

Slough Borough Council General Fund Revenue Budget 2021-22

Appendix A

Directorate	Approved Budget 2020-21 £'000	Pay Inflation £'000	Contract Inflation £'000	Growth and Pressures £'000	Corporate Adjustments £'000	Subtotal Other Movements £'000	Savings £'000	Proposed Budget 2021-22 £'000
Adults and Communities	51,424		1,104	2,342		3,446	(1,671)	53,199
Children, Learning and Skills	40,632		390	1,315		1,705	(194)	42,143
Finance and Resources	10,826		9	3,399		3,408	(375)	13,860
Place and Development	20,947		157	150		307	(1,535)	19,719
Regeneration	(886)		82	250		332	(953)	(1,507)
Chief Executive	1,123			0		0	0	1,123
<b>Total Service Budgets</b>	<b>124,066</b>	<b>0</b>	<b>1,742</b>	<b>7,456</b>	<b>0</b>	<b>9,198</b>	<b>(4,727)</b>	<b>128,537</b>
Capital Financing	917			675	1,075	1,750		2,667
Other Corporate Budgets	0	1,450		375	656	2,481	(4,340)	(1,859)
Contingency for Covid-related Costs	0				7,500	7,500		7,500
<b>Total Corporate Budgets</b>	<b>917</b>	<b>1,450</b>	<b>0</b>	<b>1,050</b>	<b>9,231</b>	<b>11,731</b>	<b>(4,340)</b>	<b>8,308</b>
<b>Total Expenditure</b>	<b>124,983</b>	<b>1,450</b>	<b>1,742</b>	<b>8,506</b>	<b>9,231</b>	<b>20,929</b>	<b>(9,067)</b>	<b>136,845</b>
Council Tax Income	(60,921)				(326)	(326)		(61,247)
Business Rates	(33,869)				121	121		(33,748)
Council Tax Deficit 2019-20	0				776	776		776
Business Rates Deficit 2019-20	(1,970)				7,417	7,417		5,447
Spread 2020-21 Collection Fund loss over 3 years	0				250	250		250
COVID General Grant - 21/22	0				(6,000)	(6,000)		(6,000)
COVID - Income Grant	0				(1,500)	(1,500)		(1,500)
Revenue Support Grant	(6,222)				(201)	(201)		(6,423)
New Home Bonus	(2,261)				514	514		(1,747)

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<u>Other Government Grants:</u>								
Social Care Grant	(2,883)				(601)	(601)		(3,483)
Public Health Grant	(7,569)				34	34		(7,535)
PFI Grant	(3,678)				0	0		(3,678)
Better Care Fund	(3,873)				0	0		(3,873)
Independent Living Fund	(315)				(2)	(2)		(317)
LCTS Admin Support Grant	(166)				0	0		(166)
Housing Benefit Admin Support Grant	(486)				0	0		(486)
Use of Reserves	(771)			771	(4,500)	(3,729)		(4,500)
<b>Total Funding</b>	<b>(124,983)</b>	<b>0</b>	<b>0</b>	<b>771</b>	<b>(4,018)</b>	<b>(3,247)</b>	<b>0</b>	<b>(128,230)</b>
<b>Budget Gap</b>	<b>0</b>	<b>1,450</b>	<b>1,742</b>	<b>9,277</b>	<b>5,213</b>	<b>17,682</b>	<b>(9,067)</b>	<b>8,615</b>

**APPENDIX B - GROWTH, PRESSURES AND UNACHIEVED SAVINGS**

**APPENDIX B**

Directorate	Service	Description	2021/22 £'000	2022/23 £'000	2023/24 £'000	TOTAL £'000
<b><u>Growth and Pressures</u></b>						
Adults and Communities	Adult Social Care	Care Act Responsibilities	25	25	25	75
Adults and Communities	Adult Social Care	Demographic Growth	700	700	700	2,100
Adults and Communities	Adult Social Care Operations	Transition of young people from children's services	600	600	600	1,800
Children, Learning and Skills	SCST	Growth for Slough Children's Trust	1,315	400	400	2,115
Finance and Resources	Governance	Remove SUR income from budget	750			750
Finance and Resources	ALL	Unfunded posts	542			542
Finance and Resources	Corporate Team	Housing Benefits Subsidy Gap	500			500
Finance and Resources	Contingency	Growth contingency for future years		1,500	1,500	3,000
Corporate	Movement to/(from) Reserves	Children's growth funded from reserves in 2020/21	1,521			1,521
Corporate	Movement to/(from) Reserves	Remove contribution to reserves	(750)			(750)
<b>TOTAL - GROWTH AND BUDGET PRESSURES</b>			<b>5,203</b>	<b>3,225</b>	<b>3,225</b>	<b>11,653</b>
<b><u>Unachieved Savings</u></b>						
Adults and Communities	Communities and Lesiure	Leisure Services - Leisure Contract Management savings	745			745
Adults and Communities	Regulatory Services	Regulatory services becoming fully self funded	232			232
Adults and Communities	Communities and Lesiure	Revenue payback from capital investment	40			40
Corporate	Treasury - Interest Receivable	Increased income from Treasury Management	675			675
Finance and Resources	Finance	Restructure	107			107
Finance and Resources	ALL	Agency savings	1,500			1,500
Place and Development	Neighbourhood Services	Housing Regulations Team - Business Development Manager	50			50
Place and Development	Strategic Housing Services	Private Sector Acquisition Team (Housing)	100			100
Regeneration	Regeneration Development	Regeneration - Income generation target	50			50
Regeneration	Planning and Transport	Traffic Enforcement Income	200			200
ALL	ALL	Customer & Accommodation - Transformation Savings	375			375
<b>TOTAL - UNACHIEVED SAVINGS</b>			<b>4,074</b>	<b>0</b>	<b>0</b>	<b>4,074</b>
<b>GRAND TOTAL</b>			<b>9,277</b>	<b>3,225</b>	<b>3,225</b>	<b>15,727</b>

**APPENDIX C - SAVINGS**

**APPENDIX C**

<b>Directorate</b>	<b>Service</b>	<b>Savings Description</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Total £'000</b>
Adults and Communities	Communities and Lesiure	Leisure Services - Leisure Contract Management savings		745		<b>745</b>
Adults and Communities	Regulatory Services	Regulatory services becoming fully self funded		232		<b>232</b>
Adults and Communities	Adult Social Care Operations	Reduced costs following increased Extra Care Housing provision		200		<b>200</b>
Adults and Communities	Communities and Leisure	Supported employment	46			<b>46</b>
Adults and Communities	Communities and Leisure	Creative academy - remove SBC funding	10			<b>10</b>
Adults and Communities	Communities and Leisure	Archive joint arrangement		75		<b>75</b>
Adults and Communities	Communities and Leisure	Cippenham Library change of offer	124			<b>124</b>
Adults and Communities	Communities and Leisure	Britwell Library change of offer	125			<b>125</b>
Adults and Communities	Communities and Leisure	Langley Library change of offer	119			<b>119</b>
Adults and Communities	Regulatory Services	Community Safety	118			<b>118</b>
Adults and Communities	Regulatory Services	Domestic Abuse & Exploitation	49			<b>49</b>
Adults and Communities	Regulatory Services	CCTV	289			<b>289</b>
Adults and Communities	ASC Commissioning	Healthwatch contract	21			<b>21</b>
Adults and Communities	ASC Commissioning	Voluntary sector	144			<b>144</b>
Adults and Communities	ASC Operations	Deprivation of Liberty Safeguards (DOLS)	40			<b>40</b>
Adults and Communities	ASC Operations	Day Services	500			<b>500</b>
Adults and Communities	Mental Health Services	Staff reduction - 2 PT posts	64			<b>64</b>
Adults and Communities	Mental Health Services	Review of SLA -decrease contribution by 10%	22			<b>22</b>
Children, Learning and Skills	Children, Learning and Skills	Transformation of Early Help Phase 2	150			<b>150</b>
Children, Learning and Skills		Edge Proposal - Transformation of Slough (SBC) Passenger Travel and Transport	44	347	71	<b>462</b>
Children, Learning and Skills		Early Years		188		<b>188</b>
Finance and Resources	Treasury - Interest Receivable	Treasury Management	100			<b>100</b>
Finance and Resources	People	Reduce training budget	200			<b>200</b>
Finance and Resources	Finance	Remove Contracted Services budget	57			<b>57</b>
Finance and Resources	Finance	Remove Cash Collection budget as no longer needed	18			<b>18</b>
Place and Development	Environmental Services & DSO	DSO Traded Services	270			<b>270</b>
Place and Development	Strategic Housing Services	Private Sector Acquisition Team (Housing)				<b>0</b>
Place and Development	Environmental Services & DSO	Inflationary increases and grant bids	(50)			<b>(50)</b>
Place and Development	Environmental Services & DSO	DSO wins more major infrastructure project work (reversal of one-off saving)	(700)			<b>(700)</b>
Place and Development	Neighbourhood Services	Housing Regulations Team - Business Development Manager	50			<b>50</b>
Place and Development	Building Management	Landmark Place	400			<b>400</b>
Place and Development	Regulation	YPS Commissioning	22			<b>22</b>
Place and Development	Regulation	YPS Supplies and Services	50			<b>50</b>
Place and Development	Regulation	Libraries Publications	21			<b>21</b>

Directorate	Service	Savings Description	2021/22 £'000	2022/23 £'000	2023/24 £'000	Total £'000
Place and Development	Regulation	Division Suppliers	20			20
Place and Development	Regulation	Remove budget for Divisional Mgmt-Fees-Project Work	40			40
Place and Development	Environmental Services & DSO	Rent not charged	103			103
Place and Development	Environmental Services & DSO	Fall in price of diesel and petrol (2.5%)	34			34
Place and Development	Environmental Services & DSO	Increase Weighbridge charges and collection charges	114			114
Place and Development	Housing	Housing Incentive Payments	103			103
Place and Development	Housing	Temporary Accommodation	172			172
Place and Development	Building Management	Arbour Park Rental Income	80			80
Place and Development	Building Management	Reactive Repairs - Corporate Buildings	18			18
Place and Development	Environmental Services & DSO	Reduce by 4 Street Cleansing Operatives	165			165
Place and Development	Environmental Services & DSO	Reduce by further 4 Street Cleansing Operatives	165			165
Place and Development	Environmental Services & DSO	Close Chalvey Household Waste & Recycling Centre on Wednesdays and Thursdays	13			13
Place and Development	Environmental Services & DSO	Stop Green Waste for 3 months (Dec/Jan/Feb)	71			71
Place and Development	Environmental Services & DSO	Reduced Depreciation on DSO Vehicles (assumed 10 year life)	375			375
Regeneration	Regeneration Development	Regeneration - Income generation target		50		50
Regeneration	Regeneration Development	Income from Car Park on TVU (reversal of prior year saving)		(100)		(100)
Regeneration	Planning and Transport	Traffic Enforcement Income		200		200
Regeneration	Parking	Parking Income	208			208
Regeneration	Highways and Transport	Highways and Transport	195			195
Regeneration		RMI (Repairs Maintenance) - Using Property Service Staff to undertake work	250			250
Regeneration		Rent one floor of Observatory House	300	300	150	750
Regeneration	Planning & Transport	Delivery of the Local Plan (Reversal of 2020-21 Growth)		332		332
ALL	ALL	Customer & Accommodation - Transformation Savings	1,500	375		1,875
ALL	ALL	Recommissioning and reviews of major commercial contracts	300			300
ALL	ALL	Fees & Charges	80	80	80	240
ALL	ALL	Local Welfare Provision	350	0		350
ALL	ALL	Printing Services	200			200
ALL	ALL	Agency Savings	1,500			1,500
ALL	ALL	Community Investment Fund	210			210
ALL	ALL	DfE - SCST Costs (3 years only)	200			200
<b>TOTAL - SAVINGS</b>			<b>9,067</b>	<b>3,024</b>	<b>301</b>	<b>12,392</b>

Summary of Estimated Reserve Movements 31.03.20 to 31.03.24

Appendix D

	Balance 31.03.2020	Movement in Year	Balance 31.03.2021	Movement in Year	Balance 31.03.2022	Movement in Year	Balance 31.03.2023	Movement in Year	Balance 31.03.2024
<b>General Fund Balance</b>	<b>(8,173)</b>		<b>(8,173)</b>		<b>(8,173)</b>		<b>(8,173)</b>		<b>(8,173)</b>
Housing Benefits	(150)		(150)		(150)		(150)		(150)
Directorate Carry Forwards	(620)		(620)		(620)		(620)		(620)
Capital Fund	(200)		(200)		(200)		(200)		(200)
Housing Renewals Reserve	(91)		(91)		(91)		(91)		(91)
Trading Accounts	(79)		(79)		(79)		(79)		(79)
Proceeds of Crime Reserve	(125)		(125)		(125)		(125)		(125)
Better Care Fund	(399)		(399)		(399)		(399)		(399)
EU Exit Funding	(410)		(410)		(410)		(410)		(410)
Financial Volatility Reserve	(648)		(648)		(648)		(648)		(648)
Railway Project	(120)		(120)		(120)		(120)		(120)
Events	(70)		(70)		(70)		(70)		(70)
Community Cohesion	(56)		(56)		(56)		(56)		(56)
Restructuring Reserve	(207)		(207)		(207)		(207)		(207)
DAAT Lease Reserve	(70)		(70)		(70)		(70)		(70)
Future Budget Requirements	(807)	(3,729)	(4,536)	4,500	(36)		(36)		(36)
Grants - Adults and Communities	(16)		(16)		(16)		(16)		(16)
Grants - Finance and Resources	(3,406)		(3,406)		(3,406)		(3,406)		(3,406)
Grants - ECS	(26)		(26)		(26)		(26)		(26)
Grants - Place and Development	(126)		(126)		(126)		(126)		(126)
<b>Total of Earmarked Reserves</b>	<b>(7,626)</b>	<b>(3,729)</b>	<b>(11,355)</b>	<b>4,500</b>	<b>(6,855)</b>	<b>0</b>	<b>(6,855)</b>	<b>0</b>	<b>(6,855)</b>
<b>Total General Fund Revenue Reserves</b>	<b>(15,799)</b>	<b>(3,729)</b>	<b>(19,528)</b>	<b>4,500</b>	<b>(15,028)</b>	<b>0</b>	<b>(15,028)</b>	<b>0</b>	<b>(15,028)</b>

<b>Budget Gap Reported October 2020</b>	<b>15,023</b>
Reduction in Pay and Contract Inflation	(698)
Savings Identified	(4,035)
Growth and Pressures	2,578
Covid related Pressures	7,500
Capitalisation of MRP	(5,425)
<b>Total Expenditure</b>	<b>(80)</b>
Change in CT increase (2.99% to 4.99%)	(1,167)
Change in CT Base assumption	1,489
Change in Business Rates Forecast	792
Council Tax Deficit	776
One-off NNDR Deficit	5,447
Spreading of 2020-21 Deficit	(1,083)
Additional Grants	(582)
Covid Grants	(7,500)
Use of Reserves	(4,500)
<b>Total Income</b>	<b>(6,328)</b>
<b>Current Budget Gap 2021/22</b>	<b>8,615</b>

	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000
Base Position	121,270	124,212	136,845	138,214
Pay inflation and increments	1,200	700	1,700	1,700
Contract Inflation	1,940	1,742	2,000	2,000
Revenue Impact of Capital Programme	1,011	656	(298)	514
Savings Identified	(7,955)	(9,067)	(3,024)	(301)
Savings Slippage		4,074		0
General Contingency		0	1,100	0
Growth and Pressures	7,517	5,203	3,225	3,225
<b>Corporate Items:</b>				
Increased Pension Deficit		750	750	750
Covid Pressures Q1 2021-22		7,500	(7,500)	
Minimum Revenue Provision		5,425	469	235
Capitalisation of MRP (spread over 2 years)		(5,425)	2,947	3,182
Interest Payments		1,075		
<b>Total Forecast Expenditure</b>	<b>124,983</b>	<b>136,845</b>	<b>138,214</b>	<b>149,519</b>
Council Tax Income	(60,921)	(61,247)	(64,471)	(67,865)
Business Rates - Local Share	(33,869)	(33,748)	(34,085)	(34,426)
Council Tax Deficit 2019-20		776		
Business Rates (Surplus)/Deficit	(1,970)	5,447		
Spread 2020-21 Collection Fund loss over 3 years - less 75%		250	250	250
COVID General Grant - 21/22		(6,000)		
COVID - Income Grant - 21/22		(1,500)		
Revenue Support Grant	(6,222)	(6,423)	(6,487)	(6,552)
New Home Bonus	(2,261)	(1,298)	(547)	0
Returned New Homes Bonus		(449)	(1,641)	(2,184)
Social Care Grant	(2,883)	(3,483)	(2,883)	(2,883)
Public Health Grant	(7,569)	(7,535)	(7,535)	(7,535)
PFI Grant	(3,678)	(3,678)	(3,678)	(3,678)
Better Care Fund	(3,873)	(3,873)	(3,873)	(3,873)
Independent Living Fund	(315)	(317)	(317)	(317)
LCTS Admin Support Grant	(166)	(166)	(166)	(166)
Housing Benefit Admin Support Grant	(486)	(486)	(486)	(486)
Use of Reserves	(771)	(4,500)		
<b>Total Estimated Funding Available</b>	<b>(124,983)</b>	<b>(128,230)</b>	<b>(125,920)</b>	<b>(129,715)</b>
<b>Current Budget Gap</b>	<b>0</b>	<b>8,615</b>	<b>12,294</b>	<b>19,804</b>