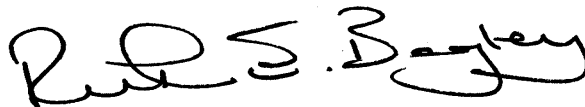


Date of issue: Monday, 24 November 2014

MEETING:	NEIGHBOURHOODS AND COMMUNITY SERVICES SCRUTINY PANEL (Councillors Plenty (Chair), Coad, N Holledge, Malik, Mansoor, Shah, Sidhu, Sohal and Wright) <u>Non-Voting Co-Opted Members</u> Vivianne Royal (Slough Customer Senate)
DATE AND TIME:	TUESDAY, 2ND DECEMBER, 2014 AT 6.30 PM
VENUE:	MEETING ROOM 3, CHALVEY COMMUNITY CENTRE, THE GREEN, CHALVEY, SLOUGH, SL1 2SP
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	DAVID GORDON 01753 875411

NOTICE OF MEETING

You are requested to attend the above Meeting at the time and date indicated to deal with the business set out in the following agenda.



RUTH BAGLEY
Chief Executive

AGENDA

PART I

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
	Apologies for absence.		
CONSTITUTIONAL MATTERS			
1.	Declarations of Interest		
2.	Minutes of the last meeting held on 29th October 2014	1 - 6	
SCRUTINY ISSUES			
3.	Member Questions		
4.	Real time passenger information - bus service	7 - 12	All
5.	Street cleansing	13 - 42	All
6.	Forward Work Programme	43 - 46	
ITEMS FOR INFORMATION			
7.	Attendance Record	47 - 48	
8.	Date of Next Meeting - 7th January 2015		

Press and Public

You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before the Committee considers any items in the Part II agenda. Please contact the Democratic Services Officer shown above for further details.

The Council allows the filming, recording and photographing at its meetings that are open to the public. Anyone proposing to film, record or take photographs of a meeting is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.



Neighbourhoods and Community Services Scrutiny Panel – Meeting held on Wednesday, 29th October, 2014.

Present:- Councillors Plenty (Chair), Coad, N Holledge, Malik, Mansoor, Shah, Sohal and Wright

Also present under Rule 30:- Councillor Strutton

Apologies for Absence:- Vivianne Royal (Slough Customer Senate)

PART 1

20. Declarations of Interest

No declarations of interest were given.

21. Minutes of the last meeting held on 4th September 2014

The Panel requested that the fourth point resolved under agenda item 14 (waste collections) be amended. This would be to clarify the issue with the target levels of 0.00001%.

Subject to this amendment, the minutes were approved.

Resolved – That, subject to this comment, the minutes of the meeting on 4th September 2014 be approved as a correct record.

22. Member Questions

No written questions were submitted by panel members before the meeting.

23. Enforcement of littering, fly tipping and enviro-crime

The report presented the current service provision and future aspirations for the future. Neighbourhood Services would provide out of hours services.

The report also evaluated partnership working, both across teams within Slough Borough Council (SBC) and with external partners. A joint approach with anti social behaviour (ASB) was also being pursued, as were communications with the public to ensure that the responsibilities of all parties was clarified.

At present, orders on dog nuisance and maltreatment were being issued. In terms of fixed penalty notices, SBC's recovery rate of 86% was above the national average; SBC was also committed to the quality of such notices (e.g. enforceable, targetted on important matters) rather than the quantity.

The recommended future pilot project had been discussed with faith groups and other community representatives. In addition, companies could be

Neighbourhoods and Community Services Scrutiny Panel - 29.10.14

involved and the pilot would be self-financing; similar pilots were being delivered in Merton and Blaenau Gwent. Timelines for the next 12 months had been constructed, and would target key areas identified in the report.

The Panel raised the following points in discussion:

- Residents would be involved through consultation and communications. The communications team at SBC would be involved, whilst existing channels (e.g. Streets Ahead) would also be used. The costs of the campaign would be accommodated within existing budgets.
- Advice would be sought as to how the message could be communicated within schools.
- The abuse of animals was acknowledged as an indicator of other dangerous behaviours. Whilst there had yet to be an example of this in Slough, the safeguarding issues were recognised.
- Schemes with similarity to witness support would be in place for those seeking to bring complaints forward. Legislation relating to ASB allowed for anonymous evidence to be used, meaning that witnesses would not have to reveal their identity.
- Dogs in the care of SBC could only be put down under the instruction of Neighbourhood Services. Kennelling and rehoming were the preferred solutions, with dogs only put down on humane or behavioural grounds. In addition, SBC was legally obliged to put down banned breeds.
- Non payment of fixed penalty notices could arise for a variety of reasons. Individuals pleading the case, the involvement of outside agencies or cases in which pursuing the fine would cost more than the fine itself would be amongst examples of such. The pilot scheme may have a lower recovery rate than the existing SBC average.
- A roving team would work on enforcement of matters such as the areas behind shops. The target areas would be identified by SBC as would enforcement, whilst partnerships would also be used to assist with this identification process. Whilst communications would also be part of this strategy, in many cases those involved were aware of the legal implications of their actions and were simply hoping to evade detection.
- There were a variety of CCTV options (e.g. pole camera, mobile units). However, issues such as the view, access to power or need to justify intrusion could limit SBC's ability to install CCTV.
- The campaign would need to involve other groups (e.g. Thames Valley Police) to maximise its audience. Community groups would also assist with communications and providing intelligence to SBC.
- The low number of notices for dog fouling (3) had a variety of contributing factors. Dog control orders were only adopted in 2012, and dog fouling was classified as a criminal offence; as a result, the burden of proof was for it to be 'beyond all reasonable doubt'. In addition, some owners seemed only to pick up mess if others were around to observe them, but would leave the mess behind if alone. Issues such as toxocariasis had been highlighted, but it was imperative that notices

Neighbourhoods and Community Services Scrutiny Panel - 29.10.14

issued by SBC needed to be actionable. Equally, whilst CCTV could observe instances of dog fouling, it may have greater difficulty in identifying those responsible.

- At present there were no licensed dog breeders in Slough. However, there were plans to establish a system on this matter.
- Neighbourhood Services were responsible for fly tipping enforcement, even where the offence may seem to involve an external party (e.g. on the highway).
- The issue of other animals fouling public areas (e.g. cats) could be tackled by the provision of plastic bags. This had been piloted in Lynch Hill Valley, whilst littering could also be tackled by the use of restorative justice (e.g. 'Community Payback') or other initiatives.

(At this point of the meeting, Cllr Mansoor arrived).

Resolved –

- 1) That the Panel allow Neighbourhood Services to proceed with a 12 month pilot project.
- 2) That the Panel receive an agenda item providing an update on progress on the pilot scheme after 6 – 9 months.

24. Slough bus station

The report addressed the questions raised by Panel members. The first question regarded the lease of the café and the disabled toilet. The café had changed ownership in June 2014 and was a separate unit from the office areas let to First Bus. Periodic checks on the facility had been initiated and some aspects of the lease were not being observed (e.g. goods were being stored next to the disabled toilet. SBC was working with the tenant on resolving this.

The second question related to First Bus not being given maintenance responsibilities for the disabled toilet. It would be contentious to allow First Bus to access the café whilst its operator was not in attendance, the café operator is in the best position to manage access to the facility and First Bus had declined when asked to take on additional responsibility for the facility. In addition, the café operator had health and safety requirements to fulfil in relation to the toilet and clarity of ownership helped define liability in the case of accidents.

Lastly, work on increasing the width of the overflow drop off area would start in early 2015. This, however, was later than originally intended and was subject to planning and feasibility.

The Panel raised the following points in discussion:

Neighbourhoods and Community Services Scrutiny Panel - 29.10.14

- The Bus Station had been open for 2 years; members of the Panel expressed concern that a satisfactory resolution had still not been reached in this time.
- An automatic public toilet (APT) had not been included in the original plan due to costs. The initial cost of the APT would be £195,000, and the APT in Brunel Way could be moved to the bus station at a far lower cost.
- The APT had been closed for a period of time after pump failure and power difficulties. The pump had to be procured from Sweden and took 3 months to obtain. Clear Channel had now been contacted to arrange alerts to be provided when the APT was closed, and the reason for closure.
- The APT formed part of the Clear Channel contract, and Clear Channel had been informed that the facility needed to be regularly available.
- The APT was 9 years old. As well as age, a contributing factor to the problems had been its use by other facilities for waste disposal. Whilst this was allowed within certain limits, these had been exceeded; the last incidence of this had cost £15,000 to fix and taken a considerable time to resolve. Thames Water was responsible for punishing any businesses who had exceeded the levels of waste disposal allowed using the APT.
- Members questioned the decision not to spend £195,000 on the APT given the overall budget for the bus station. In response, officers informed the meeting that the need to repair any damage would mean that the overall expenditure would be higher than this, and had arrived at the decision to use the Brunel Way facility after studying the options.
- Some potential users of the APT were wary of it given the time limit it imposed on use. However, the sensors in the facility and the ability of Clear Channel to monitor the APT and talk to the user if a problem arose had led to its selection. SBC did not have figures on the usage of the APT, although could obtain these if requested.
- First Bus could not be made to take on responsibility for the facility; this could be reviewed at the time that the contract was renewed. However, advice on this could be sought within SBC.
- The APT did not currently have a log of cleaning work. Requirements on this matter would be checked.

At the conclusion of the discussion, the Panel made the following decisions.

Resolved –

- 1) That the door of the APT should have a sign, including a contact telephone number.
- 2) That a log of cleaning work, with a list of future cleaning work accompanying this, to be kept in the APT.
- 3) That a survey of users be undertaken.
- 4) That First Bus be made aware of the views of Councillors on this matter.

25. Street cleansing

Neighbourhoods and Community Services Scrutiny Panel - 29.10.14

The item was taken for information. On the basis of the information given, the Panel requested that a substantive discussion on the matter should be received by the Panel at a future meeting.

26. Forward Work Programme

The work programme was arranged as follows.

Resolved –

- 1) That an additional meeting be arranged for December 2014.
- 2) That the December 2014 meeting include items on street cleaning and real time passenger information.
- 3) That the January 2015 meeting include items on garages and voids contract performance, in addition to the existing items.
- 4) That the February 2015 meeting include items on prostitution and SBC activity to support NAGs, in addition to the existing items.
- 5) That the March 2015 meeting include items on the Transport Working Group, waste strategy and road safety strategy.

27. Attendance record

The attendance record was noted.

28. Date of Next Meeting - 7th January 2015

Chair

(Note: The Meeting opened at 6.31 pm and closed at 8.39 pm)

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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel

DATE: 2nd December 2014

CONTACT OFFICER: Eric Stevens, Assistant Transport Planner, Regeneration, Housing and Resources

(For all enquiries) (01753) 875662

WARD(S): All

PORTFOLIO: Cllr Sohail Munawar (Commissioner for Social and Economic Inclusion.)

PART I

FOR COMMENT & CONSIDERATION

REAL TIME PASSENGER INFORMATION

1 Purpose of Report

The purpose of this report is to examine information on the effectiveness of the Real Time Passenger Information (RTPI) system in Slough and to seek ways to improve it.

This report is designed to provide the Panel with information relating to following issues:

- To examine why only approx 30% of buses are detected by the RTPI system, and what can be done to improve upon this current level;
- To enquire what improvements have been made to the RTPI detection rates since the start of the project;
- To explore whether London Buses, Arriva and other bus companies can join the system, to provide full route coverage (including any first bus routes not yet covered);
- To examine future plans for RTPI in Slough; the routes not yet covered by bus stop displays, and which areas to be enabled next; and
- To explore the possibility of providing QR codes at bus stops, which will enable passengers to access individual bus company real time apps.

2 *Recommendation(s)/Proposed Action*

That the Panel note the progress made since RTPI was implemented in 2011.

3 The Sustainable Community Strategy, the JSNA and the Corporate Plan

Priority – Regeneration and Environment

The Real Time Passenger Information (RTPI) roll-out across the borough is an integral element for improving the local economy and environment by making bus

travel a more attractive mode of transport. By encouraging commuters in Slough to travel by bus instead of car, it will lead to a healthier and more accessible Slough through reduced congestion and carbon emissions.

4 Other Implications

(a) Financial

There are no financial implications arising from this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
None	None	There are no risks, threats or opportunities arising from the report.

(c) Human Rights Act and Other Legal Implications

There are no legal or Human Rights Act implications relating to the content of this report.

(d) Equalities Impact Assessment

There is no identified need for the completion of EIA relating to this report.

5 Supporting Information

(a) Why is there currently a 30% detection level for buses using the system, and what steps can be taken to raise detection

There are a total of 64 buses including the services operating through Slough to Bracknell. At present 58% of the fleet (37 buses) have Electronic Ticket Machines (ETMs) fully installed and an additional 11 buses are due to be fitted which will represent a total of 75% of the bus fleet detected.

Site visits have been undertaken following concerns raised by the public and councillors including our regular spot checks via the InfoRoute system. These checks have concluded that some of the services have low detection rates. These include:

- 75 – 29%,
- 76 – 36%,
- 78 – 40%.

There have been a number of on going checks and dialogue with First and JMW that have resulted in some detection rates rising to as high as 93%. The reason for the changes in detection rates is due to the fact that a number of bus vehicles in Slough have since had RTPI equipment installed.

(b) What has been done since the start of the project?

Problems have been dealt with as they have arisen, through internal council management systems. In addition to this, we have made a number of improvements to detection rates over the past year:

- 1) Software Upgrade: Each bus fitted with RTPI equipment that can be monitored by Council officers through the RTPI system. Daily monitoring detection and observation is undertaken and reported at RTPI meetings.
- 2) Electronic Ticketing Machine Replacements: The ETM's were exchanged between vehicles to ensure that the low detection rates were not a result of faulty installation. ETM's were upgraded which in itself resulted in a delay in achieving acceptable detection rates.
- 3) Bus Fleet Replacement: Since December 2013 First Buses in Berkshire have replaced a number of bus vehicles in their fleet which had affected the overall detection. We are now in the process of fitting the RTPI equipment onto the last few buses.
- 4) New Fleet Due to Arrive in 2015: JMW and First have planned ahead to work with the bus manufacturers to pre-install the necessary equipment to ensure that the problems encountered before are not repeated. This will reduce the interruption to real-time information presented to the public via bus stop shelter and flag displays.

(c) Can London Buses, Arriva and other bus companies operating in Slough join the system, to provide wider RTPI coverage?

Slough Borough Council's Transport Team are in the process of establishing a SIRI link feed with Bucks County Council and Royal Borough of Windsor and Maidenhead that will enable us to detect their services that operate through Slough.

At present Bucks County Council and Royal Borough of Windsor and Maidenhead use a different RTPI system (Vix and Nimbus). In October 2014 both Local Authorities agreed to enable the sharing of RTPI data, we expect this to be complete over the coming months. We have also made plans to include the TfL 81 bus service into the complete coverage.

(d) Which Routes not yet well covered by bus stop shelter and flag displays, and which routes can be enabled next?

Slough Borough Council has a programme for the next phase of RTPI bus shelter and flag display installations in Slough. Parts of these plans are due to be amended due to the proposed Slough Mass Rapid Transit scheme which would require the location and positioning of some bus shelters to be changed. These are to be confirmed following the outcome of the consultation.

(e) What are the future plans for RTPI in Slough?

Quick Response (QR) Codes are available at a number of bus stops in Slough. These are installed in the form of a square barcode on the inside of a bus stop shelter and are managed by ClearChannel.

The Transport team at Slough Borough Council have plans to produce a dedicated mobile phone native app that will offer real time information for Public Transport in the borough. This will be highly useful for commuters with disabilities in Slough who are reliant on public transport.

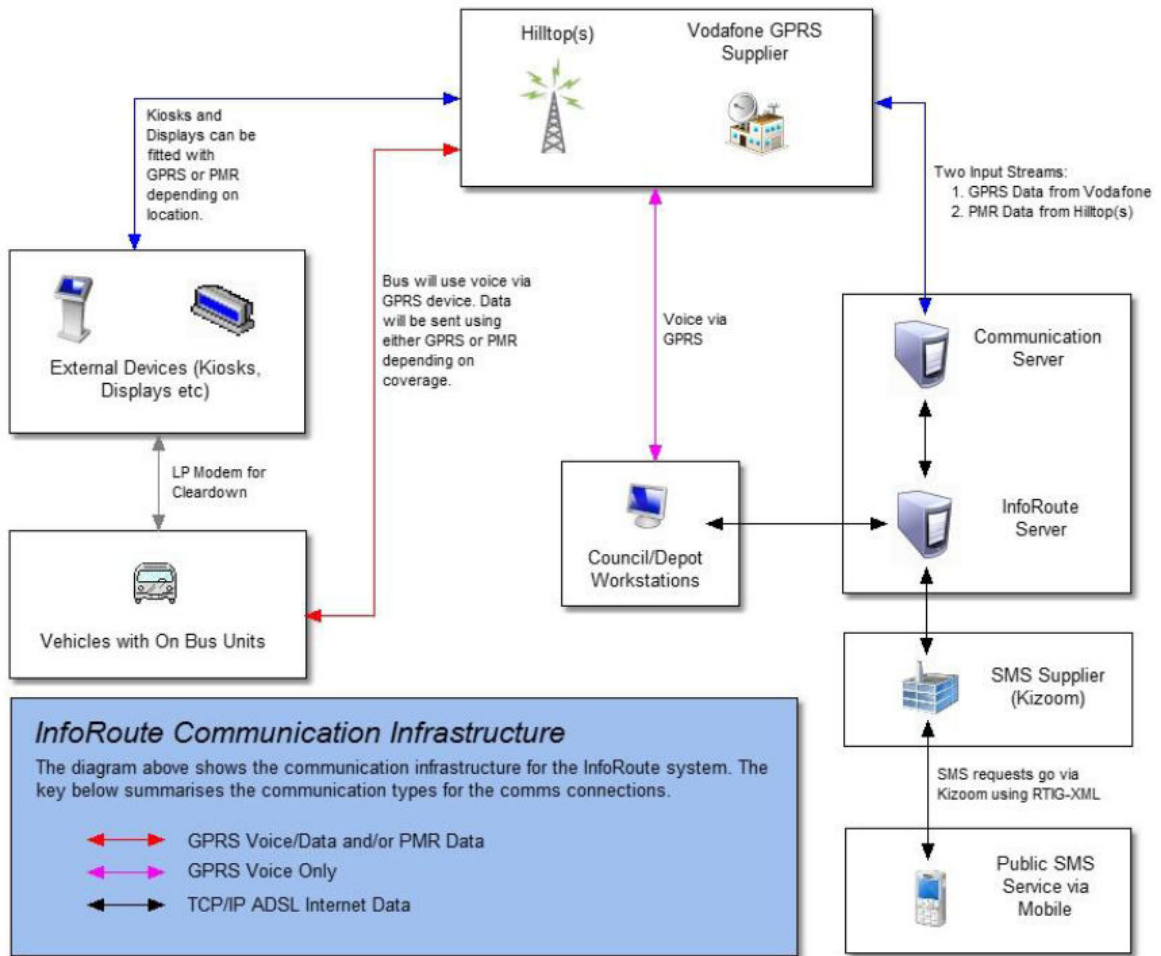
We are in the process of trialling audio-visual equipment on a small number of vehicles in the borough which is similar to in the equipment utilised in London, Nottingham, Reading and other parts of the country. This feature will enable bus vehicles to audibly announce the oncoming stops of which will be great benefit to visitors to Slough and all those with sensory impairment disabilities.

6 **Conclusion**

That the Committee note the report.

7 **Background Papers**

None.



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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel **DATE:** 2nd Dec 2014

CONTACT OFFICER: **Nicholas Hannon,**
Environmental Strategy & Governance Manager

For all enquiries: (01753) 875 275

WARD(S): All

PORTFOLIO: Commissioner for environment and open spaces
Cllr Satpal Parmar

PART I
NON - KEY DECISION

STREET CLEANSING: PUBLIC EXPERIENCE**1 Purpose of Report**

To respond to the Neighbourhood and Community Services (NCS) Scrutiny Panel from enquiries raised from the initial Street Cleansing briefing note provided in November 2014. This report will demonstrate current performance and improvements for the future for the service. It will also demonstrate the proposals for the new proposed Street Cleansing scorecard.

2 Recommendation/Proposed Action

Waste & Environment and Environmental Services team are requested to provide comment to NCS Scrutiny Panel regarding issues raised through the provision of the Street Cleansing Briefing Note (provided in Appendix 1). These responses are provided in Section 5:

- A. when was the change in policy on street cleaning made, and how was this communicated with Councillors;
- B. the input / output system;
- C. how decisions were made as to when a street needed cleaning;
- D. the use of mechanical cleaning;
- E. responsibility for spurs owned by housing / highways;
- F. cleaning of the High Street and public perception of Slough town centre; and
- G. a statement regarding prosecutions for littering offences

3 The Sustainable Community Strategy, the JSNA and the Corporate Plan**3a. Sustainable Community Strategy Priorities**

Slough Borough Council has stated through the Sustainable Community Strategy in the Environment and Regeneration section that Slough has made good progress in recent years to improve the local environment and is now one of the cleanest boroughs in the South-East.

Furthermore it also states that the council will support and ensure residents can:

- Volunteer for community clean up campaigns; and
- Keep their neighbourhood clean and tidy.

Street Cleansing is intrinsically linked to waste management and the Sustainable Community Strategy states that Slough will:

- move up the waste hierarchy and increase the amount of waste recycled;
- reduce the overall amount of waste produced; and
- reduce dependency on landfill for final waste disposal.

3b. **Sustainable Community Strategy: Cross-Cutting themes**

Residents play an important part in the sustainable management of the borough's waste and ensuring that any waste that is produced is placed in the correct receptacle for disposal. Most commonly this relates to placing waste in the kerbside residual and recycling bins. However, this also relates to the disposal of litter using split litter / recycling bins.

Therefore, all residents have a civic responsibility to contribute to a cleaner, greener Slough, demonstrating the cross-cutting theme of **Civic responsibility**.

Successful street cleansing processes will ensure the town is kept tidy and clean, while unsuccessful processes may have inadvertent consequences such as a rise in fly tipping, detritus or littering, which damages the image of the town. This relates to the theme of **Improving the image of the town**.

3c. **Joint Strategic Needs Assessment (JSNA)**

There are no references within the Joint Strategic Needs Assessment (JSNA) for street cleansing.

3d. **Corporate Plan 2014/15**

The Slough Borough Council Corporate Plan states that one of the major infrastructure changes is to replace 80% of street bins and 100% of park bins with split litter and recycling bins across the borough.

Improve the customer experience

Service users expect efficient and reliable litter bin emptying, gully and channel sweeping which the service will strive to improve.

Deliver high quality services and facilities to meet local needs

In designing street cleansing provision, local circumstances will be taken into account, to deliver the most appropriate service for users. For example Transport Hubs and the Central Business District have more stringent cleansing regimes due to their prominence and importance both commercial and industrially. The service will aim to be of a consistently high quality.

Develop new ways of working

The service will make the most of new technology and best practice to increase efficiency, improve levels of service and deliver improved environmental, economic and social outcomes where these changes are cost effective or in tandem with contract review or renewal.

Deliver local and national change and improvement

The council will constantly review services to ensure they meet changing needs, resources and opportunities. The will ensure that street cleansing has a core role in the delivery and support of Council plans and that it remains a prominent frontline service delivered to all residents, businesses and visitors to the town.

Achieve value for money

Through efficiencies and harnessing new technology and ways of working street cleansing will deliver a consistently high level of service. This includes the use of new technology and ways that are specific to the urban environment of Slough and specifying zones of importance.

4 Other Implications

(a) Financial

None.

(b) Risk Management

None.

(c) Human Rights Act and Other Legal Implications

There are no Human Rights Act Implications.

(d) Equalities Impact Assessment

There is no identified need for the completion of an EIA.

5 Supporting Information

- 5.1 As a Unitary Council Slough Borough Council is responsible for all street cleansing, gully and channel sweeping, litter picking and detritus sweeping operations within the borough. The Street Cleansing function for Slough Borough Council is delivered by Amey under the Environmental Services contract which runs until November 2017. The contract covers Waste Collection, Waste Management, Waste Disposal, Highways, Street Cleansing and Grounds Maintenance;
- 5.2 A series of enquiries were made by NCS Scrutiny Panel to a Briefing Note provided by Environmental Services on 29th October 2014.
- 5.3 *'When was the change in policy on street cleaning made, and how was this communicated with Councillors'*

The change was communicated to the Councillors on 17th October 2011 in Key Decision to Cabinet as '£75k Improve efficiency in street cleaning'. This report is enclosed in Appendix 2.

5.4 *'Is the Amey Street Cleansing contract an input or output system'*

In an input system streets are given a frequency of cleansing by the Council such as daily, weekly, fortnightly etc. The Contractor charges for a clean irrespective of whether the street requires cleansing or not; and the Council pays whether the street requires cleansing or not. Usually the Council will be billed on a per metre basis as there will be a specific cost to each street for each scheduled visit.

The benefit is clarity as to when a street is scheduled to be cleansed and the quality and frequency can be more closely monitored; but the liability is with the Council, you have to pay if the street is not monitored irrespective of its condition. Therefore, this option requires a higher input of monitoring from the Council and therefore is likely to cost more as a service and more from a client perspective.

In an output system the Contractor has the responsibility and therefore the liability to maintain the streets at a certain level and ensure they are brought back to an acceptable standard within a specified time. The Contractor takes the risk that they have sufficient resources to provide the service; the service tends to be an area based process and crews visit/patrol but do not clean streets which have not fallen below the unacceptable level and can therefore cover larger areas; the Council pays for what has been done not what may need to be done. Rectification work should be kept to a minimum by the Contractor as it with the correct contract management framework the contractor will need to finance any additional rectification spend.

In both cases, there will always be times when a street requires additional cleanses between its scheduled cleanse/visit; in the case of 'output', additional cleanses are at the Contractor's cost to bring the street back to the standard. With the 'input' service the Contractor will require paying for additional cleansing because the Council has specified how often the street should be cleansed and is their liability.

The present street cleansing contract with Amey is output based.

5.5 *'How decisions were made as to when a street needed cleaning'*

Amey management assesses their resources and knowledge from their historical data over previous years to deliver a service to fit the revised budget.

5.6 *'The use of mechanical cleaning'*

Mechanical sweeping of residential streets is scheduled for once every six weeks; main routes receive a weekly sweep and the High Street receives a daily sweep.

In addition there are two small sweepers which carryout footway sweeping across the borough and a street 'flusher' which focuses predominantly on the High Street.

5.7 *'The responsibility for spurs owned by housing / highways'*

The Environmental Services Contract includes the cleansing of the Public Highway (including roads, gullies, channels and sweeping of the pavement) and Parks & Open Spaces. However, it does not include the cleansing of grass areas, garage areas, parking areas, walkways or drying areas within Housing maintained land. The cleansing of these areas is delivered by caretakers and sub-contractors employed by Neighbourhood Services.

5.8 *'The cleaning of the High Street and public perception of Slough town centre'*

The High Street and Heart of Slough area is cleansed several times a day from 06.30 until 19.00 Monday to Saturday and 06.30 until 18.00 on Sunday.

The type of light grey stone both within the Heart of Slough and the High Street has created issues regarding staining of the pavements from viscous sugar based liquid and oils. The accumulation of grit, chewing gum and detritus has deteriorated the aesthetics of the developments. In addition to this the street flusher is used to wash the streets when resources and weather permit and jet washing on occasions to deal with the ongoing staining issues. However, a more sustainable long term solution will be required going forward.

All litter/recycling bins in the High Street and Heart of Slough are emptied on a continual basis to prevent them from overflowing. All street bins in Slough are currently being mapped and collated by the Waste & Environment team. Once all bins have been mapped then a program of rationalisation shall be undertaken to ensure that litter bins are in the most appropriate places in the borough.

6 **Conclusion**

NCS Scrutiny Panel is requested to provide comment to the Cabinet regarding:

- A. Progress of the split litter / recycling bin implementation across Slough;
- B. The development of the proposed Street Cleansing Scorecard 2015/16 in Appendix 3.

7 **Background Papers**

Appendix 1 - Street Cleansing Briefing Note reviewed by NCS Scrutiny Panel on the 29th October 2014

Appendix 2 - Cabinet 17.10.11 Draft Budget Strategy and MTFP 2013-12 to 2015-16

Appendix 3 - Proposed Political Street Cleansing Scorecard 2015/16

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Appendix 1

SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods and Community Services Scrutiny Panel **DATE:** 29th Oct 2014

CONTACT OFFICER: *Ian Coventry*
(For all enquiries) (01753) 875212

WARD(S): *All*

PORTFOLIO: *Satpal Parmar*

PART I

STREET CLEANSING SERVICE

1 Purpose of Report

This is an information report on the provision of the street cleansing service in Slough.

2 Recommendation(s)/Proposed Action

- The Committee is requested to note the report for information

3. History of Service

- I. In 2002 the street cleansing service was externalised to Accord as part of an integrated contract to provide Environmental Services to Slough Borough Council. This was done to address the poor standard of services being provided at that time to the residents of Slough.
- II. The contract is self monitoring by the Contractor with a small client contract management/monitoring team. This design was to maximise the investment in service delivery by the Council and the Contractor.
- III. As a result of the introduction of the contract, during the mid 2000's Slough was reported as one of the cleanest towns in the south east of England. Therefore, expectations have been lifted over the years as the quality of service increased and time passed.
- IV. Since its start, the contracts has passed from Accord to Enterprise and now to Amey as larger contractors have bought out the smaller contractors; however, the contract requirements remained the same and the quality has been maintained within the parameters set by the Council.

- V. The service contract was to provide and 'output' service to the borough based upon the Environmental Protection Act (EPA) qualities set down in the 'Code for Litter & Refuse'.
- VI. It required the borough to be kept clean, but did not specify how this was carried out, that responsibility was with the Contractor.
- VII. The requirement for streets is to bring them back to a standard grade 'A' should the street fall below grade 'C' within a specified time as described in the EPA.
- VIII. In respect of litter bins, they should be emptied as necessary to ensure they do not over fill, and if required to be emptied because they are full, the bin should be emptied within the specified rectification time.
- IX. At the start of the contract the minimum visits to residential streets by the Contractor was once a week to litter pick and once every six weeks with a mechanical sweeper.
- X. Slough High Street and other shopping areas received multiple cleanses during the day between 06.30 and 20.00 to keep the areas to the standard laid down in the Contract.
- XI. When the High Street was redesigned, additional funding was provided to enable street washing to take place, both in the High Street and the Bus Station.
- XII. With the redesign for the Heart of Slough the Contractor was asked to provide a higher level of cleansing at no extra cost to the Council.
- XIII. In 2008 the Contractor was asked to take on the cleansing of parks & open spaces and the cleansing and operation of the sports changing provision as part of the Council's rationalisation of services.

4 **RECENT CHANGES IN SERVICE**

- I. In 2010 as a saving £75,000 was taken out of the service to cut the overtime payments for early starts by the Contractor which was to complete the cleansing of shopping areas before 08.00 as prescribed in the Contract and the EPA.
- II. Around the same time the Contractor was asked to incorporate the park cleansing service into the street cleansing service to reduce the overspend of circa £80,000 per annum and at the same time cleansing crews became the first line of playground inspections whilst cleansing the play areas.
- III. As a result the frequency of visits to residential streets by the crews was reduced across the borough to enable park cleansing and to ensure the main routes and high use areas are maintained to standard.
- IV. In 2012 the £96,000 funding for street washing ceased, but the Contractor has been asked to continue to provide a service at no additional cost.
- V. During the period 2010 to date the Contractor has continually been asked to increase the cleansing in areas of the borough at no cost to the Council; this is largely due to improvements within the Borough requiring a higher level of cleansing to maintain the required quality; High Street, Heart of Slough & Bus Station.
- VI. Although this has been at no cost the Council financially; there is a cost to the service for all the changes requested, staff and resources are finite

and are moved from other areas of the service to ensure the quality in higher profile areas.

- VII. There has also been an increase in service requests to cover issues outside the normal contracted service provision; clearances for community clean up projects, Community Payback clearance, one off actions for departments not included in the contract and areas outside the Council's responsibility.
- VIII. The Contracted Street Cleansing Service across the Borough is now delivered from 07.30 apart from the High Street where cleansing commences at 06.30. until 19.00.
- IX. Street washing is provided as and when resources are available when does not affect other areas of the service.
- X. The Contractor has absorbed and additional costs with the placing out and collection associated with the new litter split bins and the separation of litter & recycling by the solo barrow operatives.
- XI. The Environmental Services contract management/monitoring team has been reorganised a number of times since the start of the contract and changes over the years has had an impact on its capacity to deliver ideal levels of contract compliance and performance monitoring.

5 PERCEPTIONS IN SERVICE PROVISION

- I. There is a perception by some Members and the public about what the contract provides in relation to service provision and this includes some misconceptions.
- II. **Streets in the Borough are cleansed on a specified day;** residential streets are visited on an area based programme at various frequencies and streets requiring attention are cleansed. If a street has not fallen to a level requiring cleaning it is not cleaned. The Council is paying for dirty streets to be cleansed (output system) and not all streets will receive a clean whether littered or not on a specific day (input system).
- III. Due to the vagaries of littering, streets can deteriorate between the scheduled visits and if this is reported, the contractor will respond to rectify.
- IV. **Litter bins are emptied every day;** litter bins are emptied at a frequency specified by the Contractor to prevent them over flowing; however as with street littering, bins can become full between visits and if reported the Contractor will rectify.
- V. **Fly tips,** the Contractor has up to 48 hours from receipt to clear reported fly tips, in earlier years of the contract, the Contractor responded far quicker than is required under the contract which set expectations higher; however, due to the changes outlined previously, resources are now more stretched and clearance is more inline with the Contract requirements than previously.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Cabinet

DATE: 17th October 2011

CONTACT OFFICERS: Julie Evans, Strategic Director of Resources & Regeneration

WARD(S): All

PORTFOLIO: Finance and Strategy – Councillor Anderson

PART I **KEY DECISION**

Draft Budget Strategy and Medium Term Financial Plan 2012/13 to 2015/16

1 **Purpose of Report**

This report sets out the latest projections of the Council's Revenue and Capital Budgets, for the period 2012/2013 to 2015/16. It considers the main assumptions driving the Council's Medium Term Financial Plan; and seeks to provide a sustainable financial platform addressing all known current requirements across the medium term. The paper proposes (as at Appendices A), a strategy for securing savings requirements whilst maintaining the focus on protection for front line services wherever possible.

2 **Recommendations**

The Cabinet is requested to resolve that:

- a) The Council's current projected Revenue Budget for 2012/13 to 2015/16 be noted.
- b) The assumptions underlying the Medium Term Financial Plan be noted.
- c) Approve the overarching savings strategy and targets as set out on Appendix A and request further development of additional proposals to meet remaining budget deficit.
- d) Consider and agree the areas of Directorate based savings proposals for as summarised in para 5.7, and request officers, to implement them with immediate effect where possible.
- e) and agree the specific proposals set out in section 5.15 requesting officers, to implement them with immediate effect where possible.
- f) Any in year under-spends **arising as a result of early implementation of savings**, are allocated as a 50/50 split between; further improving the protection afforded by the general fund balances and agreed directorate based invest to save initiatives.
- g) The Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer in consultation with Commissioners be

authorised to approve changes to the Council's establishment as a result of delivery of the savings as at appendices A.

3 Key Policy Priority Implications

The Revenue and Capital budgets are the Council's financial plans for the forthcoming year. As such, the budgets will allocate resources to enable the delivery of the Council's Key Policy Priorities through the individual departmental and service plans.

4 Other Implications

Financial Implications

4.1 These are contained within the body of the report summarised in table 1 below.

Details	Latest position post Finance Settlement					
		Provisional Settlement		CSR 2010		
	10/11 £'000	11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000	15/16 £'000
Opening Budget	102,395	103,979	105,107	101,666	101,448	103,404
Total Inflation	1,200	1,150	1,500	2,400	2,200	2,000
Total Previously Agreed Growth *	5,875	2,538	1,232	(211)	22	0
Total Previously Agreed Savings *	(4,051)	(4,423)	(1,835)	(200)	0	0
Total New Savings Mitigating Cuts to Public Sector Spending **	0	(8,011)	(5,012)	(3,830)	0	0
* Shown in Appendix D						
** shown in appendix A						
New Growth (TBA)		50				
LAC permanent allocation of reserve provision			645			
Carbon Emissions Levy			380			
<u>Expected income from specific grant schemes now rolled in to FG</u>						
TOTAL GRANT IMPACT		10,674	133	56	56	56
Contingency - Economic Risk		500	0	500	0	0
Total Pensions Adjustments	0	475	0	500	0	0
Capital Programme Adjustments	(1,440)	(508)	0	750	0	0
Specific Grant & Transfer Adjustments	0	0	964	206	154	154
Council Tax Freeze Grant	0	(1,187)	(1,187)	0	0	0
New Homes Bonus (estimate)	0	(130)	(260)	(390)	(475)	(575)
BUDGET REQUIREMENT	103,979	105,107	101,666	101,448	103,404	105,039
SPECIFIC GRANTS ROLLING INTO FORMULA GRANT		5,524	5,476	5,421	5,367	5,313
FORMULA GRANT	56,756	51,723	46,647	46,181	46,181	46,181
COUNCIL TAX REQUIREMENT	47,223	47,860	47,860	48,817	50,038	51,289
TOTAL ESTIMATED FUNDING AVAILABLE	103,979	105,107	99,983	100,419	101,585	102,783
REMAINING BUDGET GAP	0	0	(1,683)	(1,028)	(1,819)	(2,257)
Annual savings required		(12,434)	(8,530)	(5,058)	(1,819)	(2,257)
Cumulative impact of cuts to public spending secured		(8,011)	(13,023)	(16,853)		

Human Rights Act & Other Legal Implications

- 4.2 The Council has various legal responsibilities around financial matters but, of primary importance: the Council must not plan to spend more than the resources it has available to it in any one year – the Council must set a ‘balanced budget’.
- 4.3 The Medium Term Financial Plan (MTFP) presents the projected financial position of the Council for 2012/13 to 2015/16; and includes:
- Recommended growth and savings options identified to date, to be considered by Members; and
 - A number of key assumptions (summarised below), alongside
 - Highlighted key issues (summarised below)
- 4.4 The 2003 Local Government Bill places a duty on the Council to consider the robustness of budget estimates, the adequacy of reserves and the affordability of its capital programme in preparing its budget for the year.
- 4.5 The cuts to public sector spending apply across the public sector as a whole and place considerable burden on local authorities. Members have requested every effort be made to minimise the impact on the end users of front line operational services, this document sets out the approach to meeting the known savings requirements of the recent CSR, however it does not take into account the implications of the embryonic proposals set out in the localism bill pending further clarity.
- 4.6 There are no other legal or Human Rights Act implications.

Workforce

- 4.7 If agreed, the savings options to be considered will involve the transformation of some services and different delivery methods for others. Every effort will be made to ensure the Council’s contribution to the local economy as major employer will be maintained and where possible enhanced. Further, Member’s remain committed to protecting the interest and welfare of both existing and future staff . Every effort will be made to implement savings measures in a way that reflects that commitment. Compulsory redundancies will only be considered as a last resort. The Council will ensure that HR policies are applied to minimise the impact of decisions for all affected staff by seeking via a combination of voluntary severance or early retirement arrangements, applying innovative Workforce Development Strategies and adopting a pro- active approach to securing redeployment opportunities wherever possible.

5. Supporting Information

The current financial climate

- 5.1 As members will be aware following the change of government in May 2010, the coalition government implemented significant cuts to public sector spending. These cuts are in addition to the efficiency requirements the council already had in place (included on table 1 as “previously agreed savings” and “previously agreed growth”). Further, any new investment in our communities must be contained within the constraints of this severely restricted cash envelope. The cumulative effect of

the impact of the financial pressures affecting the council is summarised in table 2 below.

All Years Summary - Cumulative Impact	£000's
Cumulative App A's	-16,853.00
savings for period in year cuts 2010-11	- 2,566.00
Cumulative Impact Cuts to Public Spending	-19,419.00
Previously agreed savings	- 6,458.00
Total Demand for Savings/Efficiencies	-25,877.00
Allocated for Growth	3,581.00
REDUCTION IN SPENDING POWER (CUTS)	-22,296.00

- 5.2 Some further pressures are anticipated in future years as a result of the proposals currently under consultation, for example 10% reduction in Council Tax Benefit funding. However, until further detail concerning the impact of these proposals is known, the Corporate Management Team have adopted a pragmatic approach to planning for major financial change by seeking to secure a sustainable financial position for the future via concentrated savings activities across the next 2 financial years to address the known issues.
- 5.3 Currently under various stages of implementation are a range of proposals affecting future financial stability for Local Authorities including proposals relating to Education and Schools buildings, Council Tax Benefit, Fraud and Benefits Investigations, The transfer of responsibilities for Public Health and a single universal credit benefit system.
- 5.4 Members are asked to consider the timely implementation of the £8.845m of savings across the next 2 financial years, listed at Appendix A, in order that full-year savings will be generated from 1 April 2012.
- 5.5 In an effort to reduce the need for compulsory redundancies, the Leader and Chief Executive have written to all staff seeking any individual expressions of interest. Taking into account their own personal circumstances, staff have been encouraged to consider a range of alternative future employment options – including early retirement, voluntary redundancy and reduced working hours. (attached, Appendix B).
- 5.6 In accordance with current policy, such decisions on early retirement on the grounds of efficiency are delegated to officers provided no discretionary payments apply. The policy also delegates redundancy decisions to officers where groups of less than 5 are affected and requires such matters to be reported as part of the significant decisions process. The workforce planning exercise is likely to affect more than 5 staff however as it is approved by Cabinet, decisions would as a matter of course be undertaken by officers within the current policy framework.
- 5.7 To maximise savings and facilitate swift change Cabinet is asked to agree the Chief Executive as Head of Paid Service and the Strategic Director of Resources as the S 151 Officer in consultation with corporate management team and the appropriate Commissioners, be authorised to approve changes to the Council's establishment, subject to a viable business case, to meet the organisational changes required in light of the budget constraints going forward.

- 5.8 The scale of the cost reductions required alongside Member's explicit objective to afford the greatest protection to our front line services, drives the cross cutting corporate approach to savings set out on appendices A. The workforce planning exercise may provide a window of opportunity, requiring quick decision, that enables efficiency savings to be achieved. Therefore, Cabinet is asked to agree that the Chief Executive in consultation with the leader of the Council can implement alternative management structures if any realistic and appropriate occasions arise. It should be noted ability to take advantage quickly of such opportunities may require a stepped process of change involving one or more temporary measures in advance of a longer term permanent solution. All permanent changes arising as a result of decisions taken by the Leader and Chief Executive would be reported to Members at the next available opportunity.
- 5.9 The primary focus of the second phase (in place by 1st April 2012) of the anticipated savings is, as previously stated focussed in the main away from front line services and where pressures inevitably fall to such services, re-shaping the service to deliver the same or greater benefits to end users more efficiently will be the primary objective.
- 5.10 Officers are currently developing options based on the above. The projected overall shortfall across the medium term period covered in the MTFS at table 1 is £15.629million. Initial savings proposals presented on appendices A provide opportunities of £8.842million, leaving a current deficit across the period of £6.787million. The intention is to explore further opportunities and present options for consideration by members before the end of calendar year. The target figure is based on current projections and may reduce or increase as a result of a number of variables.
- 5.11 For the medium to longer-term, given the scale of the expected funding reductions, it is likely that radical reform of the Council's structure and service provision will be required and in order to meet the objective of protecting service users significant change will be required. Members agreed during the previous budget process that some radical change may well result requiring:
- A different council - fewer staff numbers, probably a smaller proportion staff in direct employment, certainly a smaller management structure;
 - Even greater focus on community needs and priorities; everything will need to be challenged for its value for money and community impact.
 - Fewer universal services and services largely targeted at specific need;
 - A changed relationship with customers and communities, being clear about what can and cannot be done;
 - Getting the right balance between prevention and reactive activity;
 - New models of delivery fit for purpose and delivering priority outcomes;
 - More shared functions with other local authorities and public sector agencies;
 - Increased joint working with public sector colleagues including pooling of resources and services designed around individual and community need.
- 5.12 Work will commence, examining many of the possibilities outlined above, to meet the significant challenges of illustrated on table 1 above.

The Revenue Budget – Latest Projections

5.13 The latest Revenue Budget projections, arising from SBC's current Medium Term Financial Plan for 2011/12 to 2014/15, are set out overleaf. Whilst reviewing these figures, several key assumptions must be noted:

- The Council's pay and prices inflationary uplifts will be managed in accordance with the coalition government's expectations and policies. Service contract increases will be based on the Consumer Price Index (CPI). With the following additional elements :
 - Members have implemented the £250 pay increase to low paid staff This was originally a provision within Government proposals but not one they were able to deliver directly.
 - Inflation is expected to continue to rise above government expectations and an adjustment has been made to reflect this and accommodated within the financial model set out in table 1.
- The 2011 /12 Revenue Budget is expected to provide opportunities within the year. Early implementation of savings proposals will drive some one off gains in year. It is proposed that any such opportunities are maximised and allocated on a 50/50 basis to the following key priority areas:
 - i) Continuing to build on improving the protection of the general fund balances (mitigating further the residual risk identified by the District Auditor)
 - ii) Enabling investment in capacity needed to drive the changes required, where a demonstrable invest to save business case is provided and agreed.
- The current approach to managing in year spend must be maintained as overspends will have a consequent impact on the level of cash reserves and also the budget requirement for the coming year.
- The Collection Fund is assumed to be in balance across all three years. The collection fund is the fund administered by the Council into which all council taxes and business rates are paid; and from which payments are made to the General Funds of precepting authorities and to the national business rate pool. It is therefore assumed that the Council obtains all local taxation due.
- Income from council tax is assumed to be static in 2011/12 and 2012/13, based on the coalition government's stated ambitions to freeze council tax across these two years however it should be noted government funding has been assumed to cover the cost for both years, any reduction in proposed funding levels may impact directly on local tax payers. Thereafter, the MTFP assumes static levels of increase in council tax with no account being taken of the potential disproportional increase in inflation. No assumption has been made for the increase in new properties being built in SBC, which would impact on the level of council tax income generated. Articles in the national press suggest that house-building and mortgage lending rates are currently at a significant low.

In conclusion, primarily related to the funding assumptions noted above, there remains a substantial funding gap for 2012/13 to 2015/16 that will need to be managed.

Reducing the future funding gap – progress to date

- 5.14 In order to achieve a balanced revenue budget, in 2011/12 and beyond, it is clear that a significant amount of work will need to be undertaken by Service Areas and CMT.

Additionally, as table 1 illustrates there remains a substantial funding gap for 2012/13 to 2015/15 that will need to be managed.

- 5.15 The Council currently has proposals for savings for £8.842 million as set out on appendices A and securing these is critical to secure financial stability in future years.

The following summarises a suite of proposed elements of directorate based savings. Each individual Directorate will submit summaries of savings proposals for agreement by Cabinet. Once agreed, the proposals will be subject to appropriate consultation prior to any implementation.

The first suite of proposals relates to the Services Groups within the Resources and Regeneration Directorate and are summarised below.

- £236k (£141k net impact), Estates Facilities and property Maintenance structure changes.
- £100k Strategic Housing structural changes proposal
- £145k Planning/Highways/transport – Structural Changes
- £100k Finance and HR service budget reductions relating to Land-charges ICT licensing charges (£18k), Occupational Health Service contract negotiations (£32k) and Internal Audit tender award (£50k)
- £40k Align opening hours of Chalvey waste with demand
- £75k Improve efficiency in street cleaning
- £41k Seasonal Adjustment to green Waste collections

Total £737k (net impact £642k)

Further specific service based proposals for consideration totally £389k are summarised on Appendix C.

The total proposed savings is £1.126 million.

Growth

- 5.16 To date All managers and directors have been made aware that only essential growth (e.g. contractual, legislative and demand requirements) can be entertained and are likely to be funded by finding compensatory savings. Further, all savings proposals put forward must be realistic, achievable and professionally defensible.

Capital Programme

- 5.17 Members have agreed further explore the potential benefits of a LABV. This will affect the profiling of the capital financing requirements in the period up to formal decision by members. This will be built into the capital financing assumptions and may provide a short-term financial gain.
- 5.18 Members may recall that the total capital spend for 2010/2011 was £42.414m. Considerable progress has been made in delivering long standing commitments, this has had a consequent effect on the reduction in reserves set aside expressly for the purpose of financing such projects. Cabinet agreed on 12th September 2011 that a revised capital programme enabling maximum flexibility for the negotiations around the LABV would be prepared by the Asset Management Group, the outcome of this exercise will form the basis of a recommended 'revised' position across the capital programme over the coming years for consideration by members.
- 5.19 The overall HRA capital programme is £25.357m for the period 2012/13 to 2016/17. The programmed spend for 2011/12 is £7.882m.
- 5.20 In April 2012 the Localism Bill is proposing to introduce an alternative funding mechanism for local authority housing. Known as self-financing, the proposal replaces the current subsidy system whereby the Government determines how much each local authority can spend on its housing service with a system through which local authorities retain the totality of the rent raised and collected in return for taking on a proportion of the national housing debt. The existing and retained HRA ring-fence means that this initiative, which will see the Council borrow between an additional £120 - £140million does not directly affect the General Fund however it will add to the requirement to prudently manage the council's overall borrowing.
- 5.21 Revenue Income Optimisation (RIO) Those functions which currently trade and/or could increase trading are being reviewed for:
- In house income generating opportunity
 - Fees and charges review
 - Third party income generating opportunities.

Reserves

- 5.22 SBC's general reserves have increased as planned to £6.384m. Drawing on reserves to fund any budget gaps is a last resort and a clear and timely plan for their replenishment would need to be agreed.

Risks

- 5.23 Budgets are necessarily based on assumptions about what will happen during the next financial year; and therefore there is an inevitable risk that these assumptions might be wrong.
- 5.24 The main foreseen risk is that the proposed savings are not delivered. In an attempt to reduce this risk the budget will be closely monitored via the monthly financial management reports and updated budget information, including savings achieved, will be reported to Cabinet throughout the financial year.

6. **Comments of Other Committees**

6.1 This report was considered and noted by the Overview and Scrutiny Committee at its meeting on 11th October, 2011.

7. **Conclusion**

7.1 This paper sets out the latest assessment of the Council's Revenue Budget for the years 2012/2013 to 2015/16.

8. **Appendices**

- A - Detail of £8.842m savings
- B - Workforce Planning letter to staff
- C - Specific Service Based Savings Proposals

Savings mitigating cuts to public sector funding

Area of Activity	Notes	Progress	Savings Banked							
			for 2011/2012			for 2012/2013		for 2013/14	Total savings years 1 - 3	
			EOI's	Other	Total	Target	Value			
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	
1. Reviewing the Council's approach to income generation, cash and debt management.	3 elements : Management of Old Debt, Processes to improve collection rate (both of these enable us to reduce bad debt provision). 3rd element is an invest to save project (fixed investment costs of £40k) seeking to improve our revenue generating opportunities.	Management of old debt: debt policy change to apply from 10/11 end of year accounts. Sale of old debt clarity needed. Change to processes update needed		(1,081)	(1,081)					(1,081)
		RIO : As detailed on separate summary sheet	0	0	0	(795)	(395)		(400)	(895)
2. Service & organisational Transformation, models (operational services work from last year to secure up to 30% overall cost reduction.)	Provision made to fund repeated EOI exercise with similar assumptions as to costs, alongside phase 2 of org changes	TBC				(3,602)	(1,952)		(1,650)	(7,535)
FYE's previous years changes	areas of recurring under-spending					(600)	(600)			(600)

Area of Activity	Notes	Progress	Savings Banked							
			for 2011/2012			for 2012/2013			for 2013/14	Total savings years 1 - 3
			EOI's £'000	Other £'000	Total £'000	Target £'000	Value £'000		£'000	£'000
3. Final stage of senior management/support services reshaping						(500)	(300)		(200)	(500)
4. Reviewing our assets. Reducing the cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings.	original target not yet met, OTH site further savings and NNDR savings old children's centre					(342)	(342)			(750)
5. Reviewing all major contracts and all commissioned services seeking a minimum 4% saving and securing a change to the basis of inflationary increases.	Includes all cross cutting corporate contracts negotiations and supplier e.g energy/utilities, telephony, catering.	Current year concluded, open book negotiation process for 11/12 savings involving changes to significant contracts underway.				(745)	(150)		(595)	(1,000)
6. Reducing, reshaping and changing, where possible, the way we finance our capital programme to reduce borrowing costs.	Linked to reduction in capital programme, and repackaging of existing debt.	Awaiting the outcome of the asset review/cap programme review.				(500)	(250)		(250)	(1,200)

Area of Activity £'000	Notes	Progress	Savings Banked							
			for 2011/2012			for 2012/2013			for 2013/14	Total savings years 1 - 3
			EOI's £'000	Other £'000	Total £'000	Target £'000	Value £'000		£'000	£'000
7 Increase in commissioned services from the voluntary sector						(253)	(253)			(253)
8 Anticipated savings from the set up of the transactional services centre						(1,400)	(700)		(700)	(1,400)
9 Closure of Wexham Nursery						(105)	(70)		(35)	(105)
10 Additional savings secured in 10/11										(1,332)
(3,830)			0	(1,081)	(1,081)	(8,842)	(5,012)		(3,830)	(16,856)

Date: 3rd October 2011

Directorate: Chief Executive
Contact Name: Ruth Bagley
Contact No: 01753 875000
Fax: 01753 478657
Email: Ruth.bagley@slough.gov.uk

To: All Staff

Dear Colleague,

Planning for the future

We continue to respond to the significant cuts in public sector spending. We made good progress last year in reducing our costs and securing a stable financial base over the medium term and are about half way to our target of £25 million savings over the period 2011 to 2014. Although we have achieved considerable savings on non-staff costs it remains the case that we can only make changes and savings of the scale needed by reducing the number of staff who work for us.

As in the previous year we are determined to minimise the impact of any reduction in staff numbers. Planning ahead is the only way we will be successful, so we are writing to all staff today to seek your input. We want, wherever possible, to accommodate individual wishes and needs when we make staff changes.

Normally we would only have limited information about people's intentions to retire from or leave the Council or aspirations to move from one internal role to another. We haven't to date explicitly encouraged people to think about reducing their working hours or taking periods of unpaid leave or sabbaticals. However, we are now asking you to consider your options and tell us about your plans and aspirations. By knowing what flexibility we have, we will be better able to plan our course through the next couple of uncertain years and to reduce the impact and extent of any compulsory redundancies.

These are the particular areas around which we'd like to understand your intentions:

- **Retirement**

We would like to know if you are planning to retire in the next two years to give us an indication of your intentions. If you have retirement provision protected under the '85-rule' (i.e. where you have reached 55 and your age and service together equal 85 or more) you may want to consider accessing your pension this way. You would have been made aware of the changes to this rule in 2006. If you are uncertain about your eligibility, please check with Human Resources.

If you are over 55 or over 60, you may have different opportunities to access your pension which you may wish to pursue. Currently the age at which people access their pension with their employers' consent is 55. You may be aware of a national review of public sector pensions, although there is no certainty about what, when, or if any changes may apply.

- **Working hours**

We are happy to consider requests to reduce working hours, either permanently or for a defined period of time. You may want to consider a different working pattern, for example job sharing or a 30 hour week.

- **Unpaid leave / Sabbatical**

You may like to consider taking a period of unpaid leave to, for example, travel, study, spend time with your family or learn a new skill. We will be happy to consider such requests.

- **Career development**

If you'd like to move to another part of the Council please share your aspirations with us. Staff movement within the organisation contributes to the flexibility we will need. Please remember that the Council's recruitment and selection criteria would still apply and that you would be expected to demonstrate your suitability for any role, alongside completing a probationary period.

- **Redundancy**

We would like to hear from anyone who wishes to express an interest in redundancy in the current and next financial year. Any posts vacated in this way will constitute a formal redundancy and be deleted from our structure. We must be sure services can continue functioning properly without them so we cannot automatically agree to any request. Redundancies agreed as a result of this expression of interest will benefit from the current generous redundancy package. However, please be aware that the Council may be required, or need to change its policy in the future.

We recognise that sharing plans and wishes with us may feel uncomfortable. We are in no doubt how committed our staff are to their jobs. Responding to this request will in no way be interpreted as a lack of commitment to the Council, or a commitment to proceeding with any plans or options shared with us if acceptable.

We do not expect to hear from everyone as a result of this letter. You may read this and think that none of these options is relevant. If you do express an interest in any of them, we will not hold you to it. Nor can we guarantee being able to meet your request. We will have to look at whether your wishes meet service needs. It's possible that we will run one or more similar exercises in the future to take account of the fact that people's circumstances change.

We are trying to match individuals' plans and aspirations to two corporate needs: reducing costs and maintaining excellent services. We won't therefore be able to consider people's plans in isolation, but will need to understand the complete picture before taking decisions. We will also be using other measures to reduce the risks to staff. For example we will try to reduce our wage bill by not replacing people who leave and using vacated roles as redeployment opportunities for others whose own jobs might be at risk.

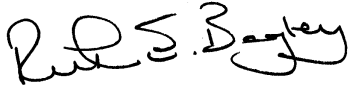
Attached to this letter is a form which provides you with an opportunity to express your interest in any of the options above. If you wish to explore any of the options described above, please return your completed form by Friday, 28th October so we can provide you with further information. You can also request a one-to-one briefing session with Human Resources to find out more.

At this stage completing the expression of interest form involves no commitment on either side and your interest will be treated in confidence. Once you have all the information you need, if you still wish to pursue one of the options, you will need to make a formal request to the HR team. This will be shared with your Director to help CMT decide if your request is possible within the needs of the business.

We expect to have made final decisions by the end of January 2012 at the latest.

We hope we have got across in this letter the purpose of understanding your plans and aspirations in more detail. The next round of all staff briefings will be in November, so you'll have the chance to ask Ruth questions directly before the deadline for confirming your expression of interest. In the meantime, if you have any questions about your personal situation, the changes to the pension rules or anything else please talk to the HR Business Partnership team or to your Assistant Director or Head of Service.

Yours sincerely



Ruth Bagley
Chief Executive



Rob Anderson
Leader

PLANNING FOR THE FUTURE - EXPRESSION OF INTEREST FORM

Please PRINT your details on the form below highlighting the options you wish to pursue,
and return in an envelope marked 'Confidential' to
Shaista Baig, HR Support Officer, Human Resources, Ground Floor West,
St Martins Place by **9.00 am, on Friday, 28th October 2011.**

Alternatively you can email your expressions of interest to planningforthefuture@slough.gov.uk

Name:	Directorate:
Employee Number:	Section:
Job Title:	Date of Birth:
Pension Scheme: Berkshire Local Government Pension Scheme <input type="checkbox"/> Teachers Pension Scheme <input type="checkbox"/> Not in the Pension Scheme <input type="checkbox"/>	Current Working Hours*: Hours per week

I may wish to pursue the following options (*please tick all that apply*):

<input type="checkbox"/> Voluntary Redundancy	Preferred date for this to be effective
<input type="checkbox"/> Retirement	Preferred date for this to be effective Please note to be eligible for early retirement you must be age 55 or over at the date of termination.
<input type="checkbox"/> Reduced hours per week	From hours tohours Preferred date for this to be effective
<input type="checkbox"/> Sabbatical	From: / / To : / / (dates)
<input type="checkbox"/> Other Please specify alternative options for consideration	

PLEASE NOTE:

- **There is no commitment on either side by submitting this form.** Expression of Interest forms must be received in Human Resources by **9.00 am, on 28th October 2011.**
- If you wish to have a 1:1 meeting with Human Resources to discuss the above, please contact **Shaista Baig, HR Support Officer on 01753 875063, or email planningforthefuture@slough.gov.uk** for an appointment.
- All forecast figures generated for retirements and redundancies will be based on current salaries and will provide a good indication of benefits.

Resources and Regeneration

Transport and Planning
Savings Options 2012-14

Appendix C

Service Area and function	Saving Option description	Amount (Capital / Revenue)	Date the option can become operational
Transport			
Public Transport	Retain unutilised budgetary provision for Youth Bus scheme.	32k revenue	12/13
Concessionary bus permit scheme	Renegotiate the reimbursement package for the concessionary bus permit scheme with all bus operators.	70k revenue	12/13
Traffic Management	Negotiate transfer to schools of Travel planning services delivered by the centrally funded Bike It officer.	15k revenue	12/13
Road safety	Reorganisation of Thames valley Safer Roads partnership result in savings	40k revenue	12/13
3 rd Party Commercial Fees	Increase Developer s38/278 street-works and commercial building control income.	56k revenue	12/13
Rights of Way	Improved efficiency in Rights of Way budget	20k revenue	12/13
Regional Planning	Reducing budget allocation to reflect national policy that resulted in the winding up of some statutory partners.	76k revenue	12/13
Public Transport	Retender all bus contracts for 'socially necessary' routes which supplement the commercially provided routes through the main bus operators.	25k revenue	12/13
Street Lighting	Operate Street Lighting Maintenance budget more efficiently	50K revenue	12/13
Emergency Planning			
Emergency Officer Rota	Combine two emergency duty rotas (ECO and LALO) into one.	5k	12/13

Total:£ 389k

Appendix 3 - Proposed Political Street Cleansing Scorecard 2015/16

Table 1.1: Proposed Political Street Cleansing Scorecard 2015/16 EXAMPLE

Performance Indicator - Senior Management Waste Scorecard (annual)	Date Updated	Baseline (2014-2015)	2015-16 target	Long term target (2028)	Direction of travel	RAG Rating	Source:
Flytipping incidents	31/03/2015	700	680	650	↓		Contract Management
Flytipping incidents responded to within 48 hours	31/03/2015	100%	100%	100%			Contract Management
Street Cleansing requests handled within time	31/03/2015	100%	100%	100%			Contract Management
Street Cleaning requests (number)	31/03/2015	1,589	1,500	1,000	↑		Contract Management
NI195 Progress – Trisects completed	31/03/2015	5	5	5			Contract Management
Local Environmental Quality (LEQ) Cleanliness Grades*	31/03/2015	B+	B+	A			Contract Management

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SLOUGH BOROUGH COUNCIL

REPORT TO: Neighbourhoods & Community Services Scrutiny Panel

DATE: 2nd December 2014

CONTACT OFFICER: Dave Gordon – Scrutiny Officer
(For all Enquiries) (01753) 875411

WARDS: All

PART I

TO NOTE

**NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL
 2014/15 WORK PROGRAMME**

1. **Purpose of Report**

1.1 For the Neighbourhoods and Community Services Scrutiny Panel (NCS Panel) to discuss its current work programme.

2. **Recommendations/Proposed Action**

2.1 That the Panel note the current work programme for the 2014/15 municipal year

3. **Joint Slough Wellbeing Strategy Priorities**

- **Housing**
- **Regeneration and Environment**
- **Safer Communities**

3.1 The Council’s decision-making and the effective scrutiny of it underpins the delivery of all the Sustainable Community Strategy priorities. The NCS Panel, along with the Overview & Scrutiny Committee and other Scrutiny Panels combine to meet the local authority’s statutory requirement to provide public transparency and accountability, ensuring the best outcomes for the residents of Slough.

3.2 In particular, the NCS Panel specifically takes responsibility for ensuring transparency and accountability for Council services relating to housing, regeneration and environment, and safer communities.

4. **Supporting Information**

4.1 The current work programme is based on the discussions of the NCS Panel at previous meetings, looking at requests for consideration of issues from officers and issues that have been brought to the attention of Members outside of the Panel's meetings.

4.2 The work programme is a flexible document which will be continually open to review throughout the municipal year.

5. **Conclusion**

5.1 This report is intended to provide the NCS Panel with the opportunity to review its upcoming work programme and make any amendments it feels are required.

6. **Appendices Attached**

A - Work Programme for 2014/15 Municipal Year

7. **Background Papers**

None.

NEIGHBOURHOOD AND COMMUNITY SERVICES SCRUTINY PANEL
WORK PROGRAMME 2014/15

Meeting Date
Tuesday 2 December 2014
<ul style="list-style-type: none"> • Real time passenger information – bus service • Street cleansing
Wednesday 7 January 2015
<p>Housing-themed meeting (final agenda to be agreed following Star Survey results)</p> <ul style="list-style-type: none"> • Star Survey – results from annual survey • Housing Allocations Policy Implementation and Implications <ul style="list-style-type: none"> ○ Rehousing of residents affected by new housing benefits rules ○ Incentives to encourage residents to move ○ Allocations and Vulnerable residents ○ Unintended consequences • Voids contract performance • Garages
Thursday 26 February 2015
<p style="text-align: center;">Crime and Disorder Committee</p> <ul style="list-style-type: none"> • Crime and Disorder – <ul style="list-style-type: none"> ○ SSP Performance and Priorities ○ Future SBC activity to support NAGS ○ Prostitution update ○ Possible joint meeting with Overview and Scrutiny Committee for discussion with Chief Constable

Meeting Date
Monday 30 March 2015
<ul style="list-style-type: none">• Road Safety Strategy• Waste strategy

Currently Un-programmed:

- Transport Working Group (now Transport Forum) – review of progress (to be taken in summer 2015)
- Update on Neighbourhood Services littering, fly tipping and enviro-crime pilot project – Summer 2015

MEMBERS' ATTENDANCE RECORD
NEIGHBOURHOODS & COMMUNITY SERVICES SCRUTINY PANEL 2014 – 15

	MEETING DATES						
COUNCILLOR	03/07/2014	04/09/2014	29/10/2014	02/12/2015	07/01/2015	26/02/2015	30/03/2015
Coad	P	P	P				
Holledge	P	P	P				
Malik	P	P	P				
Mansoor	P	P	P*				
Plenty	P	P	P				
Shah	P	P	P				
Sohal	P*	P*	P				
Sidhu	Ap	Ab	Ab				
Wright	P	Ap	P				

P = Present for whole meeting
 Ap = Apologies given

P* = Present for part of meeting
 Ab = Absent, no apologies given

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