

Integrated Finance Monitoring Report 2024-25 Period 10, January 2025

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Section	Item	Description
1	Executive Summary	A high-level summary of key information covering both revenue and capital. Narrative on key issues in affecting the financial position, both corporately and across the directorates.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, and updates on certain key revenue items.
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes. Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
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Appx 3	Savings Tracker 2024-25	Each quarter, the council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
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1. Executive Summary

1.1 This report is the consolidated management accounts for the council and presents financial information to assess progress in delivering the council's business plan.

The council's financial accounts are produced annually and are available on our [website](#).

The council's total service budgets for 2024-25 are:

- Revenue: £539m net budget
- Capital: £169m (with a total programme of over £1bn)

As well as this, the council has a Dedicated Schools Grant (DSG) funded budget of £183m, which mainly relates to High Needs spend.

The table below shows the key forecast information by directorate:

Directorate/Area	Forecast Revenue Budget Variance £000	Forecast Revenue Budget Variance %	Forecast Net Capital Budget Variance £000	Forecast Net Capital Budget Variance %
Children, Education & Families – non-DSG	7,266	5%	-	-%
Adults, Health & Commissioning	-7,833	-4%	-616	-8%
Place & Sustainability	1,931	3%	-	-%
Finance & Resources	6,519	45%	-1,218	-7%
Strategy & Partnerships	745	3%	-150	-5%
Capital Financing	1,852	5%	-	-%
Corporate Items	-4,148	-67%	-	-%
Capital programme variations			18,596	39%
Net Spending Total	6,331	1%	-1,984	-1.2%
Children, Education & Families – DSG	23,760	n/a		

Movements in forecasts from the previous month, and from the position previously reported to committee, can be seen in tables below in sections 2 and 4.

Detailed financial information about each directorate/service area is contained in the relevant Finance Monitoring Report. These can be found published quarterly at [committee meetings](#). Summary financial information in this report is presented with the assumption that any accompanying recommendations to committees will be agreed.

1.2 Key Issues

- 1.2.1 The council overspent by £1.2m on its £501m net revenue budget in 2023-24. In the context of substantial pressures in children's social care, waste disposal and the achievement of income generation targets, this was a positive year-end position, resulting in a lower draw-down from reserves than expected. Nevertheless, like many councils nationally we are reporting pressures in the budget for 2024-25, which have worsened as the year has progressed.
- 1.2.2 At period 10, the council is now forecasting an overspend of £6.3m on its revenue budget (1%). This is a reduction from the last report to committee which forecast a £6.8m overspend (Period 8), and is a continued improvement from a high-point forecast of close to £10m. The overspend remains due to the key pressure areas of:
- looked after children placement costs
 - home to school transport
 - waste disposal costs
 - income generation from renewable energy schemes and investments
 - capital financing costs and higher than budgeted capital spend
- 1.2.3 The first two areas are being reported across a wide range of upper tier councils and are seen as demand in the main driven from national legacy decisions not supported by additional funding, for example government policy changes related to Education, Care and Health Plans for young people, and waste disposal. Locally, historic decisions taken around renewable energy and commercial investment income assumptions which did not equate to the events that unfolded have added additional costs and lowered the forecast income. To address these areas the council is taking actions over the remainder of this year and into next year as set out further in this report, such as opening its own children's residential provision, lobbying alongside other county councils for changes to Special Educational Needs and Disabilities (SEND) policy and funding, reassessing the current Waste Private Finance Initiative contract, and finalising connection to its renewable energy sites.
- 1.2.4 This is a slightly forecast compared to the previous reported period and is part of a continued improvement over the second half of the year as mitigations have been identified. Despite that improvement, the forecast pressure is still serious and depletes our general reserve below their minimum level. As a result, the whole council is continuing to identify further mitigations, with tighter spending controls implemented over all spend. Through the business planning proposals, the general reserve is returned to the minimum prudent level for 2025-26 through re-allocations of other reserves, with these others potentially needing to be topped-up in the next business planning process.
- 1.2.5 The overspend position in the Children, Education and Families directorate continues to be extremely challenging. National issues around the cost of placements for looked after children with the highest and most complex needs are impacting us, with constrained supply of places driving costs up. This position has continued to worsen over the course of the year – despite work to achieve better value for money on placements, children with high needs continue to require placements and the national supply issue continues to worsen. We continue to forecast an overspend on home to school transport budgets, both for mainstream

and SEND. Costs of routes in the new academic year are higher than expected, partly due to constrained supply in the local market and high inflation in prices, and the still high numbers of SEND children requiring transport mean that an overspend is likely.

- 1.2.6 The Adults, Health and Commissioning directorate is forecasting an increased underspend resulting from growth throughout the year in older people services being significantly below the level allowed for in the budget. This is a shift from the trends we had been seeing during, and in the period immediately following the covid pandemic. The forecast underspend against the budget for Older People services is partially offset by pressures in services for people with learning difficulties and for mental health care costs, some of which relate to Older People. Plus, some of the savings built into the Business Plan for 2024-25 need further work to deliver.
- 1.2.7 The forecast overspend in the Place and Sustainability directorate continues to be driven by two key causes. Firstly, waste management costs are higher as a result of the treatment facilities at Waterbeach being non-operational as it is currently not in compliance with some government regulations and therefore waste needing to be diverted through more costly routes. Strategic options to address this issue have been assessed and an overall strategy will be recommended to members to consider this year, and throughout the year the pressure has reduced through activity-driven costs being lower than expected. Secondly, energy scheme income is forecast to be lower than budgeted. In part this is due to delays with some schemes, but predominantly is due to a reduced expectation of energy prices for electricity sold following recent changes in the energy market. These same changes do result in some partial mitigations in the cost of energy used in our buildings and to power our streetlights. The directorate is also expecting to overachieve on income budgets relating to highways development control and street-works, which can be used to fund certain services.
- 1.2.8 The Place and Sustainability directorate is also now forecasting to deliver more of its capital programme than in previous years. This follows work to turnaround delivery of key schemes such as highways maintenance and major projects, resulting in a forecast outturn closer to scheme budgets. We do make provision for a certain level of capital slippage based on historical trends, mainly to ensure we don't over-budget for borrowing, and consequently the directorate is showing an overspend on its net capital budget.
- 1.2.9 Pressures in the Finance and Resources directorate relate primarily to lower than expected income from the council's investments, particular in its wholly owned housing company This Land. It is prudent to forecast a pressure in this area, as by year-end the current position of the company will be clearer following the submission of its full business plan and its subsequent review by the council. This may necessitate support to the company or a further earmarked reserve provision by the council. There is further information in the confidential appendix.
- 1.2.10 The council is forecasting a £23.8 million overspend in year on dedicated schools grant funded budgets, due to spending on high needs services. In line with the majority of councils with this responsibility, we have seen demand rising for several years now in excess of the funding provided by government. There are pressures

across mainstream high needs funding, special schools and independent and out of school placements. This is part of the Safety Valve programme and the council has worked hard to submit a revised plan to recover an in-year position over the medium-term to the Department for Education, and like other councils we await national announcements regarding funding and the sustainability of the system.

- 1.2.11 We are forecasting a pressure on the capital financing budget, as we are borrowing earlier in the year than expected and at higher rates, and have better delivery of agreed capital schemes this year.

2 Revenue Budget

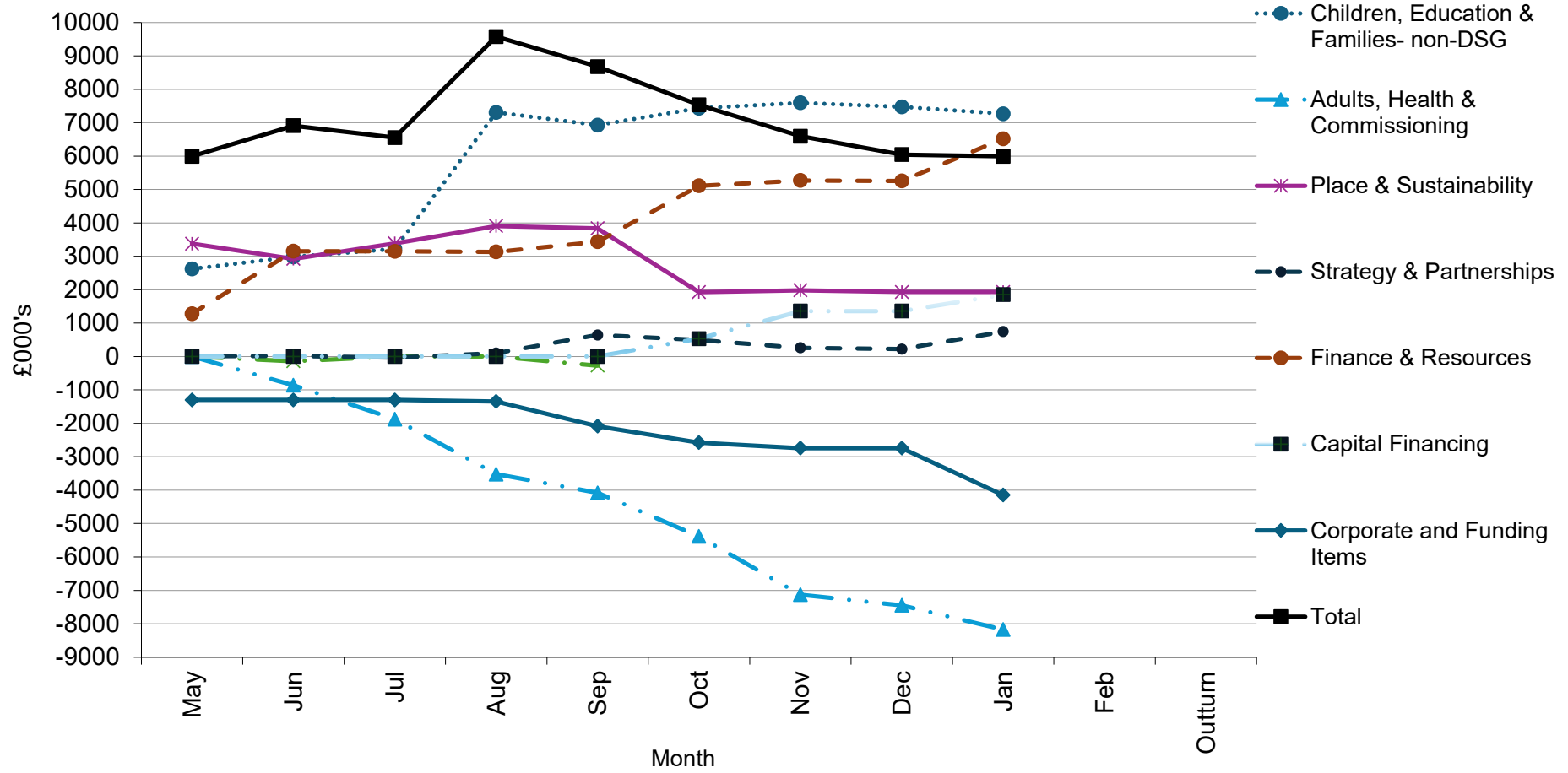
2.1.1 This table shows summary information for the council's 2024-25 revenue budgets at the end of January 2025 (key variances are reported in appendix 1).

Line	Previous Reported Forecast Variance £000 (November 2024)	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	7,594	Children, Education and Families (non DSG)	180,414	-30,710	149,704	106,847	7,266	5%
2	-7,130	Adults, Health and Commissioning	414,463	-183,653	230,811	164,424	-8,173	-4%
3	248	<i>Of which is Public Health Grant underspend, carried-forward</i>					340	
4	1,983	Place and Sustainability	110,725	-36,810	73,914	55,284	1,931	3%
5	5,271	Finance and Resources	46,699	-32,059	14,640	25,616	6,519	45%
6	260	Strategy and Partnerships	30,656	-6,680	23,976	15,812	745	3%
7	1,359	Capital Financing	53,909	-13,838	40,070	5,964	1,852	5%
8	-2,743	Corporate Items	6,888	-739	6,150	5,489	-4,148	-67%
	6,842	CCC Core Spending Total	843,754	-304,490	539,264	379,436	6,331	1%
9	18,426	Children, Education and Families (DSG)	187,277	-187,277	0	22,161	23,760	-
	25,268	Total including ring-fenced budgets	1,031,031	-491,767	539,264	401,597	30,091	6%
		Funding delegated to maintained schools	132,146	-132,146	0			
		Total Budget	1,163,178	-623,913	539,264			

Notes on this table:

1. The actuals figures are net.
2. Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
3. Lines 3 and 9 show ring-fenced budgets, with any outturn variance treated separately to core council budgets. The balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2.

Forecast Outturn Position 2024-25



2.2 Dedicated Schools Grant

2.2.1 The below table summarises the overall DSG position in terms of overall funding for Cambridgeshire schools, funding that flows through the council, and funding that forms part of our budget:

	£000
Gross DSG Income to be received	658,463
Less Academy Recoupment	-334,346
DSG within CCC's gross budget	324,117
<i>of which spent or commissioned by CCC</i>	<i>186,472</i>
<i>of which delegated to maintained schools</i>	<i>132,146</i>
Less High Needs Place Recoupment	-17,366
Total DSG estimated to be Received in 24-25	306,751

2.2.2 Within the DSG budgets spent and commissioned directly by the council, there is significant pressure particularly on high needs spend. This table shows a summary of the position of the council's Dedicated Schools Grant position before further action:

Opening Deficit Balance 2024-25	£40.0m
Forecast in-year movement (Excluding 2024-25 DfE Safety Valve payment and LA contribution)	£23.8m
Forecast Closing Deficit Balance 2024-25 (Excluding 2024-25 DfE Safety Valve payment and LA contribution)	£63.8m

2.2.3 A cumulative DSG deficit of £40.0m was carried forward into 2024-25.

2.2.4 In 2020-21 the DfE introduced the safety valve intervention programme in recognition of the increasing pressures on high needs.

2.2.5 The forecast for period 10 for DSG has increased to a £23.8m overspend for the year, and consequently a projected £63.8m cumulative deficit. This update from an £18m overspend reflects a detailed forecasting exercise over periods 9 and 10. The drivers of the overspend remain the same, it is just the scale that has increased. For High Needs, the overspend is £26m, particularly acute in out of school tuition and independent placements, but also encompasses the whole set of SEND services including mainstream top-ups and special school funding. The wider DSG position is mitigated by underspends on other blocks.

2.3 Savings Tracker

2.3.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2023-28 Business Plan. The Tracker is completed at the end of each quarter and reported in the next IFMR going to committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

2.3.2 Currently, the council is forecasting to deliver £18.9m of savings against its original plan of £33.7m. Savings that are off track have commentaries in the detailed savings tracker. These will form part of directorates' forecast outturn position, and in many cases will have been mitigated by other actions.

2.3.3 Blue rated savings (savings that will overachieve) total £2.9m. Green rated savings total £11.6m. Black savings (ones that will not achieve any of the original target) total £10.1m and require mitigations by relevant departments. The Savings Tracker as at the end of quarter 3 is included as Appendix 3 to this report. A number of the black savings are related to adult social care which have been offset by identified mitigations.

2.3.4 A summary of 2024-25 Business Plan savings by RAG rating is shown below:

RAG Status	Original Saving £000	Forecast Saving £000	Variance £000
Green	-11,606	-11,545	61
Amber	-3,088	-1,074	2,014
Red	-5,966	-801	5,165
Blue	-2,912	-5,444	-2,532
Black	-10,103	0	10,103
Total	-33,675	-18,864	14,811

2.3.5 The full description of each RAG status is included in the detailed appendix 3 – in summary, blue savings are forecast to over-achieve, green are forecast to fully achieve, amber and red are forecast to not fully achieve, and black are expected to not achieve at all.

3 Revenue Funding Changes

There are no funding updates this month.

4 Capital Programme

4.1 Capital programme financial position

Previous Forecast Variance £000	Directorate	Gross 2024-25 Budget £000	Capital Variations 2024-25 Budget £000	Net 2024-25 Budget £000	Actuals £000	Forecast variance due to capital variations £000	Further forecast outturn variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place and Sustainability	101,192	-30,605	70,587	54,744	18,596	-	26.34%	587,440	0
0	Children, Education and Families	84,385	-12,348	72,037	57,255	-	-	0.00%	403,204	-2,016
-616	Adults, Health and Commissioning	7,375	-75	7,300	5,060	-	-616	-8.44%	116,800	-473
-148	Strategy and Partnerships	4,485	-1,532	2,953	1,473	-	-150	-5.08%	16,782	0
-0	Finance and Resources	19,606	-3,275	16,331	10,654	-	-1,218	-7.46%	191,991	104
765	Outturn adjustment	-	-	-	-	-	-	-	-	-
0	Total	217,043	-47,835	169,208	129,186	18,596	-1,984	9.82%	1,316,217	-2,385

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place and Sustainability capital figures do not include the Greater Cambridge Partnership.
4. The two forecast variance columns sum to the total forecast variance for the directorate. The first column shows whether a variance is caused just by not projecting the budgeted level of slippage, while the second column shows actual variances against the budget.
5. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

4.2 Capital variations budgets

4.2.1 A summary of the use of the 2024-25 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average lower level of actual spend than budgeted across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There have historically and typically been delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when the forecast exceeds this budget. Directorates do not target a level of slippage and are instead aiming to spend up to their gross budget for schemes, with the variations budget being a technical reflection of potential slippage.

4.2.2 At this stage of the year, Place and Sustainability is forecasting to spend much closer to its gross budget than in previous years and consequently is forecasting not to be at the budgeted level of capital variations. This causes an overspend on the net capital budget for the directorate and the council, but reflects significant progress in delivering agreed capital schemes. The variations budget is backwards looking based on trends, and consequently improvement in spending in a year can cause a lower level of capital variations than budgeted.

4.2.3 Other directorates are either forecasting a balanced budget or have small underspends.

4.2.4 Capital variations summary

Directorate	Capital Variations Budget £000	Forecast Outturn Variance on Gross Budget £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place and Sustainability	-30,605	-12,009	39.2%	18,596
Children, Education and Families	-12,348	-10,600	85.8%	0
Adults, Health and Commissioning	-75	-691	100.0%	-616
Strategy and Partnerships	-1,532	-1,682	100.0%	-150
Finance and Resources	-3,275	-4,493	100.0%	-1,218
Total	-47,835	-29,475	61.6%	16,612

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£500k

4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
Department for Transport (DfT) Grant	28.4	7.2	-0.7	-0.2	34.6	28.9	-5.6	232.3	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	12.5	12.2	-0.2	42.5	0.0
Capital Maintenance Grant	3.5	2.1	0.0	0.4	5.9	4.9	-1.0	26.2	0.0
Devolved Formula Capital	0.8	2.1	0.0	-0.0	2.8	2.8	0.0	7.0	0.0
Specific Grants	26.2	1.9	-5.1	-4.5	18.5	14.8	-3.7	150.1	-1.0
S106 Contributions and Community Infrastructure Levy	25.4	22.1	-17.1	0.5	31.0	32.1	1.1	148.7	-0.1
Capital Receipts	1.1	0.0	0.0	0.4	1.5	2.0	0.5	17.6	0.0
Other Contributions	7.6	3.6	-13.7	11.8	9.3	15.8	6.5	212.7	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	93.2	-0.2	-45.9	6.0	53.1	72.2	19.1	479.2	-1.3
TOTAL	198.6	38.8	-82.6	14.4	169.2	185.8	16.6	1,316.2	-2.4

Notes: The 'rolled forward funding' column reflects the difference between the anticipated 2023-24 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2024-25 Business Plan, and the actual 2023-24 year-end position.

4.5 Capital Funding Changes

4.5.1 The table below sets out funding change requests for capital schemes (where the change is greater than £250k) following review and refresh of project business cases:

Scheme	Directorate	Funding Change Amount £m	Reason for Change
Disabled Facilities Grant	AHC	£0.760 Grants	Additional Disabled Facilities Grant (DFG) was announced in January 2025 and has increased the budgeted spend for DFG in 2024-25 by £760k. This money is received into this council but made up of individual allocations for each of the district councils in Cambridgeshire. The council is required to pass on these set amounts to the district councils.

Recommendation A: To note the changes in capital grants.

5 Balance Sheet

5.1 Reserves

5.1.1 At the end of January, the council has revenue reserves totalling £181m, of which £30m is the general reserve. Other than the general reserve, these reserves are earmarked for specific purposes, and the breakdown of these can be seen in Appendix 4.

5.1.2 The medium-term financial strategy assumes a gradual reduction in the overall level of reserves as earmarked funds are spent, which is planned into medium-term budgets.

5.1.3 **Regional adoption agency reserve** - There is a recommendation proposed for committee to agree to draw-down £249k of a reserve that was formerly part of the regional adoption agency (RAA) funds. The RAA agreed with its member councils to reduce the level of balance held for the RAA and enable those councils to spend on related priorities. Consequently, it is proposed to draw this funding down in 2024-25 to meet the costs faced by the Children, Education and Families directorate in temporarily increased staffing expenditure this year, which has enabled the directorate to meet the council's ambition for children and young people to thrive.

Recommendation B: To approve draw-down of £249k from the regional adoption agency reserve

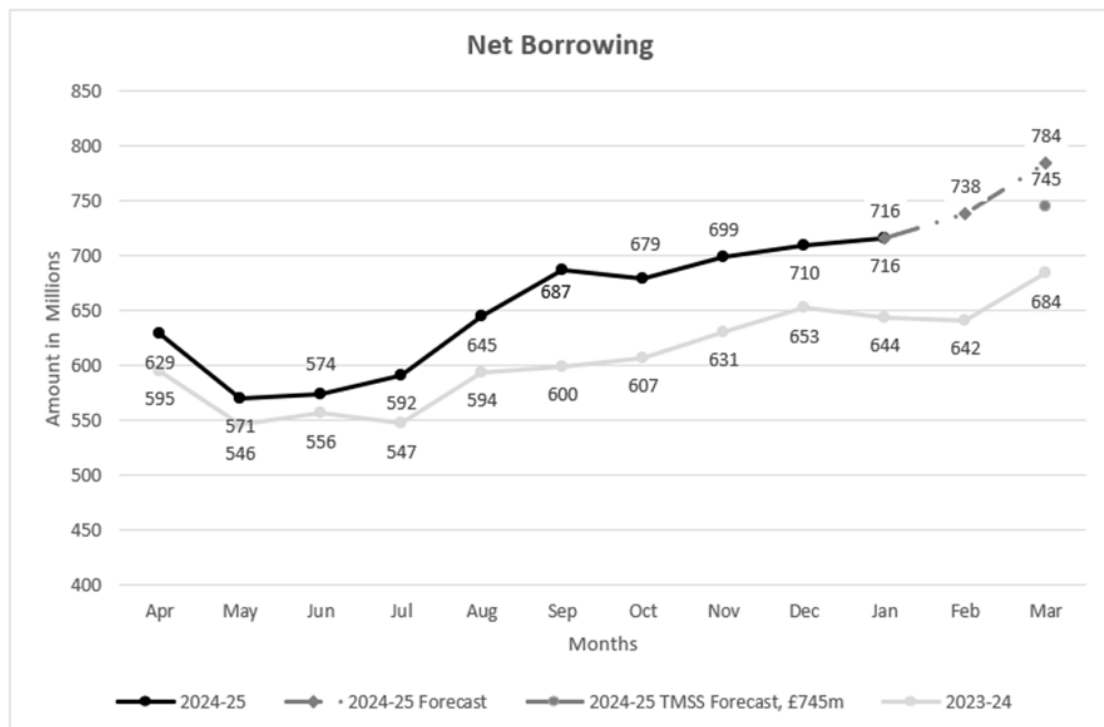
5.1.4 **Change and Digital Reserve** – following the government's publication of its English Devolution White Paper, local government reform in Cambridgeshire is expected to take place by April 2028. The government has invited councils to make proposals for reorganisation their areas with deadlines for initial and final proposals in March and November 2025 respectively. Building a business case for a proposal will require

modelling of potential funding, expenditure and service demand for the area alongside business as usual work. Once there is an accepted proposal for the area, based on experience of other areas, there will need to be a significant increase in capacity to enable preparatory work. While some of the work is expected to be absorbed by existing members of staff, including through re-prioritisation of activity, we expect to need to invest additional one-off funds into the process. Consequently, it is proposed to authorise an initial draw-down from the change and digital reserve, which has an uncommitted balance of approximately £4m for 2025-26, of £1m to enable the initial stages of this work to take place. Without this, we would be reliant on internal capacity only, which is not feasible.

Recommendation C: To delegate authority to the Chief Executive, in consultation with the Chair and Vice-Chair of the committee, to draw down up to £1m from the change and digital reserve to fund costs related to local government reform.

5.2 Borrowing

5.2.1 The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of January 2025, investments held totalled £140.7m (excluding all 3rd party loans and This Land) and gross borrowing totalled £856.5m, equating to a net borrowing position of £715.8m. We estimated by year end we would have borrowing of £745m in the Treasury Management Strategy Statement (TMSS), part of the business plan.



5.2.2 Based on latest cash flow projections and capital spend forecasts, we are expecting to be above the level of borrowing forecast in the Treasury Management Strategy. The actual operational boundary for borrowing set by council is £1.13bn so we remain well within the authorised limit. This higher level of borrowing is partly why there is a forecast overspend on the capital financing budget. Cash flow challenges

with the NHS and with our high needs deficit reduce the internal borrowing that the council has historically relied on to keep external borrowing down.

5.3 General Balance Sheet

5.3.1 An overview of other key balance sheet health issues is shown below. This highlights a key focus is the recovery of Adult Social Care Debt, a position that is reflected nationally. The debt indicators have been refreshed, as they are nationally, to reflect decisions taken in the business plan around the provision for bad debt.

	Measure	Target	Year to date at the end of January 2025
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	80%	72%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£16.1m	£17.36m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£7.1m	£10.54m
4	% of invoices registered on ERP Gold within 2 working days	98.0%	99.8%
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	99.1%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	98.2%

5.3.2 Indicators 1 and 2: Performance remains impacted by increased billing in respect of care contributions which have been £6m higher than the forecast position. Billing for adult social care (excluding NHS) has increased by £220k from last month. The increase relates to increased billing from financial re-assessments where customers have transitioned from a provisional to actual charge. Raised levels of adult social care debt remains common across councils.

5.3.3 Overdue debt as a percentage shows that 13.97% of debt raised over the last 12 months remains outstanding, this is an improvement compared to Q3, but still impacted by increased levels of the NHS Integrated Care Board (ICB) debt which is £5.6m higher than same point last year. Excluding ICB the figure would be circa 12%.

5.3.4 The summary position of the debt improvement programme is as follows:

- Social Care debt increase has slowed and starting to see signs of improvement, even though revenue raised is higher than 2023-24.
- Backlog in financial assessments has been reduced and is moving towards business-as-usual levels.
- Wide ranging process improvements have been identified and implemented or in the process of being implemented, this includes our handling of estates for deceased clients and where we are providing services for people who lack capacity to make decisions about their own property and finances.

- Improved staff performance within the council's Debt Team, which has improved during 2024/25 through a significant increase in recovery actions completed each month.
- Internal collaboration between the Adults Finance operations team and the Debt team has been improved with the implementation of Halo which has inbuilt workflow and a reporting facility that will provide further MI to facilitate future improvements.
- Increased digital approach to be implement over the next few months following procurement of paperless direct debit and SMS reminder solutions. The solutions will improve engagement and assist with the customer journey in respect of signing up to pay by direct debit.
- Additional external recovery options have been identified and implemented which provide the council with a wider offering to tackle unpaid debt.
- Increased resources have been funded and are either in place or currently being recruited.
- Increased training, support and guidance across council teams with involvement in client contributions

5.3.5 The high level of sundry debt relates mainly to income due from the NHS. There are ongoing discussions about the amounts due to the council for pooled budgets, mainly the learning disability partnership, for both 2023-24 and 2024-25. The council has a strong contractual case for this income.

5.3.6 One aspect of the focus on debt recovery is a review of historic debts and establishing whether there are any for which economical recovery is not possible to avoid irrecoverable balances remaining on our balance sheet. Following further reviews of adult social care debt cases, the following accounts, totalling £183k, are proposed for write-off.

- Account A - £67k – the council took on care home payments for a formerly private residential care user following notification to the council that the threshold for support was believed to have been met. Despite the council determining that the threshold for funding had not been met, private payments directly to the care home ceased and the council took on payments with invoices to the service user for full cost contributions. These contributions were never paid. The council sought a deputyship for the individual, but this was not resolved by the court before the person passed away. Recovery action against the estate was started, but it was determined that the estate was insolvent and therefore it was not a viable option to pursue further
- Account B- £28k – a disputed care contribution that was backdated following a financial assessment that had determined that the previously provisional charge had been too low. Ongoing charges were paid, with the debt consisting just of the backdated element. Following this person's death the estate did not have funds to pay the debt, and there is no evidence of other funds to pay it and therefore this is not economical to pursue further.
- Account C (£44k) and Account D (£44k) – following admission to residential care, the financial assessment determined the full cost of the care was due to be reimbursed to the council. Invoices for this contribution

were not paid, and following each person's death the estate did not have funds to pay the debt and no other funds can be identified.

- 5.3.7 Lessons learned from these cases, and others, have been factored into the debt deep dive and improvement processes. The council continues to rigorously pursue income that it is owed.

Recommendation D: To approve debt write-offs of £183k in total for the customer accounts summarised above

6 Treasury Management

- 6.1 The council's cash flow profile – which influences the net borrowing requirement - varies considerably during the year due to the timing difference between outgoing payments (payroll, supplier payments etc.) and income streams (grants, council tax etc.). As illustrated by 2024-25 actual net borrowing positions, cash flows at the beginning of the year are typically stronger than at the end of the year. Grants are received in advance of spend. The 2024-25 net borrowing position is expected to take a similar path, rising more substantially towards the end of the financial year as capital projects are progressed to completion and financed.
- 6.2 The Treasury Management Strategy outlines the council's upcoming treasury management activities for the year, including expected levels of borrowing and investment based on their financial position and capital program forecast. Each quarter, the key treasury management indicators are presented to this committee; in this case as a separate item on the agenda.
- 6.3 From a strategic perspective, the council continues to temporarily utilise cash-backed resources in lieu of additional borrowing (known as internal borrowing) and where borrowing is undertaken loans are raised for shorter terms, both to generate net interest cost savings and consequently holding less investments reduces the council's exposure to credit risk. However, this approach carries with it interest rate risk and officers continue to monitor options as to the timing of any potential longer-term borrowing should underlying interest rates be forecast to rise in a sustained manner.
- 6.4 There is a link between the capital financing borrowing requirement, the net borrowing position and consequently net interest costs. However, the Debt Charges budget is prudently formulated with sensitivity to additional factors including projected levels of cash-backed reserves, forecast movements in interest rates, and the overall borrowing requirement for the council over the life of the Business Plan and beyond.
- 6.5 Treasury management indicators for the council for quarter 3 are included as appendix 6.

6.6 This Land

- 6.6.1 The council's wholly owned housing and land development company, This Land Ltd, has submitted a revised business plan to the council's Shareholder Sub-Committee. The company has faced the economic pressures common to the housing development sector as well as site specific delays impacting cashflow and future profitability. Following additional financial support provided to the company through 2024-25, including a deferral of interest payments to the council, the revised business plan would require further support to the company through restructuring of existing loans. No new lending is required from the council. The proposed approach is intended to reduce the council's future risk exposure whilst also confirming support from the council to the company in order that This Land can progress its ongoing activities and work effectively with partners, providing certainty around plans for the coming years. The recommendation around this and the detailed rationale, are contained in confidential Annex C to this report.
- 6.6.2 The impact of these proposed changes would be to increase the council's annual minimum revenue provision charge by up to approximately £2m in 2025-26 and beyond. The council maintains reserves to mitigate against the risk of variation in its income expectations from This Land that can be used. Through business planning, the council has already taken steps to reduce its future income expectations from the company resulting from reduced interest.

Recommendation E: To authorise the Executive Director of Finance and Resources, in consultation with the Chair and Vice-Chair of this committee, to make arrangements regarding the council's loans to This Land Ltd and the appropriate accounting entries as set out in the confidential Annex C.

Appendix 1 – Revenue – commentaries on exceptions

Narrative is given below where there is a forecast variance greater than +/-£500k.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
1	Updated	Adults, Health & Commissioning	Autism and Adult Support	4,087	-734	-18%	<p>The 24-25 budget for the Autism and Adult Support Service included additional demand funding in recognition of the fact the service has been clearing its substantial waiting list. However, the assessments and reviews completed so far indicate that fewer people on the waiting list will require placements than was originally anticipated. Therefore, the projections for new demand in 24-25 have been revised down by £328k.</p> <p>Additionally, a number of placements have ended since the budget was set in February 2024, delivering a saving of ~£220k.</p> <p>The forecast also assumes a £60k increase in repayments of unused direct payments.</p>
2	Unchanged	Adults, Health & Commissioning	Learning Disabilities	101,429	2,518	2%	<p>Learning Disability service is currently forecasting an overspend of £2.5m. The budget is pooled between the council and the NHS, with shares of 77% and 23% respectively. The service is currently going through the process of dissolving the pooled budget which could cause short term financial pressures. There is significant risk around the savings targets attached to the budget of £2.9m all of which have active workstreams and this is adding an estimated £500k to cost pressures at the current time. Cost pressures are also being shown through increase in complexity of need of current people receiving care over and above that expected, while demand for new people coming into service has also started to increase following a reduction during last year and the beginning part of this year. Pressures within the provider market continue to be seen through some requests for</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							higher than budgeted uplifts, negotiations are being managed with these providers on an individual basis.
3	Updated	Adults, Health & Commissioning	Older People's and Physical Disabilities	93,795	-11,643	-12%	Older People's and Physical Disabilities services are forecasting an £11.6m underspend. Demand increased significantly during 2023-24, and this was reflected in the budget set for 2024-25. However, net activity levels are significantly lower than expected for the year to date, especially for care homes and domiciliary care. This is the main component of the reported underspend position. The budget assumes in-year savings delivery of £2.3m. Current progress suggests we will underachieve against this savings target by £720k. There remains uncertainty regarding income from clients contributing to the cost of their care, which increased considerably over the past year. This appears to be continuing in the current year, and we are forecasting an underspend of £2.2m. However, uncertainties remain regarding the potential impact of increasing levels of adult social care debt.
4	Updated	Adults, Health & Commissioning	Mental Health	23,742	3,255	14%	Mental Health services are forecasting an overspend of £3.255m for January. This continues to be driven by an increasing number of high-cost, complex community-based cases within Adult Mental Health. This includes a significant number of transition cases coming through from Children's. Although demand pressures on Older People Mental Health bed-based care have reduced in recent months, a small number of existing complex cases have required significant additional support due to increased need. There is an additional pressure of £192k following a planned closure of a supported living unit where clients were not able to be supported in similar provision due to complexity of need. The budget assumed £0.5m in-year savings delivery; an expected under-achievement of £442k is reflected in the

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							forecast. There is a forecast overspend of £584k against income from clients contributing to the cost of their care, reflecting the expected impact of increasing levels of adult social care debt.
5	Unchanged	Children, Education & Families	Children in Care Placements	32,462	7,000	22%	The continuing £7m forecast overspend is primarily due to a small number of young people in very high-cost placements. If forecast to year-end, these placements would result in a more significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and therefore we do not expect these to continue for the full year. To further support the overall position an element of Supported Accommodation grant has been applied to offset additional costs.
6	Updated	Children, Education & Families	Disability Service	9,343	949	10%	The 0-25 Disability Service is now reporting a revised overspend of £949k which predominantly reflects the increase in demand and need across the direct payment budget, community support and Camplay holiday clubs. In addition to this there has been pressure created by the intensive therapeutic support hub (ITSH) which is no longer being implemented.
7	Updated	Children, Education & Families	Integrated Front Door	4,297	1,398	33%	The Integrated Front Door and Assessment service is forecasted to overspend by £1.398m in FY 2024-25. Additional agency staff have been recruited in MASH and Assessment's whilst the current structures are being reviewed. There are high levels of agency staff both within and over budgeted establishment, which is more expensive than employing permanent staff. This is offset by a forecasted underspend (£69k) within the Emergency Duty Team (EDT) due to additional funding from Peterborough City Council.
8	Updated	Children, Education & Families	Executive Director CEF	1,532	-1,162	-76%	The Vacancy Factor for Children Education Families (CEF) is currently forecast to overachieve by £1,162k.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
9	Updated	Children, Education & Families	Staffing Pay Inflation	617	-606	-98%	Following the confirmation of the national pay award, and the decision by Staffing and Appeals Committee for locally determined pay scales, there is an underspend of £606k against the allowance made in the budget for pay inflation.
10	Unchanged	Children, Education & Families	Adoption	5,613	-600	-11%	The Adoption Service forecast is showing a £600k underspend. This is due to an underspend in Special Guardianship Order allowances.
11	Updated	Children, Education & Families	Home to School Transport – Special	25,092	1,242	8%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
12	Updated	Children, Education & Families	Home to School Transport – Mainstream	13,394	1,207	5%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
13	Updated	Children, Education & Families	Strategic Management - Education	3,115	-1,676	-53%	Underspend of £1.5m to reflect the continuation of the Household Support Fund which has released core funding previously identified to provide Free School Meal vouchers during school holidays which will instead be funded from the Household Support Fund grant. Further savings realised as no additional investment into educational psychologist service in 2024-25
14	Updated	Children, Education & Families (DSG)	Dedicated Schools Grant	0	23,760	0%	The revised forecast DSG deficit is reflective of continuing pressures and increasing demand within the High Needs Block (HNB) offset in part by underspends within other DSG funding blocks.
15	Updated	Place & Sustainability	Executive Director including staffing pay inflation	-581	-1,065	-183%	Forecast vacancy savings exceed the budget set in the Business Plan which also offsets the delivery of management efficiencies in 24-25 which will now be delivered in full for 25-26. In addition, the approved inflationary uplift in staff pay is less than the amount budgeted for in the Business Plan and this creates an additional underspend for P&S.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
16	Updated	Place & Sustainability	Highways Development Management	127	-1,713	1346%	<p>Forecast income for Highways Development Management (HDM) team in 2024-25 is assessed based on income generated in 2023-24 and in first three months of 2024-25. Further:</p> <ul style="list-style-type: none"> • Bond rates (and by extension S.38 fees) increased (as of April 2024) by 15-20% dependent on nature of infrastructure. The increase in rates is proportionate to inflation in construction costs as benchmarked by Milestone. • More robust planning of pre-application fee recovery to take place. • More robust fee recovery for developer temporary directional signs to take place. • Potential S.184 income to facilitate new S01/S02 roles. • Gradual realisation of the commuted sum policy of April 2023 as sites come through the development pipeline. • Interim / consultant fees should drop by around ~£200,000 in 2024-25.
17	Updated	Place & Sustainability	Energy Services - Specialist Energy Projects	-2,154	4,481	208%	<p>Across the energy schemes there is a forecast variance shortfall of £4,481k, explanations are below:</p> <p>St Ives:- The project is forecasting an overall £186k saving to the Council this year due to the project delay. This is made up of a saving of £341k of debt charges this year minus the projected income shortfall of £155k. The scheme was energised in January 2025 and is now generating power.</p> <p>Babraham: Income generation is delayed due to some main-contractor issues. Generation is expected to start in April 2025 in-line with the current expected programme. This means no net income is forecast for 24-25. Although there are also savings on debt charges of £233k, it still leaves a net pressure of £154k on the scheme for 24-25.</p> <p>North Angle: All major construction activities are now complete. NASF is now providing an uprated power supply to the Swaffham</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							<p>Prior Energy Centre (SPEC). The power supply was connected to SPEC on 21 November 2024.</p> <p>The forecast variance on North Angle is now £3,705k.</p> <p>Swaffham Prior: The current forecast worst case scenario shortfall in May 24 was £1,009k. This has improved to £807k following a review of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The site is now drawing electricity from North Angle, and noise mitigation has been implemented. To date 84 homes are connected and the forecast is a total of 95 homes by March 2025. Work continues to further increase the sign ups.</p>
18	Updated	Place & Sustainability	Traffic Management	92	-576	-623%	The forecast is due to additional income from road closures and openings, and utility companies staying on highways for extended time. This has improved following a review of the TTRO orders forecast. This is partly offset with the loss of income from providing Tables and Chairs licences.
19	Unchanged	Finance & Resources	This Land	-6,191	7,174	116%	The council is due to receive the annual business plan from This Land which will provide a detailed overview of the company's outlook and performance. A few external factors have given rise to delays the company's current business plan deliverables, and therefore there is a risk to the level of interest payments in 2024/25 and it is prudent to provide for this.
20	Updated	Finance & Resources	Facilities Management	6,671	989	15%	<p>This is comprised of:</p> <ul style="list-style-type: none"> - A pressure for service charges of £158k in relation to the Council's use of external properties - The maintenance budget saving of £100k which was put into the business plan is forecast as non-achievable - Following the outcome of procurement of the facilities management contract, the ongoing higher cost of maintaining the

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							<p>estate and a one-off investment for asset tagging, a further pressure of £992k is forecast.</p> <ul style="list-style-type: none"> - The estimated saving for buildings allocated in the Accommodation Improvement Programme (approved in October 2024) is now £28k at this stage. However, there are several buildings expected to make a saving of £34k which are not in the programme, off setting this pressure. - There is a pressure for the pool car contract of £79k. <p>To offset these pressures the service has identified:</p> <ul style="list-style-type: none"> - Savings reported for grounds maintenance, cleaning and waste collection of £65k - A saving of £451k for electricity and gas is forecast based on the unit price reducing and current usage. - There is additional income of £119k expected for the Shire Hall site car park which is an increase on the previous estimate. <p>The annual cost of the old Shire Hall site is forecast to be £489k, which has now reduced by 184k from last month due to a business rate refund received in January. The cost will be funded from reserves.</p>
21	Updated	Finance & Resources	IT Service	11,767	-656	-6%	<p>This is comprised of:</p> <ul style="list-style-type: none"> - The telephone and mobile phone budgets are expected to save £89k this year. - The Enterprise Agreement contract renewed in October, is forecasting an underspend of £139. - There is less demand on the Hardware budget this year resulting in an increased underspend of £397k. - The Networks budget is forecasting an underspend of £103k. - Costs for Multi-Functional Devices is a £20k pressure from the old leases.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							- System Licenses budget is now forecasting an overspend of £91k. These pressures/savings will be reviewed as part of the 2025-26 business plan.
22	Updated	Strategy & Partnerships	Legal & Governance	2,522	1,200	31%	The cost of legal work from April – December is currently higher than the 9-month budget due to demand led pressures. The budget includes a saving of £125k that won't be achieved. The forecast anticipates a reduction in the current rate of expenditure in the coming months which is unlikely to be achievable. Targeted action is in place for reducing spend in areas that are seeing pressures that are demand led (Children and Adults), including in Children's addressing social worker workloads, retention and recruitment and addressing process inefficiencies which will reduce the length of cases and therefore cost. There is also work being done to reduce the cost of disbursements and external legal fees, reviewing caseloads, and implementing constraints to access to legal support. There are some signs that these are having an impact in some areas (Commercial and Procurement) but this will not substantially reduce the overspends in the demand led areas.
23	Updated	Corporate & Funding Items	Central holding and miscellaneous accounts	493	-1,080	-219%	Grant funding has been applied, in line with grant conditions, to corporate costs.
24	Updated	Corporate & Funding Items	Corporate Grants	-16,656	-1,931	3%	Corporate grants from MHCLG which we are due to receive during 2024-25 that are greater than budgeted for. £1.3m relates to Business Rates Compensation grant, which was unexpectedly higher than the figure in the final local government finance settlement. We are now forecasting to receive £548k Levy Surplus grant.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
25	New	Corporate & Funding Items	Business Rates	-76,535	-1,140	-1%	An in-year underspend of £1,140k is forecast across Business Rates. This consists primarily of a projected additional 2024-25 Business Rates Pool dividend above the amount budgeted based on the latest projection received.
26	Updated	Capital Financing	Capital Financing	40,070	1,852	5%	The cost of financing borrowing for the Council's capital programmes is expected to increase by £1.8m in 2024-25, partly due to taking out borrowing earlier than anticipated to support our cashflow position, and at slightly elevated rates above those forecast. In addition, the Minimum Revenue Provision charge is higher than budgeted as a result of a larger number of significant capital assets funded by borrowing becoming operational towards the end of 2023-24 than anticipated.

Appendix 2 – Capital – commentaries on exceptions

Narrative is given below where there is a forecast variance greater than +/-£500k.

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	New	P&S	Delivering the Transport Strategy Aims	6.9	1.7	-0.6	Phasing	Slippage on this programme relates to a single project (£321k St Ives, The Broadway), which is now funded out of another grant funding pot, (CPCA Transforming Cities Fund), instead of DTSA, and a package of 20mph projects which have slipped due to delays in progressing through TRO phase. These projects will now be delivered later than planned, with majority of spend in 25/26 instead.
1b	New	P&S	Footways	20.0	4.4	-0.6	Phasing	Whilst an underspend is showing against this budget the work has been delivered in packages from this budget line and that in Carriageway & Footway Maintenance below. A reconciliation will take place at year end with other schemes within the Carriageway & Footway Maintenance line below, as they are all part of the same footway programme, and which are currently 'overallocated', (+£508k over budget).
1c	New	P&S	St Neots Future High Street Fund	7.9	2.9	0.5	Phasing	Work on the St Neots Market Square is continuing, with a number of Compensation Events agreed with the project funder as part of the construction contract. Spend is in line with the grant funding agreement and brought forward from 25-26 to support planned opening of the Market Square by May 2026.
1d	Updated	P&S	A14 De-trunking	24.8	8.6	-3.5	Phasing	The 24-25 included an allowance of 30% for risk and optimism bias due to CCC not knowing what state the

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
								<p>asset would be in when handover from National Highways was completed. This had not yet been applied to the figure in the FMR, which has now been adjusted to account for this.</p> <p>A further -£400k flagged in Dec 24 as underspend linked to the £500k discretionary ad-hoc maintenance allocation which will not all be spent in year.</p> <p>The re-profiling of several schemes due to road space and resource constraints has resulted in a high value lighting and safety barrier scheme starting later than originally intended and spanning 24/25 and 25/26.</p>
1e	Updated	P&S	Active Travel 4 - Extension	1.1	1.1	-0.9	Phasing	Additional time required to conclude design detail and consultation; construction for the main scheme, Duxford Rd Whittlesford, has now been programmed to commence in early 25-26.
1f	Unchanged	P&S	Safety Schemes	2.8	0.6	-0.5	Phasing	The safety schemes budget has been identified as a critical fund for the International Road Assessment Programme (iRAP). The iRAP report has been delayed and is now due to be published for the March Committee Cycle with the Cluster Site report. Once the iRAP and cluster site report have been analysed and schemes identified this fund will be used to begin the programme of small works around the iRAP and Cluster Site programme thus creating safer roads and roadsides supporting our Vision Zero values.
1g	Unchanged	P&S	Carriageway and Footway Maintenance	36.7	7.2	-0.9	Phasing	Underspends related to specific projects delivered for lower than budgeted and other projects needing to

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
			incl. Cycle Paths					move to 25/26 to allow more time to develop design proposals.
1h	Unchanged	P&S	Additional Highways Maintenance (HS2 allocation)	4.7	2.8	0.6	Phasing	50% of this budget was originally profiled for spend in 25/26, however due to network condition and site-specific safety issues further work has been undertaken in 24/25 to mitigate safety and other risks to the authority of delaying work until 25/26. This has allowed us to deliver more work in year under existing traffic management / road closures delivering better value for money.
1i	Unchanged	P&S	March Future High Street Fund and Broad Street	7.9	3.0	0.8	Phasing	Main works on site have been completed. Construction budget underspend being used to bring forward additional ancillary improvements as part of the scheme in 24-25.
1j	Unchanged	P&S	Soham Wicken Non-Motorised Users	1.2	1.0	-0.7	Phasing	Planned construction start date has been delayed pending further survey work and licencing requirements for protected species along the route. Work is anticipated to commence later in 24-25, with completion early in 25-26.
1k	Unchanged	P&S	Waste Infrastructure	8.0	3.4	-3.1	Phasing	The actual construction is scheduled to start May 2025 with completion in Dec 2025. The costs for this financial year relate to professional fees, design confirmation, project management costs and preliminaries.
2a	New	CEF	Northstowe Education Campus	53.5	27.0	-0.6	Total scheme variance	Estimated saving against risk and contingency allowances included within initial in-year spend forecast based on contract period remaining. Forecast completion 14.02.25.
2b	New	CEF	Witchford Village College	1.4	1.3	-0.5	Total scheme	Underspend of £416k due to tender price lower than planned. £130k slippage expected, works stopped for

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
							variance -0.4, Phasing -0.1	7-8 weeks due to abnormal existing roof system, that required investigation.
2c	Updated	CEF	Littleport Community Primary	6.0	4.2	-3.2	Phasing	Planning delays and authorisation for the project has caused delays. Start on site now expected mid-February 2025 with expected completion late October 25. Kitchen works carried out in holidays in 2025.
2d	Updated	CEF	Meadowgate Special School Expansion	4.7	1.0	-1.0	Total scheme variance	Project to be stopped and cancelled.
2e	Unchanged	CEF	Darwin Green (North West Fringe) secondary	34.7	1.0	-0.9	Phasing	Slippage due to lack of progress in design. Anticipated that only 75% of MS2 would be completed by 31st March. Contractor award will now be March 2025. Scheme will be delivered for 2027 completion.
2f	Unchanged	CEF	LA Early Years Provision	8.5	1.6	-1.0	Phasing	Teversham scheme delayed due to planning and conditions. Start date will now be 2025-26. Tender costs of construction works are lower than estimated.
2g	Unchanged	CEF	Townley Primary	1.6	1.4	-0.7	Phasing	Delays due to highways work required and the timing of this. Further slippage due to delay in authorising the project spend. Completion now slipped to July 2025.
2h	Unchanged	CEF	Highfields Littleport - Expansion	8.0	2.8	-1.4	Phasing	Slippage due to revised start on site from November 2024 to January 2025 due to redesign, omission of alterations and for increased externals due to requirement for turning circle. Further slippage as there will be no parallel works, the new turning head and access needs to be complete before works on substructure start.
3a	Unchanged	AHC	Independent Living Service:	22.2	0.5	-0.5	Phasing	We continue to wait for the NHS to approve the Heads of Terms before considering our next steps in the Ely

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
			East Cambridgeshire					Independent Living Service project. As there has been no progress in the past months, the planned capital expenditure in 2024-25 will be rephased to 2025-26. Additionally, updated estimates for the construction costs have reduced the total scheme budget by £473k.
4a	Updated	S&P	Community Fund	5.1	1.7	-1.0	Phasing	10 programmes will not be completed this year, including funding towards Fenstanton Village Hall of £500k and therefore the funding needs re-phasing.
4b	Unchanged	S&P	Sackville House Library	0.6	0.6	-0.5	Phasing	Hold off procurement to fit in with wider work, this scheme will need to be re-phased into 2025-26.
5a	New	F&R	Accommodation Improvement Programme	1.9	0.8	-0.7	Phasing	All tranche 1 schemes will start in this financial year, but for the following schemes (March Community Centre, Princess of Wales, Ely Library, New Shire Hall), the majority of the work will fall in 2025-26, therefore the scheme needs re-phasing.
5b	Updated	F&R	Condition Survey Works	4.3	2.5	-1.0	Total scheme variance -0.6, Phasing -0.4	Three schemes linked to AIP programme have been put on hold until decisions have been made on the future use. There is also an amount of re-phasing needed for planned work. Updated Jan - underspend on total scheme of £646k which will reduce prudential borrowing in 2024-25.
5c	Updated	F&R	Wisbech Adventure Playground (The Spinney)	1.5	0.9	-0.9	Phasing	The scheme budget has now been revised and has increased by £590k from the original business case. Due to delays with procurement and securing the additional grant funding, this scheme will need to be re-phased into 2025-26.
5d	Unchanged	F&R	Reducing borrowing	-0.8	-0.8	0.8	Total scheme variance	Due to delays with two sales, we will no longer have enough capital receipts to reduce borrowing.

Appendix 3 – Savings Tracker 2024-25 Quarter 3

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
AHC	A&H	2023-24 cfwd	A/R.6.188 (2022-23)	Micro-enterprises Support	-103	0	103	100%	Black	Initial estimates of cost savings were based on early capacity hours from a small-scale pilot undertaken. However, the ability to achieve these savings has been limited by the reducing uptake of direct payments which act as an access point to these services. Mitigations have been agreed in October 2024 to address this with the aim of realising savings from 2025/26 onwards
AHC	A&H	2023-24 cfwd	A/R.6.195 (2022-23)	Increased support for carers	-24	-24	0	0%	Green	Expecting to deliver to target
AHC	A&H	2023-24 cfwd	A/R.6.200 (2023-24)	Expansion of Direct Payments	-6	-6	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2023-24 cfwd	A/R.6.206 (2023-24)	LD mid-cost range placement review (links to A/R.5.025)	-53	-53	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.002	Expansion of Direct Payments	-32	-32	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2024-25 saving	B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	-2,473	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.004	Mental Health section 75 vacancy factor	-50	-50	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.005	Learning Disability mid-cost range placement review	-264	-338	-74	-28%	Blue	Has over delivered and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.006	Mental Health supported accommodation	-137	-17	120	88%	Amber	There has been a delay in re-opening the framework which means the saving will only be partially delivered in 2024/25. The delay is longer than anticipated due to the volume of bids received impacting on moderation and award times. The positive is that there has been a good response from the market and we are confident that there will be added capacity on the framework to support placements and deliver the savings next year.
AHC	A&H	2024-25 saving	B/R.6.007	Learning Disability Voids Saving	-300	-333	-33	-11%	Blue	Complete
AHC	A&H	2024-25 saving	B/R.6.008	Reduction in 1 day of care	-456	-456	0	0%	Green	Occurred February 2024. Saving shared with the ICB.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.009	Mental Health residential and community	-357	-40	317	89%	Amber	There has been a delay in establishing the new model of residential care and good homecare market capacity has meant that very limited off framework placements are being made reducing the in year savings opportunity
AHC	A&H	2024-25 saving	B/R.6.010	Block beds void management	-380	-350	30	8%	Green	Our improvements from Q2 are starting to deliver which is why savings projection has increased. We are supporting discharges from hospitals which means we may not increase savings much further this year.
AHC	A&H	2024-25 saving	B/R.6.011	Reablement surplus following restructure	-91	-91	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.012	Historic saving from ending of Lifelines service	-70	-70	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.013	Prevent, reduce and delay needs presenting - reablement	-525	-330	195	37%	Red	The element of this saving that relates to services for Older People is expecting to deliver to target. However, further work is required on the element of the saving related to Learning Disabilities which is a saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.015	Prevention Agenda - Digital Innovation	-300	0	300	100%	Black	Further development of plans required to deliver saving
AHC	A&H	2024-25 saving	B/R.6.016	Learning Disability Low Cost placement review	-169	-252	-83	-49%	Blue	Has over delivered and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	-94	-44	-88%	Blue	Has over delivered and contributing to other LD savings that are not forecast to deliver in full.
AHC	A&H	2024-25 saving	B/R.6.018	Learning Disability Respite Utilisation	-247	-226	21	9%	Green	Saving shared with the ICB; Revised process co-produced with providers, improved utilisation from Q2. Utilisation has risen to over 70% and on track to meeting the business case target.
AHC	A&H	2024-25 saving	B/R.6.019	Learning Disability Negotiation with providers	-585	-718	-133	-23%	Blue	Saving shared with the ICB; This project is now concluded.
AHC	A&H	2024-25 saving	B/R.6.020	Learning Disability Cambridgeshire Outreach	-260	-73	187	72%	Amber	Saving shared with the ICB; Approach is being finalised, savings are starting to arise.
AHC	A&H	2024-25 saving	B/R.6.021	Learning Disability Enablement	-391	0	391	100%	Black	Pilot started in Q3 24/25, initial pilot will be evaluated at the end of Q4 24/25 to enable forecast savings going forward, which will be available in Q4 24/25. Other LD savings which are overdelivering are in part setting off the shortfall in delivery of this saving.
AHC	A&H	2024-25 saving	B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	0	177	100%	Black	Further development of plans required based on an independent review being undertaken.

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AHC	A&H	2024-25 saving	B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	0	75	100%	Black	The cost of alternative placements has outweighed the original saving identified due to level of assessed complexity.
AHC	A&H	2024-25 saving	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	0	400	100%	Black	Following a full review and extensive work already conducted (ICS Pathway 1 review and CCC/PCC position statement on Pathway 2 & 3), the need for focused delivery and the Council's financial position, the procurement of external consultancy resource to undertake a diagnostic is no longer a priority. Change Board (Dec) agree to redirect funding to internal roles which will enable immediate action on identified improvements, ensuring better outcomes for patients and the system.
AHC	A&H	2024-25 saving	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	0	400	100%	Black	As above
AHC	A&H	2024-25 saving	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	0	400	100%	Black	As above
AHC	A&H	2024-25 saving	B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	0	300	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.031	Review in house services - supported living	-400	0	400	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.032	Review in house services - Respite / residential	-300	0	300	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.033	Extra Care	-350	-700	-350	-100%	Blue	Delivered additional savings to plan
AHC	A&H	2024-25 saving	B/R.6.034	Advocacy contract recommissioning	-128	-128	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.035	Care Home Trusted Assessor service	-69	-69	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-1,425	-865	-154%	Blue	Vacancy factor expected to exceed target in 2024/25
AHC	A&H	2024-25 saving	B/R.6.037	Day Opportunities	-260	-77	183	70%	Amber	Saving shared with the ICB; Approach is being finalised, forecast savings have started in Q2 from using current under-utilised capacity. Further increases to utilisation will occur with more peoples needs being matched to services.
AHC	A&H	2022-23 cfwd	A/R.7.113 (2022-23)	Learning Disability Partnership Pooled Budget - cost share	-1,125	0	1,125	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025

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AHC	A&H	2024-25 income	B/R.7.005a	Learning Disability Partnership Pooled Budget - cost share	-1,469	0	1,469	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025
AHC	A&H	2024-25 income	B/R.7.005b	Increased ICB contributions - share of demand, inflation, investments and savings	-2,420	-2,420	0	0%	Green	Forecasting delivery against plan
AHC	A&H	2024-25 income	B/R.7.006	Increased income from reducing Financial Assessments backlog	-931	-931	0	0%	Green	Savings achieved. Procurement complete to outsource financial assessment activity which has delivered saving to plan.
AHC	A&H	2024-25 saving	F/R.6.001	Health in all Policies	-125	-125	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.002	Public Health savings	-27	-27	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.003	Savings from recommissioning of contracts	-22	-22	0	0%	Green	Complete
AHC	A&H	2024-25 income	F/R.7.200	Increased contribution from PCC	-25	-25	0	0%	Green	Increased contribution will not be achieved following separation from PCC but nor will additional costs be incurred which it was due to fund.
CEF	CYP	2024-25 saving	A/R.6.001	Children's Disability operational savings	-96	-96	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.003	Targeted Support operational savings	-65	-65	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.004	Family Safeguarding Service	-200	-200	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.005	Social Care and Education Transport	-582	-493	89	15%	Amber	Continuing increases in demand and complexity of need have result in additional cost pressures across transport budgets. PTT programme activity has accrued 493k of savings in 24/25. 151k identified for 25/26 out of 171k target overall savings 22-26 predicted at 1101k/1204k. The Transformation Project is likely undergo change in the coming months, with a new proposal going to committee in June, this will take into account recommendations from the PeopleToo consultation, the EEH project and financial transparency reviews.
CEF	CYP	2024-25 saving	A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs of high cost placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down provision.
CEF	CYP	2024-25 saving	A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	0	250	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who present with complex needs. The budget also remains pressured due to increase in young people becoming looked after.

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CEF	CYP	2024-25 saving	A/R.6.009	Early Years Service contract savings	-19	-19	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.010	Home to School Transport	-87	-87	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	0	435	100%	Black	Budget adjustments made based on investment and savings assuming a January 2025 start however project rescope and revised start date Jan 2026 which is reflected in 25/26 Business Plan. Planning delays are putting the savings at risk of being achievable from Jan 26.
CEF	CYP	2024-25 saving	A/R.6.012	School Improvement Service operational savings	-49	-49	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.013	Corporate Parenting	-200	-200	0	0%	Green	On Track
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Children in Care Placements	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down from the current provision. These packages are reviewed weekly. The budget also remains pressured due to increase in young people becoming looked after.
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Careers Education Information Advice and Guidance	-45	-45	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.101	Early Years additional income	-4	-4	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.102	School Improvement Service	-47	0	47	100%	Black	The decoupling from Peterborough, along with the continuing pressure of schools budgets has resulted in anticipated income levels to reduce.
CEF	CYP	2024-25 income	A/R.7.103	Children's Targeted Support	-15	-15	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.104	Children's Disability - increase in external income	-10	-10	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.105	Educational Safeguarding additional income	-7	-7	0	0%	Green	On Track

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P&S	H&T	2023-24 cfwd	B/R.6.220 (2023-24)	Highways Materials Recycling	-100	0	100	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> - We are talking about a temporary facility in March at this time which is restricted by planning and licencing, in particular impacting productivity due to constraints on scale. - An operational facility should the business case stack up will not be in place until August at the earliest. We would then need a programme of revenue funded work which would align to the material being produced, (note this could be difficult as the majority of this work is to some extent reactive with specific timescales for completion). - The rest of the work where this material would be used is capially funded, so any savings allocated to the use of this recycled material would result in more work being done on site, rather than a revenue saving. - Any revenue subsidised by making use of income through selling of the material to third parties only comes should we have plans for a larger scale operation and is dependent on a full business case being produced which provides certainty around the market for the product given the upfront investment required. <p>Business case from provider received and not viable at current time. Briefing note sent to FJ and signed off. No further works at current time. Scheme closed down.</p>

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P&S	H&T	2024-25 saving	C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	0	150	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> - We cannot proceed presently with dewatering at the current time as there is a need for a permanent setup which drains into a third parties system. - There is not enough space within the depot footprint for this facility in March plus room to store road plannings for recycling (on a scale needed to make cold recycling process more viable commercially). - There would be a saving in the cost of disposal of non-hazardous waste as opposed to hazardous should a solution come online at a later date. - The aspirations on both options was to have a super depot which had enough space for permanent facilities. <p>Business case from provider received and not viable at current time. Briefing note sent to FJ and signed off. No further works at current time. Scheme closed down.</p>
P&S	H&T	2024-25 saving	C/R.6.221	Street lighting energy savings	-977	-86	891	91%	Red	<p>The energy calculation in the previous forecast was based upon has been updated taking account of the rates on the new energy framework. The current projections are that the energy costs will reduce by c.50% hence the reduction in return on investment. This risk has always been key to business case in relation to payback, clearly this can fluctuate throughout the year, but this is the latest information available to CCC.</p> <p>Delay to LED programme now due to start in late November due to slow deed of variation sign off by PFI provider. Although the LEDs will not make the whole saving, the reduction in electricity costs means that there is not actually an overall pressure this year.</p>
P&S	H&T, E&GI, CSMI	2024-25 saving	C/R.6.231	Management efficiencies	-75	0	75	100%	Black	<p>Savings from restructure no longer being met through staff arrangements, to be replaced by vacancy savings for the team.</p>

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P&S	H&T	2024-25 income	C/R.7.102	Review and re-baselining of P&S income	-400	-400	0	0%	Green	
P&S	E&GI	2023-24 cfwd	C/R.7.106 (2023-24)	St Ives Smart Energy Grid - Income Generation	-116	-34	82	71%	Amber	The project is due to energise towards end of November 2024 to export electricity to the grid until the private wire is connected. Wholesale electricity prices have reduced since last year reflecting market changes which has contributed to income reductions.
P&S	E&GI	2023-24 cfwd	C/R.7.107 (2023-24)	Babraham Smart Energy Grid - Income Generation	-462	-40	422	91%	Amber	Two thirds of the smart energy grid is complete and the final third is under construction. The timeline for energisation is delayed by c3 weeks to late February 2025 due to long lead items needing to be reordered following a spate of thefts. A major project milestone in connecting the private wire customer was substantively completed in early October.
P&S	E&GI	2023-24 cfwd	C/R.7.109 (2023-24)	North Angle Solar Farm, Soham - Income Generation	-3,943	-150	3,793	96%	Red	The wholesale electricity price forecasts for exporting electricity to the grid reduced at the end of 2023 impacting income forecasts by almost 50%. In addition, there was an initial delay connecting the private wire and NASF to the distribution network, which has impacted the overall income forecasts for 24/25. This is the mobilisation of a significant solar array. The contractor has since had 2 further delays to commissioning the asset, which have reduced forecast income further.
P&S	E&GI	2023-24 cfwd	C/R.7.110 (2023-24)	Swaffham Prior Community Heat Scheme - Income Generation	-521	-235	286	55%	Red	69 homes are now connected and further connections will be made this financial year, which is projected to be a total of 94 homes in total. Progress by contractors has been slower than anticipated but is still anticipated to meet the year end target, if later in the year than forecast originally.
P&S	CSMI	2024-25 income	C/R.7.140	Recharge for shared regulatory services with Peterborough City Council	-68	-68	0	0%	Green	On track
P&S	CSMI	2024-25 income	C/R.7.143	Increased income from registration services	-125	-115	10	8%	Green	Additional revenue from new bespoke ceremonies, and statutory fee increases is helping offset a downturn in funding from Approved Venues, these having been adversely affected by the economic climate, and is outside the control of the council.

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P&S	E&GI	2024-25 income	C/R.7.147	Connecting Cambridgeshire - additional funding	-16	-16	0	0%	Green	On track
P&S	H&T	2024-25 income	C/R.7.150	Application of Parking Surplus	-512	-512	0	0%	Green	Changes to be implemented in March 24
P&S	H&T	2024-25 income	C/R.7.203	Surplus income other parking fees and permits	-129	-129	0	0%	Green	Changes to be implemented in April 24
P&S	H&T	2024-25 income	C/R.7.204	Street works permitting fees	-158	-704	-546	-346%	Blue	Income predicted to roll forward on same basis as in 2023/24 with current high levels of applications for street works / TTROs. Based on income up to end of Sept 2024.
F&R	SRP	2023-24 cfwd	C/R.6.108 (2023-24)	New IT System	-70	0	70	100%	Black	Saving to be met in 2025-26 due to overlap with current system. Pressure to be absorbed in the remaining ITDS budget.
F&R	SRP	2023-24 cfwd	C/R.7.116 (2023-24)	Cromwell Leisure - Income Generation	-84	0	84	100%	Black	Rental increase is not as expected and operating some vacant units.
F&R	SRP	2023-24 cfwd	C/R.7.120 (2023-24)	County Farms - Agricultural Rent	-46	-46	0	0%	Green	Rental income is now on budget.
F&R	SRP	2023-24 cfwd	C/R.7.156 (2023-24)	Biodiversity Net Gain Offset	-86	0	86	100%	Black	Sale of Units continue to be marketed, but the income target has not yet been met.
F&R	SRP	2024-25 saving	D/R.6.001	Mobile phone re-procurement	-200	-200	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.002	Systems & Licences efficiencies	-161	-161	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-138	0	0%	Green	Posts removed, saving achieved.
F&R	SRP	2024-25 saving	D/R.6.004	IT & Digital staff reduction	-126	-126	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.006	Multi Functional Device re-procurement	-40	-40	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.008	Insurance provision adjustment	-50	-50	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.010	Salary sacrifice	-30	-30	0	0%	Green	This has been achieved, savings from salary sacrifice schemes.
F&R	SRP	2024-25 saving	D/R.6.011	Property rationalisation	-414	-28	386	93%	Amber	Programme going through tranche 1 approval process will deliver savings this financial year but not full year savings, although these will be achieved following year.
F&R	SRP	2024-25 saving	D/R.6.013	Telephony	-45	-45	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.016	Property - facilities management	-100	0	100	100%	Black	Saving for maintenance is unachievable from the revenue budget due to change in supplier and backlog of work in progress accrual.
F&R	SRP	2024-25 income	D/R.7.004	Treasury financial investments	-100	-100	0	0%	Green	On Track to meet this additional income
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	-117	0	0%	Green	Shared service arrangement has now ended, and now the final billing has been factored in the saving has been met.

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F&R	SRP	2024-25 income	D/R.7.006	Blue Badge scheme	-53	-53	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.007	This Land	-58	0	58	100%	Black	Wider risk to This Land income in 2024-25; considered at SR&P committee in July
F&R	SRP	2024-25 income	D/R.7.008	Castle Court car park income	-300	-400	-100	-33%	Blue	Additional income from the car park has been realised throughout the year.
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-480	-304	-173%	Blue	Income generated from the solar farm has exceeded the income target.
F&R	SRP	2024-25 income	D/R.7.115	Student Accommodation - Income Generation	-62	0	62	100%	Black	Accommodation fully booked but need for reinvestment to meet a number of planned and reactive maintenance issues.
F&R	SRP	2024-25 income	D/R.7.116	Leisure Park - Income Generation	-146	0	146	100%	Black	Rental increase is not as expected and managing and marketing the empty units.
F&R	SRP	2024-25 income	D/R.7.117	Supermarket Site - Income Generation	-71	-71	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.118	Business Park - Income Generation	-40	-40	0	0%	Green	On Track
F&R	SRP	2023-24 cfwd	F/R.6.109 (2023-24)	Cambs 2020 Operational Savings	-455	0	455	100%	Black	This saving will not be achieved until the site is handed over.
F&R	SRP	2024-25 saving	H/R.6.001	Reducing the level of bad debt provision	-500	-272	228	46%	Amber	Progress made with this but due to increasing volume of debt it cannot be realised in full. Had debt quantum been the same as in 2023-24 this saving would have been delivered in full.
S&P	SRP	2024-25 saving	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-115	0	0%	Green	Savings built into budget for 2024-25, posts have been removed.
S&P	SRP	2024-25 saving	E/R.6.002	Legal Services efficiencies	-125	0	125	100%	Black	Ongoing higher than budgeted legal spend, similar to previous years
S&P	CSMI	2024-25 saving	E/R.6.003	Time Credits contract	-34	-34	0	0%	Green	Contract ended 31.03.2024. Target achieved.
S&P	SRP	2024-25 saving	E/R.6.004	Communication - staff and media system	-32	-32	0	0%	Green	Savings have been delivered into budget for 2024-25, post has been removed.
S&P	CSMI, SRP	2024-25 saving	E/R.6.006	Use of grant reserve (Ukraine)	-350	-350	0	0%	Green	Grant has been allocated to appropriate budget codes
S&P	SRP	2024-25 saving	E/R.6.007	S&P Assistant Director budget	-10	-10	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.008	Support arrangements review	-18	-18	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.010	Service Director: Policy & Communities post	-154	-154	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	SRP	2024-25 income	E/R.7.004	Partnership income (ancestry.com)	-20	0	20	100%	Black	Saving delayed until 25/26 due to indexing issues at ancestry.com. Pressure will be managed within the service for 24/25.

Key to RAG ratings

Total saving	Over £500k	£100-500k	Below £100k
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	Percentage variance more than 19%	-	-
Amber	Under-achieving by 14% to 19%	Percentage variance more than 19%	Percentage variance more than 19%
Green	Percentage variance less than 14%	Percentage variance less than 19%	Percentage variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving

Appendix 4 – Reserves and provisions

This section shows the reserves available to the council:

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Jan 2025 £000s	Forecast balance at 31 March 2025 £000s	Notes	
General Reserve	30,314	0	30,314	24,083		
Strategic Framework Priorities Reserves						
Improvement programme reserves					Committed over the medium-term	
<i>Just Transition Fund</i>	10,573	-2,060	8,513	7,308		
<i>Change and Digital Reserve</i>	3,556	-661	2,895	1,721		
<i>Ukraine grant reserve</i>	4,912	0	4,912	4,412		
<i>Other service change reserves</i>	812	0	812	782		
Improvement programme subtotal	19,853	-2,720	17,132	14,224		
Investment reserves	2,690	-140	2,550	1,914	Reserves committed by business plan to support revenue position over medium-term	
Invest to save reserves	537	-314	223	144		
MTFS support	8,924	-97	8,827	5,932		
Strategic Framework Priorities Reserves Total	32,005	-3,273	28,732	22,213		
Risk Reserves						
Risk contingencies					This is per the business plan and links to historic changes in minimum revenue provision calculation and matching that against risks.	
<i>This Land Credit Loss and Equity Offset</i>	8,600	0	8,600	8,600		
<i>This Land minimum revenue provision risk</i>	1,456	0	1,456	1,456		
<i>Revaluation and Repair (Buildings)</i>	2,940	0	2,940	2,940		
<i>Local taxation volatility and appeals account</i>	3,868	0	3,868	3,868		
<i>High Needs Block Offset</i>	8,185	0	8,185	6,125		Links to safety valve agreement
<i>Adults Risk Reserve</i>	7,011	0	7,011	6,661		
<i>Children's risk reserve</i>	3,263	-16	3,247	3,200		
<i>Major infrastructure cost reserve</i>	15,227	9,961	25,188	23,211		
Risk contingencies subtotal	50,550	9,945	60,495	56,061		
Specific legal/contractual risks reserves	18,436	-64	18,373	12,009		
Funding Review Shortfall Reserve	7,415	0	7,415	7,415		
Risk - Smoothing	3,328	0	3,328	3,327		

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Jan 2025 £000s	Forecast balance at 31 March 2025 £000s	Notes
Insurance Reserve	5,210	-2	5,207	5,160	Movement is grant carry-forwards automatically transferring to revenue Segregated by regulations, eg parking Cyclical spend, eg elections
Risk Reserves Total	84,940	9,879	94,818	83,972	
Ringfenced Reserves					
Ringfenced contribution	27,944	-10,180	17,764	14,235	
Ringfenced - Unusable	0	0	0	0	
Ringfenced account	2,906	-52	2,854	1,917	
Ringfenced - Developer Fund / Commuted Sum	2,278	104	2,382	2,300	
Ringfenced Reserves Total	33,128	-10,128	23,001	18,452	
Sinking Fund	3,819	-477	3,341	2,346	
Unallocated	0	0	0	0	
Unusable	360	0	360	360	
Total Revenue Reserves	184,565	-3,999	180,566	151,425	
Children, Education and Families	15,827	0	15,827	6,739	Section 106 funding is applied to applicable capital schemes at year-end.
Adults, Health and Commissioning	33	0	33	0	
Place and Sustainability	26,194	-1,080	25,114	38	
Finance and Resources	895	382	1,277	329	
Corporate	36,325	-5	36,320	21,066	
Capital Useable Reserves subtotal	79,274	-703	78,571	28,173	
Reserves Grand Total	263,839	-4,702	259,137	179,598	

Provisions on the balance sheet are:

Department	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Jan 2025 £000s	Forecast balance at 31 March 2025 £000s	Notes
Finance and Resources Short Term Provisions	2,093	0	2,093	2,093	Insurance short term provision
Finance and Resources Long Term Provisions	4,746	0	4,746	4,746	Insurance long term provision
GRAND TOTAL	6,839	0	6,839	6,839	

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
Allocation of budget from for SEND Capacity to Transform	500												-500	
Children's Contact transfer of budget	237		-237											
Correction								-1		1				
Current budget	180,414	-30,710	414,464	-183,653	110,724	-36,810	30,655	-6,680	46,698	-32,059	53,909	-13,838	6,889	-739

Appendix 6 – Treasury Management Indicators Quarter 3

Table 1: Treasury and prudential indicators quarter 3

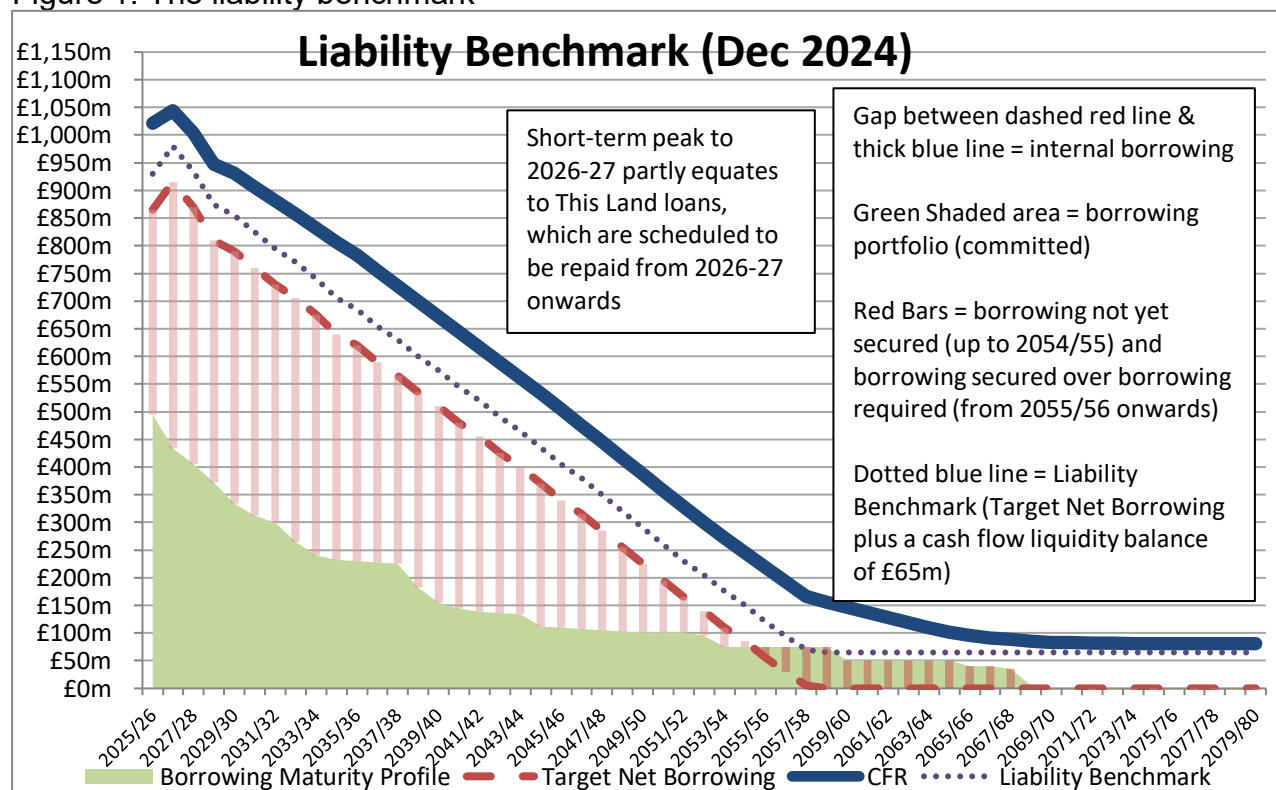
Prudential and Treasury Indicators	2024/25 Limit TMS	31 st Mar 2024 Actual	Q1 30 th Jun 2024 Estimate	Q2 30 th Sep 2024 Estimate	Q3 31 st Dec 2024 Estimate
Annual capital expenditure	£198.6m	£177.0m	£158.8m	£166.4m	£168.4m
Annual capital financing	-£105.4m	-£122.1m	-£109.4m	-£108.3m	-£107.0m
Annual Minimum Revenue Provision	-£22.6m	-£22.0m	-£23.0m	-£24.5m	-£24.5m
In-year Capital Financing Requirement	£70.6m	£32.9m	£26.5m	£33.6m	£36.9m
Capital Financing Requirement (CFR) at 31 st March ¹	£1,030.6m	£972.7	£998.1m	£1,006.2m	£1,009.6m
Authorised limit for external debt, and quarterly estimates ¹	£1,160.0m	£778.7m	£758.6m	£779.4m	£824.3m
Operational boundary for external debt ¹	£1,130.0m	£778.7m	£758.6m	£779.4m	£824.3m
Ratio of financing costs to net revenue streams – yearly average	9.6%	7.2%	7.5%	7.6%	7.8%
Ratio of net income from commercial and service investments to net revenue stream	5.5%	4.8%	4.4%	4.0%	3.6%
Upper limit of fixed interest rates based on net debt ²	150%	79%	81%	73%	68%
Upper limit of variable interest rates based on net debt ²	65%	21%	19%	27%	32%
Principal sums invested over 365 days (excluding Third-Party Loans)	£50.0m	£32.3m	£32.8m	£33.4m	£32.3m

Prudential and Treasury Indicators	2024/25	31 st Mar	Q1 30 th	Q2 30 th	Q3 31 st
	Limit	2024	Jun 2024	Sep 2024	Dec 2024
	TMS	Actual	Estimate	Estimate	Estimate
Maturity structure of borrowing limits:					
Under 12 months	Max. 80% Min. 0%	26.1%	25.5%	27.6%	32.9%
12 months to 2 years	Max. 50% Min. 0%	10.3%	12.5%	12.0%	10.0%
2 years to 5 years	Max. 50% Min. 0%	14.3%	11.5%	12.1%	11.5%
5 years to 10 years	Max. 50% Min. 0%	13.2%	13.5%	13.2%	12.5%
10 years and above	Max. 100% Min 0%	36.1%	37.0%	35.1%	33.1%

Note 1 - Excluding PFI and Finance Lease Liabilities but including loans raised to on-lend to This Land Ltd

Note 2 - The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula.

Figure 1: The liability benchmark



The liability benchmark is a projection of the amount of loan debt outstanding that an authority needs each year into the future to fund its existing debt liabilities, planned prudential borrowing and other cash flows.

The peak in the blue CFR line in 2026-27 is £5m higher than set out in the 2024-25 TMS due to updated capital expenditure plans, however the peak in the dotted red external borrowing line is £5m lower, due to an expectation of higher cash balances and therefore lower external borrowing required.

Appendix 7 - Revenue summary comparison to last year's outturn position

2023-24 Net Budget £000	Actual Outturn Variance £000	Actual Outturn Variance %	Directorate/Area	2024-25 Net Budget £000	Forecast Variance £000	Forecast Variance %
132,095	11,349	9%	Children, Education and Families- non-DSG	149,704	7,266	5%
215,263	-3,871	-2%	Adults, Health and Commissioning	230,811	-8,133	-4%
68,957	4,072	6%	Place and Sustainability	73,914	1,931	3%
15,129	-1,113	-7%	Finance and Resources	14,640	6,279	43%
20,102	393	2%	Strategy and Partnerships	23,976	745	3%
38,141	-3,499	-9%	Capital Financing	40,070	1,852	5%
11,503	-6,094	-53%	Corporate and funding items	6,150	-4,148	-67%
501,191	1,236	0%	Net Spending Total	539,264	6,331	1%