



# **BUDGET SCRUTINY 2023/24 PLACE & COMMUNITY**

Meanwhile directorate now  
**Housing and Property +  
Place and Communities**

**Wednesday 7 DECEMBER 2022**

## OVERVIEW

- The meanwhile Place and Community directorate (now transitioning to Housing & Property directorate and Place & Communities directorate) has a 2022/23 budget of net £11.540m. This is comprised of a gross controlled expenditure budget of £37.038m and a gross income budget of £25.497m
- As part of the budget for 2022/23, the combined directorate was set a savings target of £7.543m. The current projected achievement against this target is £5.624m
- The forecast outturn for 2022/23 as at period 6 is an overspend of £3.356m
- The combined directorates of Housing & Property and Place & Communities are proposing £3.822m of savings towards the Council's overall target for 2023/24 for review by the Scrutiny Committee. Further reports will be brought to Scrutiny in early 2023 (date TBC)
- EIAs have been prepared and made available in respect of all proposals

## **2022/23 – KEY ISSUES FACED**

The key issues faced by the directorate (up to Oct 22) were as follows:

- High staff churn during the period October 2021 to April 2022:-
  - New Corporate Leadership Team (CLT) structure implemented 1 August 2022
  - Restructure of Group Manager (GM) portfolios and allocation of GMs to new Place & Communities and Housing & Property directorates implemented 7 October 2022
  - Executive Director (ED) Housing & Property in post 17 October 2022
  - Vacant posts of Associate Director (AD) Community, AD Housing and AD Property to be recruited to
  - Separate accounts for Place & Communities and for Housing & Property targeted for 2022-23 Period 9 onwards
    - Intensive work ongoing to align cost codes and employees to correct GMs/ADs
    - Residual budget alignment and miscoding issues are being addressed

## 2022/23 – KEY ISSUES FACED

The key issues faced by the new **Housing & Property** directorate (Nov 22 onwards) are:

- Multiple key management and officer posts vacant
  - Directorate restructure consultation within next 3 to 6 months
    - Inc. Temporary Accommodation, Right to Buy, Housing Repairs, Maintenance & Investment Client team and Leaseholder teams to be rebuilt from scratch
- Capita Housing Management System end of life and unsupported
  - Migration to new NEC Housing Management System implemented 13 October 2022
  - Data held outside Capita to be input into NEC and new processes and controls implemented to stabilise and control Housing services
- Asset disposal
  - Asset Disposal Strategy adopted by Cabinet
  - Out of borough assets marketed and proceeding to sale
  - Process to agree surplus assets adopted allowing assets to proceed to market/sale
  - Sale of SBC land held in Slough Urban Renewal (SUR) Joint Venture underway

continued

## 2022/23 – KEY ISSUES FACED

The key issues faced by the new **Housing & Property** directorate (Nov 22 onwards) continued:

- Observatory House Rent (£1.3m)
  - Unachievable while SBC occupy part of the building
    - Office accommodation strategy being developed to inform asset disposal decisions
- Increased cost per unit of energy
  - General Fund +£1m, Housing Revenue Account +£0.866
  - Unit price fixed until March 2023
  - Hedging strategy (part of energy brokerage contract) brings flexibility to buy future energy when the time to do so is optimal
  - Reduce energy consumption - series of energy savings initiatives implemented, and reduce the number of buildings that we occupy. The office accommodation strategy is being developed to inform asset disposal decisions

## 2022/23 – KEY ISSUES FACED

The key issues currently faced by the **new Place & Communities directorate (Nov 22 onwards)**, are as follows:

- Multiple key management and officer posts vacant
  - Directorate restructure consultation within next 3 to 6 months
- Business model for Leisure contract reset to reflect interruption of sales growth by covid lock down (alters receipt of management fee as customer base has to be rebuilt)
  - Negotiated settlement for 2022/23 achieved (-£0.529m)
- Downsizing of waste management services
  - Chargeable green waste collection, implemented Nov 2022
  - Charges for qualifying wastes disposed of at Chalvey Household Waste & Recycling Centre, implemented Nov 2022

## **EMERGING PRESSURES AND MITIGATIONS** **IN 2022/23**

Emerging pressure include:-

- Energy Costs £1.007m
- Rental income shortfall for Observatory House £1.300m
- Highways unachievable cost recovery income £1.376m
- Leisure Management - negotiated management fee paid by Everyone Active lower than the contractual amount by £0.529m

Mitigations include:-

- Additional income of £0.180m from garden waste collection
- Underspends of £0.810m on staffing costs due to unfilled vacancies

## 2022/23 – BUDGET BY SERVICE AREA

Service Area	Expenditure £m	Income £m	Net £m
Accommodation	3.084	(1.472)	1.612
Asset Management	0.634	(2.210)	(1.576)
Community Safety, Housing Regulation & Enforcement	2.704	(1.133)	1.572
Environmental Services	14.100	(1.118)	12.982
Infrastructure	8.540	(4.086)	4.455
Learning, Skills & Employment	1.944	(1.704)	0.241
Localities & Neighbourhoods	1.746	(1.809)	(0.063)
Place Delivery	0.273	(0.050)	0.223
Place Management	0.156	0	(0.156)
Place Strategy	1.099	(9.665)	(8.567)
Planning	2.136	(1.592)	0.545
Public Protection	0.932	(0.660)	0.273
<b>TOTAL BUDGET 2022/23</b>	<b>37.038</b>	<b>(25.497)</b>	<b>11.540</b>



## **2023/24 – BUDGET SAVINGS PROPOSALS (1)**

The following **Place & Communities savings proposals** have been put forward for delivery to contribute towards the 2023/24 budget target:

### **Reduce Staff costs in Planning Development - £0.100m**

- The £100k saving will be achieved by replacing 3 planning consultants employed through Matrix (agency staff) with 2 appropriately paid SBC permanent staff

### **Adopt fortnightly waste collections - £0.423m**

- Reduce the frequency of waste collection (grey wheeled bin) from weekly to fortnightly and reduce the frequency of dry recyclables collection (red wheeled bin) from weekly to fortnightly bringing collection cost savings. Increase the % of waste recycled from circa 26% to closer to 40% with commensurate reductions in waste disposal costs

## **2023/24 – BUDGET PROPOSALS (2)**

### **Chalvey HWRC Management Fee - £0.040m**

- Charge Royal Borough of Windsor & Maidenhead (RBWM) a management fee to share in the costs of providing and running the SBC Household Waste & Recycling Centre (HWRC) at Chalvey to compensate for allowing access to RBWM residents

### **Borough Wide Controlled Parking Zones- £0.200m**

- The parking team to roll out a programme of Controlled Parking Zones (CPZs) instead of waiting restrictions and to increase the number of Civil Enforcement officers by 1

## **2023/24 – BUDGET PROPOSALS (3)**

### **Stop Bus Subsidy Service 4, 5 and 6 - £0.160m**

- Withdraw (don't renew) contracts for supported bus services 4, 5 and 6 when they end in March 2023

### **Government tapering of concessionary fares - £0.300m**

- Currently the number of concessionary passengers is significantly reduced compared to pre-Covid. While this is the case we are able to make savings on concessionary travel reimbursement. It is anticipated that SBC will be able to save £300,000 on its current budget in 2023/24.

### **Improve Trade Waste Business - £0.010m**

- Trade waste growth has been incremental based on the last two years of data and we anticipate that this will continue and as such that we will increase surplus by a further £10k

## **2023/24 – BUDGET PROPOSALS (4)**

### **Increase charges for parking permits - £0.048m**

- To increase the charges for resident parking permits. This will support the Council's move to more sustainable travel. Separately, but related, we will be implementing additional Controlled Parking Zones (CPZ's) to better manage parking in our communities.

### **Streetworks Section 50 licences - £0.035m**

- The Permits Team are responsible for granting Section 50 licences to non-statutory undertakers. The volume of work being undertaken by these groups is increasing and, we need to increase fees per licence to fully cover the cost of officer time per application.

## **2023/24 – BUDGET PROPOSALS (5)**

### **Streetworks Road Closure fees - £0.065m**

- The Permits Team are responsible for granting Temporary Traffic Road Closures (TTRO) for all road works undertaken. The volume of requests is increasing and we need to increase fees per licence to fully cover the cost of officer time, legal costs, and the cost for advertising the orders.

### **Transport and Highways grant swap - £1.071m**

- Expenditure currently undertaken through revenue budgets has been identified that can be aggregated into a programme of works and focused on addressing the replacement of infrastructure assets on a componentisation basis, hence can be categorised as capital in nature. This removes expenditure from the revenue budget (creating a saving), whilst the expenditure when capitalised can then be financed using the DfT capital grant.

## **2023/24 – BUDGET PROPOSALS (6)**

### **Green waste collection charges - £0.700m**

- Introduce a charge of £50 per year per green wheeled bin for the collection of garden waste over a 50 week period (break for 2 weeks over Christmas)

### **Reduce spend on highways maintenance works - £0.100m**

- The experience of the last 18 months, working under a regime of only ordering routine carriageway and footway repairs work where it is essential/emergency maintenance, based on 21/22 outturns, allows reduction of the routine repairs budget by £100k

### **All leisure services posts to be externally funded - £0.020m**

- All the posts within Leisure Services (Active Communities Officer and Senior Active Communities Behaviour Change Officer) are to be funded by external grants with effect from 1 April 2023

## **2023/24 – BUDGET SAVINGS PROPOSALS (7)**

The following **Housing & Property savings proposals** have been put forward for delivery to contribute towards the 2023/24 budget target:

### **Reduce spend on repairs and maintenance at Corporate Buildings - £0.300m**

- To only carry out essential repairs and to reduce the Planned Preventative Maintenance regime to the minimum practicable level. Savings can be achieved by realigning the frequency of the task & measuring breakdown spend against the cost of PPM.

### **Reduce spend on cleaning at Corporate buildings - £0.200m**

- To reduce the specification for cleaning at our corporate buildings while maintaining a sufficiently hygienic environment so reducing costs.

### **Corporate Contract efficiencies - £0.050m**

- Reduce spend on Corporate contracts relating to buildings

## 2023/24 – BUDGET PROPOSALS SUMMARY (1)

Ref. No.	Saving title	2023/24 Saving (£m)
PL-2324-01	Reduce staff costs in Planning Development	0.100
PL-2324-02	Adopt fortnightly waste collections*	0.423
PL-2324-03	Chalvey HWRC Management Fee	0.040
PL-2324-04	Borough wide controlled parking zones*	0.200
PL-2324-06	Stop Bus Subsidy - Service 4, 5 and 6*	0.160
PL-2324-07	Government tapering of concessionary fares	0.300
PL-2324-20	Improve Trade Waste Business	0.010
PL-2324-22	Increase charges for parking permits*	0.048
PL-2324-23	Streetworks Section 50 licences	0.035
PL-2324-24	Streetworks Road Closure fees	0.065
	<b>SUBTOTAL</b>	<b>1.381</b>

\*The savings marked with an asterisk have been assessed to require a full EIA



## 2023/24 – BUDGET PROPOSALS SUMMARY (2)

Ref. No.	Saving title	2023/24 Saving (£m)
PL-2324-25	Transport and Highways grant swap	1.071
PL-2324-36	Green waste collection charges*	0.700
PL-2324-37	Reduce spend on highways maintenance works	0.100
PL-2324-38	All leisure services to be externally funded	0.020
HP-2324-40	Reduce spend on repairs and maintenance at Corporate Buildings	0.300
HP-2324-41	Reduce spend on cleaning at Corporate Buildings	0.200
HP-2324-42	Corporate Contract efficiencies	0.050
	<b>SUBTOTAL</b>	<b>2.441</b>
	<b>TOTAL</b>	<b>3.822</b>

\*The savings marked with an asterisk have been assessed to require a full EIA

# CONSULTATION

The following proposals have been assessed to require a consultation:

- **Borough Wide Controlled Parking Zones**
  - Each CPZ scheme includes a consultation, and this provides the opportunity to understand issues and provide mitigations where possible before implementation.
  - This follows a statutory process as has been followed by the council in the past

## DECISION ROUTE

**Not a key decision and within officer delegation - report via March 2023 Budget Report, implement earlier where possible:-**

- Reduce staff costs in Planning Development
- Chalvey HWRC Management Fee
- Borough wide controlled parking zones (in accordance with policy and subject to due legal process)
- Stop Bus Subsidy - Service 4, 5 and 6 (in accordance with policy and minimal impact on community)
- Government tapering of concessionary fares (assumed saving based on change in usage)
- Improve Trade Waste Business (assumed increase in income/surplus)
- Transport and Highways grant swap
- Highways maintenance works reduced
- All leisure services posts to be externally funded
- Corporate Contract efficiencies

## DECISION ROUTE

Cabinet decision already made:-

- Green waste collection charges – July 2022
- Adopt Fortnightly Waste Collection – September 2022

Cabinet decision required:-

- A revised Parking Permit Policy - February 2023
- Reduce spend on repairs and maintenance at Corporate Buildings - February 2023  
(if need to reprocure / bring in-house, if not then officer decision)
- Reduce spend on cleaning at Corporate Buildings – February 2023  
(if need to reprocure / bring in-house, if not then officer decision)

Include in Fees & Charges Cabinet Report

- Streetworks Section 50 licences
- Streetworks Road Closure fees
- Increase charges for parking permits