

SLOUGH BOROUGH COUNCIL

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

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WARD(S): All

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

PART I **NON-KEY DECISION**

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

1 Purpose of Report

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

2 Recommendation(s)/Proposed Action

The Cabinet is requested to resolve:

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

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

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

4 Other Implications

(a) Financial

The financial implications are contained within this report.

(b) Risk Management

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

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

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

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

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

COUNCIL SUMMARY

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

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

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

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

Budget Changes

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

Adults & Communities

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

Management Action

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

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

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

Children, Learning & Skills and Slough Childrens Trust

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

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

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

Directorate Services.

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

Slough Children's Services Trust (SCST)

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

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

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

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

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

Inclusion.

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

Schools.

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

Early Years' and Prevention.

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

Management Action

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

Regeneration

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

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

Management Action

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

Finance & Resources

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

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

Management Action

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

Chief Executive

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

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

Executive Office

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

DSO

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

Management Action

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

6 Impact on Council Reserves

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

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

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

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

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

7. Housing Revenue Account (HRA)

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

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

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

8 SAVINGS SUMMARY

Council Saving Summary

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

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

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

Adults & Communities (A&C)

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

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

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

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

Regeneration

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

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

Finance & Resources (F&R)

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

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

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

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

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

9. VIREMENTS

9.1 There are no virements between directorates to report this quarter

10. WRITE OFFS

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

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

11. Conclusion

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

9 Appendices Attached

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

Appendix A General Fund Year End Position

1. Adults & Communities - Adult Social Care

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

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

2. Adults & Communities - Public Health

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

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

3. Adults & Communities - Communities

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

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

4. Regeneration - Directorate Management Unit

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

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

5. Regeneration - Major Infrastructure

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

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

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

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

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

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

6. **Regeneration - Planning & Transport**

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

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

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

7. **Regeneration - Parking**

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

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

8. Regeneration - Regeneration Development

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

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

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

9. Regeneration - Regeneration Delivery

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

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

10. Regeneration - Building Management

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

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

11. Regeneration - Economic Development

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

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

12. Regeneration - Strategic Housing Services

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

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

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

Actions to mitigate

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

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

Home Improvements (HIA)

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

13. **Regeneration - Neighbourhood Services**

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

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

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

This area is projecting a break even position.

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

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

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

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

The reasons for this variance are:

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

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

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

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

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

16. **Finance & Resources - Governance**

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

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

The reasons for this variance are:

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

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

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

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

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

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

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

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

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

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

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

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

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

The latest position is shown below:

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

21. **Chief Executive - Environmental Services**

This area is reporting a balanced outturn as shown below.

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

SAVINGS MONITOR 2019/20

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

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

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

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

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

| | | | | | | | | | | | |
|----------------------|--|--|--|---------------|---------------|------------|--------------|--|--|--|--|
| Total Savings | | | | 12,874 | 11,035 | 694 | 1,145 | | | | |
|----------------------|--|--|--|---------------|---------------|------------|--------------|--|--|--|--|

| 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 |