

Medium Term Financial
Strategy
2020/21 to 2022/23
Overview and Scrutiny
– 9th January 2020



Framework

- The Council must:
 - Set a balanced budget each year;
 - Ensure it is financially sustainable in the medium term; and
 - Maintain adequate reserves.

The MTFS brings together all known factors affecting the Council's financial position and its financial sustainability into one process.



Framework

- Drivers:
 - To set a balanced budget over the life of the MTFS;
 - To fund priorities agreed within the Five Year Plan;
 - To deliver a programme of planned reviews and savings initiatives with minimum reduction to service outcomes;
 - Maximising the impact of the Council's spend.



Process

- Star Chambers
 - Budget Pressures
 - Service Reviews
 - Savings Targets
- Transformation Program
- Financial Settlement
- Political environment



National Funding Context

- One year spending review covering 2020/21
- Additional resources nationally:
 - £1bn - social care responsibilities;
 - £54m - homelessness and rough sleeping;
 - £241m - town centres' high street regeneration.
 - One year spending review covering 2020/21;
- Power to raise council tax by up to 2% plus 2% adult social care precept



2020 onwards

- Still much uncertainty:
 - New Homes Bonus;
 - Business Rates System;
 - Fair Funding Review.



Revised Financial Projections

- The following slides show the consolidation of:
 - National announcements on LG funding;
 - The SCST's financial position;
 - Outputs from the Star Chamber deliberations;
 - Review of existing growth and savings proposals.



Latest MTFS Model

19/20 £'000		Latest position		
		20/21 £'000	21/22 £'000	22/23 £'000
101,521	Base Position (Excluding Parish Precepts)	120,499	124,300	124,615
15,498	Government Grants Included below			
3,694	Base Budget Changes	3,140	3,140	3,140
8,099	Directorate Growth - Brought Forward	1,550	1,725	725
	Growth - 2019/20 Star Chamber	5,217		
1,321	Revenue Impact of Capital Programme	1,011	656	656
2,739	Slough Urban Renewal	750	750	0
(12,373)	Savings Identified - Brought Forward	(4,649)	(2,996)	(100)
	Savings - 2019/20 Star Chamber	(3,218)		
120,499	Total Forecast Expenditure	124,300	127,575	129,036
58,493	Council Tax Income	61,009	64,444	67,934
42,395	Retained Business Rates	42,061	39,296	39,825
2,717	New Homes Bonus	2,261	1,905	2,100
1,396	Additional Social Care Grant	3,399	3,399	3,399
7,363	Public Health Grant	7,569	7,569	7,569
3,678	PFI Grant	3,678	3,678	3,678
3,357	Better Care Fund	3,357	3,357	3,357
312	Independent Living Fund	315	315	315
158	LCTS Admin Support Grant	166	166	166
630	Housing Benefit Admin Support Grant	486	486	486
120,499	Total Estimated Funding Available	124,300	124,615	128,829
0	CURRENT FUNDING GAP	0	(2,960)	(207)



Savings Brought Forward from Previous MTFS

Directorate	Service	Lead Officer Type	Savings Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults and Communities	Communities and Lesiure	Commercial	Leisure Services - Leisure Contract Management savings	1,489		
Adults and Communities	Adult Social Care Commissioning	Commercial	Recommission floating support services	100		
Adults and Communities	Regulatory Services	Commercial	Regulatory services becoming fully self funded	300		
ALL		Commercial	Customer & Accommodation - Transformation Savings	1,500	1,500	0
Chief Executive	Chief Executive	Commercial	Environmental services - work for other local authorities (Line Painting etc.)	150		
Chief Executive	Chief Executive	Commercial	DSO Traded Services	135	270	
Finance & Resources	Governance	Commercial	Recommissioning and reviews of major commercial contracts	300	300	
Finance & Resources	Treasury - Interest Receivable	Commercial	Wexham - Additional interest following delayed return of Capital	(340)		
Finance & Resources	Treasury - Interest Receivable	Commercial	Increased income from Treasury Management	75	100	
Regeneration	Regeneration Development	Commercial	ESFA - One off funding for school on TVU site	(1,000)		
Regeneration	Regeneration Development	Commercial	Regeneration - Income generation target	100	0	0
				2,809	2,170	0
				20/21 £'000	21/22 £'000	22/23 £'000
Adults and Communities	Adult Social Care Operations	Efficiency	Mental Health - Extension of Hope House Services	100		
Adults and Communities	Adult Social Care Operations	Efficiency	Reduced costs following increased Extra Care Housing provision	0	0	200
Place and Development	Neighbourhood Services	Efficiency	Housing Regulations Team - Business Development Manager	50	50	
Place and Development	Strategic Housing Services	Efficiency	Private Sector Acquisition Team (Housing)	100		
				250	50	200
Children, Learning and Skills	School Effectiveness	Income	School Effectiveness Review	180		
Regeneration	Regeneration Development	Income	Income from Car Park on TVU	0	0	(100)
				180	0	(100)
				20/21 £'000	21/22 £'000	22/23 £'000
ALL	People	Staffing	Slough Academy - Reduce Agency Spend	750	750	
ALL	Regeneration	Staffing	Electric Vehicle Initiatives	210		
				960	750	0
Adults and Communities	Adult Social Care Commissioning	Strategic Review	Review Provider Services and Personalisation opportunities	150		
A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help	300	0	
A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help phase 2	0	150	
				450	150	0
					(124)	0
				4,649	2,996	100



Growth Brought Forward from previous MTFS

Directorate	Service	Lead Officer	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults and Communities	Adult Social Care		Demand	Care Act Responsibilities	25	25	25
Adults and Communities	Adult Social Care		Demand	Demographic Growth	700	700	700
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					725	725	725
Finance & Resources	BTL - L514		Governance	Budgeted Increase of General Reserve	750	0	0
Finance & Resources	Contingency - L504		Governance	Additional Pressures		1,000	0
Finance & Resources	BTL - L514		Governance	Creation of Brexit Reserve	(200)	0	0
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					550	1,000	0
Chief Executive	Chief Executive - D305		Loss of Income	Local Welfare Provision	75	0	0
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					75	0	0
Directorate	Service	Lead Officer	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults & Communities	Communities and Lesiure		Service Improvements	Employment Opportunities for Slough Residents	25	0	0
Finance and Resources	People	S Nagra	Service Improvements	Slough Academy - Ongoing Costs	175	0	0
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					200	0	0
					<hr/>	<hr/>	<hr/>
					1,550	1,725	725



Star Chamber Spending Bids

	£'000
Children's Trust	1,188
Schools (General Fund)	
SEND Home to School transport	1,000
Adult Social Care Operations	
Additional demographic growth	572
Housing (People) services	
Temporary accommodation	870
Planning, Transport & Parking	
Delivery of the local plan (resources for 2 years)	332
Economic Development	
Additional staff & BID levy contribution	190
Regulatory	
Coroner costs	40
Building Maintenance	
Business rate revaluation costs and additional maintenance	608
Strategy & Performance	
Investment in capacity to support strategic planning and performance management	100
Finance & Governance	
Additional fraud prevention and election costs	232
People Services	
Training systems and investment in graduate programme	49
I.T. & Digital	
Cloud based disaster recovery facility.	36
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	5,217
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Star Chamber Savings Proposals

	Savings Proposals £'000
Communities & Leisure	
Revenue payback from capital investment	40
Redesign support	51
Regulatory	
Service to become cost neutral	165
Planning, Transport & Parking	
Additional transport income	400
Environmental Services & DSO	
Inflationary increases and grant bids	156
Waste disposal initiatives	412
DSO wins more major infrastructure project work (one off)	700
Schools (General Fund)	
Redesign of support	110
Finance & Resources (directorate wide)	
Efficiencies from redesigned support services	1,184
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	3,218
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