

Date of issue: Wednesday, 11 September 2019

MEETING	CABINET	
	Councillor Swindlehurst	Leader of the Council and Cabinet Member for Regeneration & Strategy
	Councillor Hussain	Deputy Leader of the Council and Cabinet Member for Governance & Customer Services
	Councillor Anderson	Transport & Environmental Services
	Councillor Carter	Inclusive Growth & Skills Planning & Regulation
	Councillor Mann	Housing & Community Safety
	Councillor Nazir	Health & Wellbeing
	Councillor Pantelic	Children & Schools
	Councillor Sadiq	
DATE AND TIME:	MONDAY, 16TH SEPTEMBER, 2019 AT 6.30 PM	
VENUE:	COUNCIL CHAMBER - OBSERVATORY HOUSE, 25 WINDSOR ROAD, SL1 2EJ	
DEMOCRATIC SERVICES OFFICER: (for all enquiries)	NICHOLAS PONTONE 01753 875120	

SUPPLEMENTARY PAPERS

The following Papers have been added to the agenda for the above meeting:-

* Items 3 and 5 were not available for publication with the rest of the agenda.

PART 1

<u>AGENDA ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
3.	Revenue Financial Update Q1 2019/20	1 - 28	All
5.	Medium Term Financial Strategy Update	29 - 38	All

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REPORT TO: Cabinet **DATE:** 16th September 2019
CONTACT OFFICER: Neil Wilcox: Director of Finance & Resources (Section 151 Officer)
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WARD(S): All
PORTFOLIO: Cllr Hussain: Cabinet Member for Governance and Customer Services

PART I
NON-KEY DECISION

REVENUE FINANCIAL BUDGET MONITORING REPORT – 2019-20 (QUARTER 1 APRIL TO JUNE 2019)

1 Purpose of Report

This report provides Cabinet with an update on the financial position of the Council's revenue account for the first quarter (April to June) of the 2019-20 financial year.

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

- a) The reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the first quarter of the year be noted;
- b) The management actions being undertaken by the officers to reduce the budget pressures be noted;
- c) The Council's request to the Department for Education (DfE) to provide additional financial support relating to the Slough Children's Services Trust (SCST) be noted.
- d) The potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections, be noted;
- e) Further updates regarding the Council's financial position are provided to Cabinet on a monthly basis; and
- f) The write offs as requested in Section 10 be approved.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	N/A	N/A
Property	N/A	N/A
Human Rights	N/A	N/A
Health and Safety	N/A	N/A
Employment Issues	No Additional actions post budget setting	None
Equalities Issues	Any Equality issues were considered as part of the budget setting process and EIA's were produced where appropriate. An EIA will be produced where required during the financial year.	N/A
Community Support	N/A	N/A
Communications	Officers at SBC have been liaising with DfE, SCST and LGA Officials regarding the current SCST financial position and its potential impact on SBC.	N/A
Community Safety	N/A	N/A
Financial	The financial risks to the Council, if there is an overspend at year end, are clearly set-out within the report.	This monitoring report covers the first quarter of the 19/20 financial year and presents end of financial year projections. Decisions taken by SBC now will have a positive impact on the actual end of year financial position.
Timetable for delivery	The Council is required to set a balanced 2020/21 revenue budget at a full	The Council has six months to develop realistic

	Council meeting in February 2020.	budget proposals.
Project Capacity	The LGA are providing pre-planned support to SCST/SBC which includes a review of SCST's financial position.	N/A
Other	N/A	N/A

(c) Human Rights Act and Other Legal Implications
None.

(d) Equalities Impact Assessment
There is no identified need for the completion of an EIA.

5. THE FORECAST (YEAR END) POSITION 2019/20

COUNCIL SUMMARY

- 5.1 The 2019/20 approved net budget for the Council is £106.625m. At Quarter 1, the forecast year end position for all Council run services is an overspend of £1.641m (1.54%). However, based on recent information received from the Slough Children's Services Trust (SCST) the Section 151 officer believes, to ensure visibility, SCST's financial position should also be included in the revenue monitor.
- 5.2 When SCST's forecast financial position is included, the Council's current exposure to financial risk is an estimated net expenditure forecast for the year of £116.266m. This represents a potential budget overspend of £9.641m which is 9.04% above the approved budget.
- 5.3 The current position, including SCST, is summarised in the table below with full details shown in Appendix A.

SUMMARY - GENERAL FUND FORECAST (YEAR END) POSITION 2019-20			
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Adult & Communities	41.031	41.883	0.852
Children Learning & Skills (excl SCST)	7.441	7.979	0.538
Slough Childrens' Service Trust (SCST)	27.038	30.738	3.700
Maximum provision for SCST advance payment	0.000	4.300	4.300
Regeneration	4.723	5.351	0.628
Finance & Resources	10.247	9.738	(0.509)
Chief Executive Office	14.247	14.260	0.013
Total	104.727	114.249	9.522
% of revenue budget over/(under) spent			9.09%

Non Departmental Services ¹	1.898	2.017	0.119
Total (Incl Non Departmental Services)	106.625	116.266	9.641
% of budget over/(under) spent			9.04%

- 5.4 The Council has instituted spending controls for all areas, other than statutory activities, in case it is not possible for SCST to reduce its overspend to nil in the current year.

Budget Changes

- 5.5 There have been no budget virements between directorates in the 1st quarter of 2019/20.

Adults & Communities

- 5.6 The Directorate's approved budget is £41.031m with a net expenditure forecast of £41.883m. This represents a budget pressure of £0.852m, (which is 2.08% of the approved budget). There have been increases both in the numbers of clients being accepted for care as well as the length of time some clients are spending in receipt of care services.

Management Action

- 5.7 The Adults Social Care service is exploring all means to reduce this budget pressure and ensure that the final net expenditure by the end of the financial year is kept within its approved budget. As a result, a plan to reduce cost and maximise income has been developed. This is currently expected to yield savings totalling £2.710m giving a projected overspend forecast for the Directorate of £0.852m which is 2.08% of the revised approved budget. A summary of the Directorate's latest budget position is shown below.

¹ Includes interest payments to finance the capital programme and investment receipts.

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20			
Service - Adults & Communities	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Adult Social Care	34.902	35.903	1.001
Public Health	(0.612)	(0.612)	0.000
Communities and Skills	6.276	6.125	(0.151)
Enforcement and Regulation	0.465	0.467	0.002
Total	41.031	41.883	0.852

Children, Learning & Skills and Slough Childrens Trust

- 5.8 The Directorate's net controllable Revenue Budget for 2019/20 is **£34.479m** inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.441m for Children, Learning and Skills and £27.038 for Slough Childrens Trust.

CHILDREN, LEARNING & SKILLS - FORECAST (YEAR END) POSITION 2019-20			
Directorate – Children, Learning & Skills	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Directorate Services	1.803	1.741	(0.062)
Slough Children's Service Trust (SCST)	27.038	30.738	3.700
Maximum provision for SCST advance payment	0.000	4.300	4.300
Inclusion	0.563	0.647	0.084
Schools	3.363	4.188	0.825
Early Years and Prevention	2.049	1.740	(0.309)
Sub Total	34.816	43.354	8.538
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	0.000
TOTAL	34.479	43.017	8.538

- 5.9 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £8.538m (24.76% above the approved budget).

Directorate Services.

- 5.10 The service is expected to underspend by £0.062m due to staffing vacancies.

Slough Children's Services Trust (SCST)

- 5.11 Slough Children's Services Trust (SCST) is governed by a board, made up of executive and non-executive directors and advisors. When created, under direction from the Children's Minister, the Trust was established to be wholly independent of the Council. There is one Council Member of the board. No Council officers are Board Members although SBC's Director for Children, Learning and Skills is now invited as an observer.

- 5.12 In August 2019, SCST reported to its Audit and Risk Committee, and to the Council, a forecast £3.7m overspend in 19/20. SCST have explained the

projected overspend on increases in staffing, placement and legal costs as a result of a spike in referrals in October/November 2018 and January 2019. These increased referrals have consequently led to more Child Protection cases and Children Looked After cases arising in 2019/20 than they had initially budgeted for.

- 5.13 In addition, SCST currently has a brought forward deficit in their draft accounts, at 31.03.19, of £4.3m due to financial losses incurred since they were established in October 2015. If the £3.7m deficit is realised in 2019/20, SCST will have a total deficit carried forward of £8.0m.
- 5.14 As part of the initial contract, between SBC and SCST, the Council provided SCST with two months payment for its services in advance to ensure an adequate cashflow was available. SCST pays for support services provided to it by SBC in arrears. At 31.03.19 SCST owed the Council £6.0m for the initial cash advance and support services rendered.
- 5.15 It is important to note that SCST's current contract with the Council is due to end in October 2021 and it appears unlikely that the Trust will be able to make substantial in-roads into reducing its forecast deficit over the final two years of the contract. While this uncertainty remains the Council will need to make a provision in its own accounts to reflect that some of the funding it has provided to SCST may not be repaid. For the purposes of this Q1 monitoring report the maximum provision required is assumed. Obviously this assumption will be reviewed on a regular basis. Cabinet are asked to resolve that it should receive a monthly update on the Council's current financial position going forward.
- 5.16 SBC officers have been working closely with SCST's leadership team in an effort to understand SCST's current financial position and to support the organisation in initiatives that will reduce this overspend by the end of the financial year. Further, both SBC and SCST officers have been in regular discussions with DfE and LGA officials highlighting the ongoing financial pressures facing the Trust and children's services more generally.
- 5.17 In advance of notification of SCST's forecast overspend, SBC and SCST had engaged the LGA to undertake a financial review of SCST to inform future joint-working. Elements of this pre-arranged review have now been fast-tracked to determine what savings SCST can make in-year to report at the end of October. The review will include:
- Examining 10 of the highest placement costs by a children's services expert to ensure value for money is being achieved and that appropriate contributions towards these placements are being received from the NHS;
 - Provide a list of quick financial wins, successfully introduced in other authorities, that SCST could apply.

5.18 It is absolutely in the Council's best interests to ensure that SCST's finances are in a robust position at contract end. Not least in case it was deemed, at contract end that any existing liabilities owed by SCST should fall on the Council rather than on DfE who established the Trust. SBC officers have entered into discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

Inclusion.

5.19 The division is forecast to overspend by £0.084m. Staffing pressures within this service are currently causing an over-spend.

Schools.

5.20 We are estimating that the division will overspend by £0.825m. This increase is attributable to the business support service. The home to school transport service makes up the majority of this reported overspend, at £0.700m over budget.

Early Years' and Prevention.

5.21 The division is currently forecast to underspend by £0.309m. We have seen a further reduction in staffing costs, adding to the vacancy levels within the service. The service is planning a restructure, which will be costed and assessed for on-going affordability, with certain posts being held vacant until this work has been undertaken.

Management Action

5.22 The service is developing a plan to address the budget pressure on the High Needs Block within the DSG.

Regeneration

5.23 The Directorate's approved budget is £4.723m. The latest net expenditure forecast for the year is £5.351m this gives a projected overspend of £0.628m, (which represents 13.30% of the approved budget). The majority of the overspend in this directorate is due to the temporary accommodation pressure in housing.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20			
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Directorate Management Unit	0.656	0.656	0.000
Major Infrastructure	4.181	4.317	0.136
Planning & Transport	1.432	0.644	(0.788)
Parking	0.382	0.382	0.000
Regeneration Development	(7.262)	(7.168)	0.094
Regeneration Delivery	(1.387)	(1.387)	0.000
Building Management	3.795	3.795	0.000
Economic Development	(0.170)	0.216	0.386
Strategic Housing Services	1.756	2.556	0.800
Neighbourhood Services	1.340	1.340	0.000
TOTAL	4.723	5.351	0.628

Management Action

- 5.24 This directorate is developing action plans to mitigate the homelessness and economic development pressures.

Finance & Resources

- 5.25 This Directorate's current net budget is £10.247m. The latest assessment of the year end position is for an underspend of £0.509m.
- 5.26 The latest position is summarised below:

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20			
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Customer and Communications	0.423	0.423	0.000
Organisation Development & HR	1.890	2.021	0.131
Governance	(0.034)	(0.203)	(0.169)
Digital & Strategic IT	1.108	1.108	0.000
Corporate Resources	(1.160)	(1.631)	(0.471)
Transactional Services	8.159	8.159	0.000
Corporate and Departmental	(0.139)	(0.139)	0.000
TOTAL	10.247	9.738	(0.509)

Management Action

- 5.27 To review the pressures within the service and propose mitigation proposals that either increase income targets or reduce expenditure.

Chief Executive

- 5.28 This Directorate's current net budget is £14.247m. This area is projected to overspend by £0.013m. The latest summary for the service is shown below:

CHIEF EXECUTIVE - FORECAST (YEAR END) POSITION 2019-20			
Directorate – Chief Executive	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Local Welfare Provision	0.275	0.275	0.000
Executive's Office	0.334	0.347	0.013
Strategy and Performance	0.630	0.630	0.000
Environmental Services	14.164	14.164	0.000
DSO	(1.156)	(1.156)	0.000
TOTAL	14.247	14.260	0.013

Executive Office

- 5.29 There is a projected budget pressure of £0.013m on this budget. This is due to additional costs for staff advertising.

DSO

- 5.30 There is a budgeted surplus of £1.156m which the DSO is expecting to achieve.

Management Action

- 5.31 To review the pressures within the service and mitigate in areas that can increase their income targets or aim to reduce expenditure.

6 Impact on Council Reserves

- 6.1 The Council currently has £8.2m of general reserves and £4.2m of earmarked reserves available to protect the Council from unforeseen financial pressures. It can be seen, in the table below, that if the Council is unable to significantly reduce the current projected overspend (as at the end of Q1) and is required to make a provision against SCST's brought forward deficit by 31 March 2020, then SBC's level of reserves would be significantly depleted.

Council Reserves		Q1 – Projected Overspend	
	£m		£m
General Fund	8.2	Trust Deficit at 31.03.19	(4.3)
Earmarked Reserves	4.2	Trust – 19/20 overspend	(3.7)
Total	12.4	Q1 – SBC Forecast	(1.6)
		Total	(9.6)
Less Current Deficit	(9.6)		
Possible Balance at 31.03.20	2.8		

- 6.2 In the S25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the “*current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019/20*”. Therefore, should General Fund reserves fall below this level, the Council would be required to make an immediate repayment, as part of the 2020/21 revenue budget process, to return the general reserves to an appropriate level.
- 6.3 The Council also has a Dedicated Schools Grant deficit relating to special educational needs of £7.2m that it shows separately on its balance sheet. The Council does not have to take account of this deficit in setting its budget and the Council does not need to take this balance into account when considering the robustness of the Council's reserves. At this time, the deficit is not included in an assessment of the Council's current financial position as DfE guidance, from March 2019, states:

“Any kind of local authority revenue reserve may be either negative or positive. Since ring-fenced reserves are not taken into account in assessing local authorities' ability to set a lawful balanced budget, DSG deficits will not need to be covered for that purpose by an equivalent amount in local authorities' general reserves”.

- 6.4 The Council does though need to agree with the DfE how the deficit is going to be cleared in future years.

7. Housing Revenue Account (HRA)

7.1 The HRA is budgeted to spend £37.550m this financial year, with budgeted income of £34.679 expected, this gives a planned net deficit budget for the HRA of £2.871m. This deficit will be made up by a planned contribution from the housing reserves. Currently the income and expenditure are expected to have a neutral balance for the year with no under or overspends.

7.2 The HRA is a statutory ring-fenced account and any balances at the end of the year must be carried forward within this account to the next year. This latest overall position is summarised in the table below.

HOUSING REVENUE ACCOUNT - FORECAST (YEAR END) POSITION 2019-20			
Housing Revenue Account	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
EXPENDITURE			
Management Team (& Recharges)	4.965	4.965	0.000
Supported Housing	0.030	0.030	0.000
Tenant Services	1.835	1.835	0.000
Neighbourhood Housing Area North	0.509	0.509	0.000
Neighbourhood Housing Area South	0.368	0.368	0.000
Neighbourhood Housing Area East	0.504	0.504	0.000
Arears & Investigations	0.564	0.564	0.000
Client Services Team	0.926	0.926	0.000
Neighbourhood Resilience & Enforcement Team	0.322	0.322	0.000
Housing Allocations	0.071	0.071	0.000
Tenants Participation Team	0.302	0.302	0.000
Lettings	0.202	0.202	0.000
Leaseholder Team	0.236	0.236	0.000
Housing Repairs	8.500	8.500	0.000
Loans, Bad Debt & Council Tax	5.701	5.701	0.000
Depreciation & Funding of Capital Projects	12.515	12.515	0.000
TOTAL EXPENDITURE	37.550	37.550	0.000
INCOME			
Dwelling Rents	(31.453)	(31.453)	0.000
Garage Rents	(0.491)	(0.491)	0.000
Shop Rent	(0.635)	(0.635)	0.000
Other Rents	(0.646)	(0.646)	0.000
Leaseholder Service Charges	(0.296)	(0.296)	0.000
General Service Charges	(1.143)	(1.143)	0.000
Interest	(0.015)	(0.015)	0.000
TOTAL INCOME	(34.679)	(34.679)	0.000
TOTAL	2.871	2.871	0.000

8 SAVINGS SUMMARY

Council Saving Summary

8.1 The Council is currently on-track to deliver 86% of the savings agreed as part of the 2019/20 revenue budget. Below is a savings summary by service area.

SAVINGS MONITOR 2019/20					
Service	Responsible Officer	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable
			GREEN	AMBER	RED
		£'000	£'000	£'000	£'000
Adult & Communities	Alan Sinclair	905	811	94	0
Children, Learning & Skills	Cate Duffy	170	170	0	0
Regeneration	Joe Carter	5,349	5,349	0	0
Chief Executive	Josie Wragg	1,350	1,350	0	0
Finance & Resources	Neil Wilcox	3,960	2,215	600	1,145
Treasury Finance & Resources	Neil Wilcox	1,140	1,140	0	0
Total Savings		12,874	11,035	694	1,145
<i>% Against Saving</i>			86%	5%	9%
<i>% Savings from Previous month</i>			81%	8%	11%
			5%	-3%	-2%

8.2 Appendix B provides a complete list of savings with further detail. Outlined below are the department summaries and key areas which require further service review.

Adults & Communities (A&C)

8.3 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings identified at the A&C department meeting on 5th July 2019 are £811k representing 90% for the service. The green savings are grouped together and amber identified separately below.

8.4 The action point is to review the remainder £94k (10%). Report to next CMT how these will be met.

- 1) **£77k** saving type strategic review of supporting move to more supported living – plans in progress and are expected to be achieved.
- 2) £100k saving type efficiency (£83k savings are identified which leaves a further **£17k**) Mental Health extension of hope house services.

SAVINGS MONITOR 2019/20 ADULTS & COMMUNITIES											
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
A&C	Adult Social Care	A03F		77	0	77	0	Support move to more supported living (LD Residential)	AMBER	Plans in Progress	Strategic Review
A&C	Adult Social Care	A01M	TF	100	83	17	0	Mental Health - Extension of Hope House Services	AMBER	Plans in Progress	Efficiency
A&C	Adult Social Care	A03C		100	100	0	0	Recommission floating support services	AMBER		Commercial
A&C	Adult Social Care	Various		628	628	0	0	Various	GREEN		Various
Total	Adult & Communities			905	811	94	0				

Regeneration

- 8.5 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are now £5,349k representing 100% for the service.

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
Regeneration	Regeneration	Various		5,349	5,349	0	0	Various	GREEN	All to be met in 2019/20	Various
Total	Regeneration			5,349	5,349	0	0				

Finance & Resources (F&R)

- 8.6 The table below shows a more detailed analysis of the savings within Finance & Resources. The savings identified are £2,215k representing 56% for the service. This has changed from last month from 60%. This change is due to savings £290k around mileage scheme which half is now deemed not achievable. These were reviewed at the department meeting on 15th July 2019.

- 8.7 The action point is to review the remainder £1,745k (44%) and report how these will be met.

- 1) £500k saving type staffing (300k achievable and 200k deemed unachievable). This saving is achievable with reducing agency spend and aiming to recruit on permanent basis. However this now also needs to link with the transformation programme.
- 2) £100k saving type efficiency, mobile telephony needs a review of the contract.
- 3) £1,000k saving type staffing (200k achievable and 800k deemed unachievable). This is dependent on completion of the reorganisation exercise.

- 4) £290k is now amber, due to the recent consultation the mileage scheme will be phased over 3 years (19/20 no saving, 20/21 50% saving and 21/22 100% saving). However, the saving of £290k has a lump sum mileage saving and generic mileage fuel cost saving, the lump sum will be phased. Therefore the saving has been placed part achievable with £145k.

Directorate	Service	Code	TF Denotes Transformation on Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
F&R	Finance	B015	TF	500	0	300	200	Slough Academy - Reduce Agency Spend	AMBER	Discussions in progress in order to confirm probable rating	Staffing
F&R	Finance	B015	TF	290	145	0	145	Electric Vehicle Initiatives	AMBER	The consultation on mileage is approved to begin next year.	Staffing
F&R	Governance	B096		100	0	100	0	Mobile Telephony	AMBER	Awaiting additional information on contract	Efficiency
F&R	Governance	B096	TF	1,000	0	200	800	3rd & 4th Tier Restructures & Administration Review	RED	Awaiting completion of reorganisation exercise	Staffing
F&R	Various	Various		2,070	2,070	0	0		GREEN		Various
Total	Finance & Resources			3,960	2,215	600	1,145				

9. VIREMENTS

9.1 There are no virements between directorates to report this quarter

10. WRITE OFFS

10.1 Write offs totalling £602,579.16 have arisen over the past 3 months. Cabinet is requested to approve these write offs in accordance with the council's financial procedures rules. These are detailed in the table below.

Reason	NNDR	Council Tax	Sundry Debtors	Housing Benefit	Total
	£	£	£	£	£
Unable to trace / Absconded	81,383.45	3,090.80	467.68	1,959.03	86,900.96
Deceased	0.00	0.00	24,958.64	24,918.20	49,876.84
Bankruptcy	0.00	0.00	0.00	565.68	565.68
Instruction from Client	0.00	0.00	10,653.18	0.00	10,653.18
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	432,894.83	0.00	229.86	0.00	433,124.69
Misc. (incl. uneconomical to pursue)	14,139.94	3.00	7,442.72	3,508.23	25,093.89
Credit Balances	0.00	(3,636.08)	0.00	0.00	(3,636.08)
Total	528,418.22	(542.28)	43,752.08	30,951.14	602,579.16

11. Conclusion

11.1 There is no doubt that SBC is currently operating in a period of financial difficulty, primarily due to the current financial position of SCST. However, SBC officers are taking immediate actions to seek to rectify the situation. A further update will be provided to the October Cabinet meeting.

9 Appendices Attached

- 'A' - General Fund Forecast Position
- 'B' - General Fund Savings Monitor

Appendix A General Fund Year End Position

1. Adults & Communities - Adult Social Care

The overall overspend in Adult Social Care is £3.615m this is offset by additional Monies from Better Care Fund (BCF) and winter pressures. There is also recovery to reduce the cost and reduce overspend. Recovery Plan 1 is well established and monitored on a fortnightly basis and currently on target to save £0.850m by the financial year end. Recovery plan 2 is in formulation and anticipating a further £0.850m. A detailed analysis of all cost centres was taken by the director, service leads and finance lead however a £1m over spend is still projected due to the reasons outlined above.

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 ADULT SOCIAL CARE			
Service – Adult Social Care	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Safeguarding and Governance	0.463	0.455	(0.008)
ASC Management	(2.173)	(3.906)	(1.733)
Directly Provided Services	2.242	2.306	0.064
Mental Health Services	4.358	4.454	0.096
Learning Disability Services	10.205	10.950	0.745
North Locality	4.705	6.326	1.621
South Locality	4.086	5.324	1.238
East Locality	5.982	7.649	1.667
Reablement	1.309	1.309	0.000
Care Group Commissioning	3.725	3.651	(0.074)
Sub Total before Planned in Year Savings	34.902	38.518	3.616
Planned in year savings	0.000	(2.615)	(2.615)
Total	34.902	35.903	1.001

2. Adults & Communities - Public Health

The gross budget for public health is £6.981m of which nearly £5m is attributed to specific projects. The income received from the public health grant is £7.363m and a further income of £0.230 is received from other local authorities and the Better Care Fund.

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 PUBLIC HEALTH			
Service – Public Health	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Staffing	0.540	0.540	0.000
Project Work	4.949	4.949	0.000
Internal Recharges	1.475	1.475	0.000
Other Services	0.017	0.017	0.000
Income	(7.593)	(7.593)	0.000
Total	(0.612)	(0.612)	0.000

3. Adults & Communities - Communities

The projected outturn for communities & leisure is an underpend of £0.149m. Further work is being undertaken in this area to identify any further savings. The projected outturn for regulatory services is on target.

ADULTS & COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 COMMUNITIES			
Service - Communities	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Community and Skills	6.276	6.125	(0.151)
Enforcement and Regulation	0.465	0.467	0.002
Total	6.741	6.592	(0.149)

4. Regeneration - Directorate Management Unit

This service is currently reporting a full year break even position with no underspends or overspends.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 DIRECTORATE MANAGEMENT UNIT			
Service - Directorate Management Unit	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Directorate Management Unit	0.656	0.656	0.000
TOTAL	0.656	0.656	0.000

5. Regeneration - Major Infrastructure

The Major Infrastructure service is projecting a £0.136m overspend. This is summarised below:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE			
Service – Major Infrastructure	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Highways & Transportation Consultancies	0.450	0.487	0.037
Transport and Highways	0.330	0.073	(0.257)
Environmental Quality	0.249	0.253	0.004
Fleet Challenge	0.035	0.035	0.000
Highways / Roads (Structural)	0.082	0.082	0.000
Street Lighting	0.356	0.523	0.167
Air Quality Sensor Project	0.000	0.000	0.000
Traffic Management & Road Safety	0.399	0.485	0.086
Access Fund	0.000	0.000	0.000
Public Transport	2.259	2.256	(0.003)
Fleet Management	0.023	(0.019)	(0.042)
Community Transport	(0.002)	0.142	0.144
Heathrow Strategic Planning Group	0.000	0.000	0.000
Planning Development Fund	0.000	0.000	0.000
TOTAL	4.181	4.317	0.136

The main variances are due to forecast overspends in Community Transport and Street Lighting. These are partially offset by projected underspends in Transport and Highways.

Street Lighting – an overspend of **£0.167m**. This is due to expenditure pressures in this team within maintenance costs.

Community Transport – is likely to overspend by **£ 0.144m** as a result of additional staff costs, higher leasing costs and lower income than budgeted for.

Transport & Highways – an underspend of **£0.257m** is reported due to estimated additional recharges to capital due to the level of capital works being undertaken.

6. **Regeneration - Planning & Transport**

The Planning and Transport service has forecast an underspend of **£0.788m** and is summarised in the table below.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PLANNING & TRANSPORT</u>			
Service - Planning & Transport	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Local Land Charges	(0.065)	(0.065)	0.000
Bus Lane Enforcement	(0.350)	(1.135)	(0.785)
Highways	0.246	0.246	0.000
Planning Policy	0.351	0.351	0.000
Building Control	0.063	0.063	0.000
Development Management	0.167	0.167	0.000
Highways / Roads (Routine)	0.946	0.946	0.000
Land Drainage	0.159	0.156	(0.003)
Street works and Permits	(0.085)	(0.085)	0.000
TOTAL	1.432	0.644	(0.788)

The underspend mainly arises within Bus Lane Enforcement. Any funds generated due to bus lane cameras must be used to reinvest within SBC's transport and highways functions.

7. **Regeneration - Parking**

The Parking service has a forecast a balanced outturn. This is summarised below:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 PARKING			
Service - Parking	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Car Parks	0.293	0.292	(0.001)
On- Street Parking Account	0.322	0.333	0.011
Parking Development	0.051	0.051	0.000
Car Parks-Ground Level Pay	(0.287)	(0.303)	(0.016)
Car Parks-Hatfield Multi Storey	0.104	0.117	0.013
Car Parks-Ground Level Free	0.024	0.023	(0.001)
Car Parks-Herschel Multi Story	(0.125)	(0.131)	(0.006)
TOTAL	0.382	0.382	0.000

8. Regeneration - Regeneration Development

Currently Regeneration Development is forecasting an overspend of £0.094m.

REGENERATION - FORECAST (YEAR END) POSITION 2019- 20 REGENERATION DEVELOPMENT			
Service - Regeneration Development	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Strategic Acquisition Board	(4.905)	(5.639)	(0.734)
Slough Housing Company	0.000	0.000	0.000
Asset Management	(1.017)	(0.337)	0.680
Commercial Properties	(1.339)	(1.276)	0.063
Age Concern	0.208	0.193	(0.015)
Capital Disposal & Feasibility Studies	(0.214)	(0.101)	0.113
Bus Station	0.042	0.024	(0.018)
Property Management	(0.037)	(0.032)	0.005
TOTAL	(7.262)	(7.168)	0.094

The variance is made up of significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.734m. This income, however, masks a forecast overspend in Asset Management of £0.680m. This overspend is being actively managed downwards.

9. Regeneration - Regeneration Delivery

A breakeven position is reported across this service area for 2019/20.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 REGENERATION DELIVERY			
Service - Regeneration Delivery	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Property Services	(1.387)	(1.387)	0.000
TOTAL	(1.387)	(1.387)	0.000

10. Regeneration - Building Management

Building Management is also projected to break even in 2019/20.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT			
Service - Building Management	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
ASC buildings	0.155	0.155	0.000
Central functions	2.204	2.204	0.000
Children Centres and Libraries	0.532	0.532	0.000
Community Centres and Hubs	0.701	0.701	0.000
Parks	0.203	0.203	0.000
Utilities holding codes	0.000	0.000	0.000
TOTAL	3.795	3.795	0.000

11. Regeneration - Economic Development

This service has a forecast overspend of **£0.386m**. Officers have started embedding income generating projects within the service, however they do not anticipate achieving a full year effect. The latest summary for this service area is shown below:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 ECONOMIC DEVELOPMENT			
Service - Economic Development	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Economic Development	(0.170)	0.216	0.386
TOTAL	(0.170)	0.216	0.386

12. Regeneration - Strategic Housing Services

This service area has a projected overspend of **£0.800m**. This is because of an overspend on the Temporary Accommodation service area of **£0.958m** and Home improvements of **£0.160m**. The Temporary Accommodation overspend is offset by additional government grant being realised in Social Lettings giving an underspend of **£0.318m**. The latest position for Strategic Housing Services is summarised below:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 STRATEGIC HOUSING SERVICES			
Service - Strategic Housing Services	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Housing Development	0.019	0.019	0.000
Housing Allocations	0.145	0.145	0.000
JEH - Pendeen Court	0.000	0.000	0.000
JEH- 81 - 83 High Street	0.000	0.000	0.000
Housing Revenues and Reviews	0.140	0.140	0.000
Temporary Accommodation	0.110	1.068	0.958
JEH LTD-General Admin	0.000	0.000	0.000
Housing Advice and Homelessness	0.638	0.638	0.000
Customer and Business Support	0.153	0.153	0.000
JEH-Herschel Street	0.000	0.000	0.000
Home Improvements	(0.111)	0.049	0.160
JEH-Broad Oak	0.000	0.000	0.000
MHCLG RSI Grant	0.000	0.000	0.000
Housing Demand Grants	0.000	0.000	0.000
Social Lettings	0.483	0.165	(0.318)
Strategic Housing	0.179	0.179	0.000
TOTAL	1.756	2.556	0.800

Temporary Accommodation (TA) is forecast to overspend by **£0.958m** due to the numbers being accommodated. The latest monthly projections show a small increase in numbers. The projections reflect this approximation for the year end forecast. The increase in homelessness numbers in comparison to previous years places pressure on the unit price being paid for some accommodation such as nightly lets.

Actions to mitigate

James Elliman Homes Ltd. has been created that will potentially provide extra units for temporary accommodation in the future. The government has also provided Flexible Homeless Grants to assist with the crisis. The Medium Term Financial Strategy currently includes additional growth for Temporary Accommodation from 2019/20.

The Service Lead for Strategic Housing is working on several savings proposals to address the in-year pressures, including an independent review of the housing services with recommendations to assist and improve the service.

Home Improvements (HIA)

The HIA has a budgeted income level that cannot be achieved based on its current levels of funding and capacity.

13. **Regeneration - Neighbourhood Services**

The Neighbourhood Services service area is expected to break even for the year. No significant pressures have been identified as yet.

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES			
Service - Neighbourhood Services	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Caravan Parks	(0.085)	(0.085)	0.000
Enforcement	0.416	0.416	0.000
HMO Licencing	(0.100)	(0.100)	0.000
Net Team North	0.219	0.219	0.000
Net Team South	0.174	0.174	0.000
Net Team East	0.225	0.225	0.000
Neighbourhoods Resilience & Enforcement	0.491	0.491	0.000
TOTAL	1.340	1.340	0.000

14. **Finance & Resources - Customer & Communications**

This area is projecting a break even position.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CUSTOMER & COMMUNICATIONS			
Service - Customer & Communications	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Information Governance	0.079	0.079	0.000
Media & Communications	0.384	0.384	0.000
Events	0.003	0.003	0.000
Fireworks	0.011	0.011	0.000
Printing	(0.054)	(0.054)	0.000
TOTAL	0.423	0.423	0.000

15. **Finance & Resources - Organisation Development & Human Resources (OD&HR)**

The OD&HR service is projected to overspend by £0.131m, primarily due to previous income targets not being realised. This is summarised in the table below.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT & HUMAN RESOURCES (OD&HR)			
Service - OD&HR	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Human Resources	0.933	1.063	0.130
Health and Safety	0.152	0.184	0.032
Training	0.593	0.593	0.000
Emergency Planning	0.183	0.141	(0.042)
Union Work	0.029	0.040	0.011
The Slough academy Project	0.000	0.000	0.000
TOTAL	1.890	2.021	0.131

The reasons for this variance are:

Human Resources – an overspend of **£0.130m** is projected arising from unachieved income from external contracts targets ; now that a procurement

resource is in place, the £0.065m saving target for the TMP advertising contract will be reviewed to see if any savings can be achieved;

Health and Safety – is forecast to overspend by **£0.032m** as a result of a recharge income target that will not be fully realised;

Emergency Planning – this is forecast to be underspent by **£0.042m** due to a vacant post and an underspend on joint arrangements;

Union Work – an overspend of **£0.011m** is forecast due to staffing cost pressures

16. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of **£0.169m**. This is summarised in the table below with further details following:

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 GOVERNANCE			
Service - Governance	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Law & Corporate Governance	(1.118)	(1.300)	(0.182)
Corporate Procurement	(0.271)	(0.342)	(0.071)
Committees Services	0.807	0.835	0.028
Elections	0.230	0.230	0.000
Electoral Registration	0.087	0.150	0.063
Mayoralty/Civic	0.096	0.092	(0.004)
Group Support	0.135	0.132	(0.003)
TOTAL	(0.034)	(0.203)	(0.169)

The reasons for this variance are:

Law and Corporate Governance - is expected to underspend by **£0.182m**.

Committee Services - is projected to overspend by **£0.028m** due to member allowances and printing costs;

Electoral Registration - projects an over spend of **£0.063m** due to higher canvasser fees.

17. **Finance & Resources - Digital & Strategic IT**

This service is projecting a balanced outturn. The latest budget summary for this Service Area is reported in the table below.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 DIGITAL & STRATEGIC IT			
Service - Digital & Strategic IT	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
IS & IT	0.837	0.837	0.000
Systems Support & Development	0.192	0.192	0.000
Information Governance-FOI	0.079	0.079	0.000
TOTAL	1.108	1.108	0.000

18. **Finance & Resources - Corporate Resources**

This Service Area is currently reporting an underspend of £0.471m. This is summarised in the table below with further details following.

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE RESOURCES			
Service - Corporate Resources	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Finance Miscellaneous	0.090	0.090	0.000
Corporate Finance	(1.851)	(2.308)	(0.457)
Insurance and Risk	0.297	0.324	0.027
Internal Audit	0.190	0.184	(0.006)
Investigations Unit	(0.050)	(0.053)	(0.003)
Flooding/Extreme Weather	0.032	0.000	(0.032)
Finance & Resources	0.132	0.132	0.000
TOTAL	(1.160)	(1.631)	(0.471)

19. **Finance & Resources - Transactional Services**

Transactional Services is forecasting a balanced outturn. The latest position is shown below:

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 TRANSACTIONAL SERVICES			
Service - Transactional Services	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Transactional Services	8.159	8.159	0.000
TOTAL	8.159	8.159	0.000

20. **Finance & Resources - Corporate & Departmental Services**

The latest position is shown below:

FINANCE & RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE & DEPARTMENTAL SERVICES			
Service - Corporate & Departmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Transactional Services	(0.139)	(0.139)	0.000
TOTAL	(0.139)	(0.139)	0.000

21. **Chief Executive - Environmental Services**

This area is reporting a balanced outturn as shown below.

CHIEF EXEC. - FORECAST (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES			
Service - Environmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance
	£'M	£'M	£'M
Waste Management	5.310	5.310	0.000
Chalvey Transfer Station	1.483	1.483	0.000
Cleansing	2.042	2.042	0.000
Public Conveniences	0.000	0.000	0.000
Domestic Refuse	4.360	4.360	0.000
Grounds Maintenance	0.953	0.953	0.000
Waste & Environment	0.016	0.016	0.000
TOTAL	14.164	14.164	0.000

SAVINGS MONITOR 2019/20

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
				£'000	£'000	£'000	£'000				
A&C	Adult Social Care	A01D		150	150	0	0	Recover appropriate costs from Better Care Fund	GREEN	Identifying further areas to be charged to BCF	Accounting
A&C	Adult Social Care	A03F		77	0	77	0	Support move to more supported living (LD Residential)	AMBER	Plans in Progress	Strategic Review
A&C	Adult Social Care	A01D		50	50	0	0	Review Provider Services and Personalisation opportunities	GREEN		Strategic Review
A&C	Public Health	A01D		79	79	0	0	Utilise Public Health Funds for Active Slough	GREEN		Accounting
A&C	Adult Social Care	A01M	TF	100	83	17	0	Mental Health - Extension of Hope House Services	AMBER	Plans in Progress	Efficiency
A&C	Adult Social Care	A03C		100	100	0	0	Recommission floating support services	AMBER		Commercial
A&C	Adult Social Care	A05C		40	40	0	0	No appointment to commissioning team QA manager post	GREEN		Staffing
A&C	Communities and Leisure	C025		184	184	0	0	Leisure Services - Leisure Contract Management savings	GREEN		Commercial
A&C	Adult Social Care	C001/C025/C402/F002/F217		125	125	0	0	Leisure Restructuring	GREEN		Staffing
Total	Adult & Communities			905	811	94	0				
Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
Total	Children, Learning & Skills			170	170	0	0				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
Regen	Regeneration Delivery	B071		500	500	0	0	Property Management Team (Delivery & PM Fee)	GREEN	Dependent on volume of work	Accounting
Regen	Regeneration Development	B081		750	450	0	0	Asset Management Team - 1% Charge on Purchases and Disposals	GREEN	This saving is being met as combination of 1% charge and other income streams below	Accounting
Regen	Regeneration Development	B079		1,650	1,950	0	0	Commercial Rental Income via Strategic Acquisition Board	GREEN	£27m Capital Investment Required	Commercial
Regen	Regeneration Development	B082		1,000	1,000	0	0	ESFA - One off funding for school on TVU site	GREEN		Commercial
Regen	Regeneration Development	B079		200	200	0	0	Regeneration - Income generation target	GREEN		Commercial
Regen	Major Infrastructure	D105		200	200	0	0	Sponsorship of Town Centre Assets/Advertising	GREEN		Commercial
Regen	Building Management	B060		15	15	0	0	Maximise use of office space and FM Contracts Review	GREEN		Efficiency
Regen	Planning & Transport	D224		19	19	0	0	Planning- increased income from discretionary work and pre-applications	GREEN		Commercial
Regen	Planning & Transport	D010	TF	350	350	0	0	Bus Lane Cameras	GREEN	Dependent on volume	Income
Regen	Planning & Transport	D152		100	100	0	0	Income from Car Park on TVU	GREEN		Income
Regen	Housing	H221	TF	100	100	0	0	Housing Regulations Team - Business Development Manager	GREEN		Efficiency
Regen	Housing	H218	TF	100	100	0	0	Private Sector Acquisition Team (Housing)	GREEN		Efficiency
Regen	Housing	H218		165	165	0	0	Housing Services - Efficiencies	GREEN		Efficiency
Regen	Housing	H218	TF	200	200	0	0	Impact of James Elliman Homes	GREEN		Commercial
Total	Regeneration			5,349	5,349	0	0				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
Chief Exec	DSO	D880	TF	1,200	1,200	0	0	DSO - Fees on Total Highways Capital Programme	GREEN		Commercial
Chief Exec	Environmental Services	D880		100	100	0	0	Environmental services - work for other local authorities (Line Painting etc.)	GREEN		Commercial
Chief Exec	DSO	D880		50	50	0	0	DSO Traded Services	GREEN		Commercial
Total	Chief Executive			1,350	1,350	0	0				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
F&R	Customer & Comms	(50:50 split) B014 & B039		250	250	0	0	Reduction in Transactional Services contract charge following review of IT contract novation	GREEN		Commercial
F&R	Finance	B015		500	500	0	0	Recover appropriate costs following review of HRA recharges	GREEN		Accounting
F&R	Finance	B018		130	130	0	0	Insurance contract	GREEN		Efficiency
F&R	Finance	B015		50	50	0	0	HouseKeeping savings	GREEN		Efficiency
F&R	Finance	B007		35	35	0	0	Audit fee reductions	GREEN		Efficiency
F&R	Finance	B015	TF	400	400	0	0	Increased income from Council Tax and NNDR Collection	GREEN		Income
F&R	Finance	H009	TF	100	100	0	0	Counter-Fraud Invest to Save	GREEN		Income
F&R	Finance	B015	TF	500	0	300	200	Slough Academy - Reduce Agency Spend	AMBER	Discussions in progress in order to confirm probable rating	Staffing
F&R	Finance	B015	TF	290	145	0	145	Electric Vehicle Initiatives	AMBER	The consultation on mileage is approved to begin next year.	Staffing
F&R	Governance	B146	TF	500	500	0	0	Recommissioning and reviews of major commercial contracts	GREEN		Commercial
F&R	Governance	B096		15	15	0	0	Legal Subscriptions	GREEN		Efficiency
F&R	Governance	B096		100	0	100	0	Mobile Telephony	AMBER	Awaiting additional information on contract	Efficiency
F&R	Governance	B096	TF	1,000	0	200	800	3rd & 4th Tier Restructures & Administration Review	RED	Awaiting completion of reorganisation exercise	Staffing
F&R	People	B348		65	65	0	0	Reduction in TMP advertising contract price	GREEN		Commercial
F&R	People	B329		25	25	0	0	Reduction in Emergency Planning/Business Continuity Staffing Budget (Unfilled Post)	GREEN		Efficiency
Total	Finance & Resources			3,960	2,215	600	1,145				

Directorate	Service	Code	TF Denotes Transformation Fund	Savings Agreed	Savings Identified to date	Savings Expected to be achieved	Savings Now Deemed Unachievable	Savings Item	RAG	Comments	Saving Type
Non Service Items Treasury	Treasury	L506		750	750	0	0	Minimum Revenue Provision Adjustment	GREEN		Accounting
Non Service Items Treasury	Treasury	L501		340	340	0	0	Wexham - Additional interest following delayed return of Capital	GREEN		Commercial
Non Service Items Treasury	Treasury	L502		50	50	0	0	Increased income from Treasury Management	GREEN		Commercial
Total	Treasury Finance & Resources			1,140	1,140	0	0				

Total Savings				12,874	11,035	694	1,145				
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RAG LEGEND	
GREEN	Delivered or on track to be delivered in full
AMBER	Majority delivery of savings expected
RED	Will not be implemented or likely to be not be implemented

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REPORT TO: Cabinet **DATE:** 16 September 2019

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WARD(S): All

PORTFOLIO: Cllr Hussain: Cabinet Member for Governance and Customer Services

PART I
NON-KEY DECISION

THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY
2019/20- 2022/23

1. Purpose of Report

- 1.1 The medium term financial strategy (MTFS) is a four-year forward projection of service revenue budgets based on reported decisions and unavoidable commitments, with the current and next year budgets reconciled to detailed cost-centre level budgets. These budgets are reported in budget monitoring reports used by service managers for business planning and budgetary control.
- 1.2 In February 2019 the Council agreed its budget for 2019-20 and set out a Medium Term Financial Strategy (MTFS) covering the period 2019-2022. This included additional savings of £20.314m to be delivered over the extended MTFS period thereby setting a balanced budget for 3 years.
- 1.3 The Council continues to implement an Outcomes Based approach to deliver its MTFS. At the heart of its financial planning and decision making process, the Council aims to link its financial resources to the Five year plan.
- 1.4 This report aims to update Cabinet on the progress to date since the MTFS was agreed in February 2019, highlights any new developments and government announcements since then; and summarises the next steps to update the MTFS by extending it to 2022-23.
- 1.5 The Council is under a duty to set a balanced and sustainable budget and maintain adequate reserves such that it can deliver its statutory responsibilities and priorities.
- 1.6 A Medium Term Financial Strategy (MTFS) covering the entirety of the resources available to the Council is considered to be the best way that resource prioritisation and allocation decisions can be considered and agreed in a way that provides a stable and considered approach to service delivery and takes into account relevant risks and uncertainty.

2 Recommendations/Proposed Action

Cabinet is requested to resolve that:

1. The updated MTFS for 2020/23 be noted.

2. The need for Council to set a balanced budget for 2020/21 be noted; and
3. The issues and actions set out in this report which inform the development of the Council's MTFS for 2020 to 2023 be noted.

3. **The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

This report indirectly supports all of the strategic priorities and cross cutting themes. The maintenance of excellent governance within the Council helps to ensure that it is efficient, effective and economic in everything it does. It helps to achieve the corporate objectives by detailing how the Council is delivering services to its residents within the financial parameters of the approved budget.

4 **Other Implications**

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed. If necessary these will be managed through the council's restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	An EIA will be produced for each proposed saving	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

None.

(d) Equalities Impact Assessment

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

5. GENERAL REVENUE BUDGET FRAMEWORK

- 5.1 When the council tax for 2019/20 was set in February 2019 Slough Borough Council's element of the average Band D charge was £1,366.98.
- 5.2 The last Medium Term Financial Strategy (MTFS) was approved in February 2019 and assumed a mix of council tax increases, efficiency savings and income generation to balance the budget between now and 2022. That projection has now been extended into 2022/23 to cover a four year period and has been updated to include latest approved budgets and other income assumptions. It is worth noting that there are ongoing budget pressures particularly in Slough Children's Services Trust (SCST), Temporary Accommodation and Adults services during 2019/20. These are highlighted in the Quarter 1 Revenue Monitoring report also on this evening's Cabinet agenda.
- 5.3 The medium term financial planning process is an essential part of the Council's resource allocation and strategic service planning framework. The Medium Term Financial Strategy (MTFS) integrates strategic and financial planning over a three year period. It translates the Strategic Plan priorities into a financial framework that enables members and officers to ensure policy initiatives can be delivered within available resources, and can be aligned to priority outcomes.
- 5.4 The drivers for the Council's financial strategy are:
- To set a balanced budget over the life of the MTFS whilst protecting residents from excessive Council Tax increases, as defined by the government, through the legislative framework covering Council Tax referenda.
 - To fund priorities agreed within the Five Year Plan, ensuring that service and financial planning delivers these priorities.
 - To deliver a programme of planned reviews and savings initiatives designed to keep reductions to service outcomes for residents to a minimum.
 - To maintain and strengthen the Council's financial position so that it has sufficient contingency sums, reserves and balances to address any future risks and unforeseen events without jeopardising key services and delivery of service outcomes for residents.
 - Ensuring the Council maximises the impact of it's spend to deliver priority outcomes in the context or reducing resources.

5.5 The revised projection is shown below:

19/20 £'000		Latest position		
		20/21 £'000	21/22 £'000	22/23 £'000
101,521	Base Position (Excluding Parish Precepts)	105,001	110,457	115,654
3,694	Base Budget Changes	4,640	3,140	3,140
8,099	Directorate Growth	3,918	1,725	725
0,000	SCST – Proposed Growth Bid	2,705	0	0
1,321	Revenue Impact of Capital Programme	1,011	656	656
2,739	Slough Urban Renewal	750	750	0
(12,373)	Savings Identified	(4,945)	(2,996)	(100)
105,001	Total Forecast Expenditure	113,080	113,732	120,075
58,493	Council Tax Income	61,423	64,704	68,068
42,395	Retained Business Rates	45,340	47,648	48,626
2,717	New Homes Bonus	2,298	1,906	2,100
1,396	Additional Social Care Grant	1,396	1,396	1,396
105,001	Total Estimated Funding Available	110,457	115,654	120,190
0	CURRENT FUNDING SURPLUS/(DEFICIT)	(2,623)	1,922	115

6 Council's Financial Projections

Growth and Savings

- 6.1 The growth and savings items currently included in the MTFs are set out as Appendices A and B to this report. These items will be reviewed as part of the Revenue Budget Setting process 2020/21.
- 6.2 Slough Children's Services Trust (SCST) has recently informed the Council that it is preparing a growth bid for 2020/21. Members will recall £1.4m growth was provided to SCST by the Council in 2019/20. The latest 'indicative' bid received from SCST requests £1.072m for pay inflation and £1.633m for staffing, legal, placements and care leavers demand pressures (£2.705m in total). The Director of Finance and Resources at SCST has stated that this growth bid "will be worked up in more detail with the assistance of the LGA Review [due to commence in September 2019], if timings allow". It has been included, in full, in the current MTFs and its assumptions reviewed on a monthly basis.

Government Funding

- 6.3 Slough Borough Council agreed to participate in the government's guaranteed funding settlement which, for the period to 2020, indicates that Government grant in the form of Revenue Support Grant (RSG) will continue to diminish, which has decreased from £14.85m in 2017-18 to £5.53m in 2020/21.
- 6.4 The 4 year settlement ends after 2019-20 after which there is significant uncertainty from the 2019 Spending Review, changes from the introduction of new formula for distributing resources following the Fair Funding review, and changes to the national business rate retention scheme.

6.5 The 2019 Spending Review (SR19), was announced on 4 September 2019, and confirmed the Government's level of overall local government resourcing for 2020/21. The SR19 included the following announcements:

General funding

- The Local Government Departmental Expenditure Limit will increase by £1.1bn nationally, with Local Government Core Spending Power (including Government funding and Council Tax) estimated to increase by £2.9bn in 2020-21;
- The Chancellor pledged £1bn for social care through a new grant. The Government will consult on a 2% precept that councils might use to access a further £500m for adult social care;
- There is over £700m extra funding to support children and young people with special educational needs compared to 2019-20. Separately, each year the Government will provide almost £1.5bn to compensate schools for the increased cost of employer pensions contributions;
- Local Government's business rate baseline funding levels will also increase in line with inflation; and
- The Spending Round document shows that the DfE's capital budget (which includes buildings) will fall by 10% in 2020/21.

Specific grants

- £241m Towns Fund to support regeneration of high streets, town centres and local economies;
- An additional £54m to help reduce homelessness and rough sleeping.
- A real terms increase in Public Health Grant and through the NHS contribution to adult social care; and
- The Spending Round includes funding for programmes supporting councils in delivering children's social care services to support and protect children.

A further update will be provided to Cabinet as more details are made available.

Business Rates Retention Scheme

- 6.6 An increasing proportion of the Council's services are funded through locally generated resources such as Business Rates and Council Tax.
- 6.7 In 2018/19, the Council participated in the 100% Berkshire Business Rates Pilot and gained a one off sum of £1m reflecting its share of the growth in business rates income. For 2019/20, the Secretary of State confirmed the continuation of this pilot for a further year. The Council is estimated to receive a further one off sum of £0.7m in 2019-20 for its share of the growth. This is in addition to the sum of £44.64m built into the budget for the Councils share of core Business Rates income.
- 6.8 This report begins to explore the challenges facing the Council in the context of a number of forthcoming fundamental changes to the financial environment in which Local Authorities operate. In particular it outlines a process that will deliver a balanced budget position over the course of the MTFs period; taking into account the views of residents, business rate payers and other interested stakeholders.

Council tax

- 6.9 The Localism Act 2011 replaced the capping regime for excessive council tax increases with local referenda, and the Government confirmed the council tax referendum threshold for 2019/20 as 3%. However, the Government has also allowed social care authorities the flexibility to increase council tax in respect of the social care precept which will provide funds to protect adult social care spending.
- 6.10 Council Tax continues to be an important source of revenue for the Council with £61.423m estimated from that source in 2020/21. The government has not to date announced any indication of an Adult Social Care (ASC) precept for 2020-21.
- 6.11 The Council continues to face a number of financial challenges, including demographic growth and inflationary pressures, and the continuing effect of reductions in government support. There is, therefore, a need to increase the income generated from local sources including Council Tax.
- 6.12 The revised assumption included in the MTFs is that Council Tax will be increased up to the government imposed referendum level (currently expected to be at 3%). As well as this 2.99% assumed increase in Council Tax, the MTFs also assumes an increase in the tax base of around 2% based on a 2 year rolling average. No assumption has been made regarding any Adult Social Care precept for 2020-21 as we await the Government's consultation following the Spending Review 2019.

7 Other Government Grants

- 7.1 In addition to Revenue Support Grant, the Council is in receipt of a number of other grants to support specific service priorities. Current assumptions for each of these are summarised in the table below:

Summary of other government grants 2019-23

19/20		20/21	21/22	22/23
£'000	Other Government Grants	£'000	£'000	£'000
2,717	New Homes Bonus	2,298	1,906	2,100
1,396	Additional Social Care Grant	1,396	1,396	1,396
7,363	Public Health Grant	7,363	7,363	7,363
3,357	Better Care Fund	3,357	3,357	3,357
312	Independent Living Fund	315	315	315
166	LCTS Admin Support Grant	166	166	166
486	Housing Benefit Admin Support Grant	486	486	486
15,797	Total Estimated Funding Available	15,381	14,989	15,183

New Homes Bonus

- 7.2 The New Homes Bonus, introduced in 2011/12, provides a Government grant equivalent to the increase in council tax revenues that would otherwise be generated from new housing stock but calculated using the national average council tax. Originally payable on cumulative growth in housing stock for six years, the Government subsequently amended this to be five years' growth in 2017/18 and four years for 2018/19 onwards and introduced a national baseline for housing growth below which NHB will not be paid.

- 7.3 The Council will receive £2.717 million in 2019/20. Whilst the Government still intends to incentivise housing growth, 2019/20 is the last year of the scheme in its current form and it is unclear at this stage how a revised mechanism will work. For budgeting purposes a reduced level of grant has therefore been reflected in future years.
- 7.4 Estimated NHB reward is based on the average national band D and calculated using the increase in dwellings above the baseline. If the growth in the number of dwellings nationally is higher than expected then it is likely MHCLG will increase this threshold to manage the overall cost of the NHB scheme.

Better Care Fund

- 7.5 As part of the governments 2015 Spending review, an initial tranche of Better Care Fund was allocated; with another tranche in the Chancellors 2017 Spring Budget. This funding has been utilised to support continued investment in adult social care.
- 7.6 The future of this fund and its treatment under the Fair Funding review is not known. The MTFs assumes funding up to 2022-23 at the level of the initial BCF allocation in 2019-20 which assumes continuation in some form and is therefore a potential risk due to uncertainty.

Public Health Grant

- 7.7 The previous three year allocation of the Public Health grant was for the period 2017-18 to 2019-20. In that time the Public Health grant reduced by 2.6% per year. This was in line with the government forecast real terms reduction. There has been no confirmation of future allocations from the Department of Health. The current estimate of the grant for 2020/21 is £7.363m with no further decreases.
- 7.8 The future uncertainty as to specific grants is therefore a factor considered before recommending new commitments and growth. In the current economic climate there continues to be no presumption that non-ring-fenced grants will be spent on the purposes for which they were nominally provided.

8 Balancing the budget

- 8.1 The Council has a statutory duty to balance the budget year on year which can include the use of reserves. In the S25 statement within the Revenue Budget report presented to full Council, in February 2019, the Section 151 Officer noted that the *“current level of General Fund reserve is ...considered to be the absolute minimum on the basis that the budget balances in 2019/20”*.
- 8.2 The Q1 monitoring report, elsewhere on tonight’s Cabinet Agenda, clearly sets out the impact on the Council’s available reserves if current pressures are not managed. If General Fund reserves fall below a level the Section 151 officer deems prudent, the Council will be required to make an immediate repayment, as part of the 2020/21 revenue budget process, to return the general reserves to an appropriate level.
- 8.3 Officers are currently estimating the Council will have a collection fund surplus of £1.177m available for 2020/21. This surplus arises from over achievement of collecting council tax income compared to expectations and can be used by the Council to fund revenue expenditure and/or replenish general fund reserves. Based on the Council’s current financial position, as set out in the Q1 monitoring report on tonight’s Cabinet agenda, it is assumed that any collection fund surplus will be used to increase the Council’s general fund reserves.

9 Budget Consultation 2020/21

- 9.1 The council must undertake statutory budget consultation with Business Rate payers in the borough and it is also good practice to consult with Council Tax payers and a broad range of other stakeholders. In addition, meaningful consultation must take place with service users before any changes to service provision are implemented.
- 9.2. The Cabinet are asked to note that the Council's budget consultation will be carried out from September through to December.

Budget Consultation - October 2019 – December 2019

Budget Meeting Cabinet - 3rd February 2020

Budget Setting Council - 20th February 2020

10 Conclusions

- 10.1 This report sets out the Council's Medium Term Financial Strategy based on the latest information available at 31 August 2019. A further update will be provided to Cabinet in November 2019.

11 Appendices

- 'A' - Future Savings Identified
'B' - Future Growth Identified

APPENDIX A - FUTURE SAVINGS IDENTIFIED

Directorate	Type	Savings Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults and Communities	Commercial	Leisure Services - Leisure Contract Management savings	1,489		
Adults and Communities	Commercial	Recommission floating support services	100		
Adults and Communities	Commercial	Regulatory services becoming fully self funded	300		
ALL	Commercial	Customer & Accommodation - Transformation Savings	1,500	1,500	0
Chief Executive	Commercial	Environmental services - work for other local authorities (Line Painting etc.)	150		
Chief Executive	Commercial	DSO Traded Services	135	270	
Finance & Resources	Commercial	Recommissioning and reviews of major commercial contracts	300	300	
Finance & Resources	Commercial	Wexham - Additional interest following delayed return of Capital	(340)		
Finance & Resources	Commercial	Increased income from Treasury Management	75	100	
Regeneration	Commercial	ESFA - One off funding for school on TVU site	(1,000)		
Regeneration	Commercial	Regeneration - Income generation target	100	0	0
			2,809	2,170	0
Adults and Communities	Efficiency	Mental Health - Extension of Hope House Services	100		
Adults and Communities	Efficiency	Reduced costs following increased Extra Care Housing provision	0	0	200
Place and Development	Efficiency	Housing Regulations Team - Business Development Manager	50	50	
Place and Development	Efficiency	Private Sector Acquisition Team (Housing)	100		
			250	50	200
Children, Learning and Skills	Income	School Effectiveness Review	180		
Finance & Resources	Income	Increased income from Council Tax and NNDR Collection	200		
Finance & Resources	Income	Counter-Fraud Invest to Save	500		
Regeneration	Income	Income from Car Park on TVU	0	0	(100)
			880	0	(100)
ALL	Staffing	Slough Academy - Reduce Agency Spend	750	750	
ALL	Staffing	Electric Vehicle Initiatives	210		
			960	750	0
Adults and Communities	Strategic Review	Review Provider Services and Personalisation opportunities	150		
A&C / CLS	Strategic Review	Transformation of Early Help	300	0	
A&C / CLS	Strategic Review	Transformation of Early Help phase 2	0	150	
			450	150	0
		Savings from UCR Contingency	(404)	(124)	0
			4,945	2,996	100
Adults and Communities			2,139	0	200
Children, Learning and Skills			480	150	0
Place and Development			150	50	0
Regeneration			(900)	0	(100)
Finance & Resources			735	400	0
Chief Executive			285	270	0
ALL			2,460	2,250	0
Savings from UCR Contingency			(404)	(124)	0
			4,945	2,996	100

APPENDIX B - FUTURE GROWTH IDENTIFIED

Directorate	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults and Communities	Demand	Care Act Responsibilities	25	25	25
Adults and Communities	Demand	Demographic Growth	700	700	700
			725	725	725
Finance & Resources	Governance	Budgeted Increase of General Reserve	750	0	0
Finance & Resources	Governance	Additional Pressures	2,000	1,000	0
Finance & Resources	Governance	Creation of Brexit Reserve	(200)	0	0
Finance and Resources	Governance	Training Budget for Employees and Members	50	0	0
			2,600	1,000	0
Chief Executive	Loss of Income	Local Welfare Provision	75	0	0
			75	0	0
Adults & Communities	Service Improvements	Employment Opportunities for Slough Residents	25	0	0
Finance and Resources	Service Improvements	Slough Academy - Ongoing Costs	175	0	0
Housing	Service Improvements	Street Homelessness Initiatives	270	0	0
Regen	Service Improvements	Introduction of Slough APP for Residents	48	0	0
			518	0	0
			3,918	1,725	725