,835.0)	(835.0)	The key risk relates to the capacity of the voluntary and community sector to respond to the changes and this will affect the response of young people and the wider public to the changes. This may affect levels of anti-social behaviour and community safety.
CYP 11.04	Raising achievement in schools	The proposal is for an integrated service, bringing together the full range of local authority work with schools and individual pupils to improve achievement. This will include the assessment, support and monitoring of pupils with special and additional needs, seeking to remove barriers to learning. This aspect of provision is set out in a separate proposal.	(1,500.0)	(750.0)	(290.0)	The key risk is the potential lack of capacity to respond to vulnerable schools and early years providers in time to protect outcomes for pupils and to avoid school failure.
CYP 11.05	Provision for children with special and additional educational needs (SEN and AEN)	The proposal is to integrate educational provision for children and young people with special and additional needs with wider provision that supports school improvement, with a single focus on learning and achievement.	(295.0)	(345.0)	(1,000.0)	The key risk is loss of confidence amongst the parents of children with special educational needs leading to an increased demand for statutory assessments.
CYP 11.06	Leadership, business management, planning and resources	This proposal reduces the number of Heads of Service within the Directorate from four to three. Approval of this proposal will allow for one of the two vacancies at Head of Service level to be filled.	(340.0)	(475.0)	(435.0)	The key risk is that leadership, management and back-office capacity to manage a programme of change of this magnitude is underestimated and under-resourced.
CYP 11.07	Integrated workforce development	The proposal seeks to efficiently integrate provision for social care staff within the overall service, against a timescale that allows for the current pressures and changes in the service itself to be resolved.	0.0	(90.0)	(90.0)	The key risks to this service relates to the possible reduction in external income as this reduces the size of the service and through economies of scale the scope for efficiencies.

<b>Gross Pressures</b>	3,000.0	0.0	0.0	3,000.0
<b>Gross Savings</b>	(6,170.0)	(5,077.0)	(4,431.0)	(15,678.0)
<b>NET Directorate Sub-Total</b>	<b>(3,170.0)</b>	<b>(5,077.0)</b>	<b>(4,431.0)</b>	<b>(12,678.0)</b>

**- December****Changes to Agreed Proposals**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CYP 11.02 to 11.05	Rephasing of existing savings proposals	There is scope to bring forward some elements of the agreed savings proposals, building upon those already achieved through MTFP measures being implemented during 2010 / 2011. The precise phasing of savings will need to be discussed with school representatives as it is linked to the development of proposals for the Schools Budget and Early Intervention Grant.	(500.0)	250.0	250.0	The risk of this will focus heavily on deliverability.

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(500.0)	250.0	250.0	0.0
<b>NET Directorate Sub-Total</b>	<b>(500.0)</b>	<b>250.0</b>	<b>250.0</b>	<b>0.0</b>

**- February NEW Proposals to be Agreed**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CYP 11.08	Safeguarding vulnerable children and young people (revision to previous proposal CYP 11.01)	This represents an increase in the agreed proposal considered by Cabinet in November for this service area. Following detailed forward budget planning, the additional legal and transport costs associated with the increased volume of care provision are now brought forward for consideration, as well as budget to support requirements in respect of homeless young people, currently funded through contingency arrangements. The increased pressure will be matched by a corresponding saving from the Early Intervention Grant (CYP11.09), resulting in no overall impact on the SCC MTFP position.	1,345.0	0.0	0.0	Despite this rebalancing of the Social Care budget, there remains a risk that reductions in preventative work and early intervention across the service will lead, in time, to increased pressure on core services, quite apart from the sustained increase in demand felt locally and nationally. In turn, this presents either a financial risk or a risk to children's safety. However, this risk is being mitigated through the use of the Early Intervention Grant and work with schools.
CYP 11.09	Early Intervention	The non-ring-fenced Early Intervention Grant incorporates a range of existing specific grants, including Sure Start, but also including some grants that were not expected to have continued. This provides an opportunity to secure essential elements of targeted early intervention and preventative work whilst still releasing efficiency and other savings to support Social Care pressures and contribute to the residual SCC budget gap. In addition to core Childrens Centre provision, discussion is underway with Childrens Trust partners and schools to focus remaining share of the funding, seeking to mitigate the impact of earlier cuts in Local Authority funding, particularly for key vulnerable groups. The increase in the second year reflects the increase in the grant funding to Somerset and the development of government requirements in respect of provision for disadvantaged two year olds and disabled children.	(2,415.0)	1,000.0	0.0	This grant mitigates, to a degree, the impact of earlier reductions on local authority provision, however, the span of need between universal and specialist provision is very substantial and there is a risk that capacity is insufficient, given the overall national reductions in specific grant.

<b>Gross Pressures</b>	1,345.0	1,000.0	0.0	2,345.0
<b>Gross Savings</b>	(2,415.0)	0.0	0.0	(2,415.0)
<b>NET Directorate Sub-Total</b>	<b>(1,070.0)</b>	<b>1,000.0</b>	<b>0.0</b>	<b>(70.0)</b>

<b>NET Directorate Total</b>	<b>(4,740.0)</b>	<b>(3,827.0)</b>	<b>(4,181.0)</b>	<b>(12,748.0)</b>
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**Community Directorate**

**- November**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CMY 11.01	Adult Social Care - assessment & care management (front line social work and occupational therapy services including delivery of majority of our work on safeguarding adults)	A reduction in the staffing levels by: 1. Combining the assessment and care management functions (A&CM) for adults with learning disabilities and all other adult care groups into one service 2. Avoiding ongoing A&CM with as many service users as possible by altering our service, supported by the NHS, to short term interventions that maximise independence 3. Replacing our Social Care information system with "AIS" in February 2011 and make productivity gains 4. Delegating the task of most interim reviews to care providers 5. Improving public information to enable people and carers to get more information and advice without going through formal assessment 6. Raising the eligibility threshold for care from moderate to substantial needs to slow the growth in demand for A&CM	(190.0)	(412.0)	(398.0)	People will wait a lot longer for assessment and care services. As a result people could be left at risk. We will continue to prioritise safeguarding referrals
CMY 11.02a	Commissioning Care	1. Continuing Health Care (CHC)– expectation of some continued growth in the number of existing service users funded by adult social care becoming eligible for the NHS to meet the costs of their care. (Assumes growth is lower than in the last three years which included a period when NHS were clearing backlog of CHC claims.) 2. Utilise specialist advice for each young person making transition from children's to adults' care services to maximise income streams, minimise care costs and maximise independence, choice & control. 3. Small reduction in existing demography bid by continuing to manage demand differently and divert some work away from care services.	(940.0)	(920.0)	(820.0)	Assumptions are NHS funding is incorrect
CMY 11.02b	LD Commissioning	The Joint Learning Disability Commissioning Strategy identified the need to change the service delivery model, facilitate enablement and deliver better outcomes. This will result in the development of more move on options and reductions in the residential care activity. Efficiencies will be delivered through a better commissioning and reviewing process in the following areas. 1. Reduce expenditure on existing placements 2. Small reduction in existing demography pressure by managing demand differently to minimise costs 3. Further increases in use of Supported Housing In addition cease funding some service development work, specifically stop funding Somerset Total Communication as a service.	(615.0)	0.0	0.0	Risk is manageable
CMY 11.03	Efficiency gains in our contract with PLUSS (a not-for-profit organisation that delivers much of our supported employment activity)	The PLUSS contract will deliver a 25% saving over 3 years.	(38.0)	(38.0)	(37.0)	Compound effect if other public sector partners reduce their investment too - leaving PLUSS in a position of financial instability
CMY 11.04	Adult Social Care Policy	Policy changes to ensure that the Local Authority does not overspend on it's Care and Support Budget and does not subsidise the cost of care for people who can afford to pay. Report to Cabinet 20/10/10.	(198.0)	(239.0)	0.0	Opposition to changes from those people currently receiving service and their carers. Rise in complaints puts carers under more pressure
CMY 11.05	Efficiency gains in our contract with Somerset Leisure Ltd (a not-for-profit organisation that provides both curriculum access and community leisure access on 12 community school sites)	Implement a 20% reduction in the management fee paid to SLL across the next three financial years. Maximum reduction option within existing contract.	(71.0)	(71.0)	(71.0)	Risk is manageable
CMY 11.06	Heritage	Attracting new income through concluding a new agreement with North Somerset Council and Weston Town Council, staffing reductions and development of new assets as visitor attractions with associated new charging regimes Deletion of posts that are currently frozen to provide ongoing revenue savings.	(65.0)	(70.0)	(65.0)	The planned new agreements with other councils fail due to public sector financial constraints
CMY 11.07	Cease discretionary Arts activity	Cease arts development budget which means stopping annual grants to 10 Arts organisations across the County.	(158.9)	0.0	0.0	Some Arts organisations may fail and cease trading.
CMY 11.08	Reduction in capacity in Business Efficiency Team that support the Directorate's work	Restructure of 2 teams within the Group to permanently remove frozen posts and decrease capacity.	(96.0)	0.0	0.0	Risk is manageable
CMY 11.09	Efficiencies in Supporting People contracts	Driving out further efficiencies and redesigning services. Building upon those already achieved through MTFP measures being implemented during 2010 / 2011 and earlier.	(3,000.0)	0.0	0.0	Some suppliers may withdraw services and/or cease operating. Possibility of cost shunting to other public sector areas including social care, health, housing, police. Opposition from those people currently receiving service. Rise in complaints
CMY 11.10a	Reduction in our funding support for 'Big society' activity	To reduce the overall amount of funding being used to deliver Big Society outcomes by: • Reducing the number of posts within the Council's Community Development team from three to one; and incorporating the very small residual function within the Commissioning - Adult Care and Support service. (Saving = £60k) • Ending the infrastructure funding provided to Councils for Voluntary Service (£63k) and to the Community Council for Somerset (£44k). (Saving = £107k). • Further saving of £6k pa across the service	(173.0)	(6.0)	(6.0)	Some organisations at risk of financial instability. Opposition from local residents and Council's partners. Reputational damage to council
CMY 11.10b	Significant reduction in Safer Communities activity	Reduce activity by: Ending the funding SCC gives to provide PCSO's across Somerset with the exception of one FTE (supporting Trading Standards action on underage purchasing); reducing crime and disorder partnership funding; reducing posts in the SCC Community Safety Team to 1 and pooling this with proposed shared service across Councils in Somerset.	(370.0)	0.0	0.0	May lead to increase of fear of anti social behaviour amongst local residents as fewer PCSO's visible in local community.
CMY 11.11	Change to shape of the community care services that we commission to meet people's needs.	Re-design community services to get better outcomes for less cost through: • Developing a new re-ablement service with NHS, focused on a vigorous approach to helping people regain their independence. • Greater use of equipment and assistive technology. • Providing choice and control through person centred planning and personal budgets. • Improved crisis response With short term services we aim to support timely hospital discharges and maximise people's recovery to a level of independence that reduces the need for long term care services, which will reduce costs.	(300.0)	(600.0)	(1,000.0)	The complexity of service changes needed which also require partners to change approach. Very dependent on delivering agreed commissioning direction with NHS Somerset

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(6,214.9)	(2,356.0)	(2,397.0)	(10,967.9)
<b>Directorate Sub-Total</b>	<b>(6,214.9)</b>	<b>(2,356.0)</b>	<b>(2,397.0)</b>	<b>(10,967.9)</b>

**- December**

**NEW Proposals to be Agreed**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CMY 11.12	Learning Disabilities Contract Renegotiation	To renegotiate, where appropriate, hourly rates and current night provision, including existing block payment to provider	(250.0)	0.0	0.0	Risk is Manageable
CMY 11.13	Community Safety - Further withdrawal of funding support for PCSO's and CDRP's	Further reduce activity by: Ending the funding SCC gives to provide 1 FTE PCSOs to support Trading Standards action on underage purchasing; removing funding to CDRP's	(80.0)	0.0	0.0	Risk of increasing fear of anti social behaviour amongst local residents as fewer PCSOs visible in local community.

CMY 11.14	Commissioning Care and support	Reorganisation of activity to bring together commissioning of care and support in order to realise staffing savings with impact on contracting and business support across the Directorate.	(120.0)	0.0	0.0	Risk is manageable although staff capacity for commissioning activity will be very tight
CMY 11.15	Learning Disabilities Futures – Commissioning Nightcare.	Efficiencies in redesigning of night cover in the service. Service user night support will not fundamentally change. The proposal makes best use of night cover and staffing across the in house service. There is no reduction in care provision delivered to	(250.8)	0.0	0.0	Reliant upon forecasted volume of care being in line with anticipated projections
			<b>Gross Pressures</b>	0.0	0.0	0.0
			<b>Gross Savings</b>	(700.8)	0.0	0.0
			<b>Directorate Sub-Total</b>	<b>(700.8)</b>	<b>0.0</b>	<b>0.0</b>

PAPER G  
APPENDIX B

**Community Directorate**  
**- February NEW Proposals to be Agreed**

MTPF Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
CMY 11.16	2. Active Lives - redesigning and reducing day services	Restrict long term / high intensity day care provision to those in greatest need with particular priority where a carer relies on the service for essential respite. Reduce the average amount of day time respite provided to manage within reduced budgets. Provide for lesser levels of need through short term or low intensity support to attend community activities; or offer information and signposting only (according to need).	(485.0)	(460.0)	(250.0)	Risk that some service users and carers used to a particular type of service may struggle to adapt to changes. Any provision of care and changes to existing care will be on the basis of an assessment of need and the agreed Fair Access to Care Services criteria. The Council will pump-prime investment in lower intensity services to provide alternatives within local communities.
CMY 11.17	3c. Changes to the shape of SCC's in-house care delivery service for adults with learning disabilities.	Deliver savings through service redesign & efficiencies in the LD direct care service as set out in the 'Futures' report for cabinet 20/10/10. Efficiencies include redesigning night cover in service, introducing a new basic grade of care worker and changing skill mix in workforce. Also includes switching some of more straightforward care activity to independent sector providers whilst growing capacity to manage complex care in the in-house service.	(235.2)	(436.0)	(1,244.0)	Risk is in slippage in delivering the programme of changes on time. This is being mitigated with thorough programme management. Also risk of opposition to changes from service users, carers and staff. This is being mitigated by ongoing consultation and involvement in the detailed service changes.
CMY 11.18	4a. Support in to work for adults with disabilities	To work in partnership and redesign the current services, by targeting services on those people who: 1. Have expressed a desire to achieve paid employment in the open market. 2. Have a realistic chance of achieving paid employment in the open market within 24 months of referral. 3. Have a level of need for support that is greater than that provided by generic services, including Job Centre Plus.	0.0	(133.0)	(400.0)	Risk that some service users and carers used to one type of service may struggle to adapt to changes. This will be mitigated by ongoing consultation and involvement. Changes for individuals will require an assessment of needs. Changes in the service are being phased to ensure time to develop alternative activities in local communities.
CMY 11.19	10. 25% reduction in Libraries budget.	Library Review in progress to introduce a change to the levels of service depending on community need and including a reduction across all parts of the service. The resulting model of provision will be scalable to enable delivery within the budget available. Savings proposal removes 25% from the library budget. The detailed proposal has been changed following public consultation. The proposal retains 4 Hub libraries, all market town libraries, funding for 4 community libraries and 2 mobiles. In addition resources and support will be available to help 11 communities who might otherwise lose their libraries to develop plans to maintain them where possible.	(375.0)	(437.5)	(526.3)	Risk of legal challenge as to whether the Council is still able to meet its statutory responsibility under this proposal. This is being mitigated in part by ensuring due process is followed. Risk of negative public reaction to potential loss of 11 community libraries. This is being mitigated with a package of resources and support to help communities take on the running of their libraries where there is interest to do this.
CMY 11.20	13b. Commissioning Care & Support	To reduce the overall Care & Support budget by: • Continuing to modernise and redesign services. • Reviewing value for money and effectiveness of a range of care and support services.  If this is insufficient to deliver the saving required then, in addition to reduce spend by cutting areas of support activity. Limiting service specifications to include only those interventions that reduce risk of physical harm, respond to an immediate threat of homelessness or prevent avoidable health and social care interventions	0.0	(3,664.0)	(2,000.0)	Some people currently receiving Support Services are likely to have their service removed. Risk of legal challenge where support is part of a tenancy agreement. This will be mitigated by ensuring full and meaningful consultation.
CMY 11.21	15. Substance Misuse (Adults)	Small reduction in SCC contribution to the Drug and Alcohol pooled budget. Priority will be to find further efficiencies and to trim service costs.	(50.0)	(50.0)	(50.0)	Risk is manageable
CMY 11.22	16.b Community Services	Additional ONE-OFF savings from work to redesign and re-commission care. Focused on managing demand for health and social care by strengthening reablement and other preventative activity.	(4,000.0)	(4,000.0)	0.0	Risk of slippage in change programme. This will be mitigated by thorough programme management and financial management using non-recurrent funding ring-fenced for Adult Social Care.
CMY 11.23	22. Adult Social Care Ring-fenced Grant Reductions.	To reflect the transfer into Formula Grant of previously ring-fenced Social Care Reform Grant to support change and modernisation of care services.	(2,563.0)	0.0	0.0	Risk of insufficient resource to deliver change. To be mitigated by using existing Earmarked Reserve to continue Modernisation Programme.
			<b>Gross Pressures</b>	0.0	0.0	0.0
			<b>Gross On-going Savings</b>	(3,708.2)	(5,180.5)	(4,470.3)
			<b>Gross One-off Savings</b>	(4,000.0)	(4,000.0)	0.0
			<b>Directorate Sub-Total</b>	<b>(3,708.2)</b>	<b>(5,180.5)</b>	<b>(4,470.3)</b>
			<b>NET Directorate Total</b>	<b>(10,623.9)</b>	<b>(7,536.5)</b>	<b>(6,867.3)</b>
						<b>(25,027.7)</b>

**Environment Directorate**

**- November**

MTPF Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
ENV 11.01	Administrative savings across the Directorate and reduction in management capacity in Directorate support teams: Business Development & Transformation.	A reduction in support staff will be achieved by restructuring how support and administrative tasks are delivered across the Directorate and by simplifying/making available clear instructions re admin tasks (The Admin Review).  Reduction in project management and performance management capacity  Reduction in management capacity – combining the two groups and making a saving of one Group Manager post.	(256.2)	(52.0)	0.0	Loss of management capacity at a very difficult time will make it increasingly difficult to deliver all the necessary initiatives and savings that are required.
ENV 11.02	Reduced service delivery, downsizing and re-shaping of all Physical Regeneration services: Economy, Transport Development, Strategic Planning, Road Safety, Scientific Services	Savings in staff costs and operational budgets as a result of restructure and service reduction all services. Economy – Service restructure triggered by a refocus to support business plan priority work areas. Demobilisation from all non-core / non-priority work activity. The group rationalisation will support a revised programme or service delivery focussing on Inward investment; skills; low carbon sector; tourism; infrastructure and growth.  Transport development – Reduction in service delivery where national and local capital programme is anticipated to decline. Reduced major schemes and local transport programme will be mirrored in a group restructure and demobilisation from these work areas. Reduced service levels with respect to observations on small development proposals, and the timeliness of technical and safety audit processes. Income will be generated where commissions are secured. Integrated transport capital programme is suspended indefinitely.  Strategic Planning – Withdrawal from non-priority work areas such as performance management, accessibility planning, travel-plan marketing, strategic housing and regeneration activities.  Road safety – Proposal identifies a predicted further reduction in DfT road safety grant. Also paves the way for a fully self-funded Safecam operation externally delivered by Avon and Somerset Constabulary. Further reduction in residual, SCC, road safety budget. Overall reduced road safety savings - from reduced grant funding and savings in staff and operational budgets - will be in excess of 80%.	(1,210.0)	(765.0)	(765.0)	Further reduction in road safety casualties will not be achievable and could potentially increase. Reduced capacity to deliver planning functions could negatively impact the economy. Savings in economy could hinder the delivery of the council's County Plan Prosperity promises.

		Scientific Services – Proposed reduction in management overheads from a full review of functions and roles within the group. Negotiated reduced service level to internal clients in areas such as food and animal feed testing, asbestos work and other scientific provision. Increased income when business opportunities arise. Savings from staff and operational budgets supported by continued income generation.				
ENV 11.03	Service and cost reductions in Transporting Somerset services	Major reductions in subsidies to bus services will reduce the bus network by approximately half. Reduction in accessible transport services and the removal of the remaining Environment Directorate subsidy for the 'County Ticket' post 16 travel scheme. Expansion of the non-emergency health transport service will more fully utilise vehicles and increase income. Savings also generated by introducing 'Smartcard' ticketing and restructuring to administer integrated transport within geographic areas.	(1,175.0)	(1,250.0)	(1,210.0)	Major reduction in bus service will have a very significant impact on rural isolation and an economic impact on communities and businesses
ENV 11.04	Savings in Waste Services (delivered through the Somerset Waste Partnership with all 5 of our Districts)	Reduced landfill costs as a result of increased recycling. The closure of up to 8 of the least used Recycling Centres and the modification of Recycling Centre opening hours. The introduction of a 'residents only' permit system and charges for receiving certain 'industrial-type' materials. The strengthening of measures to combat illegal entry of trade waste to our sites.	(1,885.0)	(635.0)	(121.0)	Increase in waste going to landfill, resulting in a rapidly escalating cost to SCC in terms of landfill tax payment and LATS penalties
		£8/tonne increase in landfill tax per year from £48/tonne in 2010/11 to £72/tonne in 2013/14	1,059.3	1,036.2	1,031.1	
ENV 11.05	Reduced service delivery, downsizing and re-shaping in Environmental Management and Regeneration	The service will be restructured to focus on the statutory and essential services. Within statutory services, the service levels will be lowered, including fewer trading standards visits and inspections (e.g. test purchasing), less emergency training, exercise testing and planning, and lower Rights of Way maintenance standards, for example. Some services will be stopped completely e.g. climate change work, work on renewable energy, natural environment policy and delivery, and trading standards business advice. Staffing will decrease by over 30% and the service will be reorganised to deliver management savings.	(497.1)	(476.5)	(440.0)	Increased likelihood of legal challenge and public complaints about lack of enforcement action
		Pressure on the Land Charges budget as a result of continued depressed housing market	185.0	0.0	0.0	
		Mandatory tax on Carbon Reduction Commitment participation based on SCC carbon footprint	677.7	0.0	0.0	
		<b>Mandatory tax on Carbon Reduction Commitment participation based on SCC carbon footprint - Moved to Year 2 following announcement with the Comprehensive Spending Review</b>	<b>(677.7)</b>	<b>677.7</b>	<b>0.0</b>	
ENV 11.06	Service reductions and restructure of Highways and Traffic Management	The levels of service of statutory functions will be significantly reduced e.g. highway maintenance, bridge maintenance, managing traffic, dealing with flooding/surface water management, street lighting maintenance and traffic signals maintenance. The move from planned to reactive maintenance will increase demand on some service areas eg potholes repairs and emergency works and will provide lower value for money outputs. It will be necessary to stop some services completely e.g. drainage cleansing, weed killing, and policies and procedures will need to be reviewed to reflect the new service levels. Re-negotiation of contracts will be necessary to achieve some savings and the service will reorganise with a reduction in staffing levels.	(2,152.2)	(1,533.0)	(1,597.0)	Risk of increased fatalities and numbers of people seriously injured, caused by defects in highways, bridges, lighting and traffic signals. Increased legal challenge by highways users, resulting in, if successful, increased costs. Risk of contractual challenges and compensation claims as most services delivered through private sector contracts.

<b>Gross Pressures</b>	1,244.3	1,713.9	1,031.1	3,989.3
<b>Gross Savings</b>	(7,175.5)	(4,711.5)	(4,133.0)	(16,020.0)
<b>Directorate Sub-Total</b>	<b>(5,931.2)</b>	<b>(2,997.6)</b>	<b>(3,101.9)</b>	<b>(12,030.7)</b>

- December

NEW Proposals to be Agreed

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
ENV 11.07	Further reduction in management capacity in Directorate support teams: Business Development & Transformation.	Reduction in management capacity – making a saving of one Head of Service post.	(83.6)	0.0	0.0	Loss of management capacity at a very difficult time will make it increasingly difficult to deliver all the necessary initiatives and savings that are required.
ENV 11.08	Reduced management and service capacity within the Physical Regeneration service	Increase the level of management savings at group manager level across the service and further savings in Scientific Services.	(40.0)	(60.0)	0.0	Loss of management capacity at a very difficult time will make it increasingly difficult to deliver all the necessary initiatives and savings that are required.
ENV 11.09	New Savings in Waste Services (delivered through the Somerset Waste Partnership with all 5 of our Districts)	Measures to encourage home composting, e.g. provision of compost bins at reduced rates. In addition, it is planned to relocate the Head Office into shared accommodation, and further reduce staffing numbers.	(10.0)	(71.0)	0.0	Loss of staffing will reduce SWPs ability to change householders' behaviour and thus may impact on waste reduction and recycling levels.
ENV 11.10	New Savings in Environmental Management and Regeneration	Reductions in legal advice in Rights of Way and planning control; a small additional natural environment saving and increased savings in respect of joint working in relation to Trading Standards.	(48.0)	(45.0)	(40.0)	Increased likelihood of legal challenge and public complaints about lack of enforcement action. Increased savings in relation to Trading Standards are dependent on a successful joint project with DCs. This is at a very early stage and the savings may not be achievable.
ENV 11.11	New service reductions and restructure of Highways and Traffic Management	Small additional reduction to Minor Works, further reduce staffing levels, and increased income generation in years 2 & 3 from parking enforcement.	(40.0)	(50.0)	(50.0)	Additional reduction in traffic management staffing levels further reduces ability to maintain road safety conditions and meet public demand for minor traffic works.
		<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
		<b>Gross Savings</b>	(221.6)	(226.0)	(90.0)	(537.6)
		<b>Directorate Sub-Total</b>	<b>(221.6)</b>	<b>(226.0)</b>	<b>(90.0)</b>	<b>(537.6)</b>

Changes to Agreed Proposals

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
ENV 11.02	Bring Forward reduced service delivery, downsizing and re-shaping of all Physical Regeneration services: Economy, Transport Development, Strategic Planning, Road Safety, Scientific Services	Acceleration of savings in staff costs and operational budgets as a result of restructure and service reduction all services. The group rationalisation will support a revised programme or service delivery focussing on Inward investment; skills; low carbon sector, tourism and growth. Marginal acceleration of staff savings in the Transport development group. Strategic Planning – The deletion of the regeneration budget will be brought forward, as will previously determined staff budget savings. Road safety – Bring forward the previously announced reduction in residual, SCC, road safety budget. This budget is currently used to support staff costs and operational delivery.	(315.0)	(140.0)	455.0	Acceleration of the delivery of savings will bring forward the likely realisation of risk. These have previously been defined as: further reduction in road safety casualties will not be achievable and could potentially increase. Reduced capacity to deliver planning functions could negatively impact the economy. Savings in economy could hinder the delivery of the council's County Plan Prosperity promises.
ENV 11.03	Bring Forward reduced Accessible Transport Services (Demand responsive)	Major reductions in subsidies to bus services will reduce the bus network by approximately half. Reduction in accessible transport services and the removal of the remaining Environment Directorate subsidy for the 'County Ticket' post 16 travel scheme. Expansion of the non-emergency health transport service will more fully utilise vehicles and increase income. Savings also generated by introducing 'Smartcard' ticketing and restructuring to administer integrated transport within geographic areas.	(10.0)	(20.0)	30.0	Major reduction in bus service will have a very significant impact on rural isolation and an economic impact on communities and businesses
ENV 11.04	Bring Forward savings in Waste Services (delivered through the Somerset Waste Partnership with all 5 of our Districts)	Reduced landfill costs as a result of increased recycling. The closure of up to 8 of the least used Recycling Centres and the modification of Recycling Centre opening hours. The introduction of a 'residents only' permit system and charges for receiving certain 'industrial-type' materials. The strengthening of measures to combat illegal entry of trade waste to our sites.	0.0	(15.0)	15.0	Increase in waste going to landfill, resulting in a rapidly escalating cost to SCC in terms of landfill tax payment and LATS penalties
ENV 11.05	Bring Forward reduced service delivery, downsizing and re-shaping in Environmental Management and Regeneration	The service will be restructured to focus on the statutory and essential services. Within statutory services, the service levels will be lowered, including fewer trading standards visits and inspections (e.g. test purchasing), less emergency training, exercise testing and planning, and lower Rights of Way maintenance standards, for example. Some services will be stopped completely e.g. climate change work, work on renewable energy, natural environment policy and delivery, and trading standards business advice. Staffing will decrease by over 30% and the service will be reorganised to deliver management savings.	(251.7)	128.7	123.0	Increased likelihood of legal challenge and public complaints about lack of enforcement action

ENV 11.06	Bring Forward service reductions and restructure of Highways and Traffic Management	The levels of service of statutory functions will be significantly reduced e.g. highway maintenance, bridge maintenance, traffic, dealing with flooding/surface water management, street lighting maintenance and traffic signals maintenance. The move from planned to reactive maintenance will increase demand on some service areas eg potholes repairs and emergency works and will provide lower value for money outputs. It will be necessary to stop some services completely e.g. drainage cleansing, weed killing, and policies and procedures will need to be reviewed to reflect the new service levels. Re-negotiation of contracts will be necessary to achieve some savings and the service will reorganise with a reduction in staffing levels.	(628.0)	121.0	507.0	Increased risk of road casualties including fatal and serious injuries caused by defects on roads, bridges, lighting and traffic signals. Increased legal challenge by highways users if successful, increased costs. Risk of contractual challenges and compensation claims as most services delivered through private sector contracts.
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<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(1,204.7)	74.7	1,130.0	0.0
<b>Directorate Sub-Total</b>	<b>(1,204.7)</b>	<b>74.7</b>	<b>1,130.0</b>	<b>0.0</b>

**- February NEW Proposals to be Agreed**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
ENV 11.12	Further reductions in support for Passenger Transport	Further reduction in support for County Ticket with further increase cost of season tickets to post 16 young people attending colleges. Community Transport in Somerset currently benefits from partial concessionary travel subsidy to over 60s and disabled. It is proposed to reduce this subsidy for longer journeys.	(50.0)	0.0	0.0	Increased cost of travel that have further marginal impact on Young Peoples' ability to access further education.
ENV 11.13	Further reductions in staffing levels in Highways & Traffic Management.	Restructure within Highways & Traffic Management services resulting in a loss of up to 3 posts within Area Offices. Highway Inspection and Traffic Engineering. Also includes some minor additional traffic signal cost savings.	(100.0)	0.0	0.0	Increased cost of travel for the Elderly and Disabled have a marginal impact on their ability to make longer journeys by community transport. Reduced responsiveness to public on Traffic Management & Highways.
ENV 11.14	Further Savings in Environmental Management and Regeneration	Reduction in animal health work	(50.0)	0.0	0.0	Some risk to the food supply chain as a result of less disease control/prevention work through reduced advice to farmers which will however be offset in part by a re-structuring of the advice and guidance programme. Any animal disease outbreak could have an impact on the economy of Somerset and potentially the reputation of SCC.
ENV 11.15	Physical Regeneration phase 3 savings - staff and operational budget reductions	Reduction of staff budget (£90k) across the Physical Regeneration service resulting in a maximum loss of 3FTE, plus a reduction in the major scheme preparation budget (£50k)	(140.0)	0.0	0.0	Savings in Economy could hamper our achievement of key property aspirations. Savings in major scheme budgets could hamper the timely delivery of the remaining scheme
ENV 11.16	DEFRA Grant Allocation to Lead Local Flood Authorities	The County Council, under new legislative roles and responsibilities, is now the lead local flood authority and now has the statutory requirement to manage inland flood risk from ordinary water courses, surface water and groundwater.	187.8	273.1	0.0	Currently, the County Council is completing a Preliminary Flood Risk Assessment within the County as required by the Flood Risk Regulations 2009

<b>New Pressures</b>	187.8	273.1	0.0	460.9
<b>New Savings</b>	(360.0)	0.0	0.0	(360.0)
<b>NET Directorate Sub-Total</b>	<b>(172.2)</b>	<b>273.1</b>	<b>0.0</b>	<b>100.9</b>

<b>NET Directorate Total</b>	<b>(7,529.7)</b>	<b>(2,875.8)</b>	<b>(2,061.9)</b>	<b>(12,467.4)</b>
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**Resources Directorate**

**- November**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
RES 11.01	Increased income in the Registration Service	Increasing charges made for performing marriages and civil ceremonies in Approved Premises (other fees and charges are set by government). Precise increase to be determined following a review of the cost of running the service. Additionally, fees charged for Civil Partnerships to be raised so that they are equal to those for marriages.	(30.0)	0.0	0.0	That demand for ceremonies falls
RES 11.02	Finance & Property - Reduced Staffing	Reduce staffing across all retained functions and reduction in NNDR for County Hall	(79.0)	(85.0)	(105.0)	A number of posts were removed in previous years and this increases the risk to the authority that we may miss financial issues and risks that may otherwise have been spotted and dealt with.
RES 11.03	Outsourcing of SCS	Outsourcing of SCS as per agreed category plan. This has been considered by Cabinet and Scrutiny already	(330.0)	0.0	0.0	Already decided
RES 11.04	HR and OD - Service Restructure & Reductions	Reconfiguration of service. Cuts to supplies and services budget lines.	(32.7)	0.0	0.0	The retained HR team is already under great strain due to the employment issues being addressed that relate to the change agenda and may constrain what can be delivered
RES 11.05	Communications Service - Management Restructure	Deletion of vacant management posts	(86.0)	0.0	0.0	None (posts not filled)
RES 11.06	Somerset Strategic Partnership (SSP) - Reduction in Partnership activity and non renewal of grants to outside bodies	Reduction of support costs following suspension of formal strategic structure of the countywide LSP arrangements, pending different arrangements which better reflect new national and local policy direction. Non renewal of SCC and partnership grants supporting the Forum for Equality and Diversity (FEDs) and SSP Community Cohesion Forum.	(60.0)	0.0	0.0	Less access to VCS as a 'critical friend' in equality/diversity policy development. Some smaller organisations may face financial difficulty, due to reliance on current levels of funding.
RES 11.07	Information Research and Customer Planning - Restructure	Merger of 2 teams with subsequent reduction in number of posts and related expenses.	(104.0)	0.0	0.0	We will only provide consultation & engagement as statutorily required at present
RES 11.08	Planning & Performance - Service Restructure & Reductions	Reduced staffing to reflect loss of tasks with regard the demise of a national Performance Management Framework including, NIS, CAA and executive support for the Somerset Strategic Partnership. Restructured service to reduce management roles and build Programme Office capacity.	(70.0)	0.0	0.0	Capacity to tackle any new central Government requirements and new local accountability arrangements is reduced.

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(791.7)	(85.0)	(105.0)	(981.7)
<b>Directorate Sub-Total</b>	<b>(791.7)</b>	<b>(85.0)</b>	<b>(105.0)</b>	<b>(981.7)</b>

**- December****NEW Savings to be Agreed**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
RES 11.09	Reduction in Cabinet Members	Reduction in Cabinet Members	(38.6)	0.0	0.0	This has reduced the cabinet's capacity
RES 11.10	Cessation of publication of Your Somerset	Yr 2 Saving from prior year proposal	(32.5)	0.0	0.0	This will reduce the capacity of the Council to engage with residents
RES 11.11	Further reductions in CL&I staffing, supplies and services and surveys	To delete administrative post; further reduce spending on supplies and services, reduce spend on surveys in light of changes to national requirements	(39.0)	0.0	0.0	Visibility of key documents will be restricted and therefore understanding and ownership will be reduced.
RES 11.12	Reduced secretarial support, and reduction in County Hall NNDR	The deletion of one post in secretarial support. The NNDR for County Hall has been reduced.	(42.3)	0.0	0.0	Much reduced secretarial support meaning additional work for remaining staff and the managers supported
RES 11.13	HR & OD (including Cabinet Office) - Further Restructuring and cuts	Reconfiguration of service. Cuts to supplies and services budget lines	(30.0)	0.0	0.0	Reductions to staffing in this area will impact upon the ability to support services to attain the objectives of our corporate plans. Possibility of needing to commission more work from Southwest One HR service to support SCC objectives.
RES 11.14	Staffing Changes to Registrars Services	Change in T&Cs and Increased AP Income	(25.0)	(15.0)	0.0	As this is a statutory function, the large number of anticipated staff departures would have to be replaced in some fashion anyway; this proposal simply does so at lower cost
RES 11.15	Reductions in non-service budgets for Discontinued Services and Corporate Subscriptions	Reductions in non-service budgets for Discontinued Services and Corporate Subscriptions	(160.0)	0.0	0.0	None

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(367.4)	(15.0)	0.0	(382.4)
<b>Directorate Sub-Total</b>	<b>(367.4)</b>	<b>(15.0)</b>	<b>0.0</b>	<b>(382.4)</b>

**Changes to Agreed Proposals**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
RES 11.02	Bring Forward Finance & Property - Reduced Staffing	Reduce staffing within the property function	(20.0)	0.0	20.0	This increases the risk to the authority.

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(20.0)	0.0	20.0	0.0
<b>Directorate Sub-Total</b>	<b>(20.0)</b>	<b>0.0</b>	<b>20.0</b>	<b>0.0</b>

**- February NEW Proposals to be Agreed**

MTFP Ref	Title of Proposal	Brief Summary	Net Pressure (+) / Saving (-)			Key Risk
			2011/12	2012/13	2013/14	
			£'000	£'000	£'000	
RES 11.16	Review of Corporate Services	Restructuring of the corporate centre to refocus the service in line with the changes to the overall SCC structure and with changes to policy.	(570.0)	0.0	0.0	Removes some support for Performance, County Plan and Business Plan; Removes some support for Freedom of Information Act obligations; Reduces Cabinet Support. Increases workloads and reduces resilience throughout teams.
RES 11.17	Reduction in Chairman's expenses	Removal of various supplies & services budget lines including advertising, training, conferences and meetings It is proposed that the chairman's hospitality budget be reduced in line with revised plans for expenditure	(8.0)	0.0	0.0	The reduced chairman's budget will impact on his ability to fully carry out his role. It is not considered that a full Equalities Impact is necessary given that there are no direct impacts on service users or staff.

<b>Gross Pressures</b>	0.0	0.0	0.0	0.0
<b>Gross Savings</b>	(578.0)	0.0	0.0	(578.0)
<b>Directorate Sub-Total</b>	<b>(578.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>(578.0)</b>