

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Overview and Scrutiny Committee

**DATE:** 12<sup>th</sup> March 2020

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**WARD(S):** All

**PORTFOLIO:** Cllr Akram: Cabinet Member for Governance and Customer Services

### **PART I** **FOR COMMENT AND CONSIDERATION**

#### **REVENUE BUDGET MONITORING REPORT – 2019-20 (QUARTER 3 APRIL TO DECEMBER 2019)**

##### **1 Purpose of Report**

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

##### **2 Recommendation(s)/Proposed Action**

That the Committee is requested to note:

- a) The reported underlying financial position of the Council, including the Slough Children's Services Trust (SCST), as at the third quarter of the year;
- b) The management actions being undertaken by the officers to reduce the budget pressures;
- c) The potential impact on the Council's general reserves and associated implications for the Council based on the latest financial projections; and
- d) The virements and write offs as requested in Section 9 and 10 of the report.

##### **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

<b>Risk</b>	<b>Mitigating action</b>	<b>Opportunities</b>
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 third quarter of the 19/20 financial year and presents end of financial year projections.
Timetable for delivery	The Council is required to set a balanced 2020/21 revenue budget at a full Council meeting in February 2020.	The Council has developed realistic budget proposals which will be presented to cabinet and council.
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 3, the forecast year end position for all Council run services is £107.727m an

overspend of £1.102m (1.03%). In comparison to Quarter 2 the overspend has increased by £0.909m.

5.2 When the Slough Children's Services Trust (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 £108.879m. This represents a potential budget overspend of £2.254m which is 2.11% above the approved budget.

5.3 The current position, including SCST, is summarised in the table below with full details shown in Appendix A.

<b>SUMMARY - GENERAL FUND FORECAST (YEAR END) POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Adult & Communities	41.212	42.150	0.938	0.930	0.008
Children Learning & Skills (excl SCST)	7.491	8.324	0.833	0.703	0.130
Slough Childrens' Service Trust (SCST)	26.906	28.058	1.152	2.537	(1.385)
Maximum provision for SCST advance payment	0.000	0.000	0.000	4.300	(4.300)
Regeneration	(2.036)	(2.014)	0.022	(0.097)	0.119
Place & Development	19.922	21.089	1.167	0.800	0.367
Finance & Resources	10.454	10.013	(0.441)	(0.729)	0.288
Chief Executive Office	1.239	1.262	0.023	0.026	(0.003)
<b>Total</b>	<b>105.188</b>	<b>108.882</b>	<b>3.694</b>	<b>8.470</b>	<b>(4.776)</b>
<b>% of revenue budget over/(under) spent</b>			<b>3.51%</b>		

  

Non Departmental Services <sup>1</sup>	1.437	(0.003)	(1.440)	(1.440)	0.000
<b>Total (Incl Non Departmental Services)</b>	<b>106.625</b>	<b>108.879</b>	<b>2.254</b>	<b>7.030</b>	<b>(4.776)</b>
<b>% of budget over/(under) spent</b>			<b>2.11%</b>		

### Budget Changes

5.4 There have been budget virements of £0.132m between directorates in the third quarter of 2019/20. A detailed analysis is provided in section 9 of the report.

### Adults & Communities

5.5 The Directorate's approved budget is £41.212m with a net expenditure forecast of £42.150m. This represents a budget pressure of £0.938m, (which is 2.28% of the approved budget), in comparison to quarter 2 a slight increase of £0.008m. 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.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20</b>					
Service – Adults & Communities	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M

<sup>1</sup> Includes interest payments to finance the capital programme and investment receipts.

Adult Social Care	34.938	36.355	1.417	1.273	0.144
Public Health	(0.649)	(0.649)	0.000	0.000	0.000
Communities and Skills	6.457	5.754	(0.703)	(0.536)	(0.167)
Enforcement and Regulation	0.466	0.690	0.224	0.193	0.031
<b>Total</b>	<b>41.212</b>	<b>42.150</b>	<b>0.938</b>	<b>0.930</b>	<b>0.008</b>

### Management Action

- 5.6 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 £2.942m giving a projected overspend forecast for the Directorate of £0.938m which is 2.28% of the revised approved budget. A summary of the Directorate's latest budget position is shown above.

### Children, Learning & Skills and Slough Children's Trust

- 5.7 The Directorate's net controllable Revenue Budget for 2019/20 is £34.397m inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.491m for Children, Learning and Skills and £26.906m for Slough Children's Trust, which now includes the £0.132m budget transfer from SCST core contract to Digital and Strategic IT within Finance & Resources.

<b>CHILDREN, LEARNING &amp; SKILLS - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>Directorate</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Directorate Services	1.803	1.782	(0.021)	(0.033)	0.012
Slough Children's Service Trust (SCST)	26.906	28.058	1.152	2.537	(1.385)
Maximum provision for SCST advance payment	0.000	0.000	0.000	4.300	(4.300)
Inclusion	0.563	0.774	0.211	0.052	0.159
Schools	3.413	4.480	1.067	1.049	0.018
Early Years and Prevention	2.049	1.625	(0.424)	(0.365)	(0.059)
<b>Sub Total</b>	<b>34.734</b>	<b>36.719</b>	<b>1.985</b>	<b>7.540</b>	<b>(5.555)</b>
<b>Dedicated Schools Grant (DSG)</b>	<b>(0.337)</b>	<b>(0.337)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>34.397</b>	<b>36.382</b>	<b>1.985</b>	<b>7.540</b>	<b>(5.555)</b>

- 5.8 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £1.985m (5.77% above the approved budget). In comparison to quarter 2 the service has an overall improved position by £5.555m.
- 5.9 As Members are aware, SCST has been forecasting a significant overspend since July 2019 and 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. The latest forecast position, based on the latest assessment submitted by SCST to its Board, is currently an overspend of £1.152m.

### Directorate Services.

- 5.10 The service is expected to underspend by £0.021m a favourable change of (£0.012m) over Quarter 2. The movement relates to reduced utilities costs within the PFI contract.

### **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 £3.700m 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. The latest forecast position is now an overspend of £1.152m
- 5.13 When SCST first informed the Council that there was a real possibility that the company was facing insolvency if expenditure was not brought under control, in July 2019, the section 151 officer requested that the possible impact of this action on SBC be highlighted – which resulted in a potential £4m revenue impact on the Council due to payments made to SCST in advance by the Council being unrecoverable. Due to significant work undertaken by SBC officers and DfE officials, the risk of SCST insolvency during 2019/20 has now been averted. Therefore this impact has been removed from the Q3 monitoring report. However, it is important to note that the risk might reappear in 2020/21.
- 5.14 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.
- 5.15 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.**

- 5.16 The service is forecast to overspend by £0.211m. There are general staffing pressures (ie maternity and sickness cover) within this service that result in an over-spend. The increase over Q2 relates to legal fees for SEND related legal challenges, of which £0.0780m was owed from 2017-18 and 2018-19.

### **Early Years' and Prevention.**

- 5.17 The service is currently forecast to underspend by £0.424m. 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 as part of the Council's Our Futures programme, with certain posts being held vacant until this work has been undertaken.

## Management Action

- 5.18 The directorate is on track to deliver £590k savings this year. Service Leads are also reviewing the approach to home to school transport with a view to delivering further efficiencies next year.

## Regeneration

- 5.19 The Directorate's approved budget is an income target of £2.036m. The latest net expenditure forecast for the year is - £2.014m, which represents a projected overspend of £0.022m (1.08% of the approved budget).

REGENERATION - FORECAST (YEAR END) POSITION 2019-20					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Directorate Management Unit	0.656	0.656	0.000	0.000	0.000
Major Infrastructure	4.412	4.423	0.011	0.077	(0.066)
Planning & Transport	1.340	0.897	(0.443)	(0.876)	0.433
Parking	0.375	0.129	(0.246)	0.000	(0.246)
Regeneration Development	(7.262)	(6.913)	0.349	0.351	(0.002)
Regeneration Delivery	(1.387)	(1.387)	0.000	0.000	0.000
Economic Development	(0.170)	0.181	0.351	0.351	0.000
<b>TOTAL</b>	<b>(2.036)</b>	<b>(2.014)</b>	<b>0.022</b>	<b>(0.097)</b>	<b>0.119</b>

The Planning and Transport service has forecast an underspend of £0.443m an adverse position from quarter 2 of £0.433m and is summarised in Appendix B item 6. The underspend mainly arises within Bus Lane Enforcement, a revised estimate for the average number of tickets issued are much lower and has been revised downwards. Any funds generated due to bus lane cameras must be used to reinvest within SBC's transport and highways functions.

## Place & Development

- 5.20 This Directorate's current net budget is £19.922m. The latest assessment of the year end position is an overspend of £1.167m. The main pressure in this area continues to relate to tackling homelessness. However, the position has worsened by £0.367m since Quarter 2 due to DSO income targets not being met due to lower highways capital works.
- 5.21 The latest position is summarised below:

PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Building Management	3.795	3.795	0.000	0.000	0.000
Strategic Housing Services	1.756	2.799	1.043	0.800	0.243
Neighbourhood Services	1.363	0.887	(0.476)	0.000	(0.476)
Environmental Services	14.164	14.164	0.000	0.000	0.000
DSO	(1.156)	(0.556)	0.600	0.000	0.600

<b>TOTAL</b>	<b>19.922</b>	<b>21.089</b>	<b>1.167</b>	<b>0.800</b>	<b>0.367</b>
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### Finance & Resources

5.22 This Directorate's current net budget is £10.454m. The latest assessment of the year end position is for an underspend of £0.441m. This position is adverse by £0.288m since Quarter 2. This is within the governance area due to higher legal costs than budgeted, external monitoring officer costs and the procurement service not being able to fully meet its savings target of recommissioning and reviewing major commercial contracts this year due to staffing vacancies.

5.23 The latest position is summarised below:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>Directorate</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Customer and Communications	0.462	0.462	0.000	0.000	0.000
Organisation Development & HR	1.890	1.890	0.000	0.000	0.000
Governance	(0.034)	0.675	0.709	0.421	0.288
Digital & Strategic IT	1.240	1.240	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	(1.150)	(1.150)	0.000
Transactional Services	8.005	8.005	0.000	0.000	0.000
Corporate and Departmental	(0.139)	(0.139)	0.000	0.000	0.000
<b>TOTAL</b>	<b>10.454</b>	<b>10.013</b>	<b>(0.441)</b>	<b>(0.729)</b>	<b>0.288</b>

### Management Action

5.24 To vigorously pursue all legal costs and seek further efficiencies across the directorate.

### Chief Executive

5.25 This Directorate's current net budget is £1.239m. This area is projected to overspend by £0.023m. This position has slightly improved by £0.003m in comparison to quarter 2.

5.26 The latest summary for the service is shown below:

<b>CHIEF EXEC. - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>Directorate</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Local Welfare Provision	0.275	0.275	0.000	0.000	0.000
Executive's Office	0.334	0.357	0.023	0.026	(0.003)
Strategy and Performance	0.630	0.630	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.239</b>	<b>1.262</b>	<b>0.023</b>	<b>0.026</b>	<b>(0.003)</b>

### Executive Office

- 5.27 There is a projected budget pressure of £0.023m on this budget. This is due to additional costs for staff advertising.

## 6 Impact on Council Reserves

- 6.1 The Council currently has £8.200m of general reserves and £4.200m 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 Q3) 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 depleted. However, assessing the outcome of the SCST it has removed the risk of the trust deficit of £4.300, but the current year overspend remains although reduced to £1.152.

Council Reserves and Q2 Position Forecast			
Council Reserves		Q2 – Projected Overspend	
	£m		£m
General Fund	8.200	Trust Deficit at 31.03.19	0.000
Earmarked Reserves	4.200	Trust – 19/20 overspend	(1.152)
<b>Total</b>	<b>12.400</b>	Q3 – SBC Forecast	(1.102)
		<b>Total</b>	<b>(2.254)</b>
Less Current Deficit	(2.254)		
<b>Possible Balance at 31.03.20</b>	<b>10.146</b>		

- 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 £7.200m 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 (YEAR END) POSITION 2019-20					
Housing Revenue Account	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
<b>EXPENDITURE</b>					
Management Team (& Recharges)	4.965	4.965	0.000	0.000	0.000
Supported Housing	0.030	0.030	0.000	0.000	0.000
Tenant Services	1.835	1.835	0.000	0.000	0.000
Neighbourhood Housing Area North	0.509	0.509	0.000	0.000	0.000
Neighbourhood Housing Area South	0.368	0.368	0.000	0.000	0.000
Neighbourhood Housing Area East	0.504	0.504	0.000	0.000	0.000
Arears & Investigations	0.564	0.564	0.000	0.000	0.000
Client Services Team	0.926	0.926	0.000	0.000	0.000
Neighbourhood Resilience & Enforcement Team	0.322	0.322	0.000	0.000	0.000
Housing Allocations	0.071	0.071	0.000	0.000	0.000
Tenants Participation Team	0.302	0.302	0.000	0.000	0.000
Lettings	0.202	0.202	0.000	0.000	0.000
Leaseholder Team	0.236	0.236	0.000	0.000	0.000
Housing Repairs	8.500	8.500	0.000	0.000	0.000
Loans, Bad Debt & Council Tax	5.701	5.701	0.000	0.000	0.000
Depreciation & Funding of Capital Projects	12.515	12.515	0.000	0.000	0.000
<b>TOTAL EXPENDITURE</b>	<b>37.550</b>	<b>37.550</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>INCOME</b>					
Dwelling Rents	(31.453)	(31.453)	0.000	0.000	0.000
Garage Rents	(0.491)	(0.491)	0.000	0.000	0.000
Shop Rent	(0.635)	(0.635)	0.000	0.000	0.000
Other Rents	(0.646)	(0.646)	0.000	0.000	0.000
Leaseholder Service Charges	(0.296)	(0.296)	0.000	0.000	0.000
General Service Charges	(1.143)	(1.143)	0.000	0.000	0.000
Interest	(0.015)	(0.015)	0.000	0.000	0.000
<b>TOTAL INCOME</b>	<b>(34.679)</b>	<b>(34.679)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>TOTAL</b>	<b>2.871</b>	<b>2.871</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 8 SAVINGS SUMMARY

### Council Saving Summary

- 8.1 The Council is currently on target to achieve 79% of the savings agreed as part of the 2019/20 revenue budget. Below is a savings summary by service area and by the type of savings. Unfortunately, the savings has slipped by 7% due to the DSO savings within Place and Development and Governance Savings within Finance & Resources.

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	828	0	77
Children, Learning & Skills	Cate Duffy	170	170	0	0
Regeneration	Stephen Gibson	4,769	4,769	0	0
Place & Development	Richard West	1,930	1,330	0	600
Finance & Resources	Neil Wilcox	3,960	1,865	950	1,145
Treasury Finance & Resources	Neil Wilcox	1,140	1,140	0	0
Total Savings		12,874	10,102	950	1,822
% Against Saving			79%	7%	14%
% Savings from Previous month			86%	5%	9%
			-7%	2%	5%

## 8.2 Type of Saving

Service	Accounting	Commercial	Efficiency	Income	Staffing	Strategic Review	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Adult & Communities	229	284	100	0	165	127	905
Children, Learning & Skills	0	0	0	0	170	0	170
Regeneration	1,250	3,069	0	450	0	0	4,769
Place & Development	0	1,550	380	0	0	0	1,930
Finance & Resources	500	815	355	500	1,790	0	3,960
Treasury Finance & Resources	750	390	0	0	0	0	1,140
Total	2,729	6,108	835	950	2,125	127	12,874

8.3 Appendix C 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)

8.4 The table below shows a more detailed analysis of the saving within Adults & Communities. The savings identified are £828k representing 91% for the service. The green savings are grouped together and amber identified separately below.

8.5 The action point is to review the remainder £77k (9%). 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.

SAVINGS MONITOR 2019/20 ADULT & COMMUNITIES													
Directorate	Service	Code	Responsible Officer	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	Simon Broad		77	0	0	77	Support move to more supported living (LD Residential)	AMBER	Plans in Progress	Strategic Review	
A&C	Adult Social Care	A01M	Geoff Dennis	TF	100	100	0	0	Mental Health - Extension of Hope House Services	AMBER	Plans in Progress	Efficiency	
A&C	Adult Social Care	A03C	Jane Senior		100	100	0	0	Recommission floating support services	AMBER		Commercial	
A&C	A&C	Various	Various		628	628	0	0	Various	GREEN		Various	
<b>Total</b>	<b>Adult &amp; Communities</b>				<b>905</b>	<b>828</b>	<b>0</b>	<b>77</b>					

## Children, Learning & Skills (CLS)

- 8.6 The table below shows the savings for CLS which are achieved.

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					
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing	
<b>Total</b>	<b>Children, Learning &amp; Skills</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>					

## Regeneration

- 8.7 The table below shows a more detailed analysis of the saving within Regeneration. The savings identified are now £4,769k 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	
				£'000	£'000	£'000	£'000					
Regeneration	Regeneration	Various		4,769	4,769	0	0	Various	GREEN	All to be met in 2019/20	Various	
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>					

## Place & Development (P&D)

- 8.8 The table below shows a more detailed analysis of the saving within Place & Development. The savings identified are now £1,330k representing 69% for the service. This has reduced due to the DSO target of fees on total highways capital programme not being met. The remainder 31% needs to be reviewed urgently.

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					
P&D	P&D	D880	TF	1,200	600	0	600	DSO - Fees on Total Highways Capital Programme	AMBER		Various	
P&D	P&D	Various		730	730	0	0	Various	GREEN	All to be met in 2019/20	Various	
<b>Total</b>	<b>Regeneration</b>			<b>1,930</b>	<b>1,330</b>	<b>0</b>	<b>600</b>					

## Finance & Resources (F&R)

- 8.9 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.
- 8.10 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) £500k saving type commercial, (150 achievable and 350k amber) this is a review of our contracts and procurement are currently working on this but deemed prudent as may not realise all the saving within this year for the council
- 3) £100k saving type efficiency, mobile telephony needs a review of the contract.
- 4) £1,000k saving type staffing (200k achievable and 800k deemed unachievable). This is dependent on completion of the reorganisation exercise.
- 5) £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 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				
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	150	350	0	Recommissioning and reviews of major commercial contracts	AMBER		Commercial
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		1,570	1,570	0	0		GREEN		Various
Total	Finance & Resources			3,960	1,865	950	1,145				

## 9. VIREMENTS

- 9.1 The virements below represent a movement of budgets between directorates which needs approval.

Reference	Reason	Adults & Communities	Children, Learning & Skills	Regeneration	Place & Development	Finance & Resources	Chief Executive
PL-835,7,9 & 40,41	IT from SCST to SBC	0	-0.132	0	0	0.132	0

## 10. WRITE OFFS

- 10.1 Write offs totalling £202,776.12 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	Housing	Sundry	Total
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		<b>Tax</b>	<b>Benefit</b>	<b>Debtors</b>	
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unable to trace / Absconded	7,284.19	10,192.96	924.92	0.00	<b>18,402.07</b>
Vulnerable Persons	0.00	0.00	0.00	0.00	<b>0.00</b>
Deceased	0.00	1,412.23	0.00	5,513.25	<b>6925.48</b>
Bankruptcy	0.00	0.00	5,676.50	0.00	<b>5,676.50</b>
Instruction from Client	0.00	0.00	0.00	59,276.09	<b>59,276.09</b>
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	89,969.34	0.00	0.00	10,561.04	<b>100,530.38</b>
Misc. (incl uneconomical to pursue)	5.81	0.00	11,875.23	84.56	<b>11,965.60</b>
<b>Total</b>	<b>97,259.34</b>	<b>11,605.19</b>	<b>18,476.65</b>	<b>75,434.94</b>	<b>202,776.12</b>

## 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 and demand for increased services. However, SBC officers continue taking immediate actions to seek to rectify the situation and will continue to update cabinet accordingly.

## 12 Appendices Attached

- 'A' - General Fund Overall Forecast Position
- 'B' - General Fund Forecast Position Detailed
- 'C' - General Fund Savings Monitor

Directorate	Revised Budget	Projected Outturn	Planned In Year Savings	Forecast 1920	Full Year Variance	Q2 September Variance	Change
	£'M	£'M	£'M	£'M	£'M	£'M	£'M
<b>Adult and Communities</b>							
Adult Social Care	34.938	39.169	(2.814)	36.355	1.417	1.273	0.144
Public Health	(0.649)	(0.649)	0.000	(0.649)	0.000	0.000	0.000
Communities and Leisure	6.457	5.754	0.000	5.754	(0.703)	(0.536)	(0.167)
Regulatory Services	0.466	0.818	(0.128)	0.690	0.224	0.193	0.031
<b>Total</b>	<b>41.212</b>	<b>45.092</b>	<b>(2.942)</b>	<b>42.150</b>	<b>0.938</b>	<b>0.930</b>	<b>0.008</b>
<b>Children, Learning and Skills</b>							
Directorate Services	1.803	1.782	0.000	1.782	(0.021)	(0.033)	0.012
Slough Childrens' Service Trust	26.906	28.058	0.000	28.058	1.152	6.837	(5.685)
Inclusion	0.563	0.949	(0.175)	0.774	0.211	0.052	0.159
Schools	3.413	4.544	(0.064)	4.480	1.067	1.049	0.018
Early Years and Prevention	2.049	1.751	(0.126)	1.625	(0.424)	(0.365)	(0.059)
<b>Sub-Total</b>	<b>34.734</b>	<b>37.084</b>	<b>(0.365)</b>	<b>36.719</b>	<b>1.985</b>	<b>7.540</b>	<b>(5.555)</b>
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	0.000	(0.337)	0.000	0.000	0.000
<b>Total</b>	<b>34.397</b>	<b>36.747</b>	<b>(0.365)</b>	<b>36.382</b>	<b>1.985</b>	<b>7.540</b>	<b>(5.555)</b>
<b>Regeneration</b>							
Directorate Management Unit	0.656	0.656	0.000	0.656	0.000	0.000	0.000
Major Infrastructure	4.412	4.423	0.000	4.423	0.011	0.077	(0.066)
Planning & Transport	1.340	0.897	0.000	0.897	(0.443)	(0.876)	0.433
Parking	0.375	0.129	0.000	0.129	(0.246)	0.000	(0.246)
Regeneration Development	(7.262)	(6.913)	0.000	(6.913)	0.349	0.351	(0.002)
Regeneration Delivery	(1.387)	(1.387)	0.000	(1.387)	0.000	0.000	0.000
Economic Development	(0.170)	0.181	0.000	0.181	0.351	0.351	0.000
<b>Total</b>	<b>(2.036)</b>	<b>(2.014)</b>	<b>0.000</b>	<b>(2.014)</b>	<b>0.022</b>	<b>(0.097)</b>	<b>0.119</b>
<b>Place &amp; Development</b>							
Building Management	3.795	3.795	0.000	3.795	0.000	0.000	0.000
Strategic Housing Services	1.756	2.799	0.000	2.799	1.043	0.800	0.243
Neighbourhood Services	1.363	0.887	0.000	0.887	(0.476)	0.000	(0.476)
Environmental Services	14.164	14.164	0.000	14.164	0.000	0.000	0.000
DSO	(1.156)	(0.556)	0.000	(0.556)	0.600	0.000	0.600
<b>Total</b>	<b>19.922</b>	<b>21.089</b>	<b>0.000</b>	<b>21.089</b>	<b>1.167</b>	<b>0.800</b>	<b>0.367</b>
<b>Finance and Resources</b>							
Customer and Communications	0.462	0.462	0.000	0.462	0.000	0.000	0.000
Organisation Development and HR	1.890	1.890	0.000	1.890	0.000	0.000	0.000
Governance	(0.034)	0.675	0.000	0.675	0.709	0.421	0.288
Digital and Strategic IT	1.240	1.240	0.000	1.240	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	0.000	(2.120)	(1.150)	(1.150)	0.000
Transactional Services	8.005	8.005	0.000	8.005	0.000	0.000	0.000
Corporate and Departmental	(0.139)	(0.139)	0.000	(0.139)	0.000	0.000	0.000
<b>Total</b>	<b>10.454</b>	<b>10.013</b>	<b>0.000</b>	<b>10.013</b>	<b>(0.441)</b>	<b>(0.729)</b>	<b>0.288</b>
<b>Chief Executive Office</b>							
Local Welfare Provision	0.275	0.275	0.000	0.275	0.000	0.000	0.000
Executive's Office	0.334	0.357	0.000	0.357	0.023	0.026	(0.003)
Strategy and Performance	0.630	0.630	0.000	0.630	0.000	0.000	0.000
<b>Total</b>	<b>1.239</b>	<b>1.262</b>	<b>0.000</b>	<b>1.262</b>	<b>0.023</b>	<b>0.026</b>	<b>(0.003)</b>
<b>GRAND TOTAL</b>	<b>105.188</b>	<b>112.189</b>	<b>(3.307)</b>	<b>108.882</b>	<b>3.694</b>	<b>8.470</b>	<b>(4.776)</b>

% of revenue budget over/(under)	3.51%
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<b>Non Service Areas</b>							
Treasury Management	0.139	(1.301)	0.000	(1.301)	(1.440)	(1.440)	0.000
Other Non-Service Items	1.195	1.195	0.000	1.195	0.000	0.000	0.000
Parish Precepts	0.103	0.103	0.000	0.103	0.000	0.000	0.000
<b>Total</b>	<b>1.437</b>	<b>(0.003)</b>	<b>0.000</b>	<b>(0.003)</b>	<b>(1.440)</b>	<b>(1.440)</b>	<b>0.000</b>

<b>GRAND TOTAL</b>	<b>106.625</b>	<b>112.186</b>	<b>(3.307)</b>	<b>108.879</b>	<b>2.254</b>	<b>7.030</b>	<b>(4.776)</b>
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<b>Sources of Finance</b>							
Business Rates and other sources	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Overall Position</b>	<b>106.625</b>	<b>112.186</b>	<b>(3.307)</b>	<b>108.879</b>	<b>2.254</b>	<b>7.030</b>	<b>(4.776)</b>

% of budget over/(under)	2.11%
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## Appendix B General Fund Year End Position

### 1. Adults & Communities - Adult Social Care

The overall overspend in Adult Social Care is £4.231m this is offset by additional Monies from Better Care Fund (BCF) and winter pressures. In comparison to Quarter 2 there is an increase in the overspend by £0.193m. There is also recovery to reduce the cost and reduce overspend. Recovery Plan 1 is well established and monitored on a fortnightly basis and has saved £1.000m. 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 £1.417m over spend is still projected due to the reasons outlined above.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>ADULT SOCIAL CARE</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Safeguarding and Governance	0.463	0.467	0.004	0.008	(0.004)
ASC Management	(2.059)	(2.089)	(0.030)	(0.269)	0.239
Directly Provided Services	2.241	2.245	0.003	0.003	0.000
Mental Health Services	4.321	4.569	0.248	0.151	0.097
Learning Disability Services	10.205	11.161	0.956	1.312	(0.356)
North Locality	4.705	3.522	(1.183)	1.360	(2.543)
South Locality	4.086	5.892	1.806	0.923	0.883
East Locality	5.982	5.095	(0.887)	0.766	(1.653)
Reablement	1.309	7.047	5.738	(0.049)	5.787
Care Group Commissioning	3.684	1.260	(2.424)	(0.167)	(2.257)
<b>Sub Total before Planned in Year Savings</b>	<b>34.938</b>	<b>39.169</b>	<b>4.231</b>	<b>4.038</b>	<b>0.193</b>
<b>Planned in year savings</b>	<b>0.000</b>	<b>(2.814)</b>	<b>(2.814)</b>	<b>(2.765)</b>	<b>(0.049)</b>
<b>Sub Total</b>	<b>34.938</b>	<b>36.355</b>	<b>1.417</b>	<b>1.273</b>	<b>0.144</b>

### 2. Adults & Communities - Public Health

The gross budget for public health is £6.944m 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.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>PUBLIC HEALTH</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
<b>Public Health</b>					
Staffing	0.542	0.542	0.000	0.000	0.000
Project Work	4.884	4.884	0.000	0.000	0.000
Internal Recharges	1.485	1.485	0.000	0.000	0.000
Other Services	0.033	0.033	0.000	0.000	0.000
Income	(7.593)	(7.593)	0.000	0.000	0.000
<b>Sub Total</b>	<b>(0.649)</b>	<b>(0.649)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

### 3. Adults & Communities - Communities

The projected outturn for communities & skills is an underpend of £0.703m. The position has improved by £0.536m due to improved income and reduced spend in projects. The projected outturn for regulatory services is an overspend of £0.224m with increased grounds maintenance costs.

<b>ADULTS &amp; COMMUNITIES - FORECAST (YEAR END) POSITION 2019-20 COMMUNITIES</b>					
Service	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
<b>Communities</b>					
Community and Skills	6.457	5.754	(0.703)	(0.536)	(0.167)
Enforcement and Regulation	0.466	0.690	0.224	0.193	0.031
<b>Sub Total</b>	<b>6.923</b>	<b>6.444</b>	<b>(0.479)</b>	<b>(0.343)</b>	<b>(0.136)</b>

### 4. Regeneration - Directorate Management Unit

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

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 DIRECTORATE MANAGEMENT UNIT</b>					
Service - Directorate Management Unit	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Directorate Management Unit	0.656	0.656	0.000	0.000	0.000
<b>TOTAL</b>	<b>0.656</b>	<b>0.656</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

### 5. Regeneration - Major Infrastructure

The Major Infrastructure service is projecting a £0.011m overspend. This has decreased from £0.077m from last quarter into a favourable change of £0.066m. This is summarised below:



<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE</b>					
<b>Service - Major Infrastructure</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Heathrow Strategic Planning Group	0.000	0.000	0.000	0.000	0.000
Planning Development Fund	0.000	0.000	0.000	0.000	0.000
Highways & Transportation Consultancies	0.486	0.749	0.263	0.059	0.204
Transport and Highways	0.582	0.281	(0.301)	(0.237)	(0.064)
Environmental Quality	0.249	0.256	0.007	0.013	(0.006)
Fleet Challenge	0.045	0.045	0.000	0.000	0.000
Highways / Roads (Structural)	0.088	0.071	(0.017)	(0.007)	(0.010)
Street Lighting	0.356	0.521	0.165	0.157	0.008
Air Quality Sensor Project	0.000	0.000	0.000	0.000	0.000
Traffic Management & Road Safety	0.399	0.380	(0.019)	0.042	(0.061)
Access Fund	0.000	0.000	0.000	0.000	0.000
Public Transport	2.186	2.018	(0.168)	(0.012)	(0.156)
Fleet Management	0.023	(0.006)	(0.029)	(0.042)	0.013
Community Transport	(0.002)	0.108	0.110	0.104	0.006
<b>TOTAL</b>	<b>4.412</b>	<b>4.423</b>	<b>0.011</b>	<b>0.077</b>	<b>(0.066)</b>

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.

**Highways and Transportation Consultancies** – A forecast overspend of £0.263m is due to additional work required from consultants not previously anticipated.

**Transport & Highways** – an underspend of £0.301m is reported due to estimated additional recharges from capital due to the level of capital works being undertaken.

**Street Lighting** – an overspend of £0.165m. This is due to expenditure pressures in this team within maintenance costs.

**Community Transport** – is likely to overspend by £ 0.110m as a result of additional staff costs, higher leasing costs and lower income than budgeted for.

## 6. **Regeneration - Planning & Transport**

The Planning and Transport service has forecast an underspend of £0.443m an adverse position from quarter 2 of £0.433m and is summarised in the table below.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PLANNING &amp; TRANSPORT</u></b>					
<b>Service - Planning &amp; Transport</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Local Land Charges	(0.068)	(0.056)	0.012	0.000	0.012
Bus Lane Enforcement	(0.350)	(0.772)	(0.422)	(0.854)	0.432
Highways	0.144	0.091	(0.053)	(0.031)	(0.022)
Planning Policy	0.343	0.363	0.020	0.007	0.013
Building Control	0.049	0.043	(0.006)	(0.004)	(0.002)
Development Management	0.213	0.235	0.022	0.000	0.022
Highways / Roads (Routine)	0.941	0.941	0.000	0.000	0.000
Land Drainage	0.159	0.136	(0.023)	(0.003)	(0.020)
Street works and Permits	(0.091)	(0.084)	0.007	0.009	(0.002)
<b>TOTAL</b>	<b>1.340</b>	<b>0.897</b>	<b>(0.443)</b>	<b>(0.876)</b>	<b>0.433</b>

The underspend mainly arises within Bus Lane Enforcement, a revised estimate for the average number of tickets issued are much lower and has been revised downwards. 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 an improved position and is forecast an underspend of -£0.246. This is summarised below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PARKING</u></b>					
<b>Service – Parking</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Car Parks	0.293	0.248	(0.045)	(0.002)	(0.043)
On- Street Parking Account	0.316	0.246	(0.070)	0.000	(0.070)
Parking Development	0.051	0.051	0.000	0.000	0.000
Car Parks-Ground Level Pay	(0.287)	(0.370)	(0.083)	(0.018)	(0.065)
Car Parks-Hatfield Multi Storey	0.104	0.153	0.049	0.041	0.008
Car Parks-Ground Level Free	0.023	0.011	(0.012)	0.000	(0.012)
Car Parks-Herschel Multi Story	(0.125)	(0.210)	(0.085)	(0.021)	(0.064)
<b>TOTAL</b>	<b>0.375</b>	<b>0.129</b>	<b>(0.246)</b>	<b>(0.000)</b>	<b>(0.246)</b>

#### 8. **Regeneration - Regeneration Development**

Currently Regeneration Development is forecasting an overspend of £0.349m.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20</b> <b>REGENERATION DEVELOPMENT</b>					
Service - Regeneration Development	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Strategic Acquisition Board	(5.605)	(5.161)	0.444	(0.306)	0.750
Slough Housing Company	0.000	0.000	0.000	0.000	0.000
Asset Management	(0.317)	(0.382)	(0.065)	0.689	(0.754)
Commercial Properties	(1.339)	(1.310)	0.029	0.040	(0.011)
Age Concern	0.208	0.208	0.000	(0.001)	0.001
Capital Disposal & Feasibility Studies	(0.214)	(0.289)	(0.075)	(0.059)	(0.016)
Bus Station	0.042	0.053	0.011	(0.017)	0.028
Property Management	(0.037)	(0.032)	0.005	0.005	0.000
<b>TOTAL</b>	<b>(7.262)</b>	<b>(6.913)</b>	<b>0.349</b>	<b>0.351</b>	<b>(0.002)</b>

Last Quarter the variance was estimated significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.306m and masked with a forecast overspend in Asset Management of £0.689m. However this Quarter the forecast has been revised to actively managing the additional costs within Asset Management but additional income through acquisitions has reduced. This overspend is being actively managed downwards.

#### 9. Regeneration - Regeneration Delivery

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

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20</b> <b>REGENERATION DELIVERY</b>					
Service - Regeneration Delivery	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Property Services	(1.387)	(1.387)	0.000	0.000	0.000
<b>TOTAL</b>	<b>(1.387)</b>	<b>(1.387)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

#### 10. Regeneration - Economic Development

This service has a forecast overspend of £0.351m which no change from last Quarter. 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:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20</b> <b>ECONOMIC DEVELOPMENT</b>					
Service - Economic Development	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Economic Development	(0.170)	0.181	0.351	0.351	0.000
<b>TOTAL</b>	<b>(0.170)</b>	<b>0.181</b>	<b>0.351</b>	<b>0.351</b>	<b>0.000</b>

## 11. Place & Development - Building Management

Building Management is projected a breakeven position.

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT</b>					
<b>Service - Building Management</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
ASC buildings	0.171	0.190	0.019	0.002	0.017
Central functions	2.204	2.177	(0.027)	0.171	(0.198)
Children Centres and Libraries	0.685	0.689	0.004	(0.114)	0.118
Community Centres and Hubs	0.532	0.643	0.111	0.038	0.073
Parks	0.203	0.096	(0.107)	(0.097)	(0.010)
Utilities holding codes	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>3.795</b>	<b>3.795</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 12. Place & Development - Strategic Housing Services

This service area has a projected overspend of £1.043m. This an increase of the overspend of £0.242 from Quarter 2 and this is because of an overspend on the Temporary Accommodation service area of £1.200 (£0.958m last Quarter) 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:

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 STRATEGIC HOUSING SERVICES</b>					
<b>Service - Strategic Housing Services</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Housing Development	0.019	0.019	0.000	0.000	0.000
Housing Allocations	0.145	0.145	0.000	0.000	0.000
JEH - Pandeen Court	0.000	0.000	0.000	0.000	0.000
JEH- 81 - 83 High Street	0.000	0.000	0.000	0.000	0.000
Housing Revenues and Reviews	0.140	0.141	0.001	0.000	0.001
Temporary Accommodation	0.110	1.310	1.200	0.958	0.242
JEH LTD-General Admin	0.000	0.000	0.000	0.000	0.000
Housing Advice and Homelessness	0.638	0.676	0.038	0.000	0.038
Customer and Business Support	0.153	0.115	(0.038)	0.000	(0.038)
JEH-Herschel Street	0.000	0.000	0.000	0.000	0.000
Home Improvements	(0.111)	0.049	0.160	0.160	0.000
JEH-Broad Oak	0.000	0.000	0.000	0.000	0.000
MHCLG RSI Grant	0.000	0.000	0.000	0.000	0.000
Housing Demand Grants	0.000	0.000	0.000	0.000	0.000
Social Lettings	0.483	0.165	(0.318)	(0.318)	0.000
Strategic Housing	0.179	0.179	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.756</b>	<b>2.799</b>	<b>1.043</b>	<b>0.800</b>	<b>0.243</b>

**Temporary Accommodation (TA)** is forecast to overspend by £1.200m 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 continues to work 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. **Place & Development - Neighbourhood Services**

The Neighbourhood Services service area is forecast HMO Licencing income of £0.483 due to legislation.

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES</b>					
<b>Service - Neighbourhood Services</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Caravan Parks	(0.085)	(0.085)	0.000	0.000	0.000
Enforcement	0.438	0.438	0.000	0.000	0.000
HMO Licencing	(0.100)	(0.583)	(0.483)	0.000	(0.483)
Net Team North	0.219	0.221	0.002	0.000	0.002
Net Team South	0.174	0.176	0.002	0.000	0.002
Net Team East	0.225	0.224	(0.001)	0.000	(0.001)
Neighbourhoods Resilience & Enforcement	0.492	0.496	0.004	0.000	0.004
<b>TOTAL</b>	<b>1.363</b>	<b>0.887</b>	<b>(0.476)</b>	<b>0.000</b>	<b>(0.476)</b>

#### 14. **Place & Development - Environment Services**

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

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 ENVIRONMENTAL SERVICES</b>					
Service - Environmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Waste Management	5.310	5.310	0.000	0.000	0.000
Chalvey Transfer Station	1.483	1.483	0.000	0.000	0.000
Cleansing	2.042	2.042	0.000	0.000	0.000
Public Conveniences	0.000	0.000	0.000	0.000	0.000
Domestic Refuse	4.360	4.360	0.000	0.000	0.000
Grounds Maintenance	0.953	0.953	0.000	0.000	0.000
Waste & Environment	0.016	0.016	0.000	0.000	0.000
<b>TOTAL</b>	<b>14.164</b>	<b>14.164</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

15. **Place & Development - DSO**

The DSO services are forecast to be overspent by £0.600m at the year end due to delayed commencement of Highways Major Infrastructure Projects contributing to a lower than budgeted income from the projects.

The table below shows the latest position:

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 DSO</b>					
Service - Environmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Waste Management	(1.217)	(1.217)	0.000	0.000	0.000
Chalvey Transfer Station	(0.617)	(0.617)	0.000	0.000	0.000
Cleansing	(0.892)	(0.892)	0.000	0.000	0.000
Public Conveniences	0.650	0.650	0.000	0.000	0.000
Domestic Refuse	(1.208)	(0.608)	0.600	0.000	0.600
Grounds Maintenance	2.128	2.128	0.000	0.000	0.000
Waste & Environment	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>(1.156)</b>	<b>(0.556)</b>	<b>0.600</b>	<b>0.000</b>	<b>0.600</b>

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

This area is projecting a break even position.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CUSTOMER &amp; COMMUNICATIONS</b>					
Service - Customer & Communications	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Information Governance	0.079	0.079	0.000	0.000	0.000
Media & Communications	0.423	0.423	0.000	0.000	0.000
Events	0.003	0.003	0.000	0.000	0.000
Fireworks	0.011	0.011	0.000	0.000	0.000
Printing	(0.054)	(0.054)	0.000	0.000	0.000
<b>TOTAL</b>	<b>0.462</b>	<b>0.462</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

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

The OD&HR service is projected to breakeven. This is summarised in the table below.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT &amp; HR</b>					
<b>Service - Organisation Development &amp; HR (OD&amp;HR)</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Human Resources	1.010	1.010	0.000	0.000	0.000
Health and Safety	0.152	0.171	0.019	0.019	0.000
Training	0.516	0.516	0.000	0.000	0.000
Emergency Planning	0.183	0.151	(0.032)	(0.032)	0.000
Union Work	0.029	0.042	0.013	0.013	0.000
The Slough academy Project	0.000	0.000	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.890</b>	<b>1.890</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

The reasons for this variance are:

**Health and Safety** – is forecast to overspend by £0.019m as a result of a recharge income target that will not be fully realised;

**Emergency Planning** – this is forecast to be underspent by £0.032m due to a vacant post and an underspend on joint arrangements;

**Union Work** – an overspend of £0.013m is forecast due to staffing cost pressures

18. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of £0.288m. This is summarised in the table below with further details following:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 GOVERNANCE</b>					
<b>Service - Governance</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Law & Corporate Governance	(1.118)	(0.935)	0.183	0.290	(0.107)
Corporate Procurement	(0.271)	0.107	0.378	(0.021)	0.399
Committees Services	0.807	0.825	0.018	0.017	0.001
Elections	0.230	0.329	0.099	0.117	(0.018)
Electoral Registration	0.087	0.122	0.035	0.026	0.009
Mayoralty/Civic	0.096	0.097	0.001	(0.003)	0.004
Group Support	0.135	0.130	(0.005)	(0.005)	0.000
<b>TOTAL</b>	<b>(0.034)</b>	<b>0.675</b>	<b>0.709</b>	<b>0.421</b>	<b>0.288</b>

The reasons for this variance are:

**Law and Corporate Governance** - is expected to overspend by £0.183m, this is caused by legal fees relating the Library case, unbudgeted additional HB Law charges and the Parish Council court case.



**Corporate Procurement** – is reporting an overspend of £0.378m in the Procurement Team due to savings targets recommissioning of major contracts that will not be achieved;

**Committee Services** - is projected to overspend by £0.018m due to member allowances and printing costs;

**Election Service** - projects to overspend by £0.099m due to a shortfall in actual against planned income.

**Electoral Registration** - projects an over spend of £0.035m due to higher canvasser fees.

19. **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.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 DIGITAL &amp; STRATEGIC IT</b>					
<b>Service - Digital &amp; Strategic IT</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
IS & IT	0.837	0.837	0.000	0.000	0.000
Systems Support & Development	0.192	0.192	0.000	0.000	0.000
Information Governance-FOI	0.079	0.079	0.000	0.000	0.000
Social Care System Support and Dev.	0.132	0.132	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.240</b>	<b>1.240</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

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

This Service Area is currently reporting an underspend of £2.120m. This is summarised in the table below the main improvement in the variance are contract savings.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 CORPORATE RESOURCES</b>					
<b>Service - Corporate Resources</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance September 2019 Q2</b>	<b>Change (Sept. 2019 Q2 &amp; Dec. 2019 Q3)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Finance Miscellaneous	0.091	0.103	0.012	0.012	0.000
Corporate Finance	(1.705)	(2.855)	(1.150)	(1.150)	0.000
Insurance and Risk	0.297	0.300	0.003	0.003	0.000
Internal Audit	0.190	0.190	0.000	0.000	0.000
Investigations Unit	(0.050)	(0.008)	0.042	0.042	0.000
Care Leavers & Council Tax	0.075	0.018	(0.057)	(0.057)	0.000
Finance & Resources	0.132	0.132	0.000	0.000	0.000
<b>TOTAL</b>	<b>(0.970)</b>	<b>(2.120)</b>	<b>(1.150)</b>	<b>(1.150)</b>	<b>0.000</b>

21. **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	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Transactional Services	8.005	8.005	0.000	0.000	0.000
<b>TOTAL</b>	<b>8.005</b>	<b>8.005</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

22. **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	Last Variance September 2019 Q2	Change (Sept. 2019 Q2 & Dec. 2019 Q3)
	£'M	£'M	£'M	£'M	£'M
Transactional Services	(0.139)	(0.139)	0.000	0.000	0.000
<b>TOTAL</b>	<b>(0.139)</b>	<b>(0.139)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 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	0	77	Support move to more supported living (LD Residential)	RED	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	100	0	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
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>828</b>	<b>0</b>	<b>77</b>				
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				
CLS	Children, Learning & Skills	F137/M01A	TF	170	170	0	0	Directorate Management Restructure	GREEN	Achieved	Staffing
<b>Total</b>	<b>Children, Learning &amp; Skills</b>			<b>170</b>	<b>170</b>	<b>0</b>	<b>0</b>				

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				
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	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
<b>Total</b>	<b>Regeneration</b>			<b>4,769</b>	<b>4,769</b>	<b>0</b>	<b>0</b>				
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				
P&D	Building Management	B060		15	15	0	0	Maximise use of office space and FM Contracts Review	GREEN		Efficiency
P&D	Housing	H221	TF	100	100	0	0	Housing Regulations Team - Business Development Manager	GREEN		Efficiency
P&D	Housing	H218	TF	100	100	0	0	Private Sector Acquisition Team (Housing)	GREEN		Efficiency
P&D	Housing	H218		165	165	0	0	Housing Services - Efficiencies	GREEN		Efficiency
P&D	Housing	H218	TF	200	200	0	0	Impact of James Elliman Homes	GREEN		Commercial
P&D	Environmental Services	D880		100	100	0	0	Environmental services - work for other local authorities (Line Painting etc.)	GREEN		Commercial
P&D	DSO	D880	TF	1,200	600	0	600	DSO - Fees on Total Highways Capital Programme	AMBER		Commercial
P&D	DSO	D880		50	50	0	0	DSO Traded Services	GREEN		Commercial
<b>Total</b>	<b>Place &amp; Development</b>			<b>1,930</b>	<b>1,330</b>	<b>0</b>	<b>600</b>				

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				
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	150	350	0	Recommissioning and reviews of major commercial contracts	AMBER		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
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>1,865</b>	<b>950</b>	<b>1,145</b>				
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				
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
<b>Total</b>	<b>Treasury Finance &amp; Resources</b>			<b>1,140</b>	<b>1,140</b>	<b>0</b>	<b>0</b>				
<b>Total Savings</b>				<b>12,874</b>	<b>10,102</b>	<b>950</b>	<b>1,822</b>				

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