

Date of despatch: Wednesday, 12 February 2020

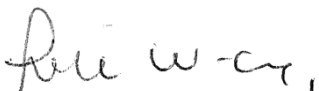
To the Members of Slough Borough Council

NOTICE OF MEETING

Dear Councillor,

You are summoned to attend an Extraordinary Meeting of the Council of this Borough which will be held in the Council Chamber - Observatory House, 25 Windsor Road, SL1 2EL on **Thursday, 20th February, 2020 at 7.00 pm**, when the business in the Agenda below is proposed to be transacted.

Yours faithfully



JOSIE WRAGG
Chief Executive

AGENDA

Apologies for Absence

	<u>PAGE</u>
1. Declarations of Interest	-
<i>All Members who believe they have a Disclosable Pecuniary or other in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Section 4 paragraph 4.6 of the Councillors' Code of Conduct, leave the meeting while the matter is discussed.</i>	

Recommendations of Cabinet from it's meeting held on 3rd February 2020
[Notification of Amendments required by 10 a.m. on Wednesday 19th February]

2. Five Year Plan 2020/21 - 2024/25	1 - 20
3. Revenue Budget 2020/21	21 - 74
4. Treasury Management Strategy 2020/21	75 - 102
5. Capital Strategy 2020/24	103 - 124

Press and Public

Attendance and accessibility: You are welcome to attend this meeting which is open to the press and public, as an observer. You will however be asked to leave before any items in the Part II agenda are considered. For those hard of hearing an Induction Loop System is available in the Council Chamber.

Webcasting and recording: The public part of the meeting will be filmed by the Council for live and/or subsequent broadcast on the Council's website. The footage will remain on our website for 12 months. A copy of the recording will also be retained in accordance with the Council's data retention policy. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

In addition, the law allows members of the public to take photographs, film, audio-record or tweet the proceedings at public meetings. Anyone proposing to do so is requested to advise the Democratic Services Officer before the start of the meeting. Filming or recording must be overt and persons filming should not move around the meeting room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non hand held devices, including tripods, will not be allowed unless this has been discussed with the Democratic Services Officer.

Emergency procedures: The fire alarm is a continuous siren. If the alarm sounds Immediately vacate the premises by the nearest available exit at either the front or rear of the Chamber and proceed to the assembly point: The pavement of the service road outside of Westminster House, 31 Windsor Road.

SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 20th February 2020

CONTACT OFFICER: Nick Pontone, Senior Democratic Services Officer
(For all enquiries) (01753) 875120

WARD(S): All

PART I
FOR DECISION**RECOMMENDATION OF THE CABINET, 3RD FEBRUARY 2020:**
FIVE YEAR PLAN 2020/21 – 2024/25**1. Purpose of Report**

To consider the Cabinet's recommendation to agree the Council's Five Year Plan.

2. Recommendation(s)/Proposed Action

That the Five Year Plan attached at Appendix A be approved.

3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**3a. Slough Joint Wellbeing Strategy Priorities and Joint Strategic Needs Assessment**

The Five Year Plan relates to all aspects of the Slough Joint Wellbeing Strategy's priorities as set out below:

1. Protecting vulnerable children
2. Increasing life expectancy by focusing on inequalities
3. Improving mental health and wellbeing
4. Housing

The Slough Wellbeing Board are finalising a refreshed Wellbeing Strategy with four new priorities and we will work alongside our partners to deliver these - Workplace Health, Integration, Starting Well and Community Resilience.

The Five Year Plan has been developed using an evidence base which includes information and data in the Joint Strategic Needs Assessment.

3b. Council's Five Year Plan Outcomes

The review of the Five Year Plan refreshes the long-term priorities to achieve the five key outcomes for Slough:

1. Slough children will grow up to be happy, healthy and successful
2. Our people will be healthier and manage their own care needs
3. Slough will be an attractive place where people choose to live, work and stay
4. Our residents will live in good quality homes

5. Slough will attract, retain and grow businesses and investment to provide jobs and opportunities for our residents

4 **Other Implications**

(a) Financial - the Five Year Plan is important in determining the priority outcomes against which resources will be allocated. The time frame for the Five Year Plan is aligned with our medium term financial planning and will roll forward each year, i.e. the new Plan looks ahead for the five years 2020/21 to 2024/25.

(b) Risk Management - There are no identified risks associated with the proposed actions.

(c) Human Rights Act and Other Legal Implications - There are no direct legal implications. The specific activity in the Strategy and other plans may have legal implications which will be brought to the attention of Cabinet separately. There are no Human Rights Act Implications.

(d) Equalities Impact Assessment - There is no requirement to complete an Equalities Impact Assessment (EIA) in relation to this report. EIAs will however be completed on individual aspects of any actions produced to sit underneath the Strategy, as required.

5 **Supporting Information**

- 5.1 The Five Year Plan was launched in 2015 to define the Council's ambition; the opportunities and challenges we face; the role of the Council in meeting these and the priority outcomes against which resources will be allocated.
- 5.2 The Five Year Plan is therefore an important element of our strategic narrative in explaining our ambitions for Slough's future. It also describes the role of the Council in achieving this, recognising the importance of working with our communities and putting people first in everything we do.
- 5.3 The Plan is updated every year and we also produce an Annual Report so that we can check progress.
- 5.4 The Leader and Cabinet have worked with officers to define their political priorities and ensure the priority outcomes reflect these. The Leader has been clear in his Foreword about his priority to ensure that investment and regeneration provide opportunities for people who live in Slough.
- 5.5 The Plan therefore sets out our vision, priority outcomes and how we will make this happen.

6 **Our Futures**

- 6.1 This year the Five Year Plan describes in more detail the Council's ambitious plans for transformation and new ways of working to deliver improved outcomes for residents. A key change is the delivery of a new localities based model with local services being provided by the council and key partners in local settings to meet the particular needs of communities. There will also be a drive to a vastly improved digital offer enabling residents to self serve wherever possible.

7 **Measuring progress**

- 7.1 We produce an Annual Report of progress with case studies and performance indicators setting out how we are delivering our priority outcomes.
- 7.2 The refresh of the Five Year Plan includes a summary of the success measures as a Balanced Scorecard of key performance indicators that will be used to keep track of how we are achieving the outcomes.
- 7.3 Performance reports are also taken to Cabinet and Scrutiny on a quarterly basis.

8 **The Medium Term Financial Strategy and the Five Year Plan**

- 8.1 The Medium Term Financial Strategy and Five Year Plan are closely connected. We refresh the Five Year Plan each year along with the budget to ensure we have clarity about the budget for the year ahead, and, through the Five Year Plan, clarity about the priority outcomes against which resources will be allocated.

9 **Comments of Other Committees**

- 9.1 Work has been undertaken with the Leader and Cabinet to ensure that the priority outcomes reflect the political priorities of the Administration.
- 9.2 The Cabinet considered the draft Five Year Plan at its meeting on 3rd February 2020 and agree to recommend to Council that it be approved.
- 9.2 The Council's Scrutiny function will challenge and track progress of the outcomes.

10 **Conclusion**

- 10.1 The refreshed Five Year Plan will provide the strategic direction for the Council over the next five years and will enable a clear focus of resources and activity.

11 **Appendices Attached**

Appendix A: Five Year Plan 2020/21 – 2024/25

12 **Background Papers**

None.

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Five Year Plan 2020/21 – 2024/25
‘Growing a place of opportunity and ambition’

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1. Leader's Foreword

The council's leadership is working to turn ambitions we have for our town into tangible reality. We are striving to make sure that the growth Slough is enjoying is inclusive and that Slough residents are able to access the opportunities and services to help them build good lives for themselves and their families.

The Five Year Plan sets out both our vision for Slough and the milestones towards delivering it, as we grow a place of opportunity and ambition – the plan is structured around our five priority outcomes:

Our priority outcomes – putting people first

1. Slough children will grow up to be happy, healthy and successful
2. Our people will be healthier and manage their own care needs
3. Slough will be an attractive place where people choose to live, work and stay
4. Our residents will live in good quality homes
5. Slough will attract, retain and grow businesses and investment to provide opportunities for our residents

We are working to grow our town in a sustainable way that delivers quality development and helps our communities to thrive. This is against a backdrop of a challenging financial situation facing local authorities up and down the country. Pressure on adults and children's social care budgets, alongside issues such as homelessness, place a real strain on our budget.

Despite these challenges over the past year we have:

- Won the prestigious Outdoor Media award for Social Impact for the Safer Slough Partnership's Modern Slavery campaign.
- Seen incremental increases in the attainment of a Good Level of Development across the Early Years Foundation Stage (EYFS) with the figure for Slough's children (73.6%) exceeding the national figure by 2.5%.
- Increased the proportion of people managing their own care needs through a Direct Payment to well above the national average.
- Refurbished temporary accommodation flats at Pendeen Court, providing much improved living and communal areas for some of the borough's most in need residents.
- Begun work on 2 hotels and 64 new apartments on the old library site, which will bring vitality to the area.
- Moved our council HQ back into the town centre at the heart of our community.
- Brought our customer services and IT back in house.

2020 brings fresh challenges, as Brexit becomes a real fact not an abstract notion for the national and local economy.

Maintaining a strong local economy which generates income from business rates is essential for The Council's budget. In our favour we continue to attract developer interest as a result of our location and proximity to Heathrow, the connections Crossrail will provide, together with our international reputation as a place for business.

Growing a place of opportunity and ambition means maximising the success of Slough's economy to ensure that inward investment, regeneration and infrastructure improvements bring real benefits to our place and our residents, from housing and jobs, to better transport, shopping and leisure facilities.

We are building the council's capacity and capability through the 'Our Futures' programme so that our staff are able to fulfil their role, delivering the best outcomes for Slough.

During the course of this year we will be working with our partners and communities to align our ambitions for Slough for the next 20 years and beyond – establishing a longer-term shared 2040 vision to use our collective resources to deliver maximum benefit to the town.

**Councillor Cllr James Swindlehurst
Leader, Slough Borough Council**

DRAFT

2. Introduction – Chief Executive

The Five Year Plan sets out the council's vision and ambition; the opportunities and challenges we face; the role of the council in meeting these and the priority outcomes against which resources will be allocated.

As our corporate strategy the Five Year Plan is important as we use it to:

- drive the decisions made in the medium and long term financial strategy
- focus on delivery of outcomes by prioritising resources
- provide a basis for discussions with partners about the services they provide
- develop a performance framework to which services and staff will be held accountable

The Five Year Plan is also important in explaining how and why the council is changing.

The role of the Council

We have worked in recent years to meet the challenges and opportunities we face by:

- demonstrating community leadership
- enabling people to help themselves
- supporting the most vulnerable
- shaping and managing the changing place

We have known for a long time that our capacity to provide people with support is under continued pressure because of cuts to our funding from central Government together with an increase in demand. 70% of our budget is spent on social care and supporting those members of our community who are most vulnerable.

Our challenge is that we know we can no longer provide services in the way that we have in the past – we will not be able to provide everyone with everything. We need to rethink and change not only what we do but how we do it. It is brave decisions that we make now that will sustain our ability to provide services in the future.

We believe we can do more to close gaps and reduce inequalities by enabling people to take more responsibility for their own lives, for example, by living healthier lifestyles. We will build on the strengths of our communities and partnerships to work as 'One Slough'. Wherever possible we will also look to manage future demand for services through targeted intervention and prevention. We will always ensure the most vulnerable in our community know how to get the support they need.

Not all of the issues we face are within our power to address directly which is why it is important that we make the most of our network of communities and local partners. Our partners are facing the same twin challenges as the Council – rising demand and diminishing resources. We will continue to work through the Slough Wellbeing Board to facilitate a wider partnership network to coordinate action and resources to achieve the best results for Slough. We will work with residents and community groups to build confidence and skills to improve their own lives and communities. As well as working with the public and voluntary sectors we will maximise the opportunities from our partnerships with the private sector to attract investment and support delivery.

Our Futures

Our vision for Slough Borough Council is – **we will be a world class organisation, we will be strong local leaders with our partners, we will deliver high quality and effective outcomes.**

Over the next two years and beyond we will be changing the way we work as a council – with our residents, communities, businesses, partners, members and colleagues – with new systems, processes and ways of doing things

These changes will help us become the world-class organisation we want to be, delivering great outcomes for those we serve and providing rewarding opportunities for us all to develop – growing a place of opportunity and ambition

To help us make this transformation, we have established the Our Futures programme.

The result of this will achieve new ways of working which:

Make it easy: We make self-service, independence and dealing with us easy

Make it count: We put our scarce resources where they do the most good today and tomorrow

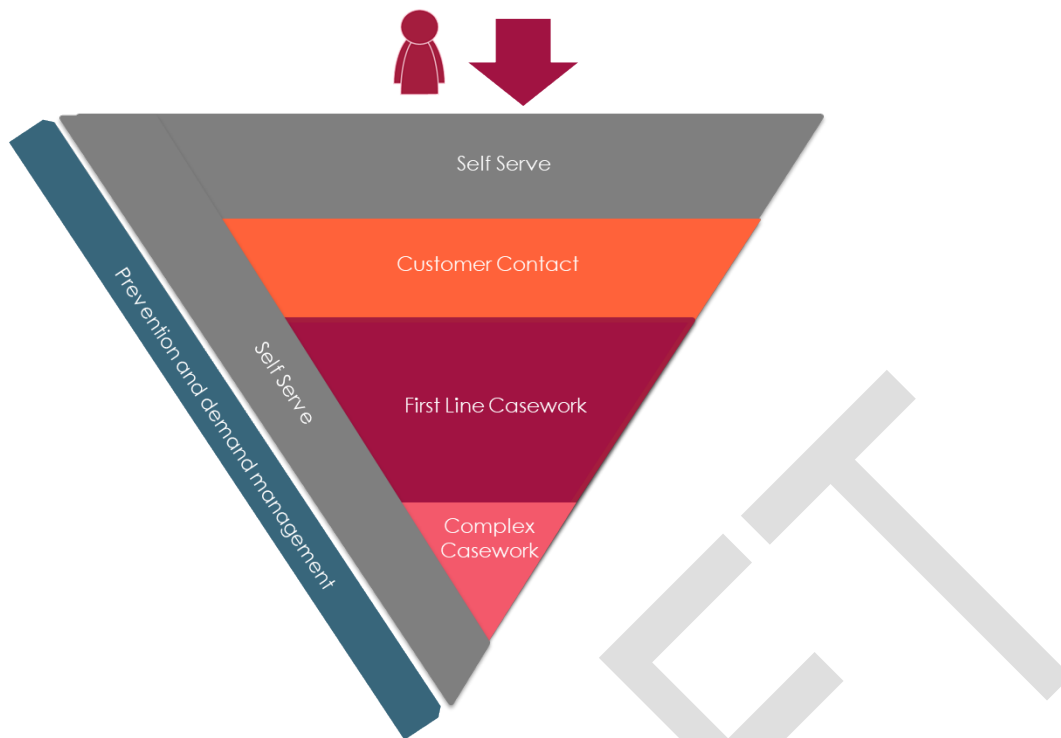
Make it work: We join up information and work with our partners to get the right outcome first time

Make it rewarding: Residents, businesses, communities and SBC employees benefit from Slough.

What the council will look like

The image below shows how our new operating model will enable customers to do more for themselves. When people come to us for general advice we will direct them to the right information and enable them to self serve. Basic tasks, processes and decisions will be automated where possible. This frees up expert staff time to focus energy and attention on complex casework, where it's most needed and adds most value for our customers.

There are four levels of activity in the future operating model: self serve, customer contact, first line casework and complex casework.



Changes

We have workstreams leading on six specific areas of change.

- Improved systems and digital technology
- More effective and efficient processes
- Tailored service offers for our localities
- Our people and organisation working in a new way
- Commercial models that help Slough and SBC thrive
- Working with our partners in the interests of Slough

Localities

We are developing locality service offers across Slough to bring public and community services together to meet the needs of the different populations we serve. In designing this change to our ways of working we consider all services and partner services being delivered in a particular area including health, police and the voluntary and community sector. The first locality to be designed is the Chalvey & Cippenham locality in summer 2020. Working with our strategic partnerships we will maximise the potential to share assets and resources through the One Slough Public Estate initiative.

Benefits

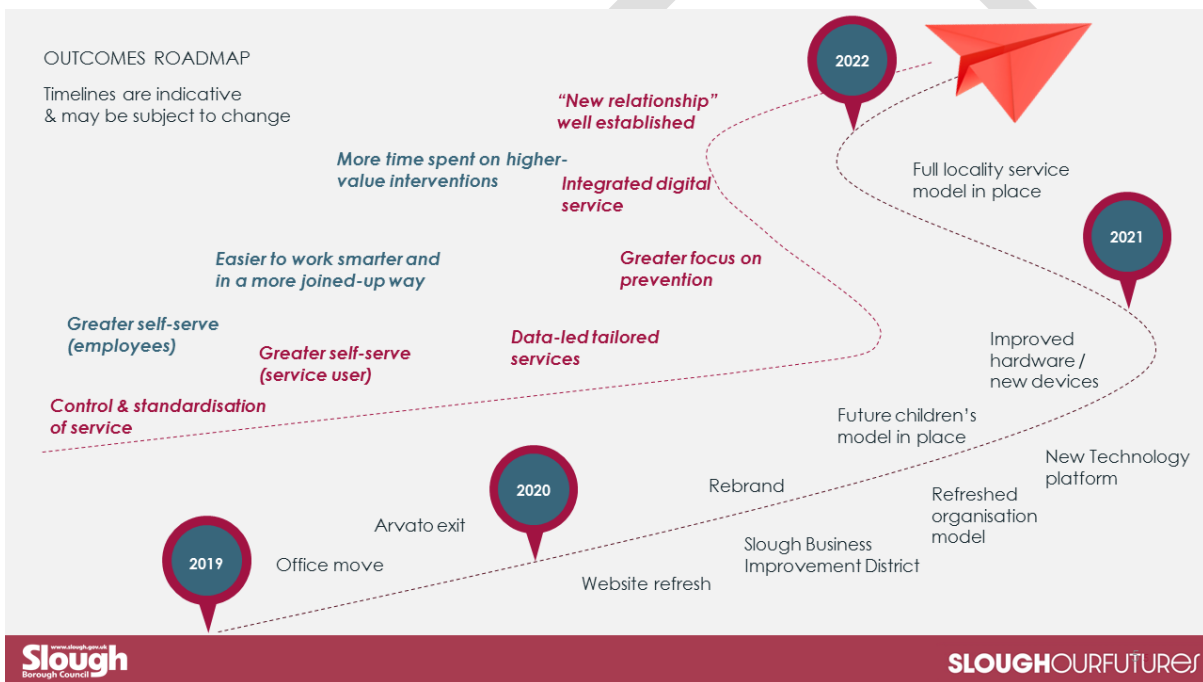
Some examples of the benefits these changes will achieve are:

- Streamlined corporate services
- Simpler transactional services
- Data and insight function
- More focus on prevention

- Skilled resources where they do most good
- Slough Business Improvement District (BID)
- Improved joint working
- New website and digital tools.

We strive to deliver high quality local services, supporting our residents as early as possible. We will aim to make it easier for residents to access information and services online, helping us to make the best use of the resources we have. By engaging our residents more we want them to help us make Slough a better place and to take pride in our environment. We will support them to do their best to stay healthy, to live independently and to help our children to succeed. Through developing locality service offers across Slough we want to bring public and community services together to meet the needs of the different populations we serve across the Borough.

The roadmap below sets out our transformation journey. **[to be updated before publication]**



Towards 2040

Over the coming months we will be working with partners and communities across Slough to set our vision for the next 20 years to 2040.

Our values

We will recruit, retain and develop high quality people who are committed to Slough and supported to do their job. Being clear about our values and behaviours means we can support our staff who want to continue to make a positive difference in their services to improve the lives of people in Slough. Our five **values** are:

- Responsive
- Accountable

- Innovative
- Ambitious
- Empowering

We will use these to drive our behaviours and how we work. We will recruit and manage people by checking how they are performing against these.

We also have set a series of equality objectives to reduce inequalities and improve outcomes for local people in specific service areas. This is in line with our focus on putting people first as well as ensuring we meet our requirements under the Public Sector Equality Duty (Equality Act 2010).

Josie Wragg
Chief Executive

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3. Our priority outcomes – putting people first

Outcome 1: Slough children will grow up to be happy, healthy and successful

Success stories from the last year

- Educational standards are continuing to improve, and remain consistently above national averages across all key stages, with particular progress made this year at Early Years Foundational Stage, where Slough is now in the top quartile nationally. With the support of the Slough Children's Services Trust's transformative Virtual School Service, Slough's looked after children have seen some amazing results, including exceptional progress for children from birth to age, good progress for those between the ages of 14-16, some of the best ever GCSE results and record numbers of our young people are now going to university.
- Slough has been successful in its bid with the Clinical Commissioning Group (CCG) for a Mental Health Support Team working with 13 schools and the children looked after cohort across Slough. The Education Mental Health Practitioners are in training at Reading University and will be ready to take on low intensity cases from the autumn.
- Slough has secured additional funds through the CCG for an early intervention project with Child and Adolescent Mental Health Services (CAMHS) referred to as the Getting Help service. Both initiatives focus on the mental health and well-being needs of Slough's children and young people.
- 2019 saw the maturing of SENCO networks (established in 2018) from a simple information sharing event to one in which increasingly confident school staff are developing a collaborative model built on self-help/mutual support and the sharing of best practice. This is leading to improvements in practice in supporting children with SEN.
- The Slough Children's Services Trust has successfully increased the number of permanent fostering placements and Special Guardianship Orders granted, meaning greater stability and happiness for more of our vulnerable children.

Why this is important

- Demand for children's services is increasing, while funding remains limited.
- The number of children with complex needs is increasing
- Levels of educational attainment are good but there remain challenges around closing the gap.
- While some progress has been made, Slough has high rates of preventable ill health amongst children including obesity, tooth decay and higher levels of hospital admissions for some long-term conditions such as asthma.
- Slough has a higher than average infant mortality rate and a high incidence of premature births and low birthweight births.
- Young people in Slough have also raised concerns around knife crime, mental health and homelessness.

Our long-term priorities are to:

- Work with our partners to ensure excellent educational, health and wellbeing outcomes for children and young people in Slough.
- Work with partners to further develop our early help and early intervention offer for children and families.
- Support the creation and promotion of pathways to high quality employment for vulnerable young people - including reducing the numbers of children looked after, care leavers and young people with an Education Health and Care Plan who are not in education, employment or training.
- Provide children with safe, clean and enjoyable places to play.

Outcome 2: Our people will be healthier and manage their own care needs

Success stories from the last year

- The proportion of people using Adult Social Care services who manage their own care needs through a Direct Payment has increased to well above the national average.
- The Adult Social Care Co-Production Network was launched, to ensure the views of social care users in Slough are considered during the design and running of social care services in Slough.
- We have expanded the provision of 'Active Movement' and it is now being delivered in 24 primary schools, all 10 Children Centres, 7 early year settings, 1 secondary school and across Slough Borough Council itself.

Why this is important

- We are experiencing increasing demand for health and social care services, at a time when resources are limited.
- Levels of physical activity are poor and Slough has particular challenges around cardiovascular health, obesity, diabetes and other preventable diseases, which cause both premature ill health and shorter lives.
- There are inequalities in health, primarily between different areas of the borough and between different ethnic groups, which need to be addressed.
- Our residents have less overall life satisfaction than in nearby boroughs and higher levels of anxiety, and we know there are also challenges around social isolation.
- Our social care services have improved in many areas, but we know that there is more to be done to improve care users' quality of life.

Our long-term priorities are to:

- Improve the health and wellbeing of our residents and reduce health inequalities through supporting residents to look after themselves, improved prevention and early intervention.
- Increase levels of activity and improve health through use of our parks, play, outdoor activity areas, leisure facilities and sustainable travel.
- Improve mental health and wellbeing and reduce loneliness and isolation - more people - more connected - and happy.
- Reduce the need for long term social care by mobilising our community, engaging in effective partnership work, and ensuring care users are empowered to manage their own care needs.
- Work alongside our partners on the Slough Wellbeing Board to deliver the new Slough Wellbeing Strategy priorities – Workplace health, Integration, Starting Well and Community Resilience.

Outcome 3: Slough will be an attractive place where people choose to live, work and stay

Success stories from the last year

- The Safer Slough Partnership's Modern Slavery campaign won the prestigious Outdoor Media award for Social Impact.
- We've hosted many successful events in the borough, including the Slough Canal Festival, the Horticultural Show, our annual Bonfire and Fireworks Spectacular, the Great Get Together, Playday and a 5k Fun Run, plus regular events in our parks and libraries.
- Our Breaking Boundaries community cricket programme was showcased at the British Ethnic Diversity Sports Awards.

Why this is important

- Though we have made substantial progress, more needs to be done to enhance the visual appeal of our public realm, deliver service standards and challenge stereotypes about Slough.
- We know that we can do more to improve perceptions around levels of community safety, and Slough has particular challenges around 'hidden harms', such as modern slavery and domestic abuse.
- Slough has pockets of severe, multi-faceted deprivation, with some areas requiring greater levels of intervention and integration.
- Several areas of the borough have poor air quality with a lack of public awareness and understanding of air pollution being identified as a significant barrier to change.
- Recycling rates are also substantially below the national average.

Our long-term priorities are to:

- Invest in infrastructure to have a positive impact on the regeneration and development of the town so that Slough remains a place where people can live, work, shop and enjoy.
- Improve the Slough brand and develop our identity as a safe place of opportunity and ambition, co-produced with our communities and partners.
- Improve air quality in the borough with innovative solutions.
- Encourage greater levels of recycling and sustainability.

Outcome 4: Our residents will live in good quality homes

Success stories from the last year

- The number of mandatory licensed Houses of Multiple Occupation in the borough increased due to raised awareness of property licensing requirements and the implementation of a simplified online application system.
- The number of households successfully helped by the Housing team before they became homeless (known as prevention cases) increased by 42%.
- Work on refurbishing temporary accommodation flats at Pendeen Court is now complete, providing much improved living and communal areas for some of the borough's most in need residents.

Why this is important

- Levels of homelessness and rough sleeping have increased substantially, raising demand for temporary accommodation and social housing, which also impacts the health and the educational attainment of children.
- Slough has a high proportion of private rental properties and conditions of this stock need to be monitored.
- Owner-occupier and private rental affordability are key challenges for Slough.
- Space for new housing developments in Slough is severely limited.

Our long-term priorities are to:

- Prevent and reduce the number of households in temporary accommodation.
- Drive up standards in the private rented sector.
- Make the best use of the borough's existing housing stock and provide a better match to needs and challenges.
- Rebalance the housing market to meet needs by increasing supply across all tenures.

Outcome 5: Slough will attract, retain and grow businesses and investment to provide opportunities for our residents.

Success stories from the last year

- We've secured the approval of local businesses for a new Business Improvement District which will deliver £2 million in investment over the next five years.
- Work has begun on two hotels and 64 new apartments on the old library site, which will bring vitality to the area.
- We've moved to our new headquarters closer to the town centre, putting us back in the heart of Slough and bringing greater footfall to the high street.

Why this is important

- Slough has high levels of personal car use, leading to congestion and exacerbating issues around air quality.
- The use of public transport is low compared to similar areas, such as Reading.
- Slough's retail offer is limited, but there is the opportunity to establish alternative uses for the centre of town to accommodate our rising population and create the business vibrancy that Crossrail has potential to bring.
- Though progress has been made in recent years, a below average proportion of Slough's population hold NVQ-recognised qualifications.
- As of 2019, the average gross weekly pay for residents of Slough working full time was £61.50 lower than the average for all those working here – although this figure has come down in recent years it implies that those commuting in to the borough are generally in higher paid work
- Although employment levels are good overall, a notably larger proportion of women in Slough are unemployed than the national average.

Our long-term priorities are to:

- Make the most of our location and the benefits of Heathrow expansion, Crossrail, proximity to London and integrated transport - to be the best place to do business.
- Engage with town centre communities, stakeholders and ward members to create a clear vision and masterplan for the 'Square Mile' centre of town, regenerating major sites and attracting investors and occupiers.
- Maximise growth potential beyond the town centre including Burnham, Langley and Colnbrook.
- Encourage modal shift to sustainable forms of transport - including walking, cycling and public transport - reducing traffic congestion and emissions and ensuring Slough is a disability-friendly town.
- Work with our partners to provide residents with opportunities to improve their skills and secure quality jobs – and to further reduce the difference in weekly pay for residents.

4. The budget – **to be inserted**

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5. Keeping track of progress – balanced scorecard

It is important that we are able to provide evidence of progress towards achieving better outcomes.

We have identified a high level set of key performance indicators in the table below. These performance measures will help us to report and track performance so that we can spot trends and tackle issues to get us back on track where needed. The indicators will form part of our Annual Report of progress against the outcomes.

Five Year Plan outcome		Performance measure
Outcome 1	Slough children will grow up to be happy, healthy and successful	The percentage attainment gap between all children and bottom 20% at Early Years Foundation Stage
		The percentage gap between disadvantaged pupils and all others at Key Stage 2 in Reading, Writing and Maths
		The gap between disadvantaged children and all others at Key Stage 4 percentage achieving grades 9-5 in English & maths
		Percentage of Child Protection Plans started in the past year that were repeat plans within 2 years
		Percentage of 16 to 17 year olds not in education, employment or training (NEETs)
		Young people's happiness
		Number of Reception aged children classified as obese in the National Child Measurement Programme (NCMP) as a proportion of all children measured.
		Number of Year 6 aged children classified as obese in the National Child Measurement Programme as a proportion of all children measured
Outcome 2	Our people will be healthier and manage their own care needs	Number of adults managing their care and support via a direct payment
		Uptake of targeted health checks The percentage of the eligible population aged 40-74 who received a NHS Health Check
		Number of people inactive The percentage of people aged 16 and over who do not participate in at least 30 minutes of sport at moderate intensity at least once a week
Outcome 3	Slough will be an attractive place where people choose to live, work and stay	Level of street cleanliness: Average score for graded inspections of Gateway sites (Grade options from best to worst are: A, A-, B, B-, C, C-, D)

Five Year Plan outcome		Performance measure
		Crime rates per 1,000 population: All crime (cumulative from April) <i>*KPI under review*</i>
		Percentage of household waste sent for reuse, recycling or composting
Outcome 4	Our residents will live in good quality homes	Number of homeless households accommodated by SBC in temporary accommodation
		Number of permanent dwellings completed in the borough during the year
		Number of licenced mandatory Houses in Multiple Occupation (HMOs)
		Number of empty properties brought back into use (by Council intervention)
Outcome 5	Slough will attract, retain and grow businesses and investment to provide opportunities for our residents	Business rate income: Business rate in year collection (amount & percentage rate accrued)
		Access to employment Proportion of resident population of area aged 16-64 claiming JSA and NI or Universal credits
		Journey times Average journey time from Heart of Slough to M4 J6 (M-F 16:30-18:30)
Corporate health		SBC staff survey: Percentage of staff proud to work for the council
		SBC staff survey: Percentage of staff rate working for the council as either good or excellent
		Council tax in year collection (amount & percentage rate accrued)

SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 20 February 2020

CONTACT OFFICER: Neil Wilcox: Director Finance & Resources, Section 151 Officer
Barry Stratfull: Service Lead Finance (Deputy Section 151)

(For all enquiries) (01753) 875358

WARD(S): All

PART I
FOR DECISION**RECOMMENDATIONS OF THE CABINET FROM 3RD FEBRUARY 2020:**
REVENUE BUDGET 2020/21**1 Purpose of Report**

To detail the overall Revenue Budget for 2020/21, and the decisions required by the Council to achieve a balanced budget for the year ahead. This includes the associated growth and savings proposals and other related decisions that require agreement, as per various Local Government Finance Acts as detailed in Appendix F.

To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions. The paper recommends a 3.84% increase in council tax required to fund the Revenue Budget for 2020/21. This total comprises two parts:

- The local council tax increasing by 1.84%, which would equate to a Band D property paying a total of £1,293.90, an increase of £25.15 from 2019/20
- The adult social care precept increase of 2.00%, which would equate to a Band D property paying a total of £125.57, an increase of £27.34 from 2019/20

Together, the total increase of 3.84% represents an increase of £52.49 on a Band D property, equivalent to a £1 per week increase.

To approve the changes in Fees and Charges as detailed in Appendix E.

To note the increase in Housing Revenue Account rents and service charges, as detailed in Appendix I.

2 Recommendation(s)/Proposed Action

The Council is requested to resolve that the budget, as attached, be approved.

As the billing authority, approve the Council Tax amounts for each band in the borough. At the time of producing this report, the precepts from The Police and Crime Commissioner for Thames Valley Police, the Royal Berkshire Fire and Rescue Service and the Parish of Wexham Court are still to be confirmed. The Police Crime Panel and the Fire Authority meet to consider budget proposals on 14 February. A verbal update on these precepts will be given at the meeting. The Parish of Britwell

has implemented a reduction of 25% and the Parish of Colnbrook with Poyle a zero increase.

Council Tax Resolution – In relation to the Council Tax for 2020/21

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2021 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 16 December 2019 Cabinet calculated the following Tax Base amounts for the financial year 2020/21 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 42,918.1 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2020/21; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2020/21:
- | | |
|--------------------------------|---------|
| Parish of Britwell | 868.6 |
| Parish of Colnbrook with Poyle | 1,912.9 |
| Parish of Wexham Court | 1,416.5 |
- (c) That the following amounts be now calculated for the year 2020/21 in accordance with sections 31A to 36 of the Act:
- (i) £382,408,589 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £321,271,305 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £61,137,284 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,424.51 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2020/21 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £216,329, representing the total of Parish Precepts for that year.
- (vi) £1,419.47 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant

amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(vii) Valuation Bands

At the time of preparing the report, the Parish of Britwell has indicated a 25% reduction in its Council Tax charge and the parish of Colnbrook with Poyle a zero increase. Wexham Court is still to confirm its budget requirement¹. If no parish precept has been served when the council (as billing authority) is making its calculations for the forthcoming year, under the Billing Authorities (Anticipation of Precepts) Regulations 1992, it may anticipate the amount to be billed and pay the sums anticipated.

Band	Slough Area	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham Court
	£	£	£	£
A	946.31	33.05	32.93	24.48
B	1,104.03	38.56	38.42	28.56
C	1,261.75	44.07	43.91	32.64
D	1,419.47	49.58	49.40	36.72
E	1,734.91	60.59	60.38	44.89
F	2,050.35	71.61	71.36	53.05
G	2,365.78	82.63	82.33	61.21
H	2,838.94	99.15	98.80	73.45

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) Calculate that the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £60,920,955.
- (ix) That it be noted that for the year 2020/21 it is assumed that the Thames Valley Police Authority precept will increase by £10 for a Band D property (the maximum allowed by the Home Office). The police funding settlement was only announced on 22 January. The Police and Crime Panel are provisionally meeting on the 14th February to consider the Police & Crime Commissioner's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

¹ The table assumes a zero increase of the Wexham Court parish council tax charge. .

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	144.19
B	168.22
C	192.25
D	216.28
E	264.34
F	312.40
G	360.47
H	432.56

- (x) That it be noted that for the year 2020/21 the Royal Berkshire Fire Authority has proposed increasing its precept by 1.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below. The Fire Authority is due to meet on 14 February to finalise its precept and associated Council Tax:

Band	Royal Berkshire Fire Authority £
A	45.07
B	52.58
C	60.09
D	67.60
E	82.62
F	97.64
G	112.67
H	135.20

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2020/21 including the precepting authorities will be as follows:

Band	Slough £	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £	Royal Berkshire Fire Authority £	TOTAL £
A	946.31	144.19	45.07	1,135.57
B	1,104.03	168.22	52.58	1,324.83
C	1,261.75	192.25	60.09	1,514.09
D	1,419.47	216.28	67.60	1,703.35
E	1,734.91	264.34	82.62	2,081.87
F	2,050.35	312.40	97.64	2,460.39
G	2,365.78	360.47	112.67	2,838.92
H	2,838.94	432.56	135.20	3,406.70

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precept of the Police and Crime Commissioner, Fire Authority or Parishes, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2020/21, Statutory Resolution and council tax levels.

Fees and Charges

- (d) Resolve to change the Council's fees and charges as outlined in Appendix E for 2020/21.

Statement on The Robustness Of Estimates & Reserves (the Section 25 Statement)

- (e) Note the statutory advice of the Chief Finance Officer outlined in Appendix G, the Section 25 statement. This is required to highlight the robustness of budget estimates and the adequacy of the Council's reserves.

School & Pupil Funding

- (f) Ratify the Schools Forum proposals to transition to 85% of the National Funding Formula; set the Minimum Funding Guarantee at +0.5%; retain the maximum 5% early years funding centrally; transfer £0.250m from the Central Schools Service (CSSB) Block to the High Needs Block; and, the proposed use of the CSSB.

Use of Flexible Capital Receipts –

- (g) Resolve to agree the Use of Flexible Capital Receipts Strategy outlined in Appendix J.

Pay Policy –

- (h) Note the Pay Policy Statement agreed at the Employment & Appeals Committee on 23 January 2020 as detailed in Appendix K.

Local Taxation Issues

- (i) Note that existing policies on court costs, empty property relief and public room booking have not changed and fees and charges for these areas are as at (d) above

Appendices Attached

- 'A' - Growth proposals
- 'B' - Savings proposals
- 'C' - Reserves position
- 'D' - Collection Fund
- 'E' - Fees & Charges
- 'F' - Council Tax Resolution
- 'G' - Statement on The Robustness Of Estimates & Reserves (*the "Statement 25" statement*)
- 'H' - Specific Grants
- 'I' - HRA Rents and Service Charges
- 'J' - Flexible use of Capital Receipts Strategy
- 'K' - Pay Policy Statement
- 'L' - Equality Impact Assessments (see Appendix Pack)
- 'M' - Detailed growth bids (see Appendix Pack)

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

3a. Slough Joint Wellbeing Strategy Priorities

The report indirectly supports all of the strategic priorities and cross cutting themes.

3b Five Year Plan Outcomes

The report helps achieve the Five Year Plan outcomes by contributing to the Council's financial planning and ensuring the five outcomes are adequately resourced.

4 Other Implications

(a) Financial

Detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<i>To approve the Council Tax for the year ahead, and the associated Council Tax notices and resolutions required as per various Local Government Finance Acts as detailed in Appendix G</i>	Council Tax collection targets not met	Monthly budget monitoring and quarterly reporting. Monthly monitoring of tax collection KPI's.	9	Continue robust budget monitoring – regular reporting to Cabinet and Council

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	A number of posts may be affected by changes proposed. If necessary these will be managed through the council's restructure, redundancy and redeployment policy and procedure.	None
Equalities Issues	Assessed for each proposed saving and included as Appendix L.	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery	Risk of overspend and making further savings elsewhere	Decisions that could bring savings proposals forward
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

The Council has a number of statutory functions to perform. Any savings must not undermine the Council's responsibilities to provide minimum levels of provision in key areas. The set of savings proposals for 2020/21 does not recommend any savings that will affect the Council's ability to carry out its statutory functions. However,

Members should be mindful of the cumulative year on year effects of savings and reductions in services and continue to make assessments of the impact on statutory functions. All the savings proposals included within this report will be closely monitored throughout the financial year and reported to Cabinet via the Quarterly Financial Monitoring reports.

(d) Equalities Impact Assessment

Equalities Impact Assessments have been undertaken for all savings proposals and are attached as Appendix L.

(e) Workforce

Where necessary the Council has a number of measures to minimise compulsory redundancies including;

- Developing staff skills to redeploy to alternative roles.
- Obtaining staff savings from deletion of vacant posts.
- Opportunities for Voluntary Redundancies.

5 Supporting Information

Introduction

5.1.1 Section 32 of the Local Government Finance Act 1992 requires the Council to calculate its budget requirement before 11 March; and Section 30 requires the Council to set amounts of council tax for each category of dwellings in its area by the same date.

5.1.2 The Council's Constitution requires, by 11 March, the Cabinet shall recommend to Council:

- The Revenue Budget and the level of Council Tax to be set for the following year.
- The cash limits for each Directorate.
- The capital programme, borrowing limits and the Prudential Indicators for the following five years.
- The Treasury Management Strategy for the year ahead.
- The annual recommended rent rise for the Council's Housing stock

Summary

5.2.1 2020/21 is set to be another difficult year financially for the Council, with continued increased demand for Council services. The Council has always sought to protect Council services whilst ensuring there is sufficient budget for the next financial year to deliver its key outcomes.

5.2.2 There remain difficult years ahead for the Council due to the financial pressures that it faces, but the budget for the 2020/21 ensures that the Council's finances are based on solid footings for the future.

5.2.3 This paper sets out the revenue budget for 2020/21 and the associated plans and assumptions contained within it. The Capital Strategy, which accompanies this report for approval, sets out the wider financial implications of decisions made in investing in the borough's infrastructure. The Treasury Management Strategy, also on tonight's agenda, details how the Council will undertake transactions concerning investments and borrowings and relates closely to the Capital Strategy as well as having an impact on the revenue budget savings proposals for 2020/21.

Table 1: Funding summary

19/20 £'000		Latest position		
		2020/21 £'000	2021/22 £'000	2022/23 £'000
101,521	Base Position (Excluding Parish Precepts)	120,499	124,212	123,994
15,498	Government Grants Included below			
3,694	Base Budget Changes	3,140	3,140	3,140
8,099	Directorate Growth	6,767	1,325	393
1,321	Revenue Impact of Capital Programme	1,011	656	656
2,739	Slough Urban Renewal	750	750	0
(12,373)	Savings Identified	(7,955)	(2,370)	400
120,499	Total Forecast Expenditure	124,212	127,713	128,583
58,493	Council Tax Income	60,921	63,823	66,727
42,395	General Government Grant - Business Rates and RSG	42,061	39,296	39,825
2,717	New Homes Bonus	2,261	1,905	2,100
1,396	Additional Social Care Grant	2,883	2,883	2,883
7,363	Public Health Grant	7,569	7,569	7,569
3,678	PFI Grant	3,678	3,678	3,678
3,357	Better Care Fund	3,873	3,873	3,873
312	Independent Living Fund	315	315	315
158	LCTS Admin Support Grant	166	166	166
630	Housing Benefit Admin Support Grant	486	486	486
120,499	Total Estimated Funding Available	124,212	123,994	127,622
0	CURRENT FUNDING GAP	0	(3,719)	(961)

Impact on Service Revenue Budgets

5.2.4 Table 2, overleaf, highlights the changes to service budgets, and associated cash limits, as a result of all of changes detailed in the Revenue Budget 2020/21:

Table 2:

	2019/20	Base Budget Changes	Directorate Growth	Revenue Impact of the Capital Programme	SUR Income	Savings Identified	2020/21
	£m	£m	£m	£m	£m	£m	£m
Adults and Communities	52.063	1.169	1.362	0.000	0.000	(2.395)	52.199
Children, Learning and Skills	36.504	0.743	2.188	0.000	0.000	(0.590)	38.844
Place and Development	19.900	0.377	1.478	0.000	0.000	(1.291)	20.464
Regeneration	(2.168)	0.339	0.522	0.000	0.000	0.500	(0.808)
Finance and Resources	12.962	0.453	1.117	1.011	0.750	(2.679)	13.614
Chief Executive	1.239	0.060	0.000	0.000	0.000	0.000	1.299
Transformation	0.000	0.000	0.100	0.000	0.000	(1.500)	(1.400)
Budget Requirement	120.499	3.140	6.767	1.011	0.750	(7.955)	124.212

(Note: further transfers between directorates may be required to align accountabilities for spend and savings proposals, but these will not affect the overall budget requirement)

Income

5.3.1 The Council has the following main sources of income:

NNDR (Business Rates)

5.3.2 The amount of retained Business Rates is determined by the Council's best estimates of the amount it calculates it will receive for the year ahead. There will be fundamental changes to the business rates system post 2020. Recent Government consultations indicate the system will give greater rewards to those authorities with business rates growth. However, there is likely to be some sort of initial "reset" that will lead to an initial reduction in business rate income available to be locally retained. Slough Borough Council uses external experts to forecast future business rates income and projections are included in the Medium Term Financial Strategy (MTFS) above.

Revenue Support Grant (RSG)

5.3.3 The Council receives Revenue Support Grant (RSG) direct from Central Government. RSG funding is based on Central Government's expectations of what the Council should spend in line with the Government's deficit reduction plans.

5.3.4 The final 2020/21 local government finance settlement was announced on 6 February 2020 and there were no substantive changes to the provisional settlement figures for Slough BC.

5.3.5 There is a duty on Local Authorities to set a balanced budget under the Local Government Finance Act 1992. If the final settlement is delayed the Council is required to set a budget within the deadline by using the best available information. If there are any substantial changes in the amount of funding received by the Council at the final settlement, the Section 151 Officer will use reserves to balance the overall budget in consultation with the Leader and the Cabinet Member for Governance & Customer Services.

Council Tax

5.3.6 Another main source of Council income is derived from Council Tax receipts. The overall amount raised is based on the Council Taxbase (i.e. the number of

properties in the borough) as per the report to Cabinet in December 2019, multiplied by the average band D Council Tax amount. For 2020/21 it is assumed there will be a 1.84% increase on the Council's basic element of the overall Council Tax, with a further 2.0% increase for the Adult Social Care precept. This increase will see a property in Band D's Council Tax rise from £1,366.98 to £1,419.47, an increase of £52.49. The split is as follows:

	2019/20	2020/21	Increase
Basic Precept	£1,268.75	£1,293.90	£25.15
Adult Social Care Precept	£98.23	£125.57	£27.34
Total	£1,366.98	£1,419.47	£52.49

Specific Grants

- 5.3.7 The Council also receives income from specific Government grants and these are included in Appendix H. The Council budgets for an anticipated nil net cost on these specific grants; i.e. that all expenditure will be contained within the income received from Government and that the local taxpayer does not fund these activities.

New Homes Bonus

- 5.3.8 New Homes Bonus is a Government grant, based on the cumulative growth in housing stock. The Government is gradually winding down this grant, as it looks for alternate measures to incentivise housing growth. The Council is expected to receive £2.261m in 2020/21 (£2.717m was received in 2019/20).

Collection Fund

- 5.3.9 The final factor to take into account, when determining the Council's overall levels of income, is the Collection Fund. This is a statutory account which details the actual income received in respect of Council Tax and retained business rates compared to the estimates made in January 2019 for the 2019/20 budget. At present this fund is anticipated to generate a total surplus of £1.177million. As this is one-off money (and cannot be used to underpin recurrent funding) it is proposed that this transfers into General Reserves (and, therefore, does not directly affect spending power in 2020/21).
- 5.3.10 The total income available to the Council for the 2020/21 for its net budget is therefore £124.212m.

2020/21 Budgets for Schools, Academies and Free Schools

- 5.4.1 The pupil led factors within the Schools' funding formula in 2020/21 are different to those reported previously. Nationally, the Government remain committed to streamlining the Schools' budget setting process by introducing a National Funding Formula (NFF) by 2021/22. This is the third year that Local Authorities have flexibility over how they approach the transition from a locally set formula to the NFF. Slough has again taken a stepped approach and with the agreement of schools and Schools' Forum, has transitioned the local factors to 85% toward the NFF factor rates. This is a further movement over the 65% transition agreed for 2019/20.
- 5.4.2 There will be no gains cap in the NFF, unlike the previous two years, so that all schools attract their full core allocations under the formula. The minimum per-pupil levels of funding for primary and secondary schools have now been 'hardened' within the Schools' Block funding formula. These have been set at £3,750 for

primary schools and £5,000 for secondary schools. The NFF factor rates have been increased by 4% over 2019-20.

- 5.4.3 The Minimum Funding Guarantee (MFG) has been lifted from -1.5% to a minimum of +0.5% to a maximum of +1.84%. It has been agreed locally to implement at +0.5%.
- 5.4.4 All factor rates are used within the NFF, and Slough, therefore, in consultation with schools and Schools' Forum, have implemented the English as an Additional Language (EAL) funding factor.
- 5.4.5 The reception uplift option is still active so that all children under the old school funding rules receive funding under the new school funding rules.
- 5.4.6 Slough Schools' Forum was advised of the final settlement issued by the Department of Education (DfE) on the 15th January 2020. The deadline for budgetary issuance is the 28th February.
- 5.4.7 The Early Years' universal and extended entitlement base rate is currently being modelled. The DfE uprated funding levels by £0.08 for both 2 Year Old funding and 3-4 Year Old funding. An Early Years' Task Group has been organised for the 31st January to discuss funding models to go out for wider sector consultation. Current DfE regulations authorise Local Authorities to retain up to 5% of the total 3-4 year old funding to support the provision of statutory functions. Approval to maximise this allowance was granted by Schools' Forum on the 15th January.
- 5.4.8 The High Needs Block (HNB) is currently being developed. The DfE has discussed Slough's deficit recovery plan and the outcome of those discussions underpins the budget setting exercise².
- 5.4.9 Schools' Forum approved the transfer of £0.250m from the Central Schools Service Block (CSSB) into the High Needs Block, as with previous years. The CSSB expenditure was approved at Schools' Forum on the 16th January, which includes the use of funds transferred from the HNB. The CSSB funds various statutory and regulatory functions undertaken by Council officers, asset management, Virtual Head, licences and admissions.

Block	Settlement (£m)	Approved Adjustments (£m)	Total (£m)
Schools	138.985	0.000	138.985
Early Years	14.349	0.000	14.349
High Needs	25.649	-0.250	25.399
CSSB	0.665	0.250	0.915
TOTAL	179.648	0.000	179.648

Expenditure

- 5.5.1 The Council's base budget for 2019/20 stood at £120.499m and it is against this figure that all adjustments are compared. The adjustments include:

² See also the comment about Dedicated Schools Grant deficits in Appendix C.

- (1) Growth **£6.767m** – these are the totals of funding increases across the council for 2020/21. Appendix A provides further detail.
- (2) Base budget **£3.140m** – these are movements due to inflationary pressures, pay awards, incremental rises and other adjustments related to previous years and virements.
- (3) Savings of **£7.955m** - these are the funding reductions or increases in income anticipated across the council following detailed review by service areas. Appendix B provides further detail and the Equality Impact Assessments in Appendix L reflect considerations of the effect of any reductions.
- (4) SBC share of Slough Urban Renewal (SUR) profits – these reflect one-off profits that have been generated by SUR for the Council to fund the revenue budget in previous years, which now need to be removed (as they were one off resources, not recurrent). From 2020/21, SUR profits will be used to build up the Council's reserves.

5.5.2 The scale of savings required is directly related to the continual need to increase the Council's base budget, i.e. the structural costs of operating an organisation the size of the Council against a background of service pressures, new demands and reductions in Government funding. Part of the overall cost rises are offset by growth in Council Tax income and / or retained Business Rates as well as movements from other non-ring fenced grants and the Collection Fund.

Strategy

5.6.1 The Quarter 3 (Q3) revenue budget monitor report for 2019/20 indicated a forecast overspend on this year's budget of £2.3m. This consists of £1.1m from Council run services and, for visibility, included £1.2m from Slough Children's Services Trust (SCST).

5.6.2 Budget monitoring is undertaken on a monthly basis by the Council's Corporate Management Team (CMT) and Directorate Management Teams (DMT). The Cabinet receives an update on a quarterly basis. Throughout 2019/20, a number of particular pressures on the Council's budget have become apparent. Whilst some pressures have been managed during the current financial year it has become apparent that a number of particular pressures will require additional growth in 2020/21.

5.6.3 The Growth Proposals within this report contain the following amounts to address the particular funding pressures that are proving unresolvable during 2019/20:

2019/20 Pressures (at Quarter 3)	
	£ million
Adult Social Care	1.4
Slough Children's Services Trust	1.2
SEND Home to School Transport	0.7
Homelessness	1.0
	<u>4.3</u>

5.6.4 Alongside the vast majority of local authorities with responsibility for caring for children, the Slough Children’s Services Trust (SCST) has also experienced significant increases in demand during 2019/20. The Growth Proposals within this document therefore propose a further £1.588m (plus inflation) be provided to SCST’s base budget for 2020/21. As part of a wider review of SCST, the Council and the Trust have worked with the Department for Education (DfE) to assess an appropriate level of funding for the Trust. The additional £1.588m brings the Council’s overall level of funding to the Trust in line with independent benchmarking. The Council is of the view that the level of funding provided is appropriate and in line with benchmarked expectations. The Trust has indicated that, with this level of funding (and additional funding from DfE), they can set a balanced budget for 2020/21.

Reserves

5.7.1 The Council holds a variety of financial reserves, and these are detailed further in Appendix C. It is vital for the Council to hold a minimum level of reserves to ensure that it has sufficient resources available to address any unmanageable overspend that may arise during the course of the financial year (e.g. due to significant unforeseen demand pressures and/or emergencies).

5.7.2 The Section 151 Officer has determined that the recommended minimum level of the General Fund reserve should be set at 7.5% of the Council’s net revenue budget. This takes into account the increased volatility and uncertainty over government funding in terms of Revenue Support Grant levels and other grant funding regimes, including the Better Care Fund and New Homes Bonus as well as welfare reform costs pressures. This would mean a minimum level of £9.3m at the proposed budget figures. Looking forward to beyond 2020, further reserves cover may be required, in light of the increased longer term risk exposure associated with SCST.

5.7.3 The current level of general reserves as at 31st March 2019 is £8.2m. It is anticipated that the Council will receive an additional one-off income during 2019/20 that had not been budgeted for, as follows:

	£m 2019/20	£m 2020/21
Reserves at 1st April	8.2	9.7
Potential year end overspend (SBC)	-1.1	
In-year funding to SCST (already agreed)	-1.0	
Additional anticipated one-off income	3.6	4.5
Collection Fund surplus / deficit		1.2
Budgeted contribution to reserves		0.7
	<u>9.7</u>	<u>16.1</u>

5.7.4 Finally, the Council’s Medium Term Financial Strategy has a number of guiding principles, agreed by Cabinet in June 2018, including:

- SBC will use SUR profits to firstly increase reserves and then to fund one-off growth initiatives.

5.7.5 The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, the amount of profits anticipated from SUR.

Risk Management

5.7.6 Given the level of savings proposed for 2020/21, it is vital to ensure that these are delivered to enable a balanced budget, but also that the savings package as a whole is considered to ensure that the sum of the savings do not create difficulties for other parts of the Council when delivering services for its residents. All savings are automatically deducted from budget codes when the 2020/21 budgets are built and therefore any non-achievement can be quickly identified, and therefore addressed, through the monthly budget monitoring process.

5.7.7 During the 2020/21 financial year, as has been the case in 2019/20, there will be monthly monitoring of the savings proposals to identify which are green, i.e. on track to be delivered, amber or red (not expected to be delivered in year). This will enable the Council to adjust its future budget position for any unmet savings as well as ensure that it can take appropriate in-year steps to rectify any growing overspends that arise. Future year savings included within the MTFs will also be monitored during 2020/21 at both departmental management teams and corporate management team to ensure the anticipated savings are capable of being realised as planned in the MTFs.

Flexible Use of Capital Receipts

5.8.1 The Council continues to make use of the flexibility offered by Central Government on the application of capital receipts to fund certain revenue-related change costs. The Strategy on the use of capital receipts under this provision is shown in Appendix J.

5.8.2 The Council intends to apply capital receipts to fund the revenue expenditure of the projects outlined in Appendix J which meet the criteria set out by MHCLG.

Local Taxation Issues

6.1 No changes are proposed on the current policies and charges for business rates reliefs (beyond the policy agreed by Cabinet in January 2019); the premium on long term empty properties council tax charges; or Court Costs, which it is proposed continue as follows:

Council Tax	£
Summons	83.95
liability Order	61.00
Total	144.95

Medium Term Financial Strategy (MTFS)

7.1 The Medium Term Financial Strategy (MTFS) seeks to set out the background to the Council's current financial position; estimate its future financial position; and

highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows

- 1) The Council will operate within its financial means.
- 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
- 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.

7.2 Given the scale of the ongoing reductions in Central Government funding and increased demand, the Council has, and will increasingly need to, deliver public services in a more joined up, effective and efficient manner. Maintaining the current levels and delivery of existing services is unlikely to be an option to the Council in the future.

7.3 The Council is well prepared to meet the financial challenges of the coming years. It has a history of ensuring a balanced budget is delivered and delivering revenue savings through the effective use of infrastructure investment.

7.4 The relative importance of Council Tax and retained business rates continue to grow over the period of the MTFS. Nearly 80% of the Council's income will be made up of council tax or business rates; the Council is becoming, year-on-year, much less reliant on Government funding.

7.5 The Government only produced a one-year settlement for 2020/21, so it is very difficult to predict with any certainty levels of funding over the next couple of years. In particular, the Government are expected to publish the results of both the fair funding review (which examines the relative need to spend between authorities and results in redistribution of resources between authorities) and the business rate retention review (which examines the incentives to Local Authorities for increasing local business rate income, alongside new responsibilities that Authorities may need to take on). The forecast shortfall in Years 2 and 3 of the MTFS is due almost entirely to the forecast reduction in retained business rates as a result of the system "resetting" new targets to exceed (not as a result of any actual reduction in business rates growth locally). So, the need to bolster general reserves is necessary when faced with such uncertainty.

7.6 The MTFS financial model is shown in para 5.2.3 above and is built on the following fundamental assumptions:

- *Council Tax* – assumed that the Taxbase (i.e. number of properties in Slough) rises by 0.3% in 2020/21, but then reverts to the recent average growth rate of 2.5% thereafter.
- *Retained Business Rates* – assumed growth of 1.7% per year in business rates in line with the consumer price index for 2020/21 (plus Government compensating grants from the shift from RPI to CPI). This also assumes a redistribution of the "national levy account surplus", which is any amount redistributed to local authorities after safety net payments have been made. Finally, there is an assumption of a further £0.5m growth over that assumed by Government (given the growth of the local economy). These are based on financial projections by *Pixel Ltd*

and *LG Futures Ltd*, who are nationally recognised local government finance experts. Figures beyond 2020 assume a switch to 75% business rates retention, to be matched by additional responsibilities and a partial reset of the target beyond which the Authority can retain local growth.

- *New Homes Bonus* (NHB) – this is assumed to reduce as per the Government’s announcement of the phasing out of NHB, pending a review of ways to incentivise local house building. It is assumed that the savings nationally from phasing out NHB will be redistributed.
- *Base budget changes* – increases due to non-pay and pay pressures across the Council.
- *Growth* – the 2020/21 items are detailed in Appendix A.
- *Revenue impact of capital investment* – the amount of revenue budget required to pay off any additional capital borrowing required in future financial years arising from implementing the proposed Capital Programme.
- *Savings*– the amount of savings required for each financial year, as detailed in Appendix B.

Bookings Policy, Terms & Conditions

- 8.1 This section of the report seeks approval of the annual amendments to the council’s public room booking/spacing leasing policy and pricing, which is managed by the Council’s Building Management Service. No changes to the policy, terms and conditions from those outlined in the February 2019 Council report are proposed. Pricing changes are outlined in Appendix E.

Comments from other committees

- 9.1 The Revenue Budget report was considered at the Overview and Scrutiny Committee meeting on 30 January 2020.

Conclusion

- 10.1 This report recommends decisions be taken to agree a Revenue Budget of £124.212m for the forthcoming financial year, 2020/21, and an associated 3.84% increase in Slough BC’s element of the Council Tax.
- 10.2 This report also contains a subsequent number of Council Tax resolutions for approval to enable the Council to bill residents in appropriate time.

11 Background Papers

- ‘1’ - Local Government Finance Settlement 2020/21
- ‘2’ - Council Taxbase Report (December 2019 Cabinet)
- ‘3’ - Medium Term Financial Strategy Update paper to Cabinet (December 2019)
- ‘4’ - Other detailed working papers held within Finance

SLOUGH BOROUGH COUNCIL
2020/21 BUDGET BUILD - TOTAL PROPOSED GROWTH

Ref	Directorate	Service	Type	Growth Description	20/21 £'000	21/22 £'000	22/23 £'000
	Adults & Communities	Adult Social Care	Demand	Care Act Responsibilities	25	25	25
	Adults & Communities	Adult Social Care	Demand	Demographic Growth	1,272	700	700
	Adults & Communities	Communities and Lesiure	Service Improvements	Skills training to improve employment Opportunities for residents	25	0	0
	Adults & Communities	Regulatory	Demand	Coroner costs	40	0	0
					<u>1,362</u>	<u>725</u>	<u>725</u>
	Finance & Resources	BTL - L514	Governance	Budgeted Increase of General Reserve	750	0	0
	Finance & Resources	Contingency - L504	Governance	Additional Pressures		1,000	0
	Finance & Resources	BTL - L514	Governance	Creation of Brexit Reserve	(200)	0	0
	Finance & Resources	People	Service Improvements	Slough Academy - Ongoing Costs	175	0	0
	Finance & Resources	People	Service Improvements	Training systems and graduate programme	49	0	0
	Finance & Resources	Finance	Service Improvements	Additional fraud prevention	100	0	0
	Finance & Resources	Governance	Governance	Election costs	132	0	0
	Finance & Resources	Digital & Strategic I.T.	Governance	Cloud based disaster recovery facility	36	0	0
	Finance & Resources	Revenue & Benefits	Service Improvements	Local Welfare Provision	75	0	0
					<u>1,117</u>	<u>1,000</u>	<u>0</u>
	Children, Learning & Skills	Childrens Trust	Demand	Demographic Growth	1,588	0	0
	Children, Learning & Skills	SEND Home to School Transport	Demand	Demographic Growth	600	0	0
					<u>2,188</u>	<u>0</u>	<u>0</u>
	Place & Development	Housing (People) Services	Demand	Temporary accommodation	870	0	0
	Place & Development	Building Management	Demand	Business rates revaluation and additional maintenance	608	(400)	0
					<u>1,478</u>	<u>(400)</u>	<u>0</u>
	Regeneration	Planning & Transport	Governance	Delivery of the Local Plan	332	0	(332)
	Regeneration	Economic Development	Service Improvements	Town Centre staff and BID levy contribution	190	0	0
					<u>522</u>	<u>0</u>	<u>(332)</u>
	Transformation	Strategy & Performance	Service Improvements	Investment in strategic planning and performance management	100	0	0
					<u>100</u>	<u>0</u>	<u>0</u>
				TOTAL	<u>6,767</u>	<u>1,325</u>	<u>393</u>

2020/21 BUDGET BUILD - SAVINGS

Directorate	Service	Type	Savings Description	20/21 £'000	21/22 £'000	22/23 £'000
Adults & Communities	Communities and Leisure	Commercial	Leisure Services - Leisure Contract Management savings	1,489		
Adults & Communities	Adult Social Care Commissioning	Commercial	Recommission floating support services	100		
Adults & Communities	Regulatory Services	Commercial	Regulatory services becoming fully self funded	465		
ALL		Commercial	Transformation Savings	1,661	1,500	0
Place & Development	Environmental Services & DSO	Commercial	Environmental services - work for other local authorities (Line Painting etc.)	150		
Place & Development	Environmental Services & DSO	Commercial	DSO Traded Services	135	270	
Finance & Resources	Governance	Commercial	Recommissioning and reviews of major commercial contracts	300	300	
Finance & Resources	Treasury - Interest Receivable	Commercial	Wexham - Additional interest following delayed return of Capital	(340)		
Finance & Resources	Treasury - Interest Receivable	Commercial	Increased income from Treasury Management	575	100	(500)
Regeneration	Regeneration Development	Commercial	ESFA - One off funding for school on TVU site	(1,000)		
Regeneration	Regeneration Development	Commercial	Regeneration - Income generation target	100	0	0
				3,635	2,170	(500)
Adults & Communities	Adult Social Care Operations	Efficiency	Mental Health - Extension of Hope House Services	100		
Adults & Communities	Adult Social Care Operations	Efficiency	Reduced costs following increased Extra Care Housing provision	0	0	200
Place & Development	Neighbourhood Services	Efficiency	Housing Regulations Team - Business Development Manager	50	50	
Place & Development	Strategic Housing Services	Efficiency	Private Sector Acquisition Team (Housing)	100		
Finance & Resources	Finance & Resources (directorate wide)	Efficiency	Efficiencies from redesigned support services	1,184		
				1,434	50	200
Children, Learning and Skills	School Effectiveness	Income	School Effectiveness Review	180		
Regeneration	Regeneration Development	Income	Income from Car Park on TVU	0	0	(100)
Regeneration	Planning & Transport	Income	Traffic Enforcement Income	400	0	0
Adults & Communities	Communities and Leisure	Income	Revenue payback from capital investment	40	0	0
Place & Development	Environmental Services & DSO	Income	Inflationary increases and grant bids	156	(50)	0
Place & Development	Environmental Services & DSO	Income	DSO wins more major infrastructure project work (one off)	700	(700)	
				1,476	(750)	(100)
ALL	People	Staffing	Slough Academy - Reduce Agency Spend	750	750	
ALL	Regeneration	Staffing	Electric Vehicle Initiatives	210		
				960	750	0
Adults & Communities	Adult Social Care Commissioning	Strategic Review	Review Provider Services and Personalisation opportunities	150		
A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help	300	0	
A&C / CLS	Children, Learning and Skills	Strategic Review	Transformation of Early Help phase 2	0	150	
				450	150	0
				7,955	2,370	(400)

2020/21 Council Reserves

As part of the Council Tax setting process it is important that the Council takes into account its level of reserves in order to cover all known risks over the future financial year. The Council's main reserves have been detailed below, along with a commentary concerning their use and size. Reserves are one-off elements of funding and would require additional funds to increase these in future years.

The MTFS seeks to set out the background to the Council's current financial position, and estimate its future financial position, and highlight some of the key strands to deliver a balanced position over the period of the MTFS. The guiding principles behind the MTFS are as follows

- 1) The Council will operate within its financial means.
- 2) The Council will seek to increase its financial reserves to the unitary average over the next four years
- 3) The Council will use Slough Urban Regeneration (SUR) profits to firstly increase reserves and then to fund one off growth initiatives.

General Fund

The Council's General Fund reserve is the amount set aside for the year ahead that is uncommitted and can be used for any purpose. The Section 151 officer's commentary in the later appendix details that he considers £9.3m to be the minimum level of reserve that should be set. The forecast position for General Reserves over 2019/20 and 2020/21 is as follows:

Table: Forecast level of General Reserves in 2019/20 and 2020/21

	£m	£m
	2019/20	2020/21
Reserves at 1st April	8.2	9.7
<i>Use / Application in 2019/20:</i>		
In-year funding to SCST (already agreed)	-1.0	
Potential year end overspend (SBC)	-1.1	
Review of credit balances	3.6	
<i>Anticipated in 2020/21</i>		
Collection Fund surplus / deficit		1.2
Budgeted contribution to reserves		0.7
Overage		2.9
TVU receipts		1.6
	9.7	16.1

Other Reserves

There is a total of £4.2m earmarked reserves, of which £0.4m relates to schools based activity. The major usable general fund earmarked reserves include the following:

	£'000
Housing Renewals Reserve	91
Future Debt and Capital Requirements	972
Financial System Upgrade	241
Harmonisation	250
Financial Volatility Reserve	648
Railway Project	120
Events	70
Community Cohesion	56
Restructuring Reserve	207
DAAT Lease Reserve	70
Future Budget Requirements	603

Collection Fund

This is the balance of the previous year's deficit or surplus carried forward on the Collection Fund. The Collection Fund is an in-year account comparing the anticipated Council Tax and Retained Business Rates receipts with the forecasts made in January the previous year. Any deficit or surplus must be recognised in the next financial year's budget setting. Appendix D provides further detail.

Unusable reserves

The Council also holds a number of unusable reserves; these include the pensions reserve, revaluation reserve and Capital Adjustment Account. These reserves are not resource backed and cannot be used for other purposes beyond ensuring the Council complies with proper accounting practice.

Dedicated Schools Grant

In assessing the levels of reserves the Council has taken into account recent guidance from Department for Education (DfE) on deficits on the Dedicated Schools Grant (DSG). DfE has consulted on changing the conditions of grant and regulations applying to the DSG, in order to clarify that it is a ring-fenced specific grant separate from the general funding of local authorities, and that any deficit an authority may have on its DSG account is expected to be carried forward to the next year's schools budget and does not require to be covered by the authority's general reserves. DfE intend to give this statutory backing by putting provisions into the School and Early Years Finance (England) Regulations 2020 which will come into force in February 2020.

2020/21 Collection Fund

The Collection Fund is a statutory account that the Council must maintain. The fund considers the amount of Council Tax that was anticipated to be collected when the Council sets its Council Taxbase (i.e. the number of properties in the borough at Band D equivalent) in January before the financial year begins. The fund also consider the anticipated receipts from retained Business Rates that the Council received compared to the forecast made in January before the start of the financial year.

There are two key variables which alter the Collection Fund position:

- (i) an increase or decrease in the number of properties compared to the forecast, or
- (ii) an increase or decrease to the collection rate at which the Council is collecting these taxes.

Following the introduction of its Council Tax support scheme in January 2013, any increase or decrease in Council Tax support claimants impacts upon the Collection Fund position.

The Council must estimate its Collection Fund position for the year ahead before setting its budget. Any surplus or deficit on the collection fund position must be taken into accounts in the following year; i.e. if the Council had a surplus of £10k in the collection fund for 2019/20, it would need to show this in the 2020/21 budget paper.

The anticipated Collection Fund position, as at January 2020, is as follows:

• Council Tax	£134,258
• Retained Business Rates	£1,042,941
	<i>Total</i> £1,177,199

The figures above relate purely to the Council's share of the collection fund. The Police and Fire Authority share the Council Tax element of the collection fund and the Fire Authority also shares the retained business rates element.

2020/21 Fees and Charges

This appendix details changes to 2019/20 charges. If there have been no changes to charges then they remain as detailed in the 2019 council budget setting report.

			<u>2019/20</u>	<u>2020/21</u>
Allotments	Allotments	Average fee	£5.31	£5.43
Social Care	AT (Assistive Technology)	Per person per week. Includes supply, installation and maintenance of all linked service devices and 24/7 monitoring and response services	£4.89	£5.00
	Home Care / Direct Payments		Assessed charge	Assessed charge
	Respite		Assessed charge	Assessed charge
	Residential / Nursing Care		Assessed charge	Assessed charge
	Day Care		£42.79	£43.95
	Day Care OP and Adults	Other LA	£66.06	£67.85
	Day Care LD	Other LA	£88.80	£91.19
	Refreshments at day centre		£1.08	£1.11
Libraries	Audio books	For 3 weeks	£1.00	Free
	Colour A4		£1.00	£0.50
	Colour A3		£1.50	£1.00
	Computer Print Outs			
	Colour A4		£1.00	£0.50
	Colour A3		£1.50	£1.00
Weddings and Civil Partnerships	Superintendent Registrar (Other Venues)	Weekdays	£442.00	£462.00
		Saturdays	£511.00	£535.00
	Notice Admin fee per notice	Out of hours admin fee evenings and Saturdays	£27.00	£28.00
	Rescheduling Fee		£27.00	£28.00
	The Elizabeth Room	Mon - Thurs	£153.00	£175.00
		Fridays	£175.00	£200.00
		Saturday	£273.00	£300.00
Citizenship Ceremony	Individual - midweek		£120.00	£130.00
	Individual - Saturday		£173.00	£180.00
Renewal of Marriage Vows / Baby naming ceremonies		Weekdays	£153.00	£175.00
		Sunday	£398.00	£417.00
Burials and Cremations	<u>Slough Cemetery</u>			

Purchase of a new grave Slough Res		£980.00	£1,010.00
Purchase of a new grave Non Slough Res		£2,100.00	£2,165.00
Digging fees (new graves)	Slough Res	£785.00	£810.00
Digging fees (new graves)	Non Slough resident 8' 6"	£1,570.00	£1,620.00
Digging fees (new graves)	Slough resident 6' 6"	£700.00	£720.00
Digging fees (new graves)	Non-Slough resident 6' 6"	£1,400.00	£1,440.00
Digging fees (new graves)	Slough resident 4' 6"	£700.00	£720.00
Digging fees (new graves)	Non-Slough resident 4' 6"	£1,400.00	£1,440.00
Casket additional fee	Slough resident	£200.00	£205.00
Casket additional fee	Non-Slough resident	£200.00	N/A
Digging fees (re - opening)	Slough resident 8' 6"	£1,240.00	£1,280.00
Digging fees (re - opening)	Non-Slough resident 8' 6"	£2,480.00	£2,550.00
Digging fees (re - opening)	Slough resident 6' 6"	£710.00	£730.00
Digging fees (re - opening)	Non-Slough resident 6' 6"	£1,420.00	£1,460.00
Digging fees (re - opening)	Slough resident 4' 6"	£710.00	£730.00
Digging fees (re - opening)	Non-Slough resident 4' 6"	£1,420.00	£1,460.00
Weekend and bank holiday	extra fee - Slough Res	£1,245.00	£1,280.00
Weekend and bank holiday	extra fee - Non-Slough Res	£1,945.00	£2,005.00
Public Graves (stillborn to Age 17)	Slough resident	£315.00	£325.00
Public Graves (Adult)	Slough resident	£605.00	£625.00
Children's Section	Exclusive right for 50 years	£465.00	£480.00
	Slough Resident	£310.00	£320.00
	Non-Slough Resident	£620.00	£640.00
Cremated Remains Graves	Exclusive right for 50 years	£650.00	£670.00
	Slough Resident	£310.00	£320.00
	Non-Slough Resident	£620.00	£640.00
	Interment booked by F/D without attendance Slough Resident	£360.00	£370.00
	Interment booked by F/D without attendance Non-Slough Resident	£720.00	£740.00
Use of chapel for burial service		£235.00	£240.00

	Transfer / Assign Deed		£85.00	£88.00
	Copy Deed		£50.00	£51.00
	Permit - right to erect memorial	additional inscription / kerbset	£150.00	£155.00
	Chamber		£2,350.00	£2,350.00
	Direct Cremation No Chapel	Slough Resident	£0.00	£580.00
	Direct Cremation No Chapel	Non Slough resident	£0.00	£610.00
	<u>Slough Crematorium</u>			
	Cremation Fee - resident	Includes organist, medical referee, environment fees	£795.00	£820.00
	Cremation Fee - non resident	As above	£825.00	£850.00
	Cremation Fee - Saturday, resident	As above	£980.00	£1,010.00
	Cremation Fee - Saturday, non resident	As above	£1,030.00	£1,060.00
	Double Service Time		£235.00	£240.00
	Late cancellation		£50.00	£51.00
	Use of chapel for burial service		£235.00	£240.00
	Bearer		£32.00	£33.00
	Drop off coffin prior to service		£62.00	£66.00
	Scattering of remains at weekends		£62.00	£66.00
	Scattering of remains at weekends - other cremations		£83.00	£85.00
Enforcement	Stray Dogs	In office hours	£46.79	£48.19
		Outside of office hours and weekends	£133.68	£137.69
		Daily kennelling charge	£20.05	£20.65
Careline	Alarm rental & Monitoring Fee	Weekly	£4.22	£4.29
		Quarterly	£54.91	£55.84
	Installation		£41.60	£42.30
	Alarm System Monitoring (per annum)	Fire, Intruder, Lift car alarm, disabled toilet (via Careline systems)	£200.00	£203.40
CCTV	CCTV Project Consultancy		7.5% of Project Capex	10% of Project Capex
Trading Standards	Primary Authority Partnership Scheme		£75.00	£78.00
(Public Protection/Food Safety)	Export Certificates		£112.50	£117.50

Environment & Transport	Environment Searches	Environmental Reports prepared for clients	£190.00	£200.00
	Environmental Advice Heathrow	HSPG and bilateral senior officer recharge	n/a	£85.00
	Environmental Advice Heathrow	HSPG and bilateral Service Lead/Direct recharge	n/a	£110.00
Temporary Accommodation Housing	Properties not owned by Council 2.4% increase	1 Bed	223.08 weekly/ 31.87 Daily	LHA + Administration Costs
		2 Bed	267.82 weekly/ 38.26 Daily	LHA + Administration Costs
		3 Bed	321.58 weekly/ 45.94 Daily	LHA + Administration Costs
		4 Bed	416.01 weekly/ 59.43 Daily	LHA + Administration Costs
		Service Charge	5.73	5.83
Facilities Management	Hire of Venues / Premises			
Community Centre	Daytime Rate applies from 9am - 4pm	Childrens Birthday Party Rate- (Could be 10, 20 or 30% lower than C&V rate depending on size of hall)		
<u>Chalvey Centre</u>				
Main Hall		£31.30	£44.75	Closed for refurbishments
Main Hall - Weddings & Parties (until 11pm)			£52.00	Closed for refurbishments
Main Hall - Room 1 or 2			£15.90	Closed for refurbishments
Half Main Hall - Room 3 or 1& 2 together			£23.40	Closed for refurbishments
Half main Hall -Weddings & Parties (3 or 1& 2)			£31.60	Closed for refurbishments
POD			£7.70	Closed for refurbishments
Meeting Room 4 or 5			£16.40	Closed for refurbishments
Outside Decking Area			£10.00	Closed for refurbishments
Kitchen			£10.00	Closed for refurbishments
Smart Board, Laptop and projector			£20.00	Closed for refurbishments

Flip chart & Stand			£10.00	Closed for refurbishments
Projector			£10.00	Closed for refurbishments
Laptop			£10.00	Closed for refurbishments
Smart Board			£10.00	Closed for refurbishments
Teas, Coffees & Biscuits (per person)			£1.10	Closed for refurbishments
Stage set up			£20.00	Closed for refurbishments
Storage per Square meter			£3.00	Closed for refurbishments
<u>Chalvey Pavilion</u>				
Room 1			£22.00	Closed for refurbishments
Room 2			£16.40	Closed for refurbishments
Room 3			£13.00	Closed for refurbishments
Kitchen			£5.50	Closed for refurbishments
Teas, Coffees & Biscuits (per person)			£1.10	Closed for refurbishments
Storage per Square meter			£3.00	Closed for refurbishments
<u>Britwell Centre</u>				
Main Hall			£41.20	£40.29
Main Hall (Two Thirds)			£27.80	£27.20
Main Hall (One Third)			£13.40	£17.00
Main Hall (One Third) Weddings & Parties			£25.60	£27.00
Meeting Room 4 -			£14.40	£14.66
Practical Learning Area - Meeting Room 3			£14.40	£14.66
IT Room (with Smart Board)			£16.40	£16.15
<u>Langley Pavilion</u>				
Main Hall	£37.00	£26.50	£33.10	£33.15
Main Hall - Weddings & Parties			£52.00	£52.00
Small Hall	£14.20		£15.40	£15.30
Meeting Room 1 and 2			£9.20	£9.35
<u>Cippenham Centre</u>				
Main Hall	£37.00	£33.00	£41.20	£40.29
Small Hall 1 or 2	£14.10		£27.00	£17.00

Small Hall 1 or 2 - Weddings and Parties			£30.00	£27.00
<u>Weekes Drive</u>				
Main Hall	£33.50	£29.80	£37.20	£36.38
Small Hall 1 or 2			£15.70	£15.30
Small Hall 1 or 2 - Weddings and Parties			£22.50	£22.50
<u>Upton Lea Centre</u>				
Main Hall	£29.80	£26.50	£33.10	£33.15
Small Hall			£10.30	£15.30
Small Hall - Weddings and Parties			£20.00	£22.50
Meeting Room 1 and 2			£9.20	£9.35
<u>Westfield Centre</u>				
Main Hall	£13.50	£15.00	£15.00	£17.00
Main Hall - Weddings & Parties			£24.00	£27.00
Meeting Room 1			£6.20	£7.34
Teas, Coffees & Biscuits			£1.10	£1.40
<u>Manor Park Centre</u>				
Main Hall	£23.90	£23.90	£26.50	£25.93
Foyer				
Outdoor Hardcourt Area			£14.80	£14.45
<u>Manor Park Pavilion</u>				
Small Hall			£22.00	£21.51
<u>Cippenham Library</u>				
<u>Curve</u>				
Gallery			£15.00	£14.66
Meeting Room 4- GF			£7.50	£7.34
Green Room			£10.00	£9.78
The Venue			£50.00	£50.15
Combined (The Venue and Green Room)			£55.00	£55.04
Plaza (only available if the venue or one other room at the Curve is booked, so long as it is a substantial booking the Plaza would be provided for free)				
IT Suite (Room 3) using equipment- First Floor			£20.00	£19.55
IT Suite (Room 3) not using equipment- First Floor			£18.00	£17.21
Meeting Room 1-2nd Floor			£18.00	£17.21
Meeting Room 2-2nd Floor			£18.00	£17.21
Meeting Room 1 & 2 combined package			£30.00	£29.33
<u>Arbour Park</u>				
Room 1 including South Terrace - 1st Flr (carpeted room)			£15.00	£17.25
Room 2 including North Terrace - 1st Flr			£15.00	£17.25
Club Room			£12.50	£14.66

Kitchen Ground Floor Next to club room - (if hired with pitch or room)			£10.00	£10.00
Whole of first floor			£47.50	£51.00
<u>Observatory house</u>				
Council Chambers				£165.00
AV equipment				£50.00
Laptop				£10.00
Projector				£10.00
Lecton				£10.00
Flip chart & Stand				£10.00
Stage set up				£20.00
Council Chambers & Groundfloor Large Meeting Room (ES2) for Canapes				£215.00
AV equipment				£50.00
Laptop				£10.00
Projector				£10.00
Lecton				£10.00
Flip chart & Stand				£10.00
Stage set up				£20.00
Enceladues Suite 2,3&4				£132.00
AV equipment				£50.00
Laptop				£10.00
Projector				£10.00
Lecton				£10.00
Flip chart & Stand				£10.00
Stage set up				£20.00
** All venue hire bookings are exempt from VAT. VAT for Security costs for Weddings and Parties will be applied.				
**We have a corporate security contract in place and the charge per hours dependant on the type of security required is £9.27 and £12.50				
Minibus Hire	Minibus Hire	Minibus Hire	£42.00	£43.00
		Mileage rate 1 st 50	£0.44p	£0.45p
		Subsequent miles	£0.30p	£0.30p
		Driver rate per hr	£12.75	£13.50
		Typical 2hr 100 mile hire	£104.50	£107.50
			Hourly rate	Hourly rate
<u>Under 2</u>	<u>Parent Paid or externally funded</u>			
PVI	Chalvey Grove Children's Centre		£6.40	£6.59
PVI	Elliman Avenue Children's Centre		£6.40	£6.59
PVI	Monksfield Way Children's Centre		£6.40	£6.59
PVI	Orchard Avenue Children's Centre		£6.40	£6.59
PVI	Penn Road Children's Centre		£6.40	£6.59
PVI	Romsey Close Children's Centre		£6.40	£6.59
PVI	St Andrew's Way Children's Centre		£6.40	£6.59

PVI	Vicarage Way Children's Centre	£6.40	£6.59
PVI	Wexham Road Children's Centre	£6.40	£6.59
PVI	Yew Tree Road Children's Centre	£6.40	£6.59
2 Year Old	<u>Parent Paid or externally funded</u>		
PVI	Chalvey Grove Children's Centre	£5.80	£5.97
PVI	Elliman Avenue Children's Centre	£5.80	£5.97
PVI	Monksfield Way Children's Centre	£5.80	£5.97
PVI	Orchard Avenue Children's Centre	£5.80	£5.97
PVI	Penn Road Children's Centre	£5.80	£5.97
PVI	Romsey Close Children's Centre	£5.80	£5.97
PVI	St Andrew's Way Children's Centre	£5.80	£5.97
PVI	Vicarage Way Children's Centre	£5.80	£5.97
PVI	Wexham Road Children's Centre	£5.80	£5.97
PVI	Yew Tree Road Children's Centre	£5.80	£5.97
3 & 4 year Old	<u>Parent Paid or externally funded</u>		
PVI	Chalvey Grove Children's Centre	£5.20	£5.36
PVI	Elliman Avenue Children's Centre	£5.20	£5.36
PVI	Monksfield Way Children's Centre	£5.20	£5.36
PVI	Orchard Avenue Children's Centre	£5.20	£5.36
PVI	Penn Road Children's Centre	£5.20	£5.36
PVI	Romsey Close Children's Centre	£5.20	£5.36
PVI	St Andrew's Way Children's Centre	£5.20	£5.36
PVI	Vicarage Way Children's Centre	£5.20	£5.36
PVI	Wexham Road Children's Centre	£5.20	£5.36
PVI	Yew Tree Road Children's Centre	£5.20	£5.36
Over 5's	<u>Parent Paid or externally funded</u>		
PVI	Chalvey Grove Children's Centre	£4.40	£4.53
PVI	Elliman Avenue Children's Centre	£4.40	£4.53
PVI	Monksfield Way Children's Centre	£4.40	£4.53
PVI	Orchard Avenue Children's Centre	£4.40	£4.53
PVI	Penn Road Children's Centre	£4.40	£4.53
PVI	Romsey Close Children's Centre	£4.40	£4.53
PVI	St Andrew's Way Children's Centre	£4.40	£4.53
PVI	Vicarage Way Children's Centre	£4.40	£4.53
PVI	Wexham Road Children's Centre	£4.40	£4.53
PVI	Yew Tree Road Children's Centre	£4.40	£4.53

Statutory Determination of Council Tax

Council Tax Resolution – In relation to the Council Tax for 2020/21

- (a) That in pursuance of the powers conferred on the Council as the billing authority for its area by the Local Government Finance Acts (the Acts), the Council Tax for the Slough area for the year ending 31 March 2021 is as specified below and that the Council Tax be levied accordingly.
- (b) That it be noted that at its meeting on 16 December 2019 Cabinet calculated the following Tax Base amounts for the financial year 2020/21 in accordance with Regulations made under sections 31B (3) and 34(4) of the Act:
- (i) 42,918.1 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 2012 (the Regulations) as the Council Tax Base for the whole of the Slough area for the year 2020/21; and
- (ii) The sums below being the amounts of Council Tax Base for the Parishes within Slough for 2020/21:
- | | |
|--------------------------------|---------|
| Parish of Britwell | 868.6 |
| Parish of Colnbrook with Poyle | 1,912.9 |
| Parish of Wexham Court | 1,416.5 |
- (c) That the following amounts be now calculated for the year 2020/21 in accordance with sections 31A to 36 of the Act:
- (i) £382,408,589 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (2)(a) to (f) of the Act. (Gross Expenditure);
- (ii) £321,271,305 being the aggregate of the amounts which the Council estimates for the items set out in section 31A (3) (a) to (d) of the Act. (Gross Income);
- (iii) £61,137,284 being the amount by which the aggregate at paragraph c (i) above exceeds the aggregate at paragraph c (ii) above calculated by the Council as its council tax requirement for the year as set out in section 31A(4) of the Act. (Council Tax Requirement);
- (iv) £1,424.51 being the amount at paragraph c(iii) above divided by the amount at paragraph b(i) above, calculated by the Council, in accordance with section 31B(1) of the Act, as the basic amount of its Council Tax for the year, including the requirements for Parish precepts.
- (v) That for the year 2020/21 the Council determines in accordance with section 34 (1) of the Act, Total Special Items of £216,329 representing the total of Parish Precepts for that year.

- (vi) £1,419.47 being the amount at paragraph c (iv) above less the result given by dividing the amount at paragraph c (v) above by the relevant amounts at paragraph b (i) above, calculated by the Council, in accordance with section 34 (2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (vii) Valuation Bands

Band	Slough Area	Parish of Britwell	Parish of Colnbrook with Poyle	Parish of Wexham Court
	£	£	£	£
A	946.31	33.05	32.93	24.48
B	1,104.03	38.56	38.42	28.56
C	1,261.75	44.07	43.91	32.64
D	1,419.47	49.58	49.40	36.72
E	1,734.91	60.59	60.38	44.89
F	2,050.35	71.61	71.36	53.05
G	2,365.78	82.63	82.33	61.21
H	2,838.94	99.15	98.80	73.45

Being the amounts given by multiplying the amounts at paragraph c (iv) and c (vi) above by the number which, in the proportion set out in section 5 (1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with section 36 (1) of the Act, as the amount to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- (viii) Calculate that the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts) is £60,920,955.
- (ix) That it be noted that for the year 2020/21 it is assumed that the Thames Valley Police Authority precept will increase by £10 for a Band D property (the maximum allowed by the Home Office). The police funding settlement was only announced on 22 January. The Police and Crime Panel are provisionally meeting on the 14th February to consider the Police & Crime Commissioner's precept proposals. The following amounts are stated in accordance with section 40 of the Act, for each of the categories of dwellings shown below:

Band	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £
A	144.19
B	168.22
C	192.25
D	216.28
E	264.34
F	312.40
G	360.47
H	432.56

- (x) That it be noted that for the year 2020/21 the Royal Berkshire Fire Authority has proposed increasing its precept by 1.99% in accordance with section 40 of the Act, for each of the categories of dwellings shown below. The Fire Authority is due to meet on 14 February to finalise its precept and associated Council Tax:

Band	Royal Berkshire Fire Authority £
A	45.07
B	52.58
C	60.09
D	67.60
E	82.62
F	97.64
G	112.67
H	135.20

- (xi) Note that arising from these recommendations, and assuming the major precepts are agreed, the overall Council Tax for Slough Borough Council for 2020/21 including the precepting authorities will be as follows:

Band	Slough £	Office of the Police and Crime Commissioner (OPCC) for Thames Valley £	Royal Berkshire Fire Authority £	TOTAL £
A	946.31	144.19	45.07	1,135.57
B	1,104.03	168.22	52.58	1,324.83
C	1,261.75	192.25	60.09	1,514.09
D	1,419.47	216.28	67.60	1,703.35
E	1,734.91	264.34	82.62	2,081.87
F	2,050.35	312.40	97.64	2,460.39
G	2,365.78	360.47	112.67	2,838.92
H	2,838.94	432.56	135.20	3,406.70

- (xii) That the Section 151 Officer be and is hereby authorised to give due notice of the said Council Tax in the manner provided by Section 38(2) of the 2012 Act.
- (xiii) That the Section 151 Officer be and is hereby authorised when necessary to apply for a summons against any Council Tax payer or non-domestic ratepayer on whom an account for the said tax or rate and arrears has been duly served and who has failed to pay the amounts due to take all subsequent necessary action to recover them promptly.
- (xiv) That the Section 151 Officer be authorised to collect (and disperse from the relevant accounts) the Council Tax and National Non-Domestic Rate and that whenever the office of the Section 151 Officer is vacant or the holder thereof is for any reason unable to act, the Chief Executive or such other authorised post-holder be authorised to act as before said in his or her stead.
- (xv) That in the event that there are any changes to the provisional precepts of the Police and Crime Commissioner, Fire Authority or Parishes, the Section 151 Officer is delegated authority to enact all relevant changes to the Revenue Budget 2020/21, Statutory Resolution and council tax levels.

Section 151 Officer Statement on the Robustness of Reserves and the Robustness of Estimates

Section 25 of The Local Government Act 2003 includes the following statutory duty in respect of the budget report to Council:

“The Chief Financial Officer (CFO) of the authority must report to it on the following matters:

a) the robustness of the estimates made for the purpose of the calculations; and b) the adequacy of the proposed financial reserves.”

The Council is required to take this report into account when making that decision. Section 26 of the same Act, places an onus on the CFO (The Director of Finance & Resources) to ensure the Council has established a minimum level of reserves to be retained to cover any unforeseen demands that could not be reasonably defined when finalising the proposed budget.

This report has been prepared by the CFO to fulfil this duty and gives the required advice relating to the 2020/21 financial year including a consideration of the budget proposal as a whole and all the financial risks facing the Council. It identifies the Council’s approach to budget risk management and assesses the particular risks associated with the 2020/21 budget to inform the advice on robustness.

Overall Budget and Medium Term Financial Strategy 2020/21 – 2022/23

In the opinion of the CFO the 2020/21 estimates are robust, but the proposed level of financial reserves is near the absolute bare minimum and need to be increased in the medium term.

Robustness of Estimates

The treatment of inflation and interest rates

The 2020/21 pay award for staff has been included at an average of 2% in line with the Government’s pay announcements. Non pay related budgets have been inflated at the contractually committed rate of inflation or where services can demonstrate a requirement to do so to maintain service delivery levels.

Efficiency saving and productivity gains

The budget contains proposals to deliver £8.0m of savings during 2020/21. The medium term financial strategy includes a three year savings programme to ensure that future revenue budgets remain in financial balance to ensure the council has adequate resources to deliver its Council Strategy outcomes. There are unidentified savings of £4.7 million over the following two years, but the majority of this is as a result of uncertainty regarding the Government’s fair funding and business rates retention reviews. Hence, the overall level of general reserves is set to also increase to cover this uncertainty.

The savings programme will also help to ensure that Council Tax increases are kept to as low a level as possible and deliver efficient local services. The proposals continue to set

high levels of required savings and there are inherent risks to the delivery of a balanced budget at the end of the 2019/20 financial year. Given the year on year reductions in Government funding, the Council's risk profile for savings is increasing as more transformational activity and income generation schemes are brought forward. Though these will endeavour to drive additional income and reduced costs, they are by their very nature more difficult and complex to deliver, and are at greater risk of market conditions.

Overall Level of Savings

The Council's budget includes £8.0m of savings in 2020/21 (6% of its net budget) and a further £4.7m in the MTFS. Savings of this scale in addition to those already delivered will be extremely challenging and will be monitored closely during the year.

Budget and Financial management

The level of year end budget variations in recent years is as follows:

- 2011/12 – £1,736k underspend – 1.7% of budget
- 2012/13 - £23k underspend – 0.0% of budget
- 2013/14 - £150k underspend – 0.1% of budget
- 2014/15 - £224k underspend - 0.1% of budget
- 2015/16 - £42k overspend – 0.0% of budget
- 2016/17 – £26k underspend – 0.0% of budget
- 2017/18 – £224k underspend – 0.2% of budget
- 2018/19 - £51k overspend – 0.0% of budget

All relevant reports to Members have their financial effects identified and the Corporate Management Team keep any emerging budget pressures under review during the year. Monthly reports are received by Corporate Management Team and quarterly reports to the Cabinet detail both budgetary and performance indicators. A traffic light system of indicators is used.

The Council has a number of demand led budgets and has historically been able to manage changes to demand to ensure a sound financial standing at the end of the financial year.

The 2020/21 revenue budget includes the following Growth Proposals to address significant overspends facing the Council identified in the Quarter 3 Revenue Monitoring Report:

	£ million
Adult social care	1.2
Children's social care	1.6
Homelessness	0.9
SEND home to school transport	0.6

Adequacy of insurance and risk management

Strategic risk management is being embedded throughout the Council to ensure that all risks are identified and managed appropriately. The Council's insurance arrangements are a balance of external insurance premiums and internal funds to self insure some areas. As well as an internal risk manager the Council also make use of an external consultant (Arlingclose) to advise on the level of funds required to underpin those risks not externally insured.

Other factors to take into account

Aside from delivering services within its overall budget the Council needs to consider other factors that may have an impact on its overall financial standing:

Slough Children's Trust

The Trust is an independent company that provides Children's Social Care to the Council. The Trust had an accumulated deficit of £4.3m at 31st March 2018. The Trust is in the process of finalising its audited 2018/19 statement of accounts and the accumulated deficit is estimated to be at a similar level. The Trust also owes the Council £1.2m for previous years' support services. The Council is proposing further additional funding for the Trust (including an inflation allowance) in this 2020/21 budget of £2.0m. The Trust has identified further savings and obtained further resources from Department for Education (DfE) to set a balanced budget for 2020/21. The Council, as the major creditor of the Trust, is working with the Trust to ensure it can meet its commitments going forward and continue to provide services. As highlighted, the DfE is also supporting the Trust to ensure its continued viability.

Council Tax Collection

Slough Borough Council borrows money to support the Council's capital Programme. It has calculated its capacity for borrowing within the provisions of the prudential framework and budgeted accordingly. The assumed Council Tax collection rate is 98.4% and this is an achievable if demanding target. Each 1% uncollected amounts to approximately £0.585m and any surplus or deficit on the Collection Fund is apportioned between the Council and its major precepting bodies - the Royal Berkshire Fire and Rescue Authority, and the Office of the Police and Crime Commissioner (OPCC) for Thames Valley.

Budgetary Control

The balance of the in-year budgetary position against the proposed budget will be managed against the general reserve. As and when budget pressures emerge then it is first for the service to contain, then the directorate and finally a corporate issue. If there is still a pressure at year end then General Reserves will reduce and will need to be replenished up to a level in future years as noted above. This helps ensure that the Council is in a position to maintain its service provision without drastic actions.

If an event occurs that is so serious it depletes the Council reserves to below the limit set, then the Council will take appropriate measures to raise general fund reserves to the recommended level as soon as possible without undermining service provision.

Adequacy of Reserves

Reserves are set aside to fund risks and one-off pressures over a number of years. If the Council minimises the level of reserves then future financial planning is hampered. It should be noted that reserves can only be spent once and the possibility of creating new reserves is limited.

When assessing the minimum level of reserves required, there are some important considerations. Firstly, the reserve for budget setting purposes is the general fund reserve. This is the Council's reserve which is not allocated to specific risks, policy decisions or under legislative or accounting requirements. The general fund reserve can be spent on any activity and there is no restriction on its deployment.

The Council's General Fund working balance currently stands (as at January 2020) at £8.2m and non HRA ring-fenced reserves are a further £4.2 million.

The current level of general reserves compares to the required savings in the Council's budget for 2020/21 of £8.0m.

There is also a current deficit on the Dedicated Schools Grant reserve of £12m, which is a cumulative position from a number of over-spends in the high needs block. However, the Department for Education (DfE) has indicated that DSG deficits should not be covered from the General Fund. Rather, over time they should be recovered from DSG income. This has been announced so that Local Authorities take it into account in setting budgets for 2020-21.

It is crucial to bear in mind that the reserves are the only source of financing to which the Council has access to fund risks and one-off pressures over a number of years. It should be noted that reserves can only be spent once and the possibility of creating new reserves in an era where budgets are tight and can become overspent, not just individually but corporately, is limited.

Councils use two main approaches to determine the required minimum level of its General Fund; either a percentage of the Council's current spending, or an assessment of risks and the impact they will have on the council's overall financial position.

When compared to other unitary authorities across the country, Slough is towards the bottom of the "league table", in terms of the level of general reserves. Last year, the Authority was in the bottom three unitary Authorities. This situation initially arose following Slough's creation as a Unitary Authority and the subsequent division of the Berkshire County's reserves across the six new Berkshire authorities. The analysis indicates that the Council should seek to increase its reserves to the same extent as similar councils. Ideally the Council would therefore look to double its reserves in the MTFP period using one-off benefits arising and potentially front-loading savings. A shift towards 7.5% of net revenue expenditure (judged by the CFO to be the absolute minimum required in the short term) implies a target of £9.3 million.

The table below indicates how the Council proposes to achieve this by the end of 2020/21.

Table: Forecast General Reserve Levels – 2019/20 & 2020/21

	£m	£m
	2019/20	2020/21
Reserves at 1st April	8.2	9.7
Potential year end overspend (SBC)	-1.1	
In-year funding to SCST (already agreed)	-1.0	
Additional anticipated one-off income	3.6	4.5
Collection Fund surplus / deficit		1.2
Budgeted contribution to reserves		0.7
	<u>9.7</u>	<u>16.1</u>

As a Unitary Council, with a number of complex services and transactions, the Council has an inherently higher risk than a number of other local authorities. The Council provides a much wider scope of services compared to a County Council or District Council; each different service comes with a different level of risk. The Council has made policy decisions which have engaged the Council into a wide range of service provision e.g. significant outsourcing of services, PFI arrangements, and the creation of the Slough

Urban Renewal ('the LABV'). Some of these mitigate the Councils financial risk whilst other arrangements increase the level of risk.

The Council is also facing a period where demand is increasing in key areas, namely:

- Increased population increases demand on 'universal services' i.e. more bins to collect, more Council Tax bills to issue etc.
- Increased volatility from the retention of business rates
- Savings are increasingly based on commercial opportunities and are therefore more subject to fluctuation in the future
- Increased adult social care and children's services pressures due to changes in demography
- The impact of the macro-economic position and the impact on residents and businesses being able to pay for respective fees and charges

Reserves are therefore considered to be sufficient to cover the risks facing the Council going forward, but it is planned to further increase them over the medium term.

The Growth Proposals reflect this guiding principle by increasing the General Reserve by £750k, as well as ensuring that the primary call on one-off resources is to develop the overall general reserve balance.

Specific Grants

The Government provides the Council with a number of specific grants. These grants have conditions attached to their use as detailed by Government. The grants are allocated out to specific directorates and these are utilised to deliver the objectives contained within the grant conditions. As at the time of writing, not all grants have been finalised by Government, but the expectation is that these figures will not change materially.

Table: Forecast Specific Grants 2020/21

	£'000
Additional Social Care Grant	2,883
Public Health Grant	7,569
Improved Better Care Fund	3,873
Independent Living Fund	315
Local Council Tax Support Administration Subsidy	166
Housing Benefit Administration Subsidy	486

Housing Revenue Account (HRA) Rents and Service Charges 2020/21

The annual changes in rents and service charges reflects the need to increase income in order to meet the increase in utility and service costs, and to provide sufficient financial resources to reinvest in the programmes of improvement for social housing to ensure that the needs of local residents are met; the increases follow government guidance and are based upon the previous September's inflation rate. These increases are built into the HRA 30 Year Business plan and are intended to ensure that the Housing service, annual housing repairs and maintenance programme, and the long term capital investment programmes, provide decent homes to meet local needs over the life of the Business Plan.

The following was agreed at Cabinet on 20 January 2020:

- (a) Council house dwelling rents for 2020/21 to increase by **2.7% (CPI + 1%)** over the 2019/20 rent with effect from Monday 6th April 2020. This is in line with current government guidelines and legislation.
- (b) Garage rents, heating, utility and ancillary charges to **increase by 1.7%** with effect from Monday 6th April 2020. This is based upon the September CPI figure.
- (c) Service charges to **increase by 1.7%** with effect from Monday 6th April 2020. This is based upon the September CPI figure.
- (d) 'Other committee' property rents to increase by an average of **1.7%** from Monday 6th April 2020 in line with the September CPI figure.
- (e) Properties leased from James Elliman Homes to increase by an average of **1.7%** from Monday 6th April 2020 in line with the September CPI figure.
- (f) DISH property rents are recommended to increase by **2.7 % (CPI + 1%)** over the 2019/20 rent with effect from Monday 6th April 2020. This is as per the Council's recommendation to the DISH Board.

Flexible use of Capital Receipts Strategy

Purpose

1. This strategy sets out Slough Borough Council's approach to the use of the Government's Direction for the Flexible Use of Capital Receipts, in accordance with Section 15(1) of the Local Government Act 2003.

Background

2. In accordance with Section 15(1) of the Local Government Finance Act 2003, the Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
3. The Secretary of State for Communities and Local Government first issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts can be used to finance expenditure. This guidance, updated in 2017, allows for the following expenditure to be treated as capital,

“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”

4. The guidance sets out that there are a wide range of projects that could generate qualifying expenditure and the list below is not prescriptive. Examples of projects include:
 - A Sharing back-office and administrative services with one or more other council or public sector bodies;
 - B Investment in service reform feasibility work, e.g. setting up pilot schemes;
 - C Collaboration between local authorities and central government departments to free up land for economic use;
 - D Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
 - E Sharing Chief-Executives, management teams or staffing structures;
 - F Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
 - G Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
 - H Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;

- I Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and
 - J Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.
 - K Other non specified saving initiative
5. In December 2017, the Secretary of State announced, alongside the provisional local government finance settlement, the continuation of the capital receipts flexibility programme for a further 3 years (i.e. until and including 2021/22).
 6. The direction makes it clear that local authorities cannot borrow to finance the revenue costs of service reform. Local authorities can only use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform.
 7. Accordingly, over the period 2016/17 to 2018/19, the following capital receipts were available:

	Capital Receipts
	£m
2016-17	9.542
2017-18	8.431
2018-19	11.028
Total 2016-17 to 2018-19	29.001

8. In order to comply with the Direction, the Council must consider the Statutory Guidance issued by the Secretary of State. This Guidance requires authorities to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy within Annual Budget documents.
9. There is no prescribed format for the Strategy; the underlying principle is to support local authorities to deliver more efficient and sustainable services by extending the use of capital receipts to support the revenue costs of reform projects. However, as a minimum, the Strategy should list each project that plans to make use of the capital receipts flexibility and that on a project by project basis details of the expected savings/service transformation are provided. The Strategy should also report the impact on the local authority’s Prudential Indicators for the forthcoming year and subsequent years. Additionally, the guidance states that the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis.

Previously agreed projects

10. Officers have assessed the impact of expenditure to date on the current programme, in Table 1 overleaf.
11. For the purposes of this analysis and in accordance with the guidance:
 - Cashable savings – are deemed to be ongoing savings where sufficient costs are mitigated allowing future cash limits in service area budgets to be reduced in anticipation of these savings being realised; and
 - Non-cashable savings – are deemed to result in a reduction in demand for services in future years.

12. The current forecast anticipates, over the time-period to date a cumulative total benefit of £64.780m on an initial investment of £22.415m.

Future projects

13. Table 2, overleaf, sets out the projects currently programmed for 2020/21 to 2021/22. The main investment will be in the overall transformation programme that was reported to Cabinet in April 2019, with an overall budget of £4.2 million. Remaining resources (estimated at £2.768m) are available for other transformation activities eligible to be funded from capital receipts. Should there be a need for further funding, eligible capital receipts will need to be identified.
14. The Council's Strategic Finance Board, which meets on a bi-monthly basis, will be responsible for overseeing the Transformation Fund programme throughout 2020/21. Any Business Cases for future projects will be agreed at Corporate Management Team and subsequently reported to Council, in line with Government guidance.
22. This strategy does not breach any of the prudential indicators highlighted in the *Treasury Management Strategy*, which is also on the agenda tonight.

TABLE 1 - TRANSFORMATION FUND - SAVINGS SCHEDULE

Directorate	Transformation Fund	Type	Expenditure				SAVINGS 2017/18		SAVINGS 2018/19		SAVINGS 2019/20		SAVINGS 2020/21		SAVINGS 2021/22		SAVINGS Cumulative Total		Total Benefit	
			16/17	17/18	18/19	Est. 19/20	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash	Cash	Non Cash		
			£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m		
A&C	Adult Social Care Reform	D	1.046			0.008		2.000		2.000		1.000					0.000	16.000	14.946	
CLS	Agility - SCST	J	0.654					0.299		0.299		0.299		0.299		0.299	0.000	3.289	2.635	
F&R	Arvato Client Monitoring Resource	K		0.109							0.250						0.500	0.000	0.391	
REGEN	Bus Lane Cameras	I			0.050	0.100					0.350		0.350				1.050	0.000	0.900	
CLS	Capita Transformation Project	D			0.121					0.150							0.000	0.450	0.329	
A&C	Cemetery & Crematorium - Improvements	D			0.323							0.400					0.000	0.800	0.477	
CLS	Children Learning & Skills	J			1.500						0.170	0.300	0.330	0.200	0.150	0.100	0.820	0.900	0.220	
CLS	CLS - traded services	J				0.064									0.250		0.250	0.000	0.186	
F&R	Council Tax and NNDR Collection	H	0.180						0.600								1.800	0.000	1.620	
F&R	Counter-Fraud Invest to Save	H		0.042		0.100				0.400	0.100		0.500				0.700	1.200	1.758	
F&R	Slough Academy - Reduce Agency Spend					0.536							0.750		0.750		1.500	0.000	0.964	
CLS	Demand Management Initiatives - SCST	J	2.469	3.707	0.500			2.000		2.000		2.000		2.000		2.000	0.000	22.000	15.324	
P & D	Development of Housing Company	I	0.055	0.046				0.200		0.200	0.200						0.400	1.400	1.699	
REGEN	Development of commercial income	I	0.060					1.000		1.000		1.650					10.300	0.000	10.240	
REGEN	Economic Development	K		0.040					0.080								0.000	0.320	0.280	
F&R	Head of Customer and Digital/Business Analysts	B	0.126	0.211													0.000	0.000	(0.337)	
P & D	Homelessness Prevention Strategy	K		0.100	0.513	0.023				0.300		0.300					0.000	1.500	0.864	
P & D	Housing Regulations Team	K	0.076			0.007				0.100							0.000	0.300	0.217	
CLS	Innovation Bids - SCST	J			1.998	0.852					0.843	0.969	0.378	0.227	0.276	0.203	2.340	2.368	1.858	
P & D	Insourcing Environmental Services	D	0.130	0.676						1.000	1.200						2.400	3.000	4.594	
P & D	Landlords Registration/HMO& Property Licensing	K			0.050	0.033				0.050		0.050					0.000	0.250	0.167	
P & D	Private Sector Acquisition Team (Housing)	K		0.406						0.200	0.100						0.200	0.600	0.394	
TRANS	Transformation Fund (Cabinet, April 2019)				0.400	3.012					1.000		2.500		1.500		6.000	0.000	2.588	
F&R	Recommissioning of major contracts	I	0.703	0.284							0.500	0.200	0.300		0.300		1.600	0.400	1.013	
F&R	Senior Management Restructure	D		0.467						0.640							1.920	0.000	1.453	
F&R	Slough Academy - Reduce Agency Spend	D			0.150						0.500		0.750		0.750		2.500	0.000	2.350	
REGEN	Town Centre Improvements	K			0.475	0.187						1.000					0.000	2.000	1.338	
	Electric vehicle initiative					0.290														
CLS	Upgrade to APAS	J		0.036								0.100		0.100			0.000	0.300	0.264	
P & D	Waste & Environment Insourcing - Pump Prime Sales	J			0.200	0.300					0.150		0.285				0.585	0.000	0.085	
			4.499	6.124	6.280	5.512		1.000	4.579	2.240	6.699	6.863	5.518	5.108	2.726	3.226	2.602	31.780	54.777	64.780
						23.415														

NB Transformation Fund incorporates spend and savings from 3rd & 4th Tier restructure and Customer & Accommodation proposals.

Pay Policy Statement for the Year 2020/21

1. Introduction

- 1.1 The Localism Act requires local authorities to publish, on their website, an annual Pay Policy Statement, which has been approved by Full Council.
- 1.2 No remuneration may be made to officers that fall outside of the Pay Policy Statement, although it is possible for a meeting of the Full Council to amend the statement at any time.
- 1.3 In drawing up this statement, Slough Borough Council has taken into account the guidance issued by the Department of Communities and Local Government in February 2012 and the supplementary guidance issues in February 2013.
- 1.4 Slough Borough Council is committed to complying with the statutory obligation to pay the National Living Wage.
- 1.5 This statement does not apply to schools' staff as local authority schools' employees are outside the scope of the legislation.
- 1.6 This statement will be approved by Full Council in February 2020.
- 1.7 Slough Borough Council fully endorses and supports the requirement to be open and transparent about the pay of our staff.
- 1.8 The Council is committed to paying nationally negotiated pay awards and this Pay Policy Statement will be updated as and when any such pay awards are agreed.

2. Remuneration of Chief Officers

- 2.1 In accordance with the Localism Act, the following SBC posts are defined as Chief Officers, and their salary bands are as follows. (The SBC grading structure is attached in Appendix A).

Head of the Paid Service and Statutory Chief Officers		
Post	Reports To	Salary Band
Chief Executive / Head of Paid Service.		£139,277 - £167,135
Director of Adults & Communities	Head of Paid Service	SML 16 £114,637 - £133,708
Director of Children's Learning & Skills Services	Head of Paid Service	SML 16 £114,637 - £133,708
Monitoring Officer	Head of Paid Service	Interim cover – £650 per day (4 days per week)
Director of Finance & Resources / Section 151 Officer	Head of Paid Service	SML 16 £114,637 - £133,708

Service Lead - Finance (Deputy section 151 Officer)	Director of Finance & Resources / Section 151 Officer	SML 12 £68,378 - £76,173
Director of Public Health	The Director of Public Health is employed by Bracknell Forest Council	
Posts that report directly to the Head of Paid Service or Statutory Chief Officer		
Post	Reports To	Salary Band
Director of Place & Development, (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £114,637 - £133,708
Director of Regeneration (Non-statutory Chief Officer).	Head of Paid Service	SML 16 £114,637 - £133,708
Director of Transformation (Non-statutory Chief Officer)	Head of Paid Service	SML 16 £114,637 - £133,708
Service Lead – Schools	Director of Children, Learning & Skills	SML 12 £68,378 - £76,173
Service Lead – Early Years & Prevention	Director of Children, Learning & Skills	SML 12 £68,378 - £76,173
Service Lead - Inclusion	Director of Children, Learning & Skills	SML 12 £68,378 - £76,173
Service Lead - Strategy & Performance	Director of Transformation	SML 12 £68,378 - £76,173
Service Lead – Customer & Communications	Director of Finance & Resources / Section 151 Officer	SML 12 £68,378 - £76,173
Service Lead - Governance	Director of Finance & Resources / Section 151 Officer	SML 12 £68,378 - £76,173
Service Lead - People	Director of Finance & Resources / Section 151 Officer	SML 12 £68,378 - £76,173
Service Lead – Digital & Strategic IT	Director of Finance & Resources / Section 151 Officer	SML 12 £68,378 - £76,173
Service Lead – Public Health	Director of Adults & Communities	SML 12 £68,378 - £76,173
Service Lead – Adult Social Care Operations	Director of Adults & Communities	SML 12 £68,378 - £76,173
Service Lead – Adult Social Care Commissioning	Director of Adults & Communities	SML 12 £68,378 - £76,173
Service Lead – Regulatory Services	Director of Adults & Communities	SML 12 £68,378 - £76,173
Service Lead – Communities & Leisure	Director of Adults & Communities	SML 12 £68,378 - £76,173
Service Lead – Mental Health Services	Director of Adults & Communities	Employed by Berkshire Health Foundation Trust

Posts that report directly to Non-Statutory Chief Officers		
Post	Reports To	Salary Band
Service Lead – Regeneration Delivery	Director of Regeneration	SML 12 £68,378 - £76,173
Service Lead – Regeneration Development	Director of Regeneration	SML 12 £68,378 - £76,173
Service Lead – Planning & Transport	Director of Regeneration	SML 12 £68,378 - £76,173
Service Lead – Major Infrastructure Projects	Director of Regeneration	SML 12 £68,378 - £76,173
Service Lead – Economic Development	Director of Regeneration	SML 12 £68,378 - £76,173
Service Lead – Strategic Housing (People) Services	Director of Place and Development	SML 12 £68,378 - £76,173
Service Lead – Housing Development and Contracts	Director of Place and Development	SML 12 £68,378 - £76,173
Service Lead – Environmental Services	Director of Place and Development	SML 12 £68,378 - £76,173
Service Lead – Building Management	Director of Place and Development	SML 12 £68,378 - £76,173

The Chief Executive is appointed as the Council's Returning Officer in accordance with the Representation of the Peoples Act 1983. The Returning Officer is eligible for fees linked to duties undertaken for running national, European or local elections/referenda. These fees are determined by the number of electors registered in the borough/parliamentary constituency and are paid subject to a formula applied by the Government for determining fees to all Returning Officers across the Country.

2.2 Remuneration on Appointment

Newly appointed chief officers are paid in accordance with the pay scales set out above.

Salary packages amounting to £100,000 or more for new appointments will be approved by Full Council.

2.3 Job Evaluation

The pay of all employees, including Chief Officers, is based on job evaluations undertaken through the Hay Job Evaluation Scheme.

2.4 Terms and Conditions of Employment

The Chief Executive is employed on JNC for Local Authority Chief Executives terms and conditions of employment.

All other chief officers are employed on JNC or NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to these posts.

2.5 Travel and Subsistence Expenses

There are occasions when employees incur additional expenditure than normal in the course of undertaking their official duties on behalf of the Council away from their normal place of work.

The Council has a comprehensive Travel and Subsistence Expenses Scheme, which applies to all our staff, including Chief Officers, in such circumstances.

2.6 Payment of Professional Fees

The Council will pay the cost of one professional subscription per annum, per employee, including Chief Officers, which is relevant and necessary for the role.

2.7 Honoraria

An honoraria payment may be made to an employee, including to a chief officer, in recognition of undertaking temporarily additional or outstanding extra work, which is:

- outside the normal scope of the duties and responsibilities of the employee
- over an extended period undertaking part of the duties of a higher graded post
- or where the additional duties and responsibilities are exceptionally onerous
- or in situations which merit the employee being rewarded for specific work.

The Honoraria Scheme applies in these circumstances and the amount of payment is based on the duties undertaken.

2.8 Acting Up

Acting up arises when an employee temporarily undertakes full or part duties of a higher graded post for a consecutive period of at least four weeks.

All employees, including Chief Officers, are entitled to an acting up payment in recognition of the responsibilities. Decisions on payment take into account the following:

- The nature and complexity of the responsibilities, undertaken by the employee and their current spinal column point.
- Whether the employee is undertaking full or part responsibilities
- If the employee is placed into post as a development opportunity

2.9 Secondments

Secondments are intended to provide developmental opportunities to gain skills and experience rather than for financial gain. Therefore, secondees will normally transfer from their current position into the secondment on their existing salary. Terms and conditions of the secondee may change depending on the local variations within the department, i.e. flexi-time. However, if there is a significant difference between the secondment and the individual's salary this must be brought to the attention of People Services and a decision will be taken on whether to review salary arrangements in line with complexities of the job.

2.10 Market Supplements

A Market Supplement is payable, in exceptional circumstances, for posts (including Chief Officer posts), which are critical to the delivery of essential/statutory services, and to which the Council has been unable to recruit.

2.11 Pay protection

An employee, who is redeployed to a suitable post which is one grade lower, will receive protection of earnings (basic pay plus local weighting allowance) for a period of one year. The salary will be frozen at its current level and the employee will not receive annual pay awards. At the end of the protection period the employee will be placed on the salary grade relevant to the redeployed post.

Where an employee accepts redeployment to a post which is more than one grade lower, there is no entitlement to protection of earnings. In exceptional circumstances, in order to minimise financial hardship and avoid redundancies Directors may, subject to budgetary considerations, exercise discretion to grant some element of protection. This would apply for no longer than one year.

2.12 Termination Payments

In the event of a redundancy situation, all employees, including chief officers, are entitled to redundancy payments based on a multiple of 1.5 times statutory provision, based on weekly pay, subject to a cap of 30 weeks as the maximum number of weeks payable, and to a cap of 20 years service.

The terms, and any payment relating to the termination of employment of any officer of the Council in any contentious circumstances which do not result from an award made by an Employment Tribunal or Court are settled by the Council on the basis of the legal merits of the case, the time and disruption which protracted litigation would involve, any limit of statutory entitlement on monetary claim available to an employee, and what is considered prudent in all circumstances.

Any redundancy or severance packages of £100,000 or more will be approved by Full Council. In presenting the information to Full Council the components of any such severance package will be set out including; salary paid in lieu, redundancy compensation, pension entitlements, holiday pay and any bonuses, fees or allowances paid.

If an applicant for a post (including Chief Officer posts) is in receipt of a severance payment from any local authority, or a Local Government retirement pension, this does not form part of the Council's decision as to whether or not they should be appointed.

Any employee, who is made redundant, including Chief Officers, must have a break of at least four weeks in order to retain a redundancy payment before they can be re-employed by the Council in a different position.

Consultancies over £5,000 (excluding cover for established posts) or any consultancy/employment offered to former senior officers of the Council of third tier and above are a "significant officer decision." (Significant officer decisions are circulated monthly to all members and published on the website).

2.13 The Government is consulting on regulations regarding the recovery of public sector exit payments. SBC will comply with any future legislative requirements.

2.14 Pension Payments

All employees who are members of the Local Government Pension Scheme, including Chief Officers, are entitled to a retirement pension calculated in accordance with the Local Government Pension Scheme Regulations.

3. Remuneration of Our Lowest Paid Employees

3.1 All SBC employees are paid in accordance with a locally determined salary scale, appendix A.

3.2 "Lowest Paid Employee" means the employee on the lowest grade, assuming that the posts are full-time, excluding apprentices. The lowest grade is Level 2, £18,637 inclusive of LW.

3.3 Unsocial Hours Payments

The Council has a comprehensive Working Pattern Arrangement Scheme which sets out the allowances payable for:

- Overtime (for employees up to and including Level 5)
- Saturday and Sunday working
- Bank holidays
- Night working
- Sleeping-in duty
- Shift working
- Standby, on-call and call-out

3.4 Terms and Conditions of Employment

Employees, who are not Chief Officers, are employed on NJC terms and conditions of employment. Pay awards for these officers are negotiated nationally, and the Council applies any/all nationally negotiated pay awards to NJC employees.

4. Relationship between the Remuneration of Our Chief Officers and our lowest paid employees

4.1 The base pay of the Chief Executive is currently £139,277. This is 7.473 times the pay of our lowest paid employees. ($139,277 / 18,637 = 7.473$)

The median earnings of all employees as of 1 April 2019, was £30,562. The median earnings figure complies with the specific requirements within the Local Government Transparency Code 2015 and includes all elements of remuneration that can be valued.

4.2 The pay of the Chief Executive is currently 4.6 times the pay of median earnings of our employees.

			PAY SPINE 2019				
			Basic	FTE LW	Inclusive Annual Pay	Hourly Rate	
Old SCP	New SCP	PAY LEVEL	Apr-19	0.02			
9	2	Level 2	£ 17,711.00	£ 926.00	£ 18,637.00	£ 9.66	
10 & 11	3	Level 2	£ 18,065.00	£ 926.00	£ 18,991.00	£ 9.84	
13	4	Level 2	£ 18,426.00	£ 926.00	£ 19,352.00	£ 10.03	
14	5	Level 3	£ 18,795.00	£ 926.00	£ 19,721.00	£ 10.22	
16	6	Level 3	£ 19,171.00	£ 926.00	£ 20,097.00	£ 10.42	
18	7	Level 3	£ 19,554.00	£ 926.00	£ 20,480.00	£ 10.62	
19	8	Level 4	£ 19,945.00	£ 926.00	£ 20,871.00	£ 10.82	
20	9	Level 4	£ 20,344.00	£ 926.00	£ 21,270.00	£ 11.02	
	10	Level 4	£ 20,751.00	£ 926.00	£ 21,677.00	£ 11.24	
21	11	Level 4	£ 21,166.00	£ 926.00	£ 22,092.00	£ 11.45	
22	12	Level 4	£ 21,589.00	£ 926.00	£ 22,515.00	£ 11.67	
	13	Level 5	£ 22,021.00	£ 926.00	£ 22,947.00	£ 11.89	
24	15	Level 5	£ 22,911.00	£ 926.00	£ 23,837.00	£ 12.36	
25	17	Level 5	£ 23,836.00	£ 926.00	£ 24,762.00	£ 12.83	
26	19	Level 5	£ 24,799.00	£ 926.00	£ 25,725.00	£ 13.33	
	21	Level 5	£ 25,801.00	£ 926.00	£ 26,727.00	£ 13.85	
29	23	Level 5	£ 26,999.00	£ 926.00	£ 27,925.00	£ 14.47	
30	24	Level 6	£ 27,905.00	£ 926.00	£ 28,831.00	£ 14.94	
31	25	Level 6	£ 28,785.00	£ 926.00	£ 29,711.00	£ 15.40	
32	26	Level 6	£ 29,636.00	£ 926.00	£ 30,562.00	£ 15.84	
	27	Level 6	£ 30,507.00	£ 926.00	£ 31,433.00	£ 16.29	
34	28	Level 6	£ 31,371.00	£ 926.00	£ 32,297.00	£ 16.74	
35	29	Level 6	£ 32,029.00	£ 926.00	£ 32,955.00	£ 17.08	
36	30	Level 7	£ 32,878.00	£ 926.00	£ 33,804.00	£ 17.52	
37	31	Level 7	£ 33,799.00	£ 926.00	£ 34,725.00	£ 18.00	
38	32	Level 7	£ 34,788.00	£ 926.00	£ 35,714.00	£ 18.51	
	33	Level 7	£ 35,934.00	£ 926.00	£ 36,860.00	£ 19.11	
40	34	Level 7	£ 36,876.00	£ 926.00	£ 37,802.00	£ 19.59	
41	35	Level 7	£ 37,849.00	£ 926.00	£ 38,775.00	£ 20.10	
42	36	Level 8	£ 38,813.00	£ 926.00	£ 39,739.00	£ 20.60	
	37	Level 8	£ 39,782.00	£ 926.00	£ 40,708.00	£ 21.10	
44	38	Level 8	£ 40,760.00	£ 926.00	£ 41,686.00	£ 21.61	
	39	Level 8	£ 41,775.00	£ 926.00	£ 42,601.00	£ 22.08	
46	40	Level 8	£ 42,833.00	£ 926.00	£ 43,609.00	£ 22.60	
47	41	Level 8	£ 43,662.00	£ 926.00	£ 44,588.00	£ 23.11	
48	42	Level 9	£ 44,632.00	£ 926.00	£ 45,558.00	£ 23.61	
	43	Level 9	£ 45,591.00	£ 926.00	£ 46,517.00	£ 24.11	
50	44	Level 9	£ 46,558.00	£ 926.00	£ 47,484.00	£ 24.61	
	45	Level 9	£ 47,538.00	£ 926.00	£ 48,464.00	£ 25.12	
52	46	Level 9	£ 48,519.00	£ 926.00	£ 49,445.00	£ 25.63	
53	47	Level 9	£ 49,507.00	£ 926.00	£ 50,433.00	£ 26.14	
54	48	Level 10	£ 50,552.00	£ 926.00	£ 51,478.00	£ 26.68	
55	49	Level 10	£ 51,594.00	£ 926.00	£ 52,520.00	£ 27.22	
	50	Level 10	£ 52,644.00	£ 926.00	£ 53,570.00	£ 27.77	
57	51	Level 10	£ 53,695.00	£ 926.00	£ 54,621.00	£ 28.31	
	52	Level 10	£ 54,736.00	£ 926.00	£ 55,662.00	£ 28.85	
59	53	Level 10	£ 55,778.00	£ 926.00	£ 56,704.00	£ 29.39	

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SLOUGH BOROUGH COUNCIL**REPORT TO:** Council **DATE:** 20th February 2020**CONTACT OFFICER:** Neil Wilcox: Director of Finance & Resources (Section 151)
(For all enquiries) (01753) 875358
Barry Stratfull: Service Lead Finance (Deputy Section 151)**WARD(S):** All**PART I**
FOR DECISION**RECOMMENDATIONS OF CABINET, 3RD FEBRUARY 2020:**
TREASURY MANAGEMENT STRATEGY 2020/21**1 Purpose of Report**

To consider the Cabinet's recommendation to approve the Treasury Management Strategy for 2020/21.

The Treasury Management Strategy (TMS) is a requirement of the Council's reporting procedures and the Chartered Institute of Public Finance and Accountancy (CIPFA) code of practice on treasury management and the CIPFA prudential code for capital finance in local authorities. The Council is required to comply with both codes through regulations issued under the Local Government Act 2003.

2 Recommendation(s)/Proposed Action

The Council is requested to resolve that the Treasury Management Strategy for 2020/21 as at Appendix A be approved.

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

The report helps achieve the Five Year Plan by contributing to the Council's overall financial planning processes.

4 Other Implications**(a) Financial**

The Financial implications are contained within this report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
Recommend approval of Treasury Management Strategy for 2020-21	Counterparty risk- the risk that an institution the council has invested is failing or likely to fail resulting in credit loss. Interest rate risk- if interest rates rise the risk that the council will be subject to higher interest costs. If there is a reduction in interest rates or fund prices are affected by a worsening economy lower dividends from funds invested in and a depreciation of the capital value.	The council will work closely with its Treasury advisors to mitigate interest rate risk. The council has an approved counterparty list contained in the Treasury Strategy setting out the institutions it can invest in, the maximum periods it can invest for and the total value for investing in individual institutions. This counterparty list is constantly under review by its Treasury advisors	9	The council has made a conscious decision not to put money in unsecured and low yielding banks and Building Societies deposits.

Risk	Mitigating action	Opportunities
Legal	None	None
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial: Detailed in the report and above	As Identified	Returns out perform the budgeted income
Timetable for delivery	None	None
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

None Identified

(d) Equalities Impact Assessment

No identified need for the completion of an EIA

5 Supporting Information

- 5.1 The Treasury Management Strategy for 2020/21 is required to set out how the Council intends to manage its Treasury Management Risk. The Council's Treasury Policy is set out in Appendix 1 of this report. The Treasury Management Strategy complies with the requirements set out in the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management, which includes the requirement for determining a Treasury Strategy on the likely financing and investment activity for the forthcoming financial year.
- 5.2 In addition to reporting on risk management related to treasury activities, the Treasury Management Code also requires the Authority to report on any financial instruments entered into to manage Treasury Risks.

6 Key Principles

- 6.1 The medium term capital finance budget is a key part of the council's budget strategy. When setting the Treasury Management Strategy the Council has considered
- The current Treasury position and debt portfolio position
 - The prospects for interest rates
 - The current approved capital programme
 - Limits on treasury management activities and prudential indicators
- 6.2 It is a statutory requirement that the level of borrowing is kept under review and is affordable

7 Service Delivery and Performance Issues

- 7.1.1 The Council currently has £569.133m of borrowing and an average investment balance of £44.674m throughout the year. The underlying need to borrow is measured by the Capital Financing Requirement (CFR) while usable reserves are the underlying resources available for investment.
- 7.1.2 CIPFA's prudential code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. The Highest forecast of CFR during the next 3 years is £833m. The total debt for 2020/21 is expected to be £732m. The Council therefore will comply with this recommendation during 2020/21.
- 7.1.3 The Council uses Arlingclose as its external treasury advisor but responsibility for treasury management decisions remains with this Council at all times.

8 Comments of Other Committees

The draft Treasury Management Strategy 2020/21 was considered by the Overview and Scrutiny Committee on 30th January 2020. The Cabinet considered the strategy at its meeting on 3rd February 2020 and agreed to recommend approval to Council.

9 Conclusion

The Council is requested to recommend approval of the Treasury Management Strategy for 2020/21.

10 Appendices Attached

'1' Treasury Management Strategy 2020/21

'2' Non-Treasury Investments

11 Background Papers

'1' CIPFA – Treasury Management in the Public Services – Code of Practice and guide for Chief Financial Officers

'2' CIPFA – Prudential Code for local authority capital finance

'3' Arlingclose Ltd – UK economic forecasts

'4' Local Government Act 2003

'5' Capital Strategy 2020 to 2024 – Council Report (20/02/2020)

TREASURY MANAGEMENT STRATEGY 2020/21

1 Introduction & Background

The Council is required to adopt the CIPFA Treasury Management in the Public Services: Code of Practice and it is a requirement under that Code of Practice to produce an annual strategy report on proposed treasury management activities for the year.

Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

In accordance with the Treasury Management code, the Council defines treasury management activities as:

"The management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks `The purpose of the Treasury Strategy is to establish the framework for the effective and efficient management of the Council's treasury management activity, within legislative, regulatory, and best practice regimes, and balancing risk against reward in the best interests of stewardship of the public purse.

This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG Guidance.

In accordance with the MHCLG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly. Such circumstances would include, for example, a large unexpected change in interest rates, or in the Council's capital programme or in the level of its investment balance.

2 Key Principles

The key principles of the CIPFA Treasury Management in the Public Services: Code of Practice is that:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

In setting the Treasury Management Strategy, the Council must have regard for the following

factors:

- The current treasury position and debt portfolio position
- The prospects for interest rates
- The approved Capital Programme
- Limits on treasury management activities and prudential indicators

The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

According to the Prudential Code- the professional code of practice to support local authorities in taking capital investment decisions- the Council's prime policy objective of its investment activities is the security and liquidity of funds. Therefore the Council should avoid exposing public funds to unnecessary or un-quantified risk. The Council should consider the return on their investments; however, this should not be at the expense of security and liquidity. It is therefore important that the Council adopt an appropriate approach to risk management with regard to its investment activities. The Council employs a Treasury Management advisor, Arlingclose, to assist in the management of risk.

3 **External Context**

External Context

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2020/21.

UK Consumer Price Inflation (CPI) for September registered 1.7% year on year, unchanged from the previous month. Core inflation, which excludes the more volatile components, rose to 1.7% from 1.5% in August. The most recent labour market data for the three months to August 2019 showed the unemployment rate ticked back up to 3.9% while the employment rate was 75.9%, just below recent record-breaking highs. The headline 3-month average annual growth rate for pay was 3.8% in August as wages continue to rise steadily. In real terms, after adjusting for inflation, pay growth increased 1.9%.

GDP growth rose by 0.3% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.0% from 1.2%. Services and construction added positively to growth, by 0.6% and 0.4% respectively, while production was flat and agriculture recorded a fall of 0.2%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.

The Bank of England maintained Bank Rate to 0.75% in November following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

Growth in Europe remains soft, driven by a weakening German economy which saw GDP fall -0.1% in Q2 and is expected to slip into a technical recession in Q3. Euro zone inflation was

0.8% year on year in September, well below the European Central Bank's target of 'below, but close to 2%' and leading to the central bank holding its main interest rate at 0% while cutting the deposit facility rate to -0.5%. In addition to maintaining interest rates at ultra-low levels, the ECB announced it would recommence its quantitative easing programme from November.

In the US, the Federal Reserve began easing monetary policy again in 2019 as a pre-emptive strike against slowing global and US economic growth on the back of the ongoing trade war with China. At its last meeting the Fed cut rates to the range of 1.50-1.75% and financial markets expect further loosening of monetary policy in 2020. US GDP growth slowed to 1.9% annualised in Q3 from 2.0% in Q2.

Credit outlook: Credit conditions for larger UK banks have remained relatively benign over the past year. The UK's departure from the European Union was delayed three times in 2019 and while there remains some concern over a global economic slowdown, this has yet to manifest in any credit issues for banks. Meanwhile, the post financial crisis banking reform is now largely complete, with the new ringfenced banks embedded in the market.

Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.

Looking forward, the potential for a "no-deal" Brexit and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast: The Authority's treasury management adviser Arlingclose is forecasting that Bank Rate will remain at 0.75% until the end of 2022. The risks to this forecast are deemed to be significantly weighted to the downside, particularly given the upcoming general election, the need for greater clarity on Brexit and the continuing global economic slowdown. The Bank of England, having previously indicated interest rates may need to rise if a Brexit agreement was reached, stated in its November Monetary Policy Report and its Bank Rate decision (7-2 vote to hold rates) that the MPC now believe this is less likely even in the event of a deal.

Gilt yields have risen but remain at low levels and only some very modest upward movement from current levels are expected based on Arlingclose's interest rate projections. The central case is for 10-year and 20-year gilt yields to rise to around 1.00% and 1.40% respectively over the time horizon, with broadly balanced risks to both the upside and downside. However, short-term volatility arising from both economic and political events over the period is a near certainty.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix A.

4 Local Current Position

As at 31 December 2019, the Council held £569.133m borrowing (£125.841m being HRA self-financing) borrowing and £32.075m investments. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance Sheet Forecast

Slough Borough Council					
Balance Sheet Summary and Projections					
31st March	2019	2020	2021	2022	2023
	Actual £m	Estimate £m	Forecast £m	Forecast £m	Forecast £m
General Fund Capital Financing Requirement	395	509	603	635	655
HRA Capital Financing Requirement	158	164	168	178	178
Total Capital Financing Requirement	552	673	771	813	833
Less: Other long-term liabilities *	(42)	(39)	(56)	(54)	(54)
Loans Capital Financing Requirement	510	634	715	759	779
Less: External borrowing **	(517)	(588)	(676)	(713)	(733)
Internal (over) borrowing	(7)	46	39	46	46
Less: Usable reserves	(81)	(85)	(89)	(93)	(97)
Net Borrowing Requirement/(Investments)	(88)	(39)	(50)	(47)	(51)

* finance leases and PFI liabilities that form part of the Council's debt

** shows only loans to which the Council is committed and excludes optional refinancing

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves are the underlying resources available for investment. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Authority expects to comply with this recommendation during 2020/21.

The Council has an increasing CFR due to the capital programme, but minimal investments and will therefore be required to borrow up to £216m over the forecast period.

5 Borrowing Strategy

The Council currently holds £569 million of loans, an increase of £110 million on the previous year, as part of its strategy for funding previous years' capital programmes. The balance sheet forecast in table 1 shows that the Council expects to borrow an additional £19m in 2019/20

Objectives: The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy: Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead.

By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Council may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow further short-term loans to cover unplanned cash flow shortages.

Sources: The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except [your local] Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

The Council has previously raised the majority of its long-term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans that may be available at more favourable rates.

Municipal Bond Agency: UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

LOBOs: The Council holds £9m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. None of these LOBOS have options during 2019/20, and although the Council understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Council will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

Debt Rescheduling: The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Table 2: Current Borrowing Position

PWLB/ Market/ LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
PWLB	Fixed	487800	02/08/2004	25/03/2028	1,000,000	Pooled
PWLB	Fixed	488859	02/08/2004	25/09/2029	500,000	Pooled
PWLB	Fixed	489227	28/10/2004	15/10/2031	5,000,000	Pooled
PWLB	Fixed	490923	22/12/2005	01/05/2036	3,000,000	Pooled
PWLB	Fixed	490924	22/12/2005	01/08/2036	5,000,000	Pooled
PWLB	Fixed	494837	01/10/2008	01/08/2038	5,000,000	Pooled
PWLB	Fixed	497999	30/09/2010	29/09/2021	4,000,000	Pooled
PWLB	Fixed	498000	30/09/2010	29/09/2024	4,000,000	Pooled
PWLB	Fixed	498001	30/09/2010	30/09/2027	4,000,000	Pooled
PWLB	Fixed- EIP	507555	24/07/2018	26/07/2038	23,750,000	Pooled
PWLB	Fixed- EIP	507556	24/07/2018	24/07/2048	24,166,667	Pooled
PWLB	Fixed	507959	30/10/2018	30/10/2068	20,000,000	Pooled
PWLB	Fixed- EIP	508164	11/12/2018	13/12/2038	19,000,000	Pooled
PWLB	Fixed- EIP	508766	14/03/2019	14/03/2044	49,000,000	Pooled
PWLB	Fixed- EIP	509380	21/06/2019	21/06/2039	24,375,000	Pooled
PWLB	Fixed- EIP	509540	25/07/2019	25/07/2034	13,000,000	Pooled
PWLB	Fixed	509818	02/09/2019	03/03/2031	20,000,000	Pooled
PWLB	Fixed	500578	28/03/2012	28/03/2028	20,000,000	HRA Self Financing
PWLB	Fixed	500579	28/03/2012	28/03/2037	20,000,000	HRA Self Financing
PWLB	Fixed	500580	28/03/2012	28/03/2042	20,000,000	HRA Self Financing
PWLB	Fixed	500581	28/03/2012	28/03/2041	15,841,000	HRA Self Financing
PWLB	Fixed	500582	28/03/2012	28/03/2032	20,000,000	HRA Self Financing

PWLB/ Market/ LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
PWLB	Variable	500583	28/03/2012	28/03/2022	10,000,000	HRA Self Financing
PWLB	Fixed	500584	28/03/2012	28/03/2039	20,000,000	HRA Self Financing
Market	L/T Fixed	64	12/07/2004	10/07/2054	4,000,000	Pooled
Market	L-T LOBO	65	07/04/2006	07/04/2066	5,000,000	Pooled
Market	L-T LOBO	66	28/04/2006	28/04/2066	4,000,000	Pooled
LA	ST Variable	2100003468	25/02/2019	02/01/2020	5,000,000	General Fund
LA	ST Variable	2100003443	21/01/2019	21/01/2020	4,000,000	General Fund
LA	ST Variable	2100003467	13/02/2019	22/01/2020	5,000,000	General Fund
LA	ST Variable	2100003476	29/03/2019	29/01/2020	2,000,000	General Fund
LA	ST Variable	2100003451	01/02/2019	31/01/2020	5,000,000	General Fund
LA	ST Variable	2100003504	15/08/2019	14/02/2020	3,000,000	General Fund
LA	ST Variable	2100003522	21/10/2019	18/02/2020	2,000,000	General Fund
LA	ST Variable	2100003505	19/08/2019	19/02/2020	5,000,000	General Fund
LA	ST Variable	2100003471	14/03/2019	20/02/2020	5,000,000	General Fund
LA	ST Variable	2100003512	28/08/2019	28/02/2020	5,000,000	General Fund
LA	ST Variable	2100003514	10/09/2019	10/03/2020	5,000,000	General Fund
LA	ST Variable	2100003474	14/03/2019	13/03/2020	5,000,000	General Fund
LA	ST Variable	2100003473	18/03/2019	16/03/2020	2,000,000	General Fund
LA	ST Variable	2100003472	18/03/2019	16/03/2020	2,000,000	General Fund
LA	ST Variable	2100003516	16/09/2019	16/03/2020	3,000,000	General Fund
LA	ST Variable	2100003499	19/06/2019	19/03/2020	5,000,000	General Fund
LA	ST Variable	2100003513	19/09/2019	19/03/2020	5,000,000	General Fund
LA	ST Variable	2100003460	26/03/2019	24/03/2020	5,000,000	General Fund
LA	ST Variable	2100003535	25/11/2019	01/04/2020	2,000,000	General Fund

PWLB/ Market/ LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
LA	ST Variable	2100003484	03/04/2019	01/04/2020	5,000,000	General Fund
LA	ST Variable	2100003485	30/04/2019	28/04/2020	5,000,000	General Fund
LA	ST Variable	2100003492	28/05/2019	28/04/2020	5,000,000	General Fund
LA	ST Variable	2100003503	30/07/2019	30/04/2020	7,000,000	General Fund
LA	ST Variable	2100003520	31/10/2019	30/04/2020	5,000,000	General Fund
LA	ST Variable	2100003533	19/11/2019	19/05/2020	5,000,000	General Fund
LA	ST Variable	2100003493	23/05/2019	21/05/2020	2,000,000	General Fund
LA	ST Variable	2100003536	29/11/2019	29/05/2020	5,000,000	General Fund
LA	ST Variable	2100003530	29/11/2019	29/05/2020	5,000,000	General Fund
LA	ST Variable	2100003490	31/05/2019	29/05/2020	2,000,000	General Fund
LA	ST Variable	2100003491	31/05/2019	29/05/2020	3,000,000	General Fund
LA	ST Variable	2100003507	30/08/2019	29/05/2020	4,000,000	General Fund
LA	ST Variable	2100003537	02/12/2019	02/06/2020	5,000,000	General Fund
LA	ST Variable	2100003531	02/12/2019	02/06/2020	3,000,000	General Fund
LA	ST Variable	2100003498	17/06/2019	15/06/2020	5,000,000	General Fund
LA	ST Variable	2100003500	28/06/2019	26/06/2020	2,000,000	General Fund
LA	ST Variable	2100003501	28/06/2019	26/06/2020	2,000,000	General Fund
LA	ST Variable	2100003509	14/08/2019	12/08/2020	5,000,000	General Fund
LA	ST Variable	2100003506	20/08/2019	18/08/2020	2,000,000	General Fund
LA	ST Variable	2100003529	28/11/2019	28/08/2020	5,000,000	General Fund
LA	ST Variable	2100003532	06/12/2019	07/09/2020	5,000,000	General Fund
LA	ST Variable	2100003515	11/09/2019	09/09/2020	5,000,000	General Fund
LA	ST Variable	2100003517	27/09/2019	25/09/2020	1,500,000	General Fund
LA	ST Variable	2100003518	30/09/2019	28/09/2020	5,000,000	General Fund

PWLB/ Market/ LA	Type	Loan	Start Date	Maturity	Principal (£)	Type
LA	ST Variable	2100003521	24/10/2019	22/10/2020	2,000,000	General Fund
LA	ST Variable	2100003519	31/10/2019	29/10/2020	2,000,000	General Fund
LA	ST Variable	2100003524	01/11/2019	30/10/2020	5,000,000	General Fund
LA	ST Variable	2100003523	01/11/2019	30/10/2020	3,000,000	General Fund
LA	ST Variable	2100003525	06/11/2019	04/11/2020	5,000,000	General Fund
LA	ST Variable	2100003526	07/11/2019	05/11/2020	3,000,000	General Fund
LA	ST Variable	2100003527	07/11/2019	05/11/2020	2,000,000	General Fund
LA	ST Variable	2100003528	22/11/2019	20/11/2020	5,000,000	General Fund
LA	ST Variable	2100003534	25/11/2019	23/11/2020	1,000,000	General Fund
LA	ST Variable	2100003539	18/12/2019	16/12/2020	2,000,000	General Fund
LA	ST Variable	2100003538	20/12/2019	22/06/2020	2,000,000	General Fund
					569,132,667	

6 Housing Revenue Account Self-Financing

Central Government completed its reform of the Housing Revenue Account Subsidy system at the end of 2011/12. Local authorities are required to recharge interest expenditure and income attributable to the HRA in accordance with Determinations issued by the Department for Communities and Local Government. The Determinations do not set out a methodology for calculating the interest rate to use in each instance. The Council is therefore required to adopt a policy that will set out how interest charges attributable to the HRA will be determined. The CIPFA Code recommends that authorities present this policy in their TMSS.

On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

As part of the reform of the HRA Housing Revenue Account Subsidy system at the end of 2011/12, the HRA needed to make a payment of £136m to the Government. £126m of this was financed by PWLB loans listed above. £10m was in respect of an internal loan from the General Fund. The General Fund currently charges 2.83% interest on this amount or £283,000 per annum.

7 Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £18m and £64m. Levels are expected to decrease during the forthcoming year in order to finance an expanding capital programme.

Objectives: Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative Interest Rates: If the UK enters into a recession in 2020/21, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and falling returns from short-term unsecured bank investments, the Council aims to further diversify into more secure and/or higher yielding asset classes during 2020/21 where opportunities arise. This is especially the case for the estimated £30m that is available for longer-term investment. The Council has reduced the amount it invests in short-term unsecured bank deposits, certificates of deposit and money market funds to around 35% of its total investments. Most of these investments are for the management of the Council's short term cash flow, and are invested in either instant access call accounts or notice accounts where the exposure is for a maximum of 95 days.

Approved Counterparties: The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£15m 5 years	£15m 20 years	£15m 50 years	£5m 20 years	£5m 20 years
AA+	£15m 5 years	£15m 10 years	£15m 25 years	£5m 10 years	£5m 10 years
AA	£15m 4 years	£15m 5 years	£15m 15 years	£5m 5 years	£5m 10 years
AA-	£15m 3 years	£15m 4 years	£15m 10 years	£5m 4 years	£5m 10 years
A+	£15m 2 years	£15m 3 years	£15m 5 years	£5m 3 years	£5m 5 years
A	£15m 13 months	£15m 2 years	£15m 5 years	£5m 2 years	£5m 5 years

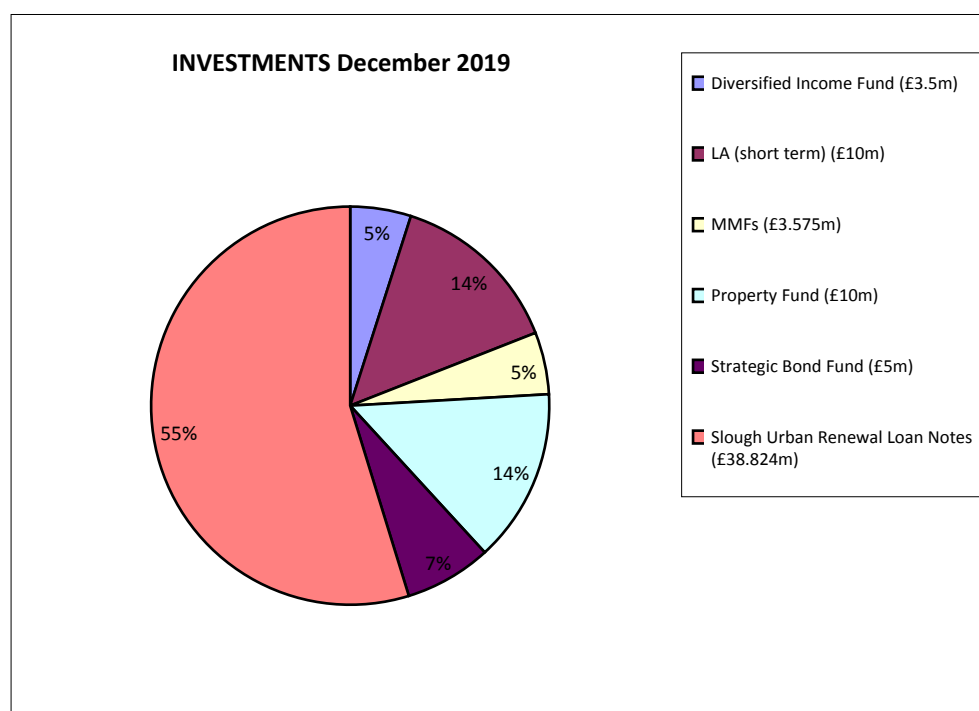
Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
A-	£15m 6 months	£15m 13 months	£15m 5 years	£5m 13 months	£5m 5 years
None	£3m 12 months	n/a	£5m 25 years	n/a	£5m 5 years
Pooled funds	£10m per fund				

There is no intention to restrict investments to bank deposits, and investments may be made with any public or private sector organisations that meet the above credit rating criteria. This reflects a lower likelihood that the UK and other governments will support failing banks as the bail-in provisions in the *Banking Reform Act 2014* and the EU *Bank Recovery and Resolution Directive* are implemented.

In addition, the Council may invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's treasury management adviser.

The current level of investments and the type of institution invested in is summarised in Table 4 below:

Table 4: Current Investments



£3.575m of the above is in instant access accounts (i.e. Call Accounts and Money Market Funds).

8 Investment Opportunities

Credit Rating: Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks Unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

Banks Secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Slough Urban Renewal (SUR): The Council has entered into a partnership with Morgan Sindall, a Private Sector developer, for the regeneration of Slough. Under this partnership, the Council land assets are transferred into the SUR vehicle. The Council then receives a loan note from the SUR for the value of the land transferred. This loan note is then repaid by the SUR over time and the Council will receive interest on the loan note of between 3% and 7%.

9 Risk Management

Risk Assessment and Credit Ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,

- any existing investments that can be recalled or sold at no cost will be, and
- Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as “rating watch negative” or “credit watch negative”) so that it may fall below the approved rating criteria, then only investments that can be withdrawn [on the next working day] will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council’s cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

10 Investment Limits

The Council’s revenue reserves available to cover investment losses are forecast to be £85 million on 31st March 2020. In order that no more than 20% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be **£15 million**. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below:

Table 5: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£15m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£15m per group
Any group of pooled funds under the same management	£25m per manager
Negotiable instruments held in a broker’s nominee account	£25m per broker
Foreign countries	£10m per country
Registered Providers	£5m in total
Unsecured investments with Building Societies	£10m in total

	Cash limit
Loans to unrated corporates	£5m in total
Money Market Funds	£60m in total
Slough Urban Renewal Loan Notes	£10m above land value

11 **Non-Treasury Investments**

Although not classed as treasury management activities and therefore not covered by the CIPFA Code or the CLG Guidance, the Authority has purchased property for investment purposes and has also made loans and investments for service purposes- the Council has made equity loans totalling £40.824m to James Elliman Homes a wholly owned subsidiary of the council. The aims of James Elliman Homes include increasing housing supply whilst providing “affordable homes” and /or better quality homes for vulnerable client groups and key workers not currently entitled to council housing, or those facing too long a waiting time in temporary accommodation.

Such loans and investments will be subject to the Authority’s normal approval processes for revenue and capital expenditure and need not comply with this treasury management strategy. On 14 September 2015, Cabinet approved the introduction of the Strategic Acquisition Strategy, which provided a framework for the Council to operate commercially and undertake a new approach to asset investment through the acquisition of land and/or property generating income up to £25m (inclusive of acquisition costs). Following a subsequent report in November 2016, the budget for strategic asset purchases was increased to £50m. A further £50m budget for Strategic acquisitions was approved by Full Council in June 2018. In approving the Strategy, the drivers were to acquire income generating assets to offset continued reductions in central government grant and for the Council to realise the regenerative benefits associated with purchasing sites to bring forward housing and commercial development.

A further £20m will be available for the purchase of Strategic income generating assets in 2020-21 to allow the Strategic Acquisition Board “headroom” to buy and sell assets within the asset portfolio to maximise income for the Council.

How investments are decided upon

A strategic acquisition can be defined as the acquisition of land or properties that will allow the Council to expedite key outcomes contained within the 5 Year Plan. To be considered strategic, it is suggested that acquisition must make a significant contribution towards regeneration objectives and/or provide a commercial return on investment that will improve the financial resilience of the Council:

a) Property Investments

Under commercial investment objectives, a strategic acquisition would typically:

- Generate income through a satisfactory level of return, with a net initial yield range between 5% and 9%, and/or
- Improve investment value of commercial assets over time in addition to the level of returns through rental growth.

b) Regeneration

Under regeneration objectives, a strategic acquisition will typically:

- Deliver large scale development that will provide attractive, accessible places to live and work and do business; or

- Allow the redevelopment of smaller development sites in key locations that have stalled, or
- Enable the Council to acquire land required to deliver infrastructure projects, or
- Enable collaborative working with adjoining owners to maximise land value; or
- Improve the image of Slough to a status that fully recognises the strategic importance and benefits offered by the town as a sub-regional gateway to and from London.
- Generate additional capital and revenue income to support the financial projections set out in the Medium Term Financial Plan.

Whilst the acquisition of strategic regeneration sites will typically be dependent on land becoming available for sale, the Council will be proactive and will consider off market acquisitions and the use of Compulsory Purchase Orders as required.

How decisions are made

In order to balance the objectives of introducing a streamlined approach (to avoid losing acquisition opportunities through delays in process) with high levels of probity, a Strategic Acquisition Board (“SAB”) was introduced.

The SAB meet on a monthly basis and is chaired by the Interim Director of Regeneration. The standing members of the SAB include the:

- Leader of the Council
- Interim Director of Regeneration
- Director of Transformation
- Service Lead Finance
- Service Lead Regeneration Development

The SAB has a remit to:

- Consider acquisition recommendations
- Review proposed land acquisition and/or property investment proposals, taking into account the extent to which the proposition fulfils the Council’s policy objectives against a set of agreed criteria.
- Make strategic acquisition and investment decisions on behalf of the Council.
- Oversee and monitor the performance of approved acquisition and investments.
- Report acquisitions to the Capital Strategy Board and Cabinet.
- Dispose of assets acquired via the SAB.

The SAB has a responsibility to monitor the performance of the investment portfolio, ensuring that individual assets are performing thereby maximising rental returns and selling assets when they no longer perform.

When a strategic acquisition is identified by Asset Management an agreed Acquisition Protocol is followed.

Any controls in place

When acquiring investment assets, it is important to have a well balanced portfolio which can counteract significant market changes. As the portfolio expands, each asset acquired is considered in line with the existing portfolio e.g. if the majority of the portfolio were industrial then it would need to be balanced with further office and retail property, or if the portfolio income was very insecure then it could be balanced by investments with longer projected income.

Officers apply a defined list of property specific criteria when making recommendations to the SAB on investment acquisitions using agreed property based criteria.

All acquisition opportunities presented to the SAB are supported by a financial appraisal and business case. Before approving any acquisition, the SAB requires confirmation that the

acquisition will not increase the Council's ongoing revenue costs, including the cost of borrowing and officer time.

The appraisal and business case assess how the strategic acquisition will be financed. They:

1. Consider if the investment achieves corporate objectives.
2. Confirm that for the acquisition of land the price is reasonable (allowing for a special purchase consideration) and supported by an independent valuation.
3. Confirm that for the acquisition of a standing investment the price is reasonable and supported by an independent valuation (reference will be made to previously identified added value opportunities).
4. Confirm there is a market requirement.
5. Where appropriate, there is secure rental income taking into account risks associated with the security of future payments, including (where appropriate) sensitivity analysis for void periods.
6. Identify whole life costs (where appropriate).
7. Identify the most appropriate funding source(s) and confirm availability.
8. Clarify that the Council's Finance Section has assessed the business case and confirmed a suitable return on investment.

The financial appraisals considered by the SAB identify all costs and assumed income to assist informed decision making on whether the acquisition is suitable. In the case of revenue generating assets, assets are assessed by comparing the anticipated net income against the rate of return the Council could otherwise expect to achieve on its capital.

In all instances, acquisitions must be supported by advice from the Section 151 Officer.

The Authority's existing non-treasury investments are listed in Appendix B.

12 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following four new prudential indicators.

- Upper limits on variable rate exposure. This indicator identifies a maximum limit for variable interest rates based upon the debt provision net of investments.
- Upper limits on fixed rate exposure. Similar to the previous indicators, this covers a maximum limit on fixed interest rates
- Total principal funds invested for a period longer than 364 days. These limits are set to reduce the need for early sale of an investment and are based on the availability of investments after each year-end
- Maturity Structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the amount of principal borrowed will be:

LIMITS ON INTEREST RATE EXPOSURE			
	2019/20	2020/21	2021/22
Limit on Principal invested beyond year end	£45m	£45m	£45m
Upper limit on fixed interest rate exposure	£350m	£550m	£550m
Upper limit on variable interest rate exposure	£300m	£350m	£350m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate. Following recent discussions at the Council's Treasury Management Group and based on the Council's Current Strategy to utilise lower

rates for short-term borrowing where possible in order to reduce pressure on the Revenue budgets, the above limits have been revised for the 2020/21 financial year onwards.

Mature Structure of Borrowing:

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

MATURITY STRUCTURE OF BORROWING				
	Existing Level (£m)	Existing Level (%)	Lower	Upper
Under 12 months	217,784	38.27%	0%	75%
12 months and within 24 months	22,939	4.03%	0%	50%
24 months and within 5 years	30,817	5.41%	0%	50%
5 years and within 10 years	70,196	12.33%	0%	75%
10 years and within 15 years	62,306	10.95%	0%	95%
15 years and within 20 years	81,167	14.26%	0%	95%
20 years and within 25 years	48,008	8.44%	0%	95%
Over 25 years	35,917	6.31%	0%	95%
	569,133			

13 Other Items

There are a number of additional items that the Authority is obliged by CIPFA or MHCLG to include in its Treasury Management Strategy.

Policy on the use of financial derivatives Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Policy on apportioning interest to the HRA: On 1st April 2012, the Authority notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest

payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk

Investment training: The needs of the Authority's treasury management staff for training in investment management are assessed every three months as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

Investment advisers: The Authority has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues.

Investment of money borrowed in advance of need: The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks. The total amount borrowed will not exceed the authorised borrowing limit of £804 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

Financial Implications

The budget for investment income in 2020/21 is £2.258 million, based on an average investment portfolio of £50.714 million at an interest rate of 4.45%. The budget for debt interest paid in 2020/21 is £11.567 million, based on an average debt portfolio of £569.841 million at an average interest rate of 2.03%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different. Also in order to alleviate pressure on the Revenue Budget the Council will Capitalise Borrowing Costs for qualifying assets. A qualifying asset constitutes an asset that takes a substantial period of time to get ready for its intended use (commonly Assets under Construction).

Other Options Considered

The MHCLG Guidance and the CIPFA Code do not prescribe any particular Treasury Management Strategy for local authorities to adopt. The Chief Finance officer believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller

Alternative	Impact on income and expenditure	Impact on risk management
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Appendix A – Arlingclose Economic & Interest Rate Forecast November 2019

Underlying assumptions:

- The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the US. The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased.
- Some positivity on the trade negotiations between China and the US has prompted worst case economic scenarios to be pared back. However, information is limited, and upbeat expectations have been wrong before.
- Brexit has been delayed until 31 January 2020. While the General Election has maintained economic and political uncertainty, the opinion polls suggest the Conservative position in parliament may be strengthened, which reduces the chance of Brexit being further frustrated. A key concern is the limited transitional period following a January 2020 exit date, which will maintain and create additional uncertainty over the next few years.
- UK economic growth has stalled despite Q3 2019 GDP of 0.3%. Monthly figures indicate growth waned as the quarter progressed and survey data suggest falling household and business confidence. Both main political parties have promised substantial fiscal easing, which should help support growth.
- While the potential for divergent paths for UK monetary policy remain in the event of the General Election result, the weaker external environment severely limits potential upside movement in Bank Rate, while the slowing UK economy will place pressure on the MPC to loosen monetary policy. Indeed, two MPC members voted for an immediate cut in November 2019.
- Inflation is running below target at 1.7%. While the tight labour market risks medium-term domestically-driven inflationary pressure, slower global growth should reduce the prospect of externally driven pressure, although political turmoil could push up oil prices.
- Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.

Forecast:

- Although we have maintained our Bank Rate forecast at 0.75% for the foreseeable future, there are substantial risks to this forecast, dependant on General Election outcomes and the evolution of the global economy.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields have risen but remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.21
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
3-month money market rate														
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	-0.50	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
1yr money market rate														
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	-0.30	-0.50	-0.55	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.60
5yr gilt yield														
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45	0.37
Arlingclose Central Case	0.50	0.50	0.50	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
Downside risk	-0.35	-0.50	-0.50	-0.45	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.56
10yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	0.75	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.00	1.00	0.88
Downside risk	-0.40	-0.40	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.50	-0.45
20yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45
50yr gilt yield														
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45	0.37
Arlingclose Central Case	1.20	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.30
Downside risk	-0.40	-0.40	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.45	-0.50	-0.50	-0.45

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix 2 – Non-Treasury Investments- Strategic Acquisitions

Property	Capital Expenditure	Annual Rent Due	2019-20 Projection	2020-21	% Return on Investment	Type
Leasehold interest of the 5th Floor, Hatfield Car Park						Strategic
100A Wexham Road						Strategic
Purchase of Cornwall House						Office
Land South Side Stoke Road (Stoke Wharf)						Strategic
Leaseplan 165 Bath Road						Office
Land at Norway Drive						Strategic
Halfords 380 Bath Road						Warehouse-retail
5 Hillersdon						Strategic
174-178 High Street (WH Smith)						Retail
202-206 High Street (BHS)						Retail
Waitrose Gosport - Stoke Road						Retail
Wickes West Street Wolverhampton						Warehouse-retail
Gala Bingo, 3 Bath Road						Strategic
Lego, 33 Bath Road						Office
Upton Lodge 2A Yew Tree Road						Office
Unit 26 Wexham Business Village						Office
Odeon, Churchill Way, Basingstoke						Retail
Acquasulis House, 12-14 Bath Road						Office
Freehold interest of 21, Roydsdale Way, Euroway Industrial Estate, Bradford, West Yorkshire						warehouse
Purchase 233-249 High Street						Retail
	106,302,285.66	6,081,127.00	5,281,806.97	5,828,490.02	5.72%	

The above table shows the amount of capital expenditure made in purchasing assets for investment purposes. The assets will produce a rental income from tenants which can be used to support the council's Revenue Budget.

James Elliman Homes

Date of Loan	Principal	Equity 40% of Principal	an 60% of Princi	Annual Interest on Loan @ 5%
17/07/2017	2,223,610.00	889,444.00	1,334,166.00	66,708.30
19/07/2017	2,000,000.00	800,000.00	1,200,000.00	60,000.00
12/01/2018	2,500,000.00	1,000,000.00	1,500,000.00	75,000.00
17/04/2018	3,200,000.00	1,280,000.00	1,920,000.00	96,000.00
20/07/2018	3,000,000.00	1,200,000.00	1,800,000.00	90,000.00
09/08/2018	5,000,000.00	2,000,000.00	3,000,000.00	150,000.00
28/09/2018	5,000,000.00	2,000,000.00	3,000,000.00	150,000.00
19/12/2018	2,000,000.00	800,000.00	1,200,000.00	60,000.00
08/02/2019	1,500,000.00	600,000.00	900,000.00	45,000.00
15/03/2019	1,500,000.00	600,000.00	900,000.00	45,000.00
15/03/2019	2,000,000.00	800,000.00	1,200,000.00	60,000.00
23/05/2019	3,000,000.00	1,200,000.00	1,800,000.00	90,000.00
04/07/2019	2,950,000.00	1,180,000.00	1,770,000.00	88,500.00
08/11/2019	2,950,000.00	1,180,000.00	1,770,000.00	88,500.00
02/01/2020	2,000,000.00	800,000.00	1,200,000.00	60,000.00
	40,823,610.00	16,329,444.00	24,494,166.00	1,224,708.30

James Elliman Homes is a wholly owned subsidiary of Slough Borough Council set up to acquire properties in the Slough area for rental to the following principal customers- those in need of temporary accommodation, those considered to be key workers and for market rental. Thus far the council has made loans to James Elliman Homes totalling £40,823,610. For this sum the council receives interest, payable at 5% on 60% of the principle sum loaned. For the remaining 40% the council receives equity shares.

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SLOUGH BOROUGH COUNCIL

REPORT TO: Council **DATE:** 20th February 2020

CONTACT OFFICER: Neil Wilcox; Director of Finance & Resources
(For all enquiries) (01753) 875358
 Barry Stratfull: Service Lead Finance

WARD(S): All

PART I
FOR DECISION**RECOMMENDATIONS OF CABINET, 3rd FEBRUARY 2020:**
CAPITAL STRATEGY: 2020 TO 2024**1 Purpose of Report**

To consider the recommendation of the Cabinet from its meeting held on 3rd February 2020 to approve the capital strategy 2020 to 2024 and the capital programme for 2020/21.

2 Recommendation(s)/Proposed Action

The Council is requested to resolve:

- (a) Approve the capital strategy of **£259.0m** and the associated Minimum Revenue Provision;
- (b) Note the notional costs of borrowing for the capital programme to the revenue budget will be an increase of up to **£5.916m** per annum - commencing during the period of the capital strategy to fund borrowing.
- (c) Approve the principles underpinning the capital programme in paragraph 5.1.2 and the Minimum Revenue Provision principles in Section 7.;
- (d) Approve the Prudential Indicators as set out in Section 6 of the report and the Authorised Limit as set out in Tables 1.7 and 1.8.
- (e) Approve, in order to provide increased flexibility to fund the Council's Capital Expenditure plans, the maximum level of external debt be brought forward to the 2020/21 limit with immediate effect.
- (f) Approve Appendices A and B detailing the capital programmes for the General Fund and the Housing Revenue Account.

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

The report helps achieve the Five Year Plan by contributing to the Council's overall financial planning processes.

4 **Other Implications**

(a) Financial: As detailed within the report.

(b) Risk Management

Recommendation from section 2 above	Risks/Threats/ Opportunities	Current Controls	Using the Risk Management Matrix Score the risk	Future Controls
<p>That the Capital Strategy Of £259.0m and the Minimum Revenue Provision is approved and recommended to full council</p>	<p>The Capital strategy should be both affordable and Prudent and there are Prudential Indicators in Section 6 that demonstrate these criteria being met. The Capital strategy is supported by £171m in borrowing. There are estimates of the revenue implications in terms of Interest costs and Minimum Revenue Provision. If interest rates rise faster than expected interest payable costs could impact on revenue budgets. There is the risk of escalating capital costs and overspends</p>	<p>The council will work with its Treasury advisors in order to mitigate interest rate risk and ensure long term borrowing decisions are taken at the most advantageous time. The Prudential Indicators are controls. Cabinet receives update reports on the Capital Programme on a quarterly basis and Council every 6 months.</p>	<p>9-</p>	<p>The Council will look to convert some of its Temporary Borrowing which has funded Capital Expenditure in recent years to Longer Term Borrowing. This may be more expensive initially but will reduce risk in the medium term.</p>

	against budget. This could also impact on the Revenue budget going forward.			
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Risk	Mitigating action	Opportunities
Legal	None	none
Property	None	None
Human Rights	None	None
Health and Safety	None	None
Employment Issues	None	None
Equalities Issues	None	None
Community Support	None	None
Communications	None	None
Community Safety	None	None
Financial	Detailed within the report	None
Timetable for delivery – capital programme delivered under the 80% mark	Monthly review at Capital Strategy Board and quarterly by O&S / Cabinet	Ability to increase the deliver of capital schemes
Project Capacity	None	None
Other	None	None

(c) Human Rights Act and Other Legal Implications

No specific legal implications arise from this report.

(d) Equalities Impact Assessment

Equalities Impact Assessments will be conducted, if required, for projects contained within the Capital Strategy.

5. Supporting Information

5.1 Purpose

5.1.1 The capital strategy is one of three key strategic financial documents that the Council utilises in order to deliver its corporate objectives. The Council has a wide ranging number of capital commitments and purposes. The capital strategy, as with all other corporate documents, needs to underpin the delivery of the 5 year plan for the Council through to 2024.

5.1.2 The capital strategy is guided by a variety of core principles:

- That the capital strategy is affordable within the overall financial envelope for the Council;
- That the capital strategy supports the outcomes expressed in the five year plan;

- Any additional capital funding in excess of the current borrowing requirement should have a neutral impact on the revenue budget over the life of the strategy excluding delivering statutory capital schemes e.g. ICT compliance;
- That the Council maximises its assets to generate revenue savings or capital receipts in line with the asset management strategy and the objectives of the corporate plan;
- To deliver value for money through 'Invest to Save projects' to generate on-going revenue savings and to ensure that whole life costs are captured;
- That where borrowing is required, it is undertaken in line with CIPFA's prudential code;
- To take into account the asset management strategy, including highways & transport plans; and
- That there is a ten year payback on general fund secured capital schemes

5.2 Current Medium Term Financial Position

5.2.1 As detailed in the Council's Revenue Budget report 2020/21 the Council is facing difficult years ahead with increased demand led pressures.

5.2.2 As detailed within the Treasury Management Strategy, the Council will only borrow as a last resort once it has exhausted all other sources of funding; however, revenue monies need to be set aside to fund any additional borrowing costs otherwise the Council will not have sufficient resources to repay its borrowings if that occurs. The Council is currently utilising short-term borrowing rates as these are currently at historically low levels and anticipated to remain low for the next decade. There is however some interest rate risks in adopting this approach, i.e. a risk to the council if interest rates start to rise. The council works closely with its Treasury Management advisers to calculate the best time to borrow longer-term through the Public Works Loans Board (or other sources) in order to reduce funding risk.

5.2.3 The summarised capital programme has been provided below in Table 1.1. This table highlights the key expenditure areas and the financing requirement for the capital programme over the period of the strategy. The Council's capital strategy is now over a four year period, and it is over this period that the Council needs to consider if additional borrowing is required. For example, if the first year showed a net cost of £10m but four year strategy showed £2.5m p.a. of net capital receipts, then the Council could take the decision not to borrow the £10m over the longer term, and finance the capital programme through short term borrowing initially that would be reduced by the net receipts coming into the capital programme.

Table 1.1 Summarised Capital Programme

Capital Expenditure and Financing (estimate)	19-20	20-21	21-22	22-23	23-24	2019-2024 Total
	£m	£m	£m	£m	£m	£m
General Fund	136.5	147.1	42.8	16.8	10.0	216.7
HRA	34.6	16.8	15.8	4.8	4.8	42.3
Total	171.1	163.9	58.6	21.7	14.8	259.0

Expenditure						
Grant Funded	32.8	33.8	9.0	4.4	1.5	48.7
Section 106	3.0	3.0	3.0	3.0	2.0	11.0
Capital Receipts	4.9	2.4	3.3	0.0	0.0	5.7
Major Repairs Reserve	14.7	8.9	1.5	3.8	3.8	18.1
RCCO	10.0	1.5	1.0	1.0	1.0	4.5
Borrowing *	105.7	114.3	40.8	9.4	6.4	171.0
Total Financing	171.1	163.9	58.6	21.7	14.8	259.0

5.2.4 The total revenue financing required to fund the capital strategy's borrowing requirement of **£171.0m** is **£5.916m** over 4 years. This is where there is a strong alignment between the treasury management strategy and the capital strategy. The Council has some short term cash funding available for the first year of the capital strategy, but will be required to fund the remaining programme. It is absolutely vital that the Council begins to set aside revenue funding to finance long term capital commitments during the life of the capital strategy, and this is linked to the Minimum Revenue Provision detailed further below in this report.

5.2.5 Table 1.2 shows the cost of borrowing to finance the capital programme. The annual minimum required to be set aside for **£171.0m** of capital borrowing (given the main assets being built this would be over an assumed 60 year lifecycle) would equate to an increase in revenue cost of borrowing of **£2.742m** from 2020/21 rising to **£5.916m** in 2023/24 if the Council went out to borrow from the PWLB¹. As noted above, at present, the Council will utilise any internal balances first before undertaking any new borrowings. There is a cost of doing this, but this is far lower than borrowing with average returns realising approximately 1%.

Table 1.2 Cost of borrowing to finance the capital programme

Cost of borrowing	20-21	21-22	22-23	23-24
	£	£	£	£
Cumulative borrowing	114,280,000	155,080,000	166,370,000	170,970,000
PWLB interest cost p.a.	2,742,720	3,721,920	3,992,880	4,103,280
MRP		1,267,830	1,648,515	1,812,922
Revenue	2,742,720	4,989,750	5,641,395	5,916,202

5.3 Key elements

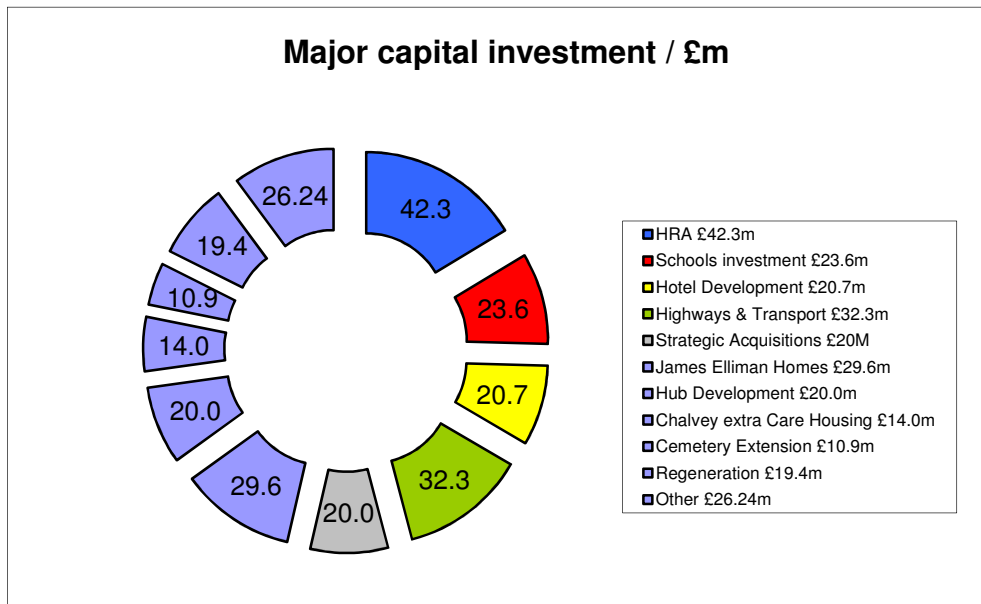
5.3.1 As can be seen from Table 1.1, above, broadly 15 % of the capital programme funded via general sources relates to expenditure through the Housing Revenue Account and 85% on other general fund activity.

¹ Assuming borrowing from the Public Works Loans Board at the rate as at 9th January 2020 of 2.40%

5.3.2 There are significant items of expenditure in the capital programme across future financial years, including:

- Expansions to the Borough’s Primary and Secondary schools - £23.6m
- Improvements to the Council’s housing stock and infrastructure - £42.3m
- Investment in James Elliman Homes - £29.6m
- New hotel on the Old Library site in the centre of Slough - £20.7m
- Hub Development - £20.0m
- Highways & Transport - £32.3m

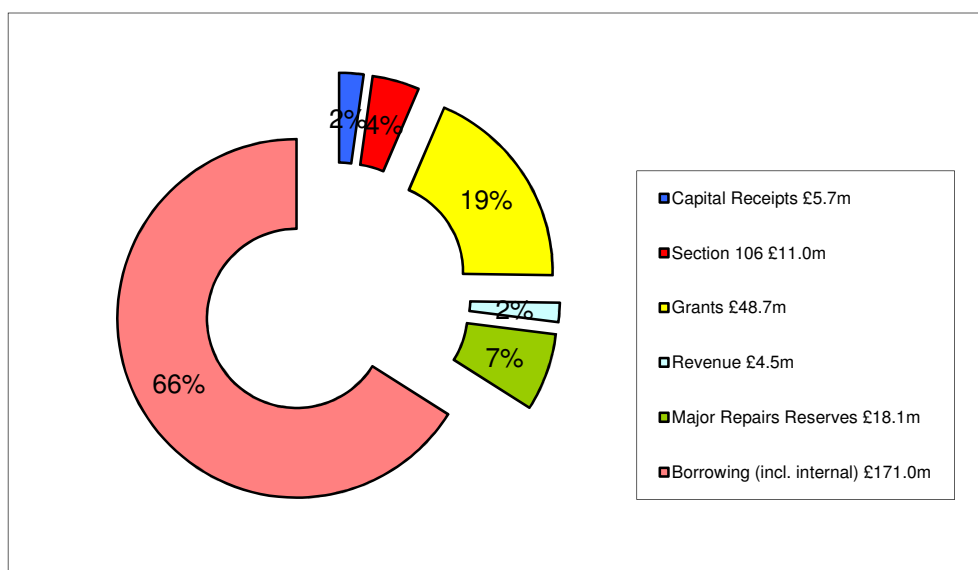
Chart 2.1: Key items included in the Capital Strategy



5.4 Financing the capital programme & prudential code

5.4.1 The Council has a variety of sources of funding for the capital strategy and these are summarised below:

Chart 2.2: Capital financing / £m: 2020-24



5.4.2 The majority of the Council's General Fund Capital Funding will come from borrowing as the level of grant funding diminishes. The HRA Capital Programme is funded from the Major Repairs Reserve, Revenue and Capital Receipts. The Council is actively reviewing its assets, and more detail of this is included within the Asset Management Strategy. This review is looking at assets that the Council holds across the Borough and is seeking to maximise returns from these, be this by maximising revenue streams from the asset or through disposal.

5.4.3 The main sources of income are:

Capital Receipts

5.4.4 The prime areas of General Fund capital receipts in recent years has come from monies received via the Council involvement within the Slough Urban Renewal Partnership (SUR). This is income derived from the sale of various sites included within the initial Option Agreement with SUR (eg Ledgers Road and Wexham Nursery).

5.4.5 The majority of HRA capital receipts arise from the sale of Council homes under the Right to Buy regime. Under the changes to the RTB regime, the Council has signed an agreement with the Government allowing it retaining a high proportion of those capital receipts provided they are used to build 'replacement' affordable/social homes.

Grant Funding

5.4.6 The Council receives a variety of capital funding grants from various Government departments. The Council strategy is based on the assumptions that all transport related expenditure is funded entirely within grant funds received from Government. The Council will seek every opportunity to maximise its use of grant funding across the organisation as well as utilise any opportunities from HRA funding.

Section 106 receipts

5.4.7 The Council also partially funds its capital programme from Section 106 receipts. The Council holds approximately £10.2m s106 receipts, which can be used on various projects over the next 10 years. It is planned to use £3m of Section 106 Contributions to fund the 2019-20 Capital Programme, with the remaining £7.2m to be used to part fund the 2020-24 Capital Strategy. Additional section 106 Contributions are likely to be received during the period of the 2020-24 Capital strategy and will always be used where possible in order to reduce the need to borrow. A summary of Section 106 Contributions currently available is shown in Table 1.3 below.

Table 1.3 Section 106 Contributions

	Total Deposited	Total Spent	Current Balance	Committed	Uncommitted
Open Space maintenance	1,588,077.80	115,851.34	1,472,226.46	824,696.33	647,530.13
Open Space Capital	1,247,051.27	25,135.34	1,221,915.93	1,153,875.52	68,040.41
Public Realm	255,019.85	255,019.85	0.00		0.00
Town Centre	39,818.02	39,818.02	0.00		0.00
Affordable Housing	4,743,074.05	4,280,757.65	462,316.40	437,316.40	25,000.00
Education	8,143,519.96	7,442,220.70	701,299.26	701,299.26	0.00
Highways & Transport	1,855,397.41	949,094.36	906,303.05	938,653.05	-32,350.00
Windsor Road/Conference Centre	231,943.54		231,943.54	231,943.54	0.00
Transport Vision	678,920.82		678,920.82	678,920.82	0.00
Bus Gates/stops	142,583.96	14,799.00	127,784.96	107,777.18	20,007.78
RTP1	193,298.38	18,998.38	174,300.00		174,300.00
Cycleway	590,855.54	129,236.35	461,619.19	234,619.19	227,000.00
Stoke Road	1,797,363.17		1,797,363.17	1,797,363.17	0.00
Travel Plan	217,523.45	13,500.00	204,023.45	177,849.57	26,173.88
Bus Pass Contribution	1,295,700.00	0.00	1,295,700.00	1,295,700.00	0.00
Highway Cleansing Maintenance	49,187.18	0.00	49,187.18	49,187.18	0.00
Parking	201,374.93	0.00	201,374.93	142,732.73	58,642.20
Air Quality/Electric Vehicle & Car Club	299,772.55	77,483.14	222,289.41	189,939.41	32,350.00
Total	23,570,481.88	13,361,914.13	10,208,567.75	8,961,873.35	1,246,694.40

Flexible use of Capital Receipts

- 5.4.8 Revenue expenditure where it is forecast that they will generate ongoing savings to Slough's net service expenditure and/or transform service delivery can be funded by the flexible use of capital receipts. To date officers calculate that £27.724m of additional capital receipts could be utilised under this initiative. The Council will continue to make use of this to fund certain revenue-related change costs in line with the approved strategy.

Revenue Contributions

- 5.4.9 These will be minimised wherever possible; the most effective way to fund capital expenditure is through spreading the cost of the asset over the lifetime of the asset. However, in some circumstances, where the Council might receive one-off monies for example, funding a capital scheme from revenue sources might be more beneficial. The majority of revenue contributions are to fund the HRA Capital Programme. Here voluntary revenue contributions are used to increase the value of the Major Repairs Reserve, a Balance Sheet reserve utilised to fund the HRA Capital Programme.

Borrowing

- 5.4.10 Where the Council has capital commitments that exceed its funding sources from the above, the Council is required to borrow in line with the prudential code. The Chartered Institute of Public Finance and Accountancy's (CIPFA) prudential code governs how Council borrows funds and ensures that it does so within an affordable framework. The Local Government Act 2003 requires the Council to have regard to the CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good

professional practice. Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to MHCLG's Guidance on Minimum Revenue Provision.

5.4.11 The broad aim of the Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

5.4.12 Revenue contributions (HRA). The abolition of the HRA subsidy system and its replacement by the self-financing regime from April 2012 has enabled the HRA to retain more of its rental income. This additional income is being used to support the building of affordable homes in the capital programme as well as other elements of the capital programme. As a result, new affordable/social homes will be built within the Borough to help replace those sold under the Right to Buy (RTB) regime.

5.4.13 Major Repairs Reserve (HRA). This reserve is a revenue funded reserve used to maintain the Council's housing stock at a 'Decent Homes' standard and is a major contributor to funding the HRA capital programme.

6 Prudential Indicators

6.1 The Prudential Code sets out the following indicators that must be set and monitored each year.

Estimates of Capital Expenditure: The Council's planned capital expenditure and financing may be summarised as follows.

Table 1.4: Capital Programme

Capital Expenditure and Financing	31.03.20 Revised	31.03.21 Estimate	31.03.22 Estimate	31.03.23 Estimate
	£m	£m	£m	£m
General Fund	131	147	43	17
HRA	35	17	16	5
Total Expenditure	166	164	59	22
Capital Receipts	5	2	3	
Grants & Contributions	36	37	12	7
Revenue	10			1
Reserves	20	11	3	4
Borrowing (incl. internal)	95	114	41	10
Total Financing	166	164	59	22

Table 1.5 Estimates of Capital Financing Requirement:

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.20 Revised	31.03.21 Estimate	31.03.22 Estimate	31.03.23 Estimate
	£m	£m	£m	£m
General Fund	509	603	635	655
HRA	164	168	178	178
Total CFR	673	771	813	833

The CFR is forecast to rise by £160m over the next three years. This represents capital expenditure which has no sources of funding (such as Grants, Revenue Contribution, Capital receipts, Section 106 Agreements). This increase will therefore be funded from external and internal borrowing.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Table 1.6 Estimates of Gross Debt

Debt	31.03.20 Revised	31.03.21 Estimate	31.03.22 Estimate	31.03.23 Estimate
	£m	£m	£m	£m
Borrowing	588	676	713	733
Leases	6	25	25	25
PFI liabilities	33	31	29	28
Total Debt	627	732	767	786

Total debt is expected to remain below the CFR during the forecast period.

Operational Boundary for External Debt: The operational boundary is based on the Council's estimate of most likely (i.e. prudent but not worst case) scenario for external

debt. It links directly to the Authority's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Table 1.7 Operational Boundary

Operational Boundary	2019/20 Limit	2020/21 Limit	2021/22 Limit	2022/23 Limit
Borrowing	584	712	754	774
Other long-term liabilities	39	59	59	59
Total Debt	623	771	813	833

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

At the February 2020 Cabinet meeting, officers reported the possibility of bringing forward planned 2020/21 capital expenditure to realise a unique opportunity to purchase land which would be suitable for building affordable homes and/or new housing stock. It is therefore proposed to bring forward the 2020/21 Authorised limit, with immediate effect, to allow this opportunity to be seized if practical and possible.

Table 1.8 Authorised Limit

Authorised Limit	2019/20 Limit	2020/21 Limit	2021/22 Limit	2022/23 Limit
	£m	£m	£m	£m
Borrowing	594	742	784	804
Other long-term liabilities	39	59	59	59
Total Debt	633	801	843	863

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Table 1.9 Ratio of Financing Costs to Net Revenue Stream

Ratio of Financing Costs to Net Revenue Stream	2019/20 Revised %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %
General Fund	2.8	4.3	5.1	5.9
HRA	12.8	13.0	12.94	12.8

Adoption of the CIPFA Treasury Management Code: The Council adopted the Chartered Institute of Public Finance and Accountancy’s Treasury Management in the Public Services: Code of Practice 2017 Edition (The Code). It fully complies with the Code’s recommendations

7 Minimum Revenue Provision Statement

- 7.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government’s Guidance on Minimum Revenue Provision (the CLG Guidance) most recently issued in 2012.
- 7.2 The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 7.3 The CLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.
- 7.4 CLG has issued guidance on the calculation of MRP, including a number of methods which it considers to be prudent. The guidance is clear that authorities are also free to devise other methods they consider prudent.
- 7.5 The guidance details:
- **A: Regularity Method: Finance leases and Private Finance Initiative (PFI) :** MRP on assets acquired through finance leases and Private Finance Initiative (PFI) should be equal to the cash payments that reduce the outstanding liability each year.

- **B: CFR Method: Capital expenditure incurred before 1st April 2008:**
MRP on all capital expenditure incurred before 1st April 2008, and on expenditure funded by supported borrowing thereafter, is equal to 4% of the opening CFR with some optional adjustments.
- **C: Asset Life/ Depreciation Method: Unsupported Capital Expenditure (“Prudential” borrowing):**
MRP on expenditure incurred from April 2008 onwards that is funded by unsupported “prudential” borrowing should be calculated by reference to the asset’s useful life, using either a straight line or an annuity method, starting in the year after the asset becomes operational. This may also be used for supported Non-HRA capital expenditure if the Council chooses. There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.

Here, the Council has three broad options:

- Option 1: the 4% reducing balance method
- Option 2: the straight line asset life method, and
- Option 3: the annuity asset life method.

- 7.6 Up to 2015/16 the Council used Option 1 respect of supported capital expenditure funded from borrowing and Option 2 in respect of unsupported capital expenditure funded from borrowing and Private Finance Initiative schemes. MRP in respect of leases brought on Balance Sheet under the International Financial Reporting Standards (IFRS) based Accounting Code of Practice matched the annual principal repayment for the associated deferred liability.
- 7.7 The Council MRP Policy changed in 2017/18. At a time of increasing pressure on the revenue budget, savings in the annual cost of MRP may reduce the need for savings to be made in front line services. During 2016-17 the Council’s Treasury Management advisors were commissioned to conduct a review of MRP, and advisors recommended moving to an annuity basis (Option 3) for both supported and unsupported capital expenditure (including PFI liability) with effect from 1st April 2016. This reduced the MRP charged in this and for future years for the foreseeable future though it is estimated to become a cost to the council in 2037/38.
- 7.8 This change to the previous MRP policy resulted in a credit from the overprovision made in previous years (approximately £3.6m). The benefit arising will be applied prospectively, spread over a period of 10 to 15 years to link in with the Medium Term Financial Planning process. This “recovery” method is in line with guidance issued by the National Audit Office (NAO).
- 7.9 Capital expenditure incurred during 2019/20 would not be subject to a MRP charge until 2020/21.
- 7.10 Based on the Council’s latest estimate of its Capital Financing Requirement on 31st March 2020, the budget for MRP is shown in Table 1.10 below. The table below differs from Table 1.2 as it includes the charging of MRP on unfinanced capital expenditure incurred prior to the 2020-21 financial year. Also where resources allow the council will consider using capital receipts to fund MRP in order to relieve pressure on the Revenue budget.

Table 1.10 MRP Method – Option 3 (Annuity)

31 March	2020	2021	2022	2023
	£k	£k	£k	£k
50 Year Annuity MRP charge	3,208	4,362	5,707	6,173
Over provision of £3.6m spread over 10 years:	(360)	(360)	(360)	(360)
MRP Charge	2,848	4,002	5,347	5,813

8 Community Investment Fund

- 8.1 The Community Investment Fund programme for 2020/21 has an indicative budget of £1.050m with the majority to be spent on neighbourhood enhancements through identified member need in the wards across the Borough. All elected Councillors will have £20,000 each to spend on Capital projects of their choosing and Cabinet has an additional Community Investment Fund Capital Allocation of £210,000. The only stipulation is that this must be capital and not revenue expenditure. Allocations are for individual councillors but two or more Councillors can pool resources in order to fund a larger project. Thus far orders have been raised for Park and Recreation Ground improvements, footway and alleyway resurfacing and improvements to green verges.

9 Comments of Other Committees

This report was considered by the Overview & Scrutiny Committee on 30th January 2020. No substantive comments were requested to be raised at the subsequent Cabinet meeting on 3rd February 2020; where it was agreed to recommend the report to Council for approval..

10 Conclusion

The Council are requested to approve the capital strategy.

11 Appendices Attached

- 'A' - Summary of draft 2019-24 General Fund strategy
- 'B' - Summary of draft 2019-24 HRA strategy

12 Background Papers

- '1' - Local Government Finance Settlement – 2020/21
- '2' - Revenue Budget Report 2020/21
- '3' - Asset Management Strategy
- '4' - Treasury Management Strategy 202/21

Appendix A – General Fund Capital programme

Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
Children, Learning and Skills		£'000	£'000	£'000	£'000	£'000	£'000
	Early Years & Prevention						
P749	Children's Centres Refurbishments	132					0
P142	Children's Centres IT	24					0
P196	Early Years Service Capital Development Programme	500	250	250	250	0	750
	Total Early Years & Prevention	656	250	250	250	0	750
	Schools						
P051	Primary Expansions	477	250	100	0	0	350
P076	Town Hall Conversion	100					0
P093	Schools Modernisation Programme	532	890	600	600	200	2,290
P101	SEN Resources Expansion	3,955	1,250	250	250	250	2,000
P783	Schools Devolved Capital	100	90	80	80	80	330
P673	DDA/SENDA Access Works	50					0
P139	323 High St/Haybrook	54					0
P153	Special School Expansion	437	3,340	9,150	1,600	0	14,090
P095	Secondary Expansion Programme	13,378	1,800	0	0	2,000	3,800
P207	Refurbishment of Wexham House	75					0
	Total Schools	19,158	7,620	10,180	2,530	2,530	22,860
Total Children, Learning & Skills		19,814	7,870	10,430	2,780	2,530	23,610
Place & Development							
	Environmental Services						
P580	Mayrise Insourcing	21					
P176	Refuse fleet & Grounds Plant equipment	459					

_Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
	Environmental Services (Cont.)	£'000	£'000	£'000	£'000	£'000	£'000
P581	Domestic Wheeled Bins & Containers	125	125	125	125	125	500
P219	Urban Tree Challenge Fund		1,023	0	0	0	1,023
P177	Recycling Initiatives		500	500	0	0	1,000
	Total Environmental Services	605	1,648	625	125	125	2,523
	Housing People Services						
P006	Disabled Facilities Grant	564	550	550	550	550	2,200
P184	Refurbishment 2 Victoria St and 34 Herschel St	28					
	Total Housing People Services	592	550	550	550	550	2,200
	Housing Development & Contracts						
P194	Compulsory Purchase Order Reserve	430	1,645	0	0	0	1,645
P181	Nova House Capital Loan	1,045	5,000	0	0	0	5,000
P208	Chalvey Extra Care Housing	500	14,800	0	0	0	14,800
	Total Housing Development & Contracts	1,975	21,445	0	0	0	21,445
	Building Management						
P185	Manor Park Hall & Comm Centre Refurbishment	13					0
P146	Arbour Park Community Sports Facility	42					0
P191	Fire Risk Assessment Works	498					0
P193	Purchase new Corporate HQ	7,591	3,000	0	0	0	3,000
P1931	Customer & Accommodation	4,000					0
	Total Building Management	12,144	3,000	0	0	0	3,000
Total Place & Development		15,316	26,643	1,175	675	675	29,168

_ Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
	Finance & Resources	£'000	£'000	£'000	£'000	£'000	£'000
	Digital & Strategic IT						
P145/P161	Financial Systems Upgrade	1,000	500	0	0	0	500
P084	IT Infrastructure Refresh	3,345	3,350	350	350	350	4,400
P183	Management Information Centre	110					0
	Total Digital & Strategic IT	4,455	3,850	350	350	350	4,900
	Finance						
P871	Community Investment Fund	1,825	1,050	1,050	1,050	1,050	4,200
	Total Finance	1,825	1,050	1,050	1,050	1,050	4,200
	Total Finance & Resources	6,280	4,900	1,400	1,400	1,400	9,100
	Adults and Communities						
	Adult Social Care Operations						
P331	Social Care IT Developments	486					0
P577	Learning Disability Change Programme	912					0
P133	Extra Care Housing	0	0	0	0	1,844	1,844
P195	Autism Capital Grant	6					0
	Total Adult Social Care Operations	1,404	0	0	0	1,844	1,844
	Regulatory Services						
P083	Cemetery Extension	151	5,700	2,000	2,000	1,233	10,933
P873	Crematorium Project	54					0
P198	Allotments Improvement Project	535					0
	Total Regulatory Services	740	5,700	2,000	2,000	1,233	10,933
	Communities & Leisure						
P107	Repairs to Montem	39					0

_Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
	Communities & Leisure (cont.)	£'000	£'000	£'000	£'000	£'000	£'000
P162	Community Leisure Facilities	153	66	0	0	0	66
P141	Langley Leisure Centre	725					0
P969	Salt Hill Leisure	1,000					0
P165	Leisure Centre Farnham Road	4,348					0
P164	New Ice	700					0
	Total Communities & Leisure	6,965	66	0	0	0	66
Total Adults & Communities		9,109	5,766	2,000	2,000	3,077	12,843
Regeneration							
	Regeneration Development						
P204	Hub Development	100	5,000	5,000	5,000	0	15,000
P205	Youth Hub		5,000	0	0	0	5,000
P127	Demolition Montem/TVU Site	1,950	1,950	0	0	0	1,950
P171	Slough Basin	76					0
P135	Plymouth Road	123					0
P172	TVU development	9,031	4,000	0	0	0	4,000
P156	Strategic Acquisition fund	26,303	20,000	0	0	0	20,000
P159	Hotel development	17,271	20,673	0	0	0	20,673
P206	Refurbishment 32 Chalvey Road East	75					0
P178	Lease surrender Serena Hall	85					0
P179	James Elliman Homes	13,900	13,000	16,600	0	0	29,600
P056	Slough Dog Recreation Area	16					0
	Total Regeneration Development	68,930	69,623	21,600	5,000	0	96,223
	Regeneration Delivery						
P180	Capital works following Stock Condition Survey	3,799	2,400	2,400	2,400	0	7,200
	Total Regeneration Delivery	3,799	2,400	2,400	2,400	0	7,200

_Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
	Planning & Transport	£'000	£'000	£'000	£'000	£'000	£'000
P174/ P111	Highways Maintenance Programme	1,384	1,289	1,289	1,289	1,289	5,156
P112	Minor Highways, Pavements & Street Improvements		1,000	500	500	500	2,500
P728	Highway Reconfigure & Resurface	634	500	500	500	500	2,000
	Total Planning & Transport	2,018	2,789	2,289	2,289	2,289	9,656
	Major Infrastructure Projects						
P102	Local Sustainable Transport Fund	191					0
P149/P098	A332 Windsor Road Widening Scheme LEP	1,500					0
P192	LTP Implementation Plan	771	400	0	0	0	400
P160	LED Upgrade	2,150					0
P881	Colnbrook Bypass	0	129	0	0	0	129
P186	Bridge Capital Works	108	1,600	0	0	0	1,600
P201	Stoke Road LEP	1,349	9,540	0	0	0	9,540
P202	MRT Phase 2 LEP	2,270	11,000	0	0	0	11,000
P157	Burnham Station LEP	668					0
P053	Langley Station LEP	764					0
P579	A4 Cycle	298					0
P188	Community Transport Fleet	630					0
	Total Major Infrastructure Projects	10,699	22,669	0	0	0	22,669
	Environmental Quality & Land Charges						
P155	Air Quality Monitoring	76	38	0	0	0	38
P125	Electric Vehicle Network	177	600	400	200	0	1,200
P170	Carbon Management-Fleet Challenge	29	970	0	0	0	970

_Cost Centre	Scheme Name	19-20 Final	20-21	21-22	22-23	23-24	Total 2020-24
	Environmental Quality & Land Charges Continued	£'000	£'000	£'000	£'000	£'000	£'000
P168	Re-fit Programme	154	1,334	500	0	0	1,834
P203	Car Club	100	500	100	100	0	700
	Environmental Initiatives- match funding		1,000	500	0	0	1,500
	Total Environmental Quality & Land Charges	536	4,442	1,500	300	0	6,242
Total Regeneration		85,982	101,923	27,789	9,989	2,289	141,990
	TOTAL	136,501	147,102	42,794	16,844	9,971	216,711
	FUNDING						
	Grant Funded	32,825	33,816	8,995	4,398	1,525	48,734
	Borrowing	100,676	110,286	30,799	9,446	6,446	156,977
	Section 106	3,000	3,000	3,000	3,000	2,000	11,000
	Total	136,501	147,102	42,794	16,844	9,971	216,711

Appendix B – HRA Capital programme

Cost Centre	Scheme name	19-20 revised budget	20-21	21-22	22-23	23-24	Total 20-24
	Housing Revenue Account	£'000	£'000	£'000	£'000	£'000	£'000
	RMI - Capital Programme						
P419	Garage Sites	2,000	2,000	2,000	2,000	2,000	8,000
P409	Boiler Replacement	900	500	500	500	330	1,830
P413	Kitchen & Bathrooms	700	700	700	700	700	2,800
P417	Roofing	0	0	0	0	615	615
P431	FRA & Asbestos Removal Works (bring forward £3m years 6/7)	3,000					
P415	Re-Wiring/Consumer Units	120	120	120	120	120	480
P436	De-Designated Refurbishment	1,000					
P547	Major Aids & Adaptations	250	250	250	250	324	1,074
P412	Windows and Door Replacement	700	700	700	700	700	2,800
P422	Security & Controlled Entry Modernisation	1,200	483	493	493	0	1,469
P433	Capitalised VOIDS	60	60	60	60	60	240
P406	Stock Condition Survey	192					
P405	Tower and Ashbourne	2,839					
P432	RMI Remodelling and Investment	5,289	4,000				4,000
	Total Planned Maintenance - Capital	18,250	8,813	4,823	4,823	4,849	23,308
	Other						
P575	Affordable Homes	16,384	8,000	11,017			19,017
	Total Other	16,384	8,000	11,017	0	0	19,017
	TOTAL	34,634	16,813	15,840	4,823	4,849	42,325
	RCCO	(10,000)	(1,500)	(1,000)	(1,000)	(1,000)	(4,500)
	Capital Receipts	(4,915)	(2,400)	(3,305)	0	0	(5,705)
	Major Repairs Reserve	(14,719)	(8,922)	(1,535)	(3,823)	(3,849)	(18,129)
	Borrowing	(5,000)	(3,991)	(10,000)			(13,991)
	TOTAL	(34,634)	(16,813)	(15,840)	(4,823)	(4,849)	(42,325)

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