

Date of issue: 26<sup>th</sup> January, 2011

<b>MEETING</b>	<b>OVERVIEW &amp; SCRUTINY COMMITTEE</b> (Councillors M S Mann (Chair), Bains, Bal, Basharat, Coad, Haines, Shine, O'Connor and Walsh)
<b>DATE AND TIME:</b>	THURSDAY, 27TH JANUARY, 2011 AT 6.30 PM
<b>VENUE:</b>	COUNCIL CHAMBER, TOWN HALL, BATH ROAD, SLOUGH
<b>DEMOCRATIC SERVICES OFFICER:</b> (for all enquiries)	TERESA CLARK (01753) 875018

### SUPPLEMENTARY PAPERS

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

\* Item 2 was not available for publication with the rest of the agenda.

#### PART 1

<u>AGENDA</u> <u>ITEM</u>	<u>REPORT TITLE</u>	<u>PAGE</u>	<u>WARD</u>
2.	Medium Term Financial Plan 2011-12 to 2014-15	1 - 22	

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SLOUGH BOROUGH COUNCIL

**REPORT TO:** Overview & Scrutiny Committee  
Cabinet

**DATE:** 27<sup>th</sup> January, 2011  
7<sup>th</sup> February, 2011

**CONTACT OFFICERS:** Julie Evans  
Strategic Director of Resources

**(For all enquiries)** (01753) 875300

**WARD(S):** All

**Supplementary Information & Updated Draft Budget / Medium Term Financial Strategy (MTFS)**

**1. Background and Purpose**

- 1.1 The content of this report reflects the basis of the Council's revenue and capital budget for the financial year 2011/2012. At this stage of the process the usual purpose for Officers is to obtain Cabinet's approval for Slough Borough Council's Financial, Capital and Treasury Management strategies, in advance of submission for agreement at the full Council meeting on 21 February 2011.
- 1.2 The draft budget/ MTFS papers previously provided to scrutiny members in advance of the meeting on the 27<sup>th</sup> January presented a deficit position of (£1824), taking into account cabinet decisions due to be taken on the 24<sup>th</sup> January. Cabinet did agree the savings proposals presented and these have now been incorporated in the draft revenue budget. In addition, further clarity around the complex funding arrangements and resulting service pressures has now been secured and the resulting position as set out on table 1 below is a deficit of £1,269m.
- 1.3 The attached draft budget reflects the latest position regarding the range of complex changes to Local Government funding and accommodates a number of service pressures arising as a result of cuts to public sector spending; primarily relating to Education and Children's services but apparent across the full range of our services. The detail of the expenditure provided for, consequent adjustments made to growth and savings proposals previously agreed, and allowances made to continue to fund services where no or inadequate grant funding is provided are incorporated within the draft budget and the detail is set out in section 2 of this supplementary scrutiny paper.
- 1.4 The Council must set a balanced budget. Proposals to reduce close the budget gap and secure a balanced position for 2011/2012 and reduce the deficit in future years are summarised on **tables 2 & 3** below, and the detail relating to each element is set out in **section 3** of this supplementary report. Comments from Scrutiny relating to these proposals, will be incorporated into the report for cabinet on the 7<sup>th</sup> February 2011.

**Table 2**

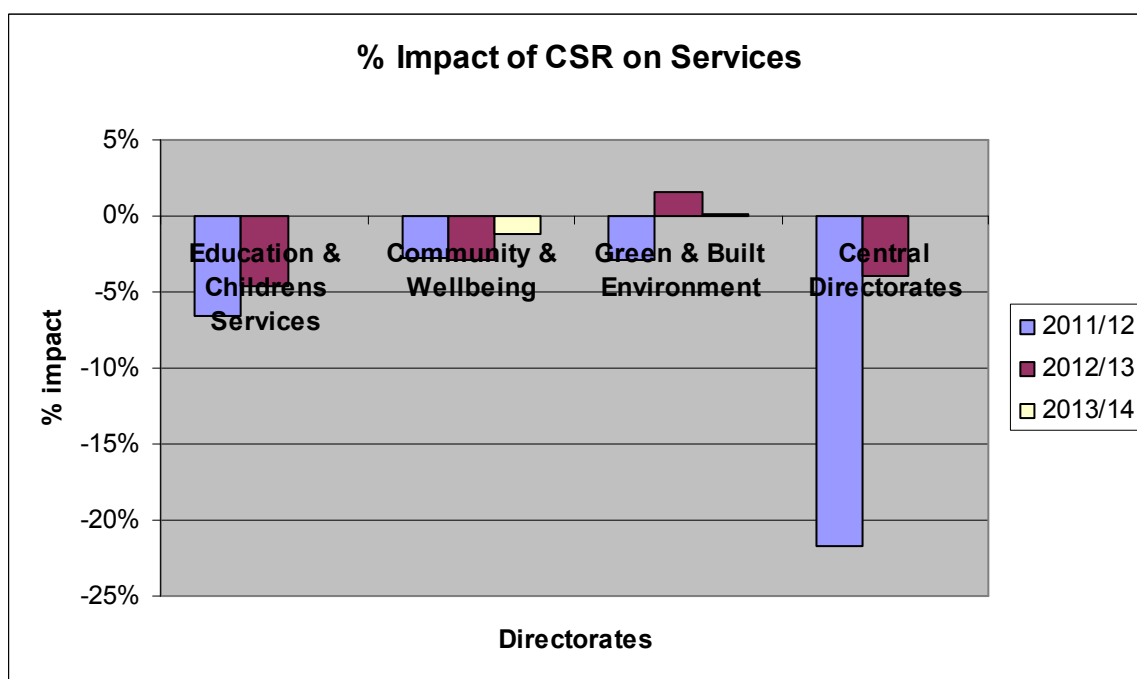
Proposals to balance 2011/12 Budget Position	11/12 £'000
Democratic Services	104
Income & Debtors	228
Cease unfunded schools services with effect from 31st Aug '11	837
	<b>1,269</b>

**Table 3**

Actions to secure savings in future years	12/13 £'000	13/14 £'000	14/15 £'000
Wexham Nursery	105		
Commissioned services from the voluntary sector	337		
Anticipated savings from the set up of the Transactional Services Centre.	1,000	400	
Revenue Income Optimisation (RIO) / Review of fees and charges	500	500	500
	<b>1,942</b>	<b>900</b>	<b>500</b>

**Conclusion**

- 1.5 The proposals involve difficult decisions for members however these decision if taken will secure a balanced position for 2011/2012 and further provide a sound basis for realising future savings critical over the coming years.
- 1.6 The impact on services, has as can be seen from the cash limits (Annex 1) been limited and the main area of focus for savings clearly relates to the central /corporate and support functions in line with members requests.
- 1.7 The graphs below provide an illustration of the impact to services areas of the CSR



**Note:** GBE have a negative savings amount in 12/13 reflecting the reversal of a one-off savings offered in 11/12.

- 1.8 If agreed the proposals presented in this MTFS secure around £12million a year savings by 2014/2015 around half of the overall real term requirement circa £25million which places the council in a strong position to continue to protect valued front line services and key aspects of support for the most vulnerable members of our community in line with the Councils priorities.

**Table 1**  
**Slough BC Medium Term Financial Model - 2010/11 to 2014/15**

Details	Latest position post Finance Settlement				
		Provisional Settlement		CSR 2010	
	10/11 0 £'000	11/12 (8,008) £'000	12/13 (6,642) £'000	13/14 (4,253) £'000	14/15 (1,951) £'000
<b>CUMULATIVE BUDGET GAP</b>					
<b>Opening Budget</b>	102,395	103,979	105,110	100,945	98,794
<b>Total Inflation</b>	1,200	1,150	1,500	2,100	2,300
Total Previously Agreed Growth *	5,875	2,537	1,232	(211)	22
Total Previously Agreed Savings *	(4,051)	(4,423)	(1,835)	(200)	0
Total New Savings Mitigating Cuts to Public Sector Spending *	0	(6,739)	(2,738)	(883)	(495)
* Shown in Appendices A & D					
Employee Relations Framework		50			
<b>Grant Funding</b>					
Expected income from specific grant schemes now rolled in to Formula Grant		7,729	0	0	0
Costs of continuing services with no grant allocations		1,726	0	0	0
Cost of unfunded services to schools		837			
ABG Grants (unconfirmed)		178	0	0	0
Other Grants (confirmed)		27	0	0	0
Other Grants (unconfirmed)		178	133	56	56
<b>TOTAL GRANT IMPACT</b>		<b>10,674</b>	<b>133</b>	<b>56</b>	<b>56</b>
Contingency Economic Risk		500	(500)		
Total Pensions Adjustments	0	475	510	540	30
Capital Programme Adjustments	(1,440)	(508)	734	0	0
Specific Grant & Transfer Adjustments	0	0	964	206	569
Council Tax Freeze Grant	0	(1,187)	0	0	0
New Homes Bonus (estimate)	0	(130)	(260)	(390)	(520)
<b>BUDGET REQUIREMENT</b>	<b>103,979</b>	<b>106,378</b>	<b>104,849</b>	<b>102,164</b>	<b>100,756</b>
SPECIFIC GRANTS ROLLING INTO FORMULA GRANT		5,536	5,488		
FORMULA GRANT	56,756	51,713	46,640	49,000	48,510
COUNCIL TAX REQUIREMENT	47,223	47,860	48,817	49,794	50,789
<b>TOTAL ESTIMATED FUNDING AVAILABLE</b>	<b>103,979</b>	<b>105,110</b>	<b>100,945</b>	<b>98,794</b>	<b>99,300</b>
<b>TOTAL BUDGET GAP</b>	<b>0</b>	<b>(1,269)</b>	<b>(3,904)</b>	<b>(3,370)</b>	<b>(1,456)</b>
Annual savings required		(8,008)	(6,642)	(4,253)	(1,951)
Cumulative impact of cuts to public spending		(8,008)	(14,650)	(18,903)	(20,854)

## **2. Included Expenditure**

### **2.1 2011/2012 Inflation £1.150million**

Incorporates uplifted inflationary allowance for 3<sup>rd</sup> party goods and services to reflect current economic climate, offset by a reduction in “cost of living” salary increases due to pay freeze ( £600k). Contractual salary obligations (£400k) are funded from within the salary budget. The overall amount represents real terms reduction in budgeted amount for salary maintenance costs of £1million from previous year.

### **2.2 Previously agreed growth £2537**

Reflects a reduction of £730k of previously agreed growth relating to increased treasury costs due to changes in capital financing arrangements .( appendices Di)

### **2.3 New Growth Requests Incorporated**

Additional funding of £50k is sought to improve “staffside” arrangements, investment in an effective employee relations framework is considered essential during periods of significant organisational change.

**2.4** There is evidence that the impact of public sector funding cuts and potential economic and social deprivation may lead to increased community tension and conflict. In previous years government grant contributed nearly £300k to community cohesion initiatives encouraging positive relationships within the community this funding has been cut in its entirety. £75k has been provided as a resource available to support targeted action in response to emerging high risks and to pump prime partnership activity. Our Police colleagues valued last year spend and are concerned that we maintain a reactive budget even though government has cut pro active element.

### **2.5 Previously agreed savings**

These remain unchanged as set out on appendices Dii, although a pressure of £679k for Education & Children’s services has been accommodated elsewhere in the budget to allow for planned efficiencies in areas where expected funding has been subsequently cut.

### **2.6 Total New Savings.**

The savings target of £6.9million for identified areas has been exceeded with an overall contribution of £7.8million. £6.7million is detailed on appendices A and the financial impact in current and future years summarised on appendices Diii (in addition to the £730k reduction in growth identified above.) The remainder is presented as option to balance the budget in section 3 of this report.

## **3. Grant Income Adjustments**

**3.1** Newly centralised funding for previously separate grant funded services has been allocated back the to the specific service areas, with all budget requests for the primarily front line services being met in full.

**3.2** A number of previously separate and ring fence funded services have been incorporated into a new single funding pot “Early Intervention Grant” (set out in table 4 below). Overall funding for these areas has decreased (Impact in 2011/2012 £659k). The Director of Education and Children’s Services has committed to delivering the services within the confines of the smaller available funding pot.

**Table 4**

**EIG Analysis**

**ABG**

Connexions  
Children's Fund  
Positive Activities for Young People  
Teenage Pregnancy  
Youth Taskforce  
Children's Social Care Workforce  
Child Trust Fund  
Youth Substance Misuse  
January Guarantee

**SureStart**

Children's Centres  
Early Years Sustainability  
Early Years Workforce  
Two Year Old Offer Early Learning and  
Childcare  
Short Breaks for Disabled Children

**Children & Young People's Grant**

Youth Crime Action Plan  
Think Family Grant

**Other Specific Grants**

Youth Opportunity Fund  
Foundation Learning (SF)  
Targeted Mental Health in Schools  
Contact- Point  
YJB Prevention Grant

Funding available		
2010-11	2011-12	Difference
£8.264m	£7.605m	£0.659m

- 3.3 A significant pressure of funding £1.7million to services where no grant funding is available has been accommodated by the Council, with all service requirements being met. Overall in excess of £1million grant cuts to Education & Children’s services have been accommodated and funded by the Council. This sum includes circa £679k of the LA element of schools development grant funding integral to the departments efficiency programme and a further £412k reduction in government grant funding applied by “top slicing” the local authority education element to fund academies in line with a national formula. Slough’s academies are few in number resulting in little if any economy of scale savings in terms of LA service delivery. Some critical elements of LA responsibilities and service delivery previously funded via this source do not diminish at all as a result of academies, for example the authority’s duty in relation to special educational needs (SEN) applies to all schools including Academies and as such services are still required.
- 3.4 A further £853k funding for services directly provided to schools has been confirmed by government as NIL allocation. This is a significant component of the remaining budget gap and proposals to address this are provided in section 3 of this report.

3.5 The remaining elements of uncertainty of funding resulting in a pressure in excess of £200k, have all been accommodated as funded by the Council within this draft revenue budget.

#### 4. The Deficit

##### 4.1 2011/12

4.1.1 The draft budget presents a remaining deficit of £1,269 million for the coming financial year 2011/2012 and as can be seen significant challenges in future years.

4.1.2 The detail to support proposals to securing a balanced budget in the immediate term and secure progress in addressing the deficit in future years is set out below.

##### (1) **Remaining Unfunded Services to Schools - contribution to deficit £837k**

Schools Development Grant (LA Element)	£783k
School Intervention Grant	£28k
Choice Advisers	£26.k
Total	£837.k

There has been significant change in the funding arrangements for Education.

There are 2 elements to education funding:

The Local Authority element, which as set out in this report, has been cut significantly, in the form of reduced allocations and notably, nil allocations to fund key services. The Council has accommodated pressures arising from these cuts to Education and associated Children's services funding within this revenue budget totalling £1.75million as follows:

Early Intervention Grant	£659k
ABG/Schools Development Grant ( LA Element)	£679k
Academies "top Slicing"	£412k

The schools element ( DSG) this is protected "ring fenced" funding passed straight to schools. This element of funding has a government guarantee to "protect" allocations from cuts which in real terms will be limited to a maximum of 1.5% . Some "new" funding – the "pupil premium" has been allocated to schools, this additional funding has not in reality provided new additional money, but it does have the effect of cushioning schools in cash terms. The overall cash allocation Slough schools has increased from £119million in 2010/2011 to £121million in 2011/2012.

The Council recognises and does not under-estimate the impact on our schools of a number of other changes to the wider social and economic environment. For example, housing and other welfare benefit reforms, the economic climate and a number of other social factors all increase our expectation of and reliance on our schools. There will be an increase in the support needs of our children and young people as families inevitably face difficulties. As such the pressure on our schools will increase, and our expectations for them to continue to build on the real improvements already



secured in academic performance in the town remain. The requirement for our schools will to provide learning environments in which our children will thrive and succeed will not in any way reduce. Schools like all public sector services will need to do more, with less.

The changes to the funding environment and the shift in nature of the relationship between the Local Authority and our schools places schools in a position to commission services from the Council. The decision is ultimately one the schools must make and the Council cannot determine how schools should spend their allocated resources. We do believe these services are important to schools and all stakeholders; Governors, Teachers, Support Staff, Parents and most importantly pupils. In line with other authorities the Council's preferred position is to secure funding from schools for this residual element of unfunded services. In the event schools do not fund these services, the services will end as council funding is not available. This will remove the pressure and reduce the budget deficit by £837k.

Although no funding is available from the 1<sup>st</sup> April 2011, the Council will make provision to fund any elements of the service that are not funded by Schools until the end of the academic year (31<sup>st</sup> August 2011).

**(2) Reduction in Bad Debt Provision & Improved Debt collection processes**  
**- Income and Debt Management**  
**- additional contribution to deficit £292k**

The Council's corporate project on Income and Debt Management will be concluded in 2011-12, work carried out to date has found that our longstanding approach to the way that we collect, monitor and provide for aged miscellaneous ( non council tax) debt has not been reviewed for a significant period of time. As a result the current approach does not represent contemporary practice associated with a number of other similar local authorities. Reviewing our policies, undertaking a comprehensive data cleansing exercise to account appropriately for historical fully provided for old debt and introducing processes and procedures in line with best practice will realise an immediate significant saving in 2011-12 and further savings in future years as our improved collection reduce the amount we need to provide for bad debt.

(3) **Democratic Services Savings Proposals - contribution £190k**

	<b>Estimated Saving</b>
<p><b>Member Induction and Development</b></p> <p>Transfer function to Organisational Development, carry out detailed training needs analysis with members, develop a more detailed Personal Development Plan approach, reduce classroom based induction, develop more accessible and engaging methods such as officer and member shadowing, E-learning, self service and provision of support materials.</p>	<b>£26k</b>
<p><b>Focus on servicing statutory meetings/decision making meetings/reduce meetings</b></p> <ul style="list-style-type: none"> <li>- Planning Committee to move to a six week cycle</li> <li>- Reduced Licensing Sub Committees (Increased officer delegations already agreed by Council)</li> <li>- Combine Neighbourhoods and Renewal and Community Leisure and Environment Scrutiny panels (Conservative and BILLD Groups oppose reducing scrutiny)</li> </ul> <p>DMS to service statutory/decision making meetings. Alternative arrangements will be agreed with Directorates for the servicing of non statutory, non decision making nature and those not involving elected members.</p> <p><b>Servicing arrangements - School Admission and Exclusion Appeals</b></p> <p>As much of this work is concentrated in the period between February to July period it is proposed that a part year post be created to undertake this work [or some other flexible arrangement].</p>	
<p><b>New Ways of Working within team</b></p> <p>Consideration is being given to developing new ways of working/working practices within the DMS team to create efficiencies including:</p> <ul style="list-style-type: none"> <li>• Trialling use of notebooks etc at meetings</li> <li>• Minutes to comply with statutory requirements but no comprehensive record of debate – more along line of Council meetings other than for quasi judicial meetings</li> <li>• Reduced support costs, Reviewing print requirement</li> <li>• Launching Modern.gov on intranet</li> <li>• Electronic delivery of material wherever possible</li> </ul>	<b>£97k</b>
<b>Total</b>	<b>£123k</b>

## Proposals to achieve £66k

Following consultation with Political Groups Differing views are as follows:

<u>Group Support (Budget £140k)</u>	<b>Estimated Saving</b>
<b>Option: Reduce Political Group Officer provision from 3 FTE to:</b>  (a) 1 FTE PGO allocated to Ruling Group  (b) 1 FTE allocated to remaining groups (collectively) who have an entitlement to support under the Local Government and Housing Act 1989	<b>£31k</b>
<b>Option: No change to PGO provision</b>	<b>£0k</b>

<u>Civics</u>	<b>Estimated Saving</b>
<ul style="list-style-type: none"><li>• Reduced Support to Mayor</li><li>• Reduced civic budget and hospitality budget</li><li>• Revised protocol on out of Borough engagements,</li><li>• Negotiate cheaper lease on car</li></ul>	<b>£22k</b>

<u>Member Support</u>	<b>Estimated Saving</b>
<b>Option: Reduced provision</b>  <ul style="list-style-type: none"><li>• Deletion of current support: (yearbook, diary, mobile phones, charge cards, fax machines,</li><li>• Filing cabinets, Answer machines, Members Room, attendance reporting)</li><li>• Retention of filofax inserts (paid for if necessary by Member), e bulletin</li><li>• Business cards up to 250 free per member</li><li>• No hand delivery to Members</li></ul>	<b>£34k</b>

<p><b>Option: Reduced Provision</b></p> <ul style="list-style-type: none"> <li>• Retain one hand delivery to Members each week</li> <li>• Deletion of current support: (yearbook, filofax, diary, charge cards, filing cabinets, Answer machines, Members room.)</li> <li>• Business cards up to 250 free per member</li> </ul>	<p><b>Estimated Saving</b></p>    <p><b>£29k</b></p>
<p><b>NB:</b> Savings will be offset by costs of ICT (£20k) and as requested by Cabinet incorporate full impact of members allowances (£66k) removing the pressure for any budget growth in these areas.</p>	

#### **4.2 Additional Action to secure savings in future years**

##### **Closure of Wexham Horticultural Nursery**

In order to deliver savings from 2012/13 it is proposed that Wexham Horticultural Nursery closes in June 2011. This will give time to address the specific needs of the workforce, decommission the site, and maximise revenue from the spring growing season. The operation of the nursery is a growing financial pressure on the Council with cost pressures and competing demand forcing a substantial increase in the overall cost of the service. With the current financial climate an increase in operating costs creating a budget pressure of at least £105k in 2010/11 and due to rise again in 2011/12 is unsustainable.

Even if the nursery business ceases, Speedwell Enterprises can continue to operate on the site until a review of supported employment is completed. There are also some other storage and minor activities on site that can continue. Site security following the closure of the nursery business is a concern and needs to be addressed. The nursery business will also need to be decommissioned and the saleable assets associated with the business disposed of. This is likely to take several months following closure. It is, therefore, proposed that the Nursery Manager, who lives on site, will remain in post until March 2012 to address these issues and ensure the smooth future operation of the site. In addition, the continuation of this post for a short period can provide a much needed resource to help with the activities in Herschel Park due to open in May 2011 in addition to other parks and grounds maintenance activities.

It is also recognised that Wexham Horticultural Nursery has provided very valuable supported employment for 3 members of staff with learning disabilities. Options to offer support to these staff following the closure of the nursery have been explored and it is proposed that 6 month paid placement opportunities with Groundwork Thames Valley are offered. These will deliver flexible, meaningful employment in the areas of horticulture, gardening, food growing, food box preparation and manning food stalls at a number of locations including Iver and Denham. An important element of the placement is the offer of a personal mentor as this is key to the success in securing long term employment progression for the staff concerned. This will also allow Slough Borough Council to test this approach and, if successful, it could become a permanent part of our supported employment provision.

Full year savings at least £105k savings will be achieved. Redundancy and pension costs spread over the two years are £165k.

# SLOUGH BOROUGH COUNCIL

## Cash Limits

2011/12 to 2013/14

	2010/11 Revised Budget £'000	2011/12 Base Budget £'000	2012/13 Budget £'000	2013/14 Budget £'000
Education & Childrens Services *	24,534	28,626	27,556	27,556
Community & Wellbeing	36,990	35,983	34,965	34,532
Green & Built Environment	26,243	25,473	25,859	25,881
Central Directorates	22,679	17,766	17,060	17,060
Corporate	(83)	(201)	(203)	(203)
Inflation to be allocated		1,300	1,050	1,100
<b>Total Service Directorates</b>	<b>110,363</b>	<b>108,948</b>	<b>106,288</b>	<b>105,927</b>
Treasury Management	3,334	2,178	4,081	4,098
Earmarked Contingencies & Other	1,382	(4,748)	(5,520)	(5,255)
Area Based Grant	(11,100)	0	0	0
Transfer to/(from) Balances	0	0	0	0
<b>Budget Requirement excluding Parishes</b>	<b>103,979</b>	<b>106,378</b>	<b>104,849</b>	<b>104,770</b>
<b>Funding Available</b>	<b>103,979</b>	<b>105,110</b>	<b>100,945</b>	<b>101,400</b>
<b>Budget Gap</b>	<b>0</b>	<b>(1,269)</b>	<b>(3,904)</b>	<b>(3,370)</b>

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Progress to date year 1 Savings						Savings Banked			
Area of Activity	Target Saving £'000	Notes	Progress	2011/12		2012/13		2013/14	2014/15
				EOI's £'000	Other £'000	Total £'000	EOI's £'000		
1. Reviewing the Council's approach to income generation, cash and debt management.	(750)	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 opportuni	<b>Management of old debt:</b> Bad-debt write-off in progress to be completed by 31 December 2010. Recalculation of provision to take place in January 2011. Collection of public sector aged debt (fully provided for). Saving dependent on significant improvement	0	(750)	(750)	0	0	0
<b>Sub total - reviewing the Council's approach to income generation, cash and debt management</b>	<b>(2,500)</b>		<b>Underway</b>	0	(750)	(750)	0	0	0
2. Reshaping our support services, separating our transactional from professional/technical support services and realigning senior management in the process, securing a 20% overall cost reduction.		The EOI exercise has identified total savings of £1.878m. This comprises £1.7m against the general fund and £0.178m against the HRA. Of the £1.7m general fund saving £1.205m is attributable to support services over two years with the balance of £0.495m fr							
<b>Service area detail</b>									
Audit Risk and Insurance				(102)	(132)	(234)	0	0	0
Legal				0	(227)	(227)	0	0	0
HR				(237)	(6)	(243)	(20)	0	(20)
OTHER EOI - Support/Management				0		0			0
Printing				0	(175)	(175)	0	0	0
Policy, Performance & Learning Development				(100)	(198)	(298)	0	0	0
Revenues & Payments				(42)	(65)	(107)	0	0	0
Economic Development & Inclusion				(92)	(178)	(270)	0	0	0
Customer Services				0	(397)	(397)	0	0	0
IT				(306)	(253)	(559)	0	0	0
Housing benefits				(111)	(190)	(302)	0	0	0
Communications & Marketing				(22)	(131)	(153)	0	0	0
Finance				(150)	(233)	(383)	0	0	0
Property Services				(34)	(749)	(783)	0	0	0
Democratic Services									
<b>Sub total - reshaping support services &amp; management savings</b>				<b>(1,197)</b>	<b>(2,934)</b>	<b>(4,131)</b>	<b>(20)</b>	<b>0</b>	<b>(20)</b>

## Progress to date year 1 Savings

Area of Activity	Target Saving £'000	Notes	Progress	Savings Banked						
				2011/12		2012/13		Total £'000	2013/14 £'000	2014/15 £'000
				EOI's £'000	Other £'000	EOI's £'000	Other £'000			
3. Reviewing our assets. Reducing the cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings.	(750)	NB £225k already included in £4.4m, not reallocated. Asset review currently underway and recommendations scheduled for January Cabinet meeting. (alongside capital programme reductions/property team savings).	The tender process for the demolition works of the annexe is underway. Separation of utilities is a positive position estimated cap cost £10k. Rateable value of the new building footprint provides estimated NDR reduction of £202k pa. £633k pa revenue spe	(408)	(408)			0		
4. Reviewing all major contracts and all commissioned services seeking a minimum 4%	(1,000)	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.	(255)	(255)		(745)	(745)		
5. Reducing, reshaping and changing, where possible, the way we finance our	(700)	Linked to capital programme, internal borrowings and repackaging of existing debt	Awaiting the outcome of the asset review/cap programme review.	(700)	(700)		(31)	(31)	17	5
6. Taking other opportunities across the Council to reduce staffing arising from expressions of interest.	(1,200)	These rely on the business ability to continue ahead of transformational changes in next phase (20/12/2013). The EOI exercise has identified total savings of £1,878m. This comprises £1.7m against the general fund and £0.178m against the HRA. Of the £1.7m	Completed	(495)				0		
7. Commissioned services from the voluntary sector							(337)	(337)		
8. Anticipated savings from the set up of the Transactional Services							(1,000)	(1,000)	(400)	
9. Revenue Income Optimisation (RIO) / Review of fees and charges							(500)	(500)	(500)	(500)
10. Closure of Wexham Nursery							(105)	(105)		
<b>Total</b>	<b>(6,900)</b>			<b>(1,692)</b>	<b>(5,047)</b>	<b>(20)</b>	<b>(2,718)</b>	<b>(2,738)</b>	<b>(883)</b>	<b>(495)</b>



Growth						
Type	Ref	Details	Prov'l Settlement		CSR10	
			11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
<b>EDUCATION &amp; CHILDRENS SERVICES</b>						
<b>Total ECS</b>						
<b>COMMUNITY &amp; WELLBEING</b>						
Demand Led	G1 CWB	Demand Led Care Packages - actual commitments	75	0	0	0
Policy Initiative	G6 CWB	Slough Deaf Centre	20	0	0	0
Service Development	G7 CWB	2 Reviewing officers to reduce care packages	40	0	(120)	0
Service Development	G8 CWB	Project Manager to achieve service redesign	38	0	(113)	0
Service Development	EG2 CWB	Library Opening Hours (part of Library Review)	50	0	0	0
Service Development	ES3a CWB	Reprovision of Central Library (Invest to Save)	40	0	0	0
<b>Total CWB</b>			<b>263</b>	<b>0</b>	<b>(233)</b>	<b>0</b>
<b>GREEN &amp; BUILT ENVIRONMENT</b>						
Demand Led	G1 GBE	Civil Parking Enforcement	20	10	0	0
Demand Led	G4 GBE	Ongoing pressures from current year (net)	(55)	0	0	0
Demand Led	G11 GBE	HMO Survey - results	100	0	0	0
Contractual	G2 GBE	Joint Arrangements - Coroners Service	22	22	22	22
Policy Initiative	G10 GBE	Licensing - Private Hire Operators Policy	8	0	0	0
Service Development	EG3 GBE	Youth Transport Provision	15	0	0	0
Service Development	EG4 GBE	Real Time Passenger Information	100	0	0	0
<b>Total GBE</b>			<b>210</b>	<b>32</b>	<b>22</b>	<b>22</b>
<b>RESOURCES</b>						
<b>Total RESOURCES</b>						
<b>IMPROVEMENT &amp; DEVELOPMENT</b>						
<b>Total I &amp; D</b>						
<b>CORPORATE</b>						
Demand Led	G01 COR / EG01 COR	Capital Financing / MRP	2,064	1,200	0	0
<b>Total Corporate</b>			<b>2,064</b>	<b>1,200</b>	<b>0</b>	<b>0</b>
<b>TOTAL AGREED GROWTH</b>			<b>2,537</b>	<b>1,232</b>	<b>(211)</b>	<b>22</b>

Summary By Type	Prov'l Settlement		CSR10	
	11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
Demand Led	2,204	1,210	0	0
Policy Initiative	28	0	0	0
Service Development	283	0	(233)	0
Contractual	22	22	22	22
	<b>2,537</b>	<b>1,232</b>	<b>(211)</b>	<b>22</b>

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Agreed Savings						
Type	Ref	Details	Prov'l Settlement		CSR10	
			11/12 £'000	12/13 £'000	13/14 £'000	14/15 £'000
<b>EDUCATION &amp; CHILDRENS SERVICES</b>						
Service Reduction		Withdraw funding for extended schools	(71)	0	0	0
Service Reduction		Delete AD Raising Achievement & PA posts	(140)	0	0	0
Service Reduction		Withdraw direct funding for Behaviour & Attendance	(181)	0	0	0
Service Reduction		Education Health Partnerships	(27)	0	0	0
Service Reduction		Targetted Young People's Service	(500)	0	0	0
Service Reduction		Reduced Placement Costs for Children Looked After	(250)	0	0	0
Service Reduction	S07 ECS	Strategic review of youth Service	0	(140)	0	0
Service Reduction		DECS - Savings now determined	0	(910)	0	0
<b>Total ECS</b>			<b>(1,169)</b>	<b>(1,050)</b>	<b>0</b>	<b>0</b>
<b>COMMUNITY &amp; WELLBEING</b>						
Efficiency	S1 CWB	Develop re-enabement of in house services	(200)	(200)	0	0
Service Reduction	S4 CWB	Continue to provide alternative care to further enhance independent living	(250)	(100)	0	0
Efficiency	S10 / S4CWB	Adult Social Care Transformation	(750)	0	0	0
Contractual Negotiation	S15 / S25 CWB	Commissioning TBC by Strat. Director CWB	(139)	(100)	(100)	0
Service Reduction	S18/S26 CWB	Additional Savings to be Found	0	(375)	0	0
Efficiency	S8 CWB	Adult Services Restructure	(50)	0	0	0
Efficiency	S9 CWB	Restructure of Community Services	(50)	0	0	0
Efficiency	S6 CWB	Value for Money Review of Meals on Wheels	(32)	0	0	0
Efficiency	S17 CWB	Invest to save to increase flexible sessional tutor hours and reduce admin and teaching costs in lifelong learning	(2)	0	0	0
Demography	S29 CWB	Completion of the reprovision of Newbeech	465	0	0	0
Contractual Negotiation	S5 CWB	Re-negotiate Gurney House Contract	(100)	0	0	0
Service Reduction	S14 CWB	Reduce Supporting People Grant due to Govt. funding reduction	(585)	0	0	0
Efficiency	S22 CWB	Make Community Centres Self funding	0	(100)	(100)	0
Efficiency	ES3b CWB	Reprovision of Central Library	(150)	(80)	0	0
Efficiency		Day care services review	(200)	0	0	0
Efficiency		Cultural Services	(110)	0	0	0
Efficiency		Adult Social Care restructure	(60)	0	0	0
Efficiency		Learning Disabilities day care placements	(31)	0	0	0
<b>Total CWB</b>			<b>(2,244)</b>	<b>(955)</b>	<b>(200)</b>	<b>0</b>
<b>GREEN &amp; BUILT ENVIRONMENT</b>						
Efficiency	S03 GBE	Recharges to HRA/Capital	0	20	0	0
Income Generation	S39 GBE	Sale of Trade Waste Collection service	(100)	200	0	0
Efficiency	S34 GBE	Regulatory Services shared management	(120)	0	0	0
Efficiency	S37 GBE	Building Control shared management	(30)	0	0	0
Service Reduction	S06 GBE	Planning Restructure	0	0	0	0
Efficiency	S32 GBE	Reconfigure Borough Wide Comm safety/Enf teams tbc	(145)	0	0	0
Efficiency	ES2 GBE	Highways Maintenance	(250)	250	0	0
Efficiency		Transport - Reduce consultancy support	(20)	0	0	0
Efficiency		Transport - Reduce consultancy support and other funds to parking service	(26)	0	0	0
Efficiency		Highways - Reduce the cost of activating the winter maintenace service	(4)	0	0	0
Efficiency		Highways - Reduce revenue budget on bridge maintenance	(15)	0	0	0
Efficiency		Waste Management - Retendering some minor contracts	(40)	0	0	0
Service Reduction		Recycling - Stopping all but 5 recycling bring sites	(14)	0	0	0
Service Reduction		Recycling - Stop all 1100 wheeled bring banks	(21)	0	0	0
<b>Total GBE</b>			<b>(785)</b>	<b>470</b>	<b>0</b>	<b>0</b>
<b>RESOURCES</b>						
Efficiency	999 RES	Town Hall Annexe -relocation of staff -saving across rates	(225)	0	0	0
Service Reduction	S03 RES	VFM review of legal services	0	(100)	0	0
Efficiency	999 RES	Review of Property Services	0	(50)	0	0
<b>Total Resources</b>			<b>(225)</b>	<b>(150)</b>	<b>0</b>	<b>0</b>
<b>IMPROVEMENT &amp; DEVELOPMENT</b>						
Service Reduction	S09 I&D	CSC - reduced costs in line with grant	0	(150)	0	0
<b>Total I &amp; D</b>			<b>0</b>	<b>(150)</b>	<b>0</b>	<b>0</b>
<b>CHIEF EXECUTIVE</b>						
<b>Total Cex</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CORPORATE</b>						
<b>Total Corporate</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL SAVINGS</b>			<b>(4,423)</b>	<b>(1,835)</b>	<b>(200)</b>	<b>0</b>
<b>Summary By Type</b>			<b>11/12 £'000</b>	<b>12/13 £'000</b>	<b>13/14 £'000</b>	<b>14/15 £'000</b>
Efficiency			(2,510)	(160)	(100)	0
Service Reduction			(2,039)	(865)	0	0
Contractual Negotiation			(239)	(100)	(100)	0
Demography			465	0	0	0
Income Generation			(100)	200	0	0
Other			0	-910	0	0
<b>Total</b>			<b>(4,423)</b>	<b>(1,835)</b>	<b>(200)</b>	<b>0</b>

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New Savings				Prov'l Settlement		CSR10	
Type	Ref	Details	11/12	12/13	13/14	14/15	
			£'000	£'000	£'000	£'000	
<b>EDUCATION &amp; CHILDRENS SERVICES</b>							
		<b>Total ECS</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMMUNITY &amp; WELLBEING</b>							
		<b>Total CWB</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GREEN &amp; BUILT ENVIRONMENT</b>							
		<b>Total GBE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>RESOURCES</b>							
Efficiency		Reshaping of Support Services - Audit, Risk and Insurance	(234)	0	0	0	0
Efficiency		Reshaping of Support Services - Legal Services	(227)	0	0	0	0
Efficiency		Reshaping of Support Services - Human Resources	(243)	(20)	0	0	0
Efficiency		Reshaping of Support Services - Finance	(383)	0	0	0	0
Efficiency		Reshaping of Support Services - Property Services	(783)	0	0	0	0
		<b>Total Resources</b>	<b>(1,870)</b>	<b>(20)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>IMPROVEMENT &amp; DEVELOPMENT</b>							
Efficiency		Reshaping of Support Services - Policy, Performance & Learning Development	(298)	0	0	0	0
Efficiency		Reshaping of Support Services - Revenues & Payments	(107)	0	0	0	0
Efficiency		Reshaping of Support Services - Economic Development & Inclusion	(270)	0	0	0	0
Efficiency		Reshaping of Support Services - Customer Services	(397)	0	0	0	0
Efficiency		Reshaping of Support Services - IT	(559)	0	0	0	0
Efficiency		Reshaping of Support Services - Housing Benefits	(302)	0	0	0	0
		<b>Total I &amp; D</b>	<b>(1,933)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CHIEF EXECUTIVE</b>							
Efficiency		Reshaping of Support Services - Communications & Marketing	(153)				
		<b>Total Cex</b>	<b>(153)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CORPORATE</b>							
Efficiency		Reshaping of Support Services - Printing	(175)	0	0	0	0
Efficiency		Review of assets. Reducing cost of office accommodation requirements, ensuring value for money in running costs of all Council buildings	(408)	0	0	0	0
Income Generation		Review the Council's approach to income generation, cash and debt management	(750)	0	0	0	0
Efficiency		Review of all major contracts and all commissioned services	(255)	(745)			
Efficiency		Reducing and reshaping the financing of the capital programme	(700)	(31)	17	5	
Efficiency		Taking other opportunities across the Council to reduce staffing arising from EOI's	(495)	0	0	0	0
Efficiency		Commissioned services from the voluntary sector	0	(337)			
Efficiency		Anticipated savings from the set up of the Transactional Services Centre	0	(1,000)	(400)	0	0
Income Generation		Revenue Income Optimisation (RIO) / Review of fees and charges	0	(500)	(500)	(500)	
Service Reduction		Closure of Wexham Nursery	0	(105)	0	0	0
		<b>Total Corporate</b>	<b>(2,783)</b>	<b>(2,718)</b>	<b>(883)</b>	<b>(495)</b>	
<b>TOTAL SAVINGS</b>			<b>(6,739)</b>	<b>(2,738)</b>	<b>(883)</b>	<b>(495)</b>	

Summary By Type	Prov'l Settlement		CSR10	
	11/12	12/13	13/14	14/15
	£'000	£'000	£'000	£'000
Efficiency	(5,989)	(2,133)	(383)	5
Service Reduction	0	(105)	0	0
Income Generation	(750)	(500)	(500)	(500)
	<b>(6,739)</b>	<b>(2,738)</b>	<b>(883)</b>	<b>(495)</b>

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