

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Audit and Corporate Governance Committee

**DATE:** 9<sup>th</sup> December 2019

**CONTACT OFFICER:** Neil Wilcox: Director of Finance & Resources (Section 151 Officer)

**(For all enquiries)** (01753) 875358

**WARD(S):** All

### **PART I** **FOR INFORMATION**

#### **REVENUE FINANCIAL BUDGET MONITORING REPORT – 2019-20 (QUARTER 2 APRIL TO SEPTEMBER 2019)**

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

This report provides the Committee with an update on the financial position of the Council's revenue account to the end of the second quarter (April to September 2019) of the 2019-20 financial year.

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

The Committee is requested to note:

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

##### **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 second 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 Council meeting in February 2020.	The Council has five months to develop realistic 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 2, the forecast year end position for all Council run services is £106.818m an overspend of £0.193m (0.18%). In comparison to Quarter 1 the overspend has reduced by £1.448m, despite increasing pressures across the Council. The financial position of Slough Children's Services Trust (SCST) has been included in the revenue monitor to ensure visibility.
- 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 £113.655m. This represents a potential budget overspend of £7.030m which is 6.59% above the approved budget. Overall this is an improved position in comparison to Quarter 1 by £2.611m.
- 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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Adult & Communities	41.212	42.142	0.930	0.852	0.078
Children Learning & Skills (excl SCST)	7.491	8.194	0.703	0.538	0.165
Slough Childrens' Service Trust (SCST)	27.038	29.875	2.837	3.700	(0.863)
Maximum provision for SCST advance payment	0.000	4.000	4.000	4.300	(0.300)
Regeneration	(2.036)	(2.133)	(0.097)	(0.172)	0.075
Place & Development	19.922	20.722	0.800	0.800	0.000
Finance & Resources	10.322	9.593	(0.729)	(0.509)	(0.220)
Chief Executive Office	1.239	1.265	0.026	0.013	0.013
<b>Total</b>	<b>105.188</b>	<b>113.658</b>	<b>8.470</b>	<b>9.522</b>	<b>(1.052)</b>
<b>% of revenue budget over/(under) spent</b>			<b>8.05%</b>		
Non Departmental Services <sup>1</sup>	1.437	(0.003)	(1.440)	0.119	(1.559)
<b>Total (Incl Non Departmental Services)</b>	<b>106.625</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</b>
<b>% of budget over/(under) spent</b>			<b>6.59%</b>		

- 5.4 The Council has been rigorously reviewing expenditure across all areas and implemented recruitment controls in case it is not possible for Slough Children's Services Trust (SCST) to reduce it's overspend to nil in the current year. Since the Quarter 1 report was presented to Cabinet, the Council's overspend (i.e. all services with the exception of those provided by SCST) has been substantially reduced and further detailed work has been undertaken examining the SCST financial position. At the end of Quarter 2, 97.3% of the forecast overspend is attributable to SCST.

### Budget Changes

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

- 5.5 There have been budget virements of £0.461m between directorates in the 2<sup>nd</sup> quarter of 2019/20. A detailed analysis is provided in Section 10 of the report.

### Adults & Communities

- 5.6 The Directorate's approved budget is £41.212m with a net expenditure forecast of £42.142m. This represents a budget pressure of £0.930m, (which is 2.26% of the approved budget), and in comparison to quarter 1 an increase of £0.078m. 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)</b>					
<b>POSITION 2019-20</b>					
Service – Adults & Communities	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Adult Social Care	34.938	36.211	1.273	1.001	0.272
Public Health	(0.648)	(0.648)	0.000	0.000	0.000
Communities and Skills	6.457	5.921	(0.536)	(0.151)	(0.385)
Enforcement and Regulation	0.465	0.658	0.193	0.002	0.191
<b>Total</b>	<b>41.212</b>	<b>42.142</b>	<b>0.930</b>	<b>0.852</b>	<b>0.078</b>

### Management Action

- 5.7 The Adult's 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 £2.765m giving a projected overspend forecast for the Directorate of £0.930m which is 2.26% of the revised approved budget. A summary of the Directorate's latest budget position is provided in Appendix B.

### Children, Learning & Skills and Slough Childrens Trust

- 5.8 The Directorate's net controllable Revenue Budget for 2019/20 is **£34.529m** inclusive of the Dedicated Schools Grant (DSG). The budget comprises £7.491m for Children, Learning and Skills and £27.038 for Slough Childrens Trust.

<b>CHILDREN, LEARNING &amp; SKILLS - FORECAST (YEAR END)</b>					
<b>POSITION 2019-20</b>					
Directorate	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Directorate Services	1.803	1.770	(0.033)	(0.062)	0.029
Slough Childrens' Service Trust (SCST)	27.038	29.875	2.837	3.700	(0.863)
Maximum provision for SCST advance payment	0.000	4.000	4.000	4.300	(0.300)
Inclusion	0.563	0.615	0.052	0.084	(0.032)
Schools	3.413	4.462	1.049	0.825	0.224
Early Years and Prevention	2.049	1.684	(0.365)	(0.309)	(0.056)
<b>Sub Total</b>	<b>34.866</b>	<b>42.406</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</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>34.529</b>	<b>42.069</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>

- 5.9 When the latest projections for the SCST are included, this service area is reporting a budget pressure of £7.540m (21.84% above the approved budget). In comparison to quarter 1 the service has an overall improved position by £0.998m. Predominantly due to a reduction in the SCST forecast overspend following Cabinet's agreement, in October 2019, to fund two specific SCST transformation projects (the Pause Programme and Foster Care Recruitment Campaign) during 2019/20.

**Directorate Services.**

- 5.10 The service is expected to underspend by £0.033m 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 £3.700m 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, based on the latest assessment by SBC officers, is currently an overspend of £2.837m. It is intended that a paper will be submitted to Cabinet in December 2019 clearly setting out SBC's officers of the SCST in-year financial position and likely growth demands for 2020/21.
- 5.13 In addition, SCST currently has a brought forward deficit in their draft accounts, at 31.03.19, of £4.300m due to financial losses incurred since they were established in October 2015. This position for Quarter 2, reflects the £4.0m start-up capital the Council provided to SCST at the start of the contract in 2015/16. If the £2.837m deficit is realised in 2019/20, SCST will have a total deficit carried forward of £6.837m. Although an improved position since Quarter 2 this is still a high risk area for the Council and officers are continuing to work to realise other in-year savings elsewhere in the Council to offset the SCST overspend.
- 5.14 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. In the Q1 monitoring report it was noted that the maximum provision required is assumed, this assumption continues for the Q2 monitoring report.
- 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. As noted, in 5.12 above, a detailed report

considering the SCST financial position will be presented to Cabinet in December 2019.

- 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 continued discussions with DfE officials, supported by the LGA, to obtain clarification on this issue.

#### **Inclusion.**

- 5.19 The division is forecast to overspend by £0.052m. Staffing pressures within this service are currently causing an over-spend. This has an improved forecast since Quarter 1 reporting.

#### **Schools.**

- 5.20 We are estimating that the division will overspend by £1.049m. 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 £0.365m. 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.

#### **Regeneration**

- 5.22 The Directorate's approved budget is an income target of £2.036m. The latest net expenditure forecast for the year is -£2.133m, representing a projected underspend of £0.097m (- 4.76% of the approved budget).

<b>REGENERATION - 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 June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Directorate Management Unit	0.656	0.656	0.000	0.000	0.000
Major Infrastructure	4.412	4.489	0.077	0.136	(0.059)
Planning & Transport	1.340	0.464	(0.876)	(0.788)	(0.088)
Parking	0.375	0.375	0.000	0.000	0.000
Regeneration Development	(7.262)	(6.911)	0.351	0.094	0.257
Regeneration Delivery	(1.387)	(1.387)	0.000	0.000	0.000
Economic Development	(0.170)	0.181	0.351	0.386	(0.035)
<b>TOTAL</b>	<b>(2.036)</b>	<b>(2.133)</b>	<b>(0.097)</b>	<b>(0.172)</b>	<b>0.075</b>

#### **Management Action**

- 5.24 This directorate is aiming to improve the position further to support other services in mitigating the overspend for the council.

#### **Place & Development**

- 5.25 This Directorate's current net budget is £19.922m. The latest assessment of the year end position is an overspend of £0.800m. The main pressure in this area

is due to ongoing homelessness/temporary accommodation pressures. The position is unchanged since Quarter 1.

5.26 The latest position is summarised below:

<b>PLACE &amp; DEVELOPMENT - 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 June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Building Management	3.795	3.795	0.000	0.000	0.000
Strategic Housing Services	1.756	2.556	0.800	0.800	0.000
Neighbourhood Services	1.363	1.363	0.000	0.000	0.000
Environmental Services	14.164	14.164	0.000	0.000	0.000
DSO	(1.156)	(1.156)	0.000	0.000	0.000
<b>TOTAL</b>	<b>19.922</b>	<b>20.722</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</b>

### **Finance & Resources**

5.27 This Directorate's current net budget is £10.322m. The latest assessment of the year end position is for an underspend of £0.729m. This position has improved by £0.220m since Quarter 1.

5.28 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 June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</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	0.131	(0.131)
Governance	(0.034)	0.387	0.421	(0.169)	0.590
Digital & Strategic IT	1.108	1.108	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	(1.150)	(0.471)	(0.679)
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>10.322</b>	<b>9.593</b>	<b>(0.729)</b>	<b>(0.509)</b>	<b>(0.220)</b>

### **Management Action**

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

### **Chief Executive**

5.30 This Directorate's current net budget is £1.239m. This area is projected to overspend by £0.026m.

5.31 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 June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</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	0.360	0.026	0.013	0.013
Strategy and Performance	0.630	0.630	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.239</b>	<b>1.265</b>	<b>0.026</b>	<b>0.013</b>	<b>0.013</b>

### **Executive Office**

5.33 There is a projected budget pressure of £0.026m on this budget. This is due to additional costs for staff advertising.

### **Management Action**

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

### **Treasury Management**

5.35 The holding costs payable by Slough Urban Renewal to SBC arising from the Thames Valley University site are now included in the forecast.

## **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 Q2) 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.

<b>Council Reserves and Q2 Position Forecast</b>			
<b>Council Reserves</b>		<b>Q2 – Projected Overspend</b>	
	<b>£m</b>		<b>£m</b>
General Fund	8.200	Trust Deficit at 31.03.19	(4.000)
Earmarked Reserves	4.200	Trust – 19/20 overspend	(2.837)
<b>Total</b>	<b>12.400</b>	Q2 – SBC Forecast	(0.193)
		<b>Total</b>	<b>(7.030)</b>
Less Current Deficit	(7.030)		
<b>Possible Balance at 31.03.20</b>	<b>5.370</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 £7.2m 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 On 11 October 2019, the Department for Education (DfE) published a consultation paper concerning the treatment of the DSG deficit on a local authority's balance sheet. The DfE's description of the consultation is as follows:

*The Department for Education is consulting on changing the conditions and regulations applying to the dedicated schools grant (DSG), to clarify that it is a ring-fenced specific grant, separate from the general funding of local authorities.*

*It will also clarify that local authorities are expected to carry forward any deficits they may have on their DSG accounts, and the deficit does not have to be covered by their general reserves.*

*The government will then make a decision on the proposed changes, in time to inform the setting of local authorities’ budgets for the 2020 to 2021 financial year.*

- 6.5 The proposals within the consultation are welcome and officers have submitted a positive response to DfE.

## 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.

<b>HOUSING REVENUE ACCOUNT (YEAR END) POSITION 2019-20</b>					
<b>Housing Revenue Account</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
<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
Areas & 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-track to deliver 86% 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.

<b>SAVINGS MONITOR 2019/20</b>					
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	Stephen Gibson	4,769	4,769	0	0
Place & Development	Richard West	1,930	1,930	0	0
Finance & Resources	Neil Wilcox	3,960	2,215	600	1,145
Treasury Finance & Resources	Neil Wilcox	1,140	1,140	0	0
<b>Total Savings</b>		<b>12,874</b>	<b>11,035</b>	<b>694</b>	<b>1,145</b>
<b>% Against Saving</b>			<b>86%</b>	<b>5%</b>	<b>9%</b>
<b>% Savings from Previous month</b>			<b>86%</b>	<b>5%</b>	<b>9%</b>
			<b>0%</b>	<b>0%</b>	<b>0%</b>

## 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
<b>Total</b>	<b>2,729</b>	<b>6,108</b>	<b>835</b>	<b>950</b>	<b>2,125</b>	<b>127</b>	<b>12,874</b>

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 at the A&C department meeting on 30<sup>th</sup> September 2019 and 28<sup>th</sup> October 2019 are £811k representing 90% for the service. The green savings are grouped together and amber identified separately below.

8.5 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	
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>811</b>	<b>94</b>	<b>0</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 £1,930k 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				
P&D	P&D	Various		1,930	1,930	0	0	Various	GREEN	All to be met in 2019/20	Various
<b>Total</b>	<b>Regeneration</b>			<b>1,930</b>	<b>1,930</b>	<b>0</b>	<b>0</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. These were reviewed at the department meeting on 21<sup>st</sup> September and 24<sup>th</sup> October 2019.

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) £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 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	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
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>2,215</b>	<b>600</b>	<b>1,145</b>				

## 9. VIREMENTS

9.1 The virements below represent movements from centrally held budgets to implement previous Council decisions.

Reference	Reason	Adults and Communities	Children, Learning and Skills	Regeneration	Place & Development	Finance and Resources	Chief Executive	Below the Line Additions
PL-798	Care Leavers & Council Tax	0.00	0.00	0.00	0.00	75,000.00	0.00	(75,000.00)
PL-772	Release of 2018/19 Carry Forwards	181,090.00	50,000.00	131,890.00	22,780.00		0.00	(385,760.00)
<b>Virement Total Between Directorate</b>		<b>181,090.00</b>	<b>50,000.00</b>	<b>131,890.00</b>	<b>22,780.00</b>	<b>75,000.00</b>	<b>0.00</b>	<b>(460,760.00)</b>

9.2 The virements below were approved by Cabinet at its meeting held on 18<sup>th</sup> November 2019. These virements are movements within a directorate transferring budgets to individual service areas cost centres.

Reference	Department	Budget Transfers Over £250,000	Amount
PL-703	Children, Learning & Skills	Allocating Sixth Form Funding	1,726,328.00
PL-704	Children, Learning & Skills	Allocating Sixth Form Funding	282,404.00
PL-715	Adults & Communities	Allocating Better Care Fund to localities	3,357,100.00
PL-719	Children, Learning & Skills	DSG High Needs Block Transfer of Funds	500,000.00
PL-720	Children, Learning & Skills	Pupil Premium Allocation for Qtr 1	1,851,960.00
PL-721	Children, Learning & Skills	School Grant Allocation (UIFSMs)	964,151.00
PL-750	Children, Learning & Skills	School Term Adjustment	374,825.41
PL-763	Children, Learning & Skills	High Needs Block Adjustment	575,180.00
PL-771	Regeneration	Asset Management Conversion of Fees Income Target to Rental Income	700,000.00

PL-776	Children, Learning & Skills	High Needs Block Growth Special Schools	442,127.00
PL-782	Children, Learning & Skills	Early Years Funding Correction	477,300.00
PL-788	Children, Learning & Skills	Growth Fund Various Schools	548,507.00
PL-805	Children, Learning & Skills	Government Grant Transfer Skills Funding & NLDC	1,004,786.00

## 10. WRITE OFFS

- 10.1 Write offs totalling £542,457.04 have arisen over the past 3 months. At it's meeting held on 18<sup>th</sup> November 2019 Cabinet approved the write offs, as detailed below, in accordance with the council's financial procedures rules.

Reason	NNDR	Council Tax	Housing Benefit	Total
	£	£	£	£
Unable to trace / Absconded	70,125.28	0.00	2,862.08	<b>72,987.36</b>
Vulnerable Persons	0.00	213.49	39.62	<b>253.11</b>
Deceased	0.00	3,219.93	5,661.04	<b>8,880.97</b>
Statute bared/Unable to Enforce	0.00	0.00	8,726.36	<b>8,726.36</b>
Bankruptcy	0.00	634.01	0.00	<b>634.01</b>
Instruction from Client	0.00	0.00	0.00	<b>0.00</b>
Dissolved / Proposal to Strike / Liquidation / Receivership / Administration	404,661.68	0.00	0.00	<b>404,661.68</b>
Misc. (incl uneconomical to pursue)	67.20	0.00	82.56	<b>149.76</b>
Credit Balances	46,163.79	0.00	0.00	<b>46,163.79</b>
<b>Total</b>	<b>521,017.95</b>	<b>4,067.43</b>	<b>17,371.66</b>	<b>542,457.04</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. 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

APPENDIX A - General Fund SEPTEMBER 19 Period 6 – 2019/20

Directorate	Revised Budget	Projected Outturn	Planned In Year Savings	Forecast 1920	Full Year Variance	Q1 June Variance	Change
	£'M	£'M	£'M	£'M	£'M	£'M	£'M
<b>Adult and Communities</b>							
Adult Social Care	34.938	38.976	(2.765)	36.211	1.273	1.001	0.272
Public Health	(0.648)	(0.648)	0.000	(0.648)	0.000	0.000	0.000
Communities and Leisure	6.457	5.921	0.000	5.921	(0.536)	(0.151)	(0.385)
Regulatory Services	0.465	0.786	(0.128)	0.658	0.193	0.002	0.191
<b>Total</b>	<b>41.212</b>	<b>45.035</b>	<b>(2.893)</b>	<b>42.142</b>	<b>0.930</b>	<b>0.852</b>	<b>0.078</b>
<b>Children, Learning and Skills</b>							
Directorate Services	1.803	1.770	0.000	1.770	(0.033)	(0.062)	0.029
Slough Childrens' Service Trust	27.038	33.875	0.000	33.875	6.837	8.000	(1.163)
Inclusion	0.563	0.790	(0.175)	0.615	0.052	0.084	(0.032)
Schools	3.413	4.526	(0.064)	4.462	1.049	0.825	0.224
Early Years and Prevention	2.049	1.810	(0.126)	1.684	(0.365)	(0.309)	(0.056)
<b>Sub-Total</b>	<b>34.866</b>	<b>42.771</b>	<b>(0.365)</b>	<b>42.406</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</b>
Dedicated Schools Grant (DSG)	(0.337)	(0.337)	0.000	(0.337)	0.000	0.000	0.000
<b>Total</b>	<b>34.529</b>	<b>42.434</b>	<b>(0.365)</b>	<b>42.069</b>	<b>7.540</b>	<b>8.538</b>	<b>(0.998)</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	4.489	0.000	4.489	0.077	0.136	(0.059)
Planning & Transport	1.340	0.464	0.000	0.464	(0.876)	(0.788)	(0.088)
Parking	0.375	0.375	0.000	0.375	0.000	0.000	0.000
Regeneration Development	(7.262)	(6.911)	0.000	(6.911)	0.351	0.094	0.257
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	0.386	(0.035)
<b>Total</b>	<b>(2.036)</b>	<b>(2.133)</b>	<b>0.000</b>	<b>(2.133)</b>	<b>(0.097)</b>	<b>(0.172)</b>	<b>0.075</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	2.556	0.000	2.556	0.800	0.800	0.000
Neighbourhood Services	1.363	1.363	0.000	1.363	0.000	0.000	0.000
Environmental Services	14.164	14.164	0.000	14.164	0.000	0.000	0.000
DSO	(1.156)	(1.156)	0.000	(1.156)	0.000	0.000	0.000
<b>Total</b>	<b>19.922</b>	<b>20.722</b>	<b>0.000</b>	<b>20.722</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</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	0.131	(0.131)
Governance	(0.034)	0.387	0.000	0.387	0.421	(0.169)	0.590
Digital and Strategic IT	1.108	1.108	0.000	1.108	0.000	0.000	0.000
Corporate Resources	(0.970)	(2.120)	0.000	(2.120)	(1.150)	(0.471)	(0.679)
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>10.322</b>	<b>9.593</b>	<b>0.000</b>	<b>9.593</b>	<b>(0.729)</b>	<b>(0.509)</b>	<b>(0.220)</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	0.360	0.000	0.360	0.026	0.013	0.013
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>1.265</b>	<b>0.000</b>	<b>1.265</b>	<b>0.026</b>	<b>0.013</b>	<b>0.013</b>
<b>GRAND TOTAL</b>	<b>105.188</b>	<b>116.916</b>	<b>(3.258)</b>	<b>113.658</b>	<b>8.470</b>	<b>9.522</b>	<b>(1.052)</b>

<b>% of revenue budget over/(under)</b>	<b>8.05%</b>
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<b>Non Service Areas</b>							
Treasury Management	0.139	(1.301)	0.000	(1.301)	(1.440)	0.000	(1.440)
Other Non-Service Items	1.195	1.195	0.000	1.195	0.000	0.119	(0.119)
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>0.119</b>	<b>(1.559)</b>

<b>GRAND TOTAL</b>	<b>106.625</b>	<b>116.913</b>	<b>(3.258)</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</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>116.913</b>	<b>(3.258)</b>	<b>113.655</b>	<b>7.030</b>	<b>9.641</b>	<b>(2.611)</b>
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<b>% of budget over/(under)</b>	<b>6.59%</b>
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## Appendix B General Fund Year End Position

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

In comparison to Quarter 1 there is an increase in the overspend by £0.272m. 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 £1.273m 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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Safeguarding and Governance	0.463	0.471	0.008	(0.008)	0.016
ASC Management	(2.059)	(2.328)	(0.269)	(1.733)	1.464
Directly Provided Services	2.241	2.245	0.003	0.064	(0.061)
Mental Health Services	4.321	4.472	0.151	0.096	0.055
Learning Disability Services	10.205	11.517	1.312	0.745	0.567
North Locality	4.705	6.065	1.361	1.621	(0.260)
South Locality	4.086	5.009	0.923	1.238	(0.315)
East Locality	5.982	6.748	0.766	1.667	(0.901)
Reablement	1.309	1.260	(0.049)	0.000	(0.049)
Care Group Commissioning	3.684	3.517	(0.167)	(0.074)	(0.093)
<b>Sub Total before Planned in Year Savings</b>	<b>34.938</b>	<b>38.976</b>	<b>4.038</b>	<b>3.616</b>	<b>0.422</b>
<b>Planned in year savings</b>	<b>0.000</b>	<b>(2.765)</b>	<b>(2.765)</b>	<b>(2.615)</b>	<b>(0.150)</b>
<b>Sub Total</b>	<b>34.938</b>	<b>36.211</b>	<b>1.273</b>	<b>1.001</b>	<b>0.272</b>

### 2. Adults & Communities - Public Health

The gross budget for public health is £6.945m 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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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	1.486	1.486	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>(0.648)</b>	<b>(0.648)</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 £0.536m. The position has improved by £0.385m due to improved income and reduced spend in projects. The projected outturn for regulatory services is an overspend of £0.193m 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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
<b>Communities</b>					
Community and Skills	6.457	5.921	(0.536)	(0.151)	(0.385)
Enforcement and Regulation	0.465	0.658	0.193	0.002	0.191
<b>Sub Total</b>	<b>6.922</b>	<b>6.579</b>	<b>(0.343)</b>	<b>(0.149)</b>	<b>(0.194)</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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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 £0.077m overspend. This has decreased from **£0.136m** from last quarter into a favourable change of £0.059m. This is summarised below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 MAJOR INFRASTRUCTURE</b>					
Service - Major Infrastructure	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
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	0.545	0.059	0.037	0.022
Transport and Highways	0.582	0.345	(0.237)	(0.257)	0.020
Environmental Quality	0.249	0.262	0.013	0.004	0.009
Fleet Challenge	0.045	0.045	0.000	0.000	0.000
Highways / Roads (Structural)	0.088	0.081	(0.007)	0.000	(0.007)
Street Lighting	0.356	0.513	0.157	0.167	(0.010)
Air Quality Sensor Project	0.000	0.000	0.000	0.000	0.000
Traffic Management & Road Safety	0.399	0.441	0.042	0.086	(0.044)
Access Fund	0.000	0.000	0.000	0.000	0.000

Public Transport	2.186	2.174	(0.012)	(0.003)	(0.009)
Fleet Management	0.023	(0.019)	(0.042)	(0.042)	0.000
Community Transport	(0.002)	0.102	0.104	0.144	(0.040)
<b>TOTAL</b>	<b>4.412</b>	<b>4.489</b>	<b>0.077</b>	<b>0.136</b>	<b>(0.059)</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 **£0.059m** is due to additional work required from consultants not previously anticipated. The forecast has decreased from the previous month due to refining and analysis of the work stream volumes and prices this will continue to mitigate the pressures.

**Transport & Highways** – an underspend of **£0.237m** is reported due to estimated additional recharges to capital due to the level of capital works being undertaken.

**Street Lighting** – an overspend of **£0.157m**. This is due to expenditure pressures in this team within maintenance costs. These pressures are being actively managed downwards and show an improved position from quarter 1.

**Community Transport** – is likely to overspend by **£ 0.104m** 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 **£0.876m** an improvement from quarter 1 of £0.088m and is summarised in the table below.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 <u>PLANNING</u> &amp; TRANSPORT</b>					
<b>Service - Planning &amp; Transport</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Local Land Charges	(0.068)	(0.068)	0.000	0.000	0.000
Bus Lane Enforcement	(0.350)	(1.204)	(0.854)	(0.785)	(0.069)
Highways	0.144	0.113	(0.031)	0.000	(0.031)
Planning Policy	0.343	0.350	0.007	0.000	0.007
Building Control	0.049	0.045	(0.004)	0.000	(0.004)
Development Management	0.213	0.213	0.000	0.000	0.000
Highways / Roads (Routine)	0.941	0.941	0.000	0.000	0.000
Land Drainage	0.159	0.156	(0.003)	(0.003)	0.000
Street works and Permits	(0.091)	(0.082)	0.009	0.000	0.009
<b>TOTAL</b>	<b>1.340</b>	<b>0.464</b>	<b>(0.876)</b>	<b>(0.788)</b>	<b>(0.088)</b>

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 an overall breakeven position. This is summarised below:

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 PARKING</b>					
<b>Service - Parking</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Car Parks	0.293	0.291	(0.002)	0.000	(0.002)
On- Street Parking Account	0.316	0.316	0.000	0.000	0.000
Parking Development	0.051	0.051	0.000	0.000	0.000
Car Parks-Ground Level Pay	(0.287)	(0.305)	(0.018)	0.000	(0.018)
Car Parks-Hatfield Multi Storey	0.104	0.145	0.041	0.000	0.041
Car Parks-Ground Level Free	0.023	0.023	0.000	0.000	0.000
Car Parks-Herschel Multi Story	(0.125)	(0.146)	(0.021)	0.000	(0.021)
<b>TOTAL</b>	<b>0.375</b>	<b>0.375</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

## 8. Regeneration - Regeneration Development

Currently Regeneration Development is forecasting an overspend of £0.351m.

<b>REGENERATION - FORECAST (YEAR END) POSITION 2019-20 REGENERATION DEVELOPMENT</b>					
<b>Service - Regeneration Development</b>	<b>Revised Annual Budget</b>	<b>Revised Forecast</b>	<b>Full Year Variance</b>	<b>Last Variance June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</b>
	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>	<b>£'M</b>
Strategic Acquisition Board	(4.905)	(5.211)	(0.306)	(0.734)	0.428
Slough Housing Company	0.000	0.000	0.000	0.000	0.000
Asset Management	(1.017)	(0.328)	0.689	0.680	0.009
Commercial Properties	(1.339)	(1.299)	0.040	0.063	(0.023)
Age Concern	0.208	0.207	(0.001)	(0.015)	0.014
Capital Disposal & Feasibility Studies	(0.214)	(0.273)	(0.059)	0.113	(0.172)
Bus Station	0.042	0.025	(0.017)	(0.018)	0.001
Property Management	(0.037)	(0.032)	0.005	0.005	0.000
<b>TOTAL</b>	<b>(7.262)</b>	<b>(6.911)</b>	<b>0.351</b>	<b>0.094</b>	<b>0.257</b>

The variance is made up of significant additional income from the purchase of investments by the Strategic Acquisitions Board of £0.306m. This income, however, masks a forecast overspend in Asset Management of £0.689m. 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	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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 is an improvement 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:

REGENERATION - FORECAST (YEAR END) POSITION 2019-20 ECONOMIC DEVELOPMENT					
Service - Economic Development	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Economic Development	(0.170)	0.181	0.351	0.386	(0.035)
<b>TOTAL</b>	<b>(0.170)</b>	<b>0.181</b>	<b>0.351</b>	<b>0.386</b>	<b>(0.035)</b>

#### 11. Place & Development - Building Management

Building Management is projected to overspend by **£0.359m**. The main reason for this variance is within the central functions of higher rates and utility costs for the corporate buildings. The service is aiming to mitigate these pressures within the service aiming to bring in further income and reducing costs.

PLACE & DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 BUILDING MANAGEMENT					
Service - Building Management	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
ASC buildings	0.171	0.173	0.002	0.000	0.002
Central functions	2.204	2.375	0.171	0.000	0.171
Children Centres and Libraries	0.685	0.571	(0.114)	0.000	(0.114)
Community Centres and Hubs	0.532	0.570	0.038	0.000	0.038
Parks	0.203	0.106	(0.097)	0.000	(0.097)
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 **£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:

<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 June 2019 Q1</b>	<b>Change (June 2019 Q1 &amp; Sept. 2019 Q2)</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	0.140	0.000	0.000	0.000
Temporary Accommodation	0.110	1.068	0.958	0.958	0.000
JEH LTD-General Admin	0.000	0.000	0.000	0.000	0.000
Housing Advice and Homelessness	0.638	0.638	0.000	0.000	0.000
Customer and Business Support	0.153	0.153	0.000	0.000	0.000
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>2.556</b>	<b>0.800</b>	<b>0.800</b>	<b>0.000</b>

**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 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 expected to break even for the year. No significant pressures have been identified as yet.

<b>PLACE &amp; DEVELOPMENT - FORECAST (YEAR END) POSITION 2019-20 NEIGHBOURHOOD SERVICES</b>					
Service - Neighbourhood Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
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)	(0.100)	0.000	0.000	0.000
Net Team North	0.219	0.219	0.000	0.000	0.000
Net Team South	0.174	0.174	0.000	0.000	0.000
Net Team East	0.225	0.225	0.000	0.000	0.000
Neighbourhoods Resilience & Enforcement	0.492	0.492	0.000	0.000	0.000
<b>TOTAL</b>	<b>1.363</b>	<b>1.363</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</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 as yet.

<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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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. **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 June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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>

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

The OD&HR service is projected to breakeven. The services has reduced expenditure Human Resources to reduce the overspend. This is summarised in the table below.

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 ORGANISATION DEVELOPMENT &amp; HR</b>					
Service - Organisation Development & HR (OD&HR)	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Human Resources	1.010	1.010	0.000	0.130	(0.130)
Health and Safety	0.152	0.171	0.019	0.032	0.013
Training	0.516	0.516	0.000	0.000	0.000
Emergency Planning	0.183	0.151	(0.032)	(0.042)	0.010
Union Work	0.029	0.042	0.013	0.011	0.002
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>0.131</b>	<b>(0.131)</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

17. **Finance & Resources - Governance**

The budgets within the Governance service have a projected overspend of **£0.421m**. This is summarised in the table below with further details following:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20 GOVERNANCE</b>					
Service - Governance	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Law & Corporate Governance	(1.118)	(0.828)	0.290	(0.182)	0.472
Corporate Procurement	(0.271)	(0.292)	(0.021)	(0.071)	0.050
Committees Services	0.807	0.824	0.017	0.028	(0.011)
Elections	0.230	0.347	0.117	0.000	0.117
Electoral Registration	0.087	0.113	0.026	0.063	(0.037)
Mayoralty/Civic	0.096	0.093	(0.003)	(0.004)	0.001
Group Support	0.135	0.130	(0.005)	(0.003)	(0.002)
<b>TOTAL</b>	<b>(0.034)</b>	<b>0.387</b>	<b>0.421</b>	<b>(0.169)</b>	<b>0.590</b>

The reasons for this variance are:

**Law and Corporate Governance** - is expected to overspend by **£0.290m**, this is mainly due to increased legal cost pressures.

**Committee Services** - is projected to overspend by **£0.017m** due to member allowances and printing costs;

**Election Service** - projects to overspend by **£0.117m** due to a shortfall in actual against planned income.

**Electoral Registration** - projects an over spend of **£0.026m** due to higher canvasser fees.

18. **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>					
Service - Digital & Strategic IT	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
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
<b>TOTAL</b>	<b>1.108</b>	<b>1.108</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>

19. **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>					
Service - Corporate Resources	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'M	£'M	£'M	£'M	£'M
Finance Miscellaneous	0.091	0.103	0.012	0.000	0.012
Corporate Finance	(1.705)	(2.855)	(1.150)	(0.457)	(0.693)
Insurance and Risk	0.297	0.300	0.003	0.027	(0.024)
Internal Audit	0.190	0.190	0.000	(0.006)	0.006
Investigations Unit	(0.050)	(0.008)	0.042	(0.003)	0.045
Care Leavers & Council Tax	0.075	0.018	(0.057)	(0.032)	(0.025)
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>(0.471)</b>	<b>(0.679)</b>

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

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



<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>TRANSACTIONAL SERVICES</b>					
Service - Transactional Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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>

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

The latest position is shown below:

<b>FINANCE &amp; RESOURCES - FORECAST (YEAR END) POSITION 2019-20</b>					
<b>CORPORATE &amp; DEPARTMENTAL SERVICES</b>					
Service - Corporate & Departmental Services	Revised Annual Budget	Revised Forecast	Full Year Variance	Last Variance June 2019 Q1	Change (June 2019 Q1 & Sept. 2019 Q2)
	£'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	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
<b>Total</b>	<b>Adult &amp; Communities</b>			<b>905</b>	<b>811</b>	<b>94</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				
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>				

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				£'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	1,200	0	0	DSO - Fees on Total Highways Capital Programme	GREEN		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>1,930</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				
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
<b>Total</b>	<b>Finance &amp; Resources</b>			<b>3,960</b>	<b>2,215</b>	<b>600</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>RAG LEGEND</b>	
<b>GREEN</b>	Delivered or on track to be delivered in full
<b>AMBER</b>	Majority delivery of savings expected
<b>RED</b>	Will not be implemented or likely to be not be implemented