

## Integrated Finance Monitoring Report 2024-25 Period 7, October 2024

### Contents

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
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
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.
Appx 4	Reserves and provisions	Schedule of reserves held
Appx 5	Budget transfers between directorates / areas	Breakdown of movements between directorates / areas in 2023-24
Appx 6	Revenue summary comparison to last year's outturn position	A revenue budget summary table that compares the current position to last year's net budget and outturn variance

## 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: £166m (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	7,431	5%	-	-%
Adults, Health & Commissioning	-5,388	-2%	-	-%
Place & Sustainability	1,929	3%	-	-%
Finance & Resources	5,109	35%	-	-%
Strategy & Partnerships	496	2%	-	-%
Capital Financing	532	1%	-	-%
Corporate & Funding Items	-2,576	-39%	-	-%
<b>Net Spending Total (+ overspend / - underspend)</b>	<b>7,534</b>	<b>1%</b>	<b>-</b>	<b>-%</b>
Children, Education & Families – DSG	18,427	-	-	-

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 7, the council is forecasting an overspend of £7.5m on its revenue budget (1%). This is a reduction from the last report to Committee which forecast a £9.6m overspend (Period 5). 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
- 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 policy related to Education, Care and Health Plans for young people, and waste disposal. Locally, 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 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. However, those actions will take time to rectify the current position.
- 1.2.4 This is an improved forecast since the previous public report at period 5. Since that period, mitigations have been identified through further growth funding in older people's service not being required, through additional business rates income and through lower spend in recent months on staffing. Despite that improvement, the forecast pressure is still serious and would still deplete our general reserves below their minimum level. As a result, the whole council is currently identifying further mitigations, with tighter spending controls being implemented over non-pay spend (to complement the workforce spending controls that have been in place for some time). At this point though it is assumed general reserves are having to be recovered through the 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 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 are now also forecasting 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 Adults, Health & Commissioning is continuing to forecast an 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. This is a position mirrored in other councils locally and in the wider region, but the causes are not fully known. The underspend in that service is being partly offset by pressures in services for people for learning disabilities and mental health which are seeing increased growth. Demand for adult social care services continues to be complex a varies month to month, and savings delivery in 2024-25 has been below target. We are also continuing to feel pressures with the provider market, relating to increasing fee rates, and constrained supply of certain types of care.
- 1.2.7 The forecast overspend in Place & Sustainability 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 Pressures in the Finance & 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, otherwise this forecast overspend will be unwound.
- 1.2.9 Where forecast overspends are judged to be likely to have an impact on next year's budget, these will be allowed for as part of the business planning process, which will increase the budget gap and therefore the savings requirement.
- 1.2.10 The council is forecasting a £18.4 million overspend in year on high needs spend. This is part of the Safety Valve programme and the council has worked to submit a revised plan to recover an in-year position over the medium-term to the Department for Education This is an increase in the forecast following analysis of spend so far this year.

1.2.11 The council is still forecasting a balanced position on the capital programme for the year. Slippage forecast so far is in line with the allowance made for it in budgets. Several further capital contributions have been received by the council, and some budget changes are proposed, set out in section 4 below. We are, however, forecasting a pressure on the capital financing budget, as we are borrowing earlier in the year than expected and at higher rates. The timing is a result of cash flow challenges that reduce internal borrowing options, and the capital spend profile being well in advance of recent trends.

## 2 Revenue Budget

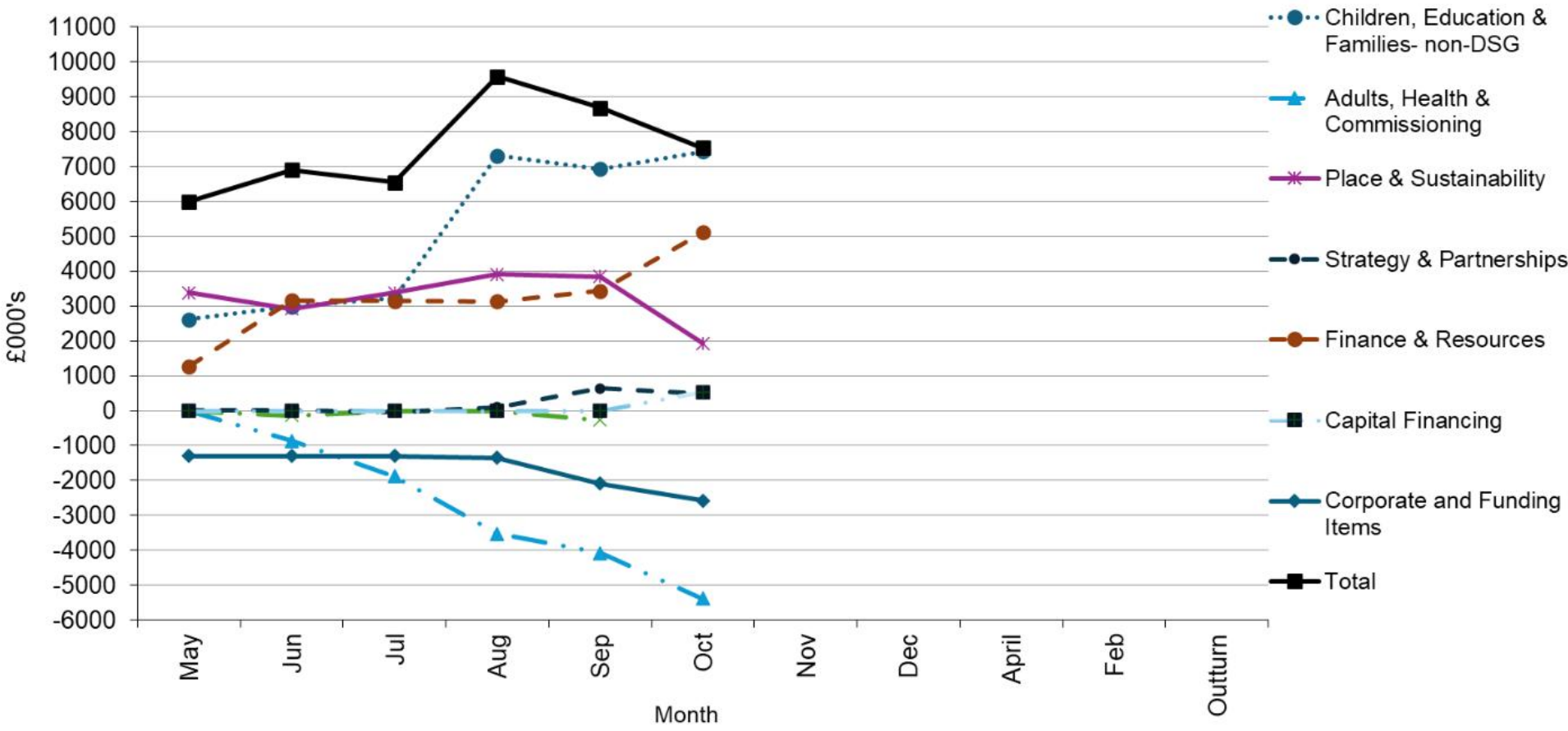
2.1. This table shows summary information for the council's 2024-25 revenue budgets at the end of October 2024 (key variances are reported in appendix 1).

Line	Previous Public Forecast Variance £000 (August 2024)	Previous Forecast Variance £000	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	7,308	6,926	Children, Education & Families (non DSG)	179,677	-30,710	148,967	69,922	7,431	5%
2	-3,523	-4,081	Adults, Health & Commissioning	414,671	-183,653	231,018	110,926	-5,388	-2%
3	3,906	3,839	Place & Sustainability	110,725	-36,810	73,914	40,197	1,929	3%
4	3,132	3,389	Finance & Resources	46,699	-32,059	14,640	13,724	5,109	35%
5	100	643	Strategy & Partnerships	30,656	-6,680	23,976	10,634	496	2%
6	-0	-0	Capital Financing	53,909	-13,838	40,070	3,807	532	1%
7	-1,346	-2,084	Corporate Items	7,418	-739	6,680	3,286	-2,576	-39%
	<b>9,577</b>	<b>8,631</b>	<b>CCC Core Spending Total</b>	<b>843,754</b>	<b>-304,490</b>	<b>539,264</b>	<b>252,496</b>	<b>7,534</b>	<b>1%</b>
8	11,730	11,730	Children, Education & Families (DSG)	486,352	-486,352	0	2,696	18,427	-
	<b>21,307</b>	<b>20,361</b>	<b>Total including ring-fenced budgets</b>	<b>1,330,106</b>	<b>-790,842</b>	<b>539,264</b>	<b>255,191</b>	<b>25,960</b>	<b>0%</b>
			Funding delegated to maintained schools	133,941	-133,941	0			
			<b>Total Budget</b>	<b>1,464,048</b>	<b>-924,783</b>	<b>539,264</b>			

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. Line 8 shows 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:

	<b>£000</b>
Gross DSG Income to be received	959,333
Less Academy Recoupment	-334,346
<b>DSG within CCC's gross budget</b>	<b>624,987</b>
<i>of which spent or commissioned by CCC</i>	<i>485,547</i>
<i>of which delegated to maintained schools</i>	<i>133,941</i>
Less High Needs Place Recoupment	<b>-17,366</b>
<b>Total DSG estimated to be Received in 24-25</b>	<b>607,621</b>

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:

<b>Opening Deficit Balance 2024-25</b>	£40.0m
<b>Forecast in-year movement (Excluding 2024-25 DfE Safety Valve payment and LA contribution)</b>	£18.4m
<b>Forecast Closing Deficit Balance 2024-25 (Excluding 2024-25 DfE Safety Valve payment and LA contribution)</b>	£58.4m

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 To the end of October the reported net DSG forecast is £18.4m in-year overspend. The challenges around the funding gap include increase growth and demand, inflation on placements, complexity of needs continue to increase, delays in opening new provision (including DfE initiated) and challenges around our data systems. As a result of these challenges, the DfE wrote to the council several months ago outlining that we will be part of the Enhanced Monitoring and Support Programme with a view to submitting an updated Safety Value plan which is rebased to allow for these challenges. Officers have submitted a revised model to the DfE and await their comments. An update report will be brought to the CYP committee later in the year on progress of the discussion with the DfE.

## 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 on track to deliver £18m of savings against its original plan of £34m. 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. The Chief Executive has impressed upon and continues to remind all Executive Directors about the importance of discharging their responsibilities as budget holders and accountable officers for the delivery of the savings agreed by Council.

2.3.3 Blue rated savings (savings that will overachieve) total £2.3m. Green rated savings total £11.3m. Black savings (ones that will not achieve any of the original target) total £10.7m and require mitigations by relevant departments. The Savings Tracker as at the end of quarter 2 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	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000
Blue	-2,327	-2,075	Green	-11,298	0	Amber	-2,758	1,691
RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	Total Original Savings £000	Total Forecast Variance £000	
Red	-6,551	5,350	Black	-10,741	10,741	-33,675	15,707	

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	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place & Sustainability	100,979	-30,605	70,374	32,328	0	0.0%	586,964	0
0	Children, Education & Families	84,385	-12,348	72,037	46,496	0	0.0%	403,204	-416
0	Adults, Health & Commissioning	6,615	-75	6,540	5,060	-616	-9.4%	116,040	-473
0	Strategy & Partnerships	4,485	-1,532	2,953	822	0	0.0%	16,675	0
0	Finance & Resources	19,606	-3,275	16,331	6,871	0	0.0%	191,991	0
0	Outturn adjustment	-	-	-	-	616	-	-	-
<b>0</b>	<b>Total</b>	<b>216,070</b>	<b>-47,835</b>	<b>168,235</b>	<b>91,577</b>	<b>0</b>	<b>0.0%</b>	<b>1,314,874</b>	<b>-889</b>

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 & Sustainability capital figures do not include the Greater Cambridge Partnership.
4. 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.
5. The outturn adjustment column reflects that, while one directorate is reporting an overall forecast underspend, we do not at this stage expect a net underspend across the council as other directorates are not yet fully using the capital variations budget

## 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 variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically 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 rephasing exceeds this budget.

### 4.2.2 Capital variations summary

Directorate	Capital Variations Budget £000	Forecast Outturn Variance £000	Capital Variations Budget Used £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place & Sustainability	-30,605	-4,958	-4,958	16.2%	0
Children, Education & Families	-12,348	-6,048	-6,048	49.0%	0
Adults, Health & Commissioning	-75	-691	-75	100.0%	-616
Strategy & Partnerships	-1,532	-1,256	-1,256	82.0%	0
Finance & Resources	-3,275	-3,078	-3,078	94.0%	0
Outturn adjustment	-	-	-616	-	616
<b>Total</b>	<b>-47,835</b>	<b>-16,031</b>	<b>-16,031</b>	<b>33.5%</b>	<b>0</b>

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	-0.3	34.4	30.9	-3.5	232.1	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	12.5	12.5	0.0	42.5	0.0
Capital Maintenance Grant	3.5	2.1	0.0	0.4	5.9	5.0	-0.9	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	-5.2	17.8	16.0	-1.8	149.3	0.0
S106 Contributions & Community Infrastructure Levy	25.4	22.1	-17.1	0.3	30.8	30.7	-0.1	148.4	-0.1
Capital Receipts	1.1	0.0	0.0	0.4	1.5	1.8	0.3	17.6	0.0
Other Contributions	7.6	3.6	-13.7	11.9	9.4	9.4	0.0	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	59.0	6.0	479.2	-0.8
<b>TOTAL</b>	<b>198.6</b>	<b>38.8</b>	<b>-82.6</b>	<b>13.4</b>	<b>168.2</b>	<b>168.2</b>	<b>0.0</b>	<b>1,314.9</b>	<b>-0.9</b>

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
CaPCAM and Electric Vehicles	P&S	£0.263 Other contributions	Additional contributions are anticipated from the Cambridgeshire and Peterborough Combined Authority (CPCA) for the CPCA new Strategic Model and Electric Vehicles scheme.
Wisbech Town Centre Access Study	P&S	£0.414m Other contributions	Additional contributions are anticipated from the Cambridgeshire and Peterborough Combined Authority (CPCA) for the Wisbech Town Centre Access Study scheme.
March Area Transport Study - Main scheme	P&S	£0.473m Other contributions	Additional contributions are anticipated from the Cambridgeshire and Peterborough Combined Authority (CPCA) for the March Area Transport Study - Main scheme.
Wisbech Adventure Playground	F&R	2025-26 £0.590m Grants	Additional grant funding is anticipated from the Department for Culture, Media & Sport (DCMS) for the Wisbech Adventure Playground scheme in 2025-26.

**Recommendation A:** To note the changes in capital grants and contributions.

4.5.2 **March BMX pump track:** In March 2022 the council was awarded £50k from central government, followed in March 2023 by a further £50k of match funding from a local business foundation for a BMX pump track in the town of March. The cost of the track is £100k. The county council, through its communities service, led the process to bid for the funding and has the experience of delivering such a capital scheme and was therefore the recipient of the grant, but the ultimate asset holder, and therefore the body responsible for maintaining the asset long-term, was expected to be Fenland District Council. Planning permission was granted in late November 2024, and preliminary work has already commenced in order to hit deadlines linked to the funding. An agreement is in place, which has received legal input, with the district council to take on the asset after a year post-construction (due to the construction warranty period) and during that year the asset will fall under the county council's insurance and consequently the risks of the asset sitting with the council are low. Whilst normally below the financial limit to require a committee decision, this warrants discussion and approval due to the unusual circumstances of one council building and holding the asset for a short period, followed by an expected transfer to another council. Alternatively, this scheme would not take place and funding would be handed back.

**Recommendation B:** To agree to add the March BMX Pump track to the 2024-25 capital programme at a cost of £100k, funded by external contributions.

4.5.3 **Alconbury Weald Secondary School:** At its 26 November 2024 meeting, the Children and Young People Committee in considering an item on the Alconbury Weald Secondary School scheme resolved that the works should allow for a sprinkler system to be fitted. This would be an addition to the specification for the project and come at a cost of between £850-900k that was not allowed for in the project budget (and therefore would come at a further capital and revenue cost to the council due to having to borrow further). The fire safety advisor's professional judgement was that the school building and context was such that a fire safety standard that did not include sprinklers was sufficient (due to fire safety procedures put in place by the academy trust, fire protection measures in the design and the proximity of the nearest fire station). The fire safety advice as reported to CYP committee can be found at 3.4 of [this linked report](#). Based on the lack of funding in the capital scheme budget for these works, and due to the fire safety advisor's professional opinion that they are not required, the recommendation to this committee is that the capital scheme budget is not increased and that a sprinkler system is not therefore added to the design. If the scheme does proceed with sprinklers, additional borrowing with consequent increased revenue costs, unless alternative savings are identified by the Committee, will need to be undertaken, making the forecast overspend position worse.

**Recommendation C:** To confirm that additional capital funding will not be allocated to the Alconbury Weald Secondary School scheme and that consequently the design is not altered to add a sprinkler system

## 5 Balance Sheet

### 5.1 Reserves

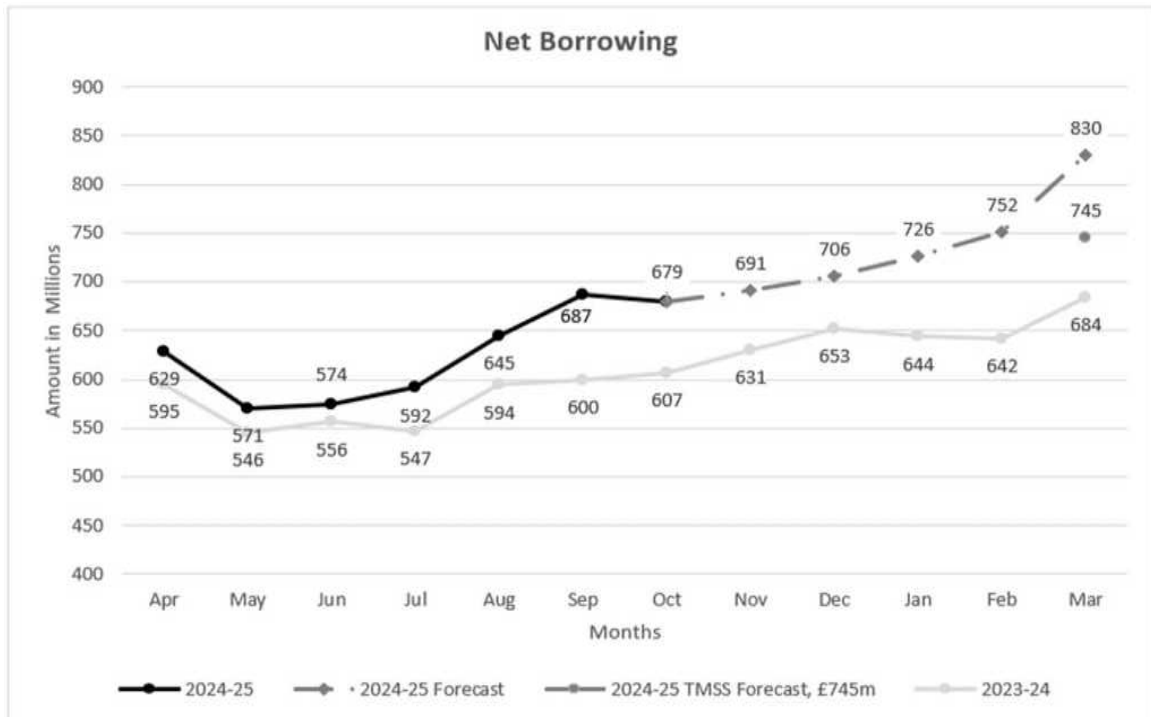
- 5.1.1 At the end of October, the council has revenue reserves totalling £183m, of which £30m is the general reserve. Other than the general reserve, these reserves are earmarked for specific purposes, and the breakdown of these can be seen in [Appendix 4](#).
- 5.1.2 The medium-term financial strategy 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 **Elections:** district councils manage the process for running and counting elections on behalf of the county council. The county elections are in May 2025, and an advance payment is made to the districts ahead of the start of that year to enable costs to be incurred and planning to take place, with a balance paid on completion. The expenditure is the responsibility and incurred by the authority of the Chief Executive exercising his personal statutory appointment as County Returning Officer, with a draw-down from reserves then needed to fund it (without which there would be a revenue overspend). We budget for an annual contribution to an elections cost sinking fund, which is then drawn-from in the year the costs are incurred. Costs match the estimate made for the sinking fund.

**Recommendation D:** To agree to draw down £448k from the elections sinking fund reserve to fund cyclical advance payments to district councils for their role in the county council elections in 2025.

### 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 October 2024, investments held totalled £125.2m (excluding all 3rd party loans and This Land) and gross borrowing totalled £804.4m, equating to a net borrowing position of £679.2m. 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 no forecast underspend 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 October 2024
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	80%	77%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£16.1m	£16.98m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£7.1m	£25.08m
4	% of invoices registered on ERP within 2 working days	98.0%	99.8%

	<b>Measure</b>	<b>Target</b>	<b>Year to date at the end of October 2024</b>
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	99.2%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	98.2%

5.3.2 Indicators 1 & 2: Performance remains impacted by increased billing in respect of care contributions which have been £4.5m higher than the forecast position. The majority of increased billing is attributed to the reducing backlog within Financial Assessments, which has resulted with an increase in back dated charges which are also more complex to recover. Backdated charges over the last two months have started to reduce slightly and this position is expected to continue now that the Financial Assessment are almost back to a BAU position.

The debt dive project into adult social care debt has identified actions to improve the overall position, which has led to a number of changes implement, and further planned over the remainder of 2024/25. Raised levels of adult social care debt is common across councils.

5.3.3 The council's modelling suggests that without continuing mitigating actions the level of ASC outstanding debt would be a further £1.2m as of October 2024 then the current position, this is as a result of inflation and reductions to waiting times for financial assessment. Current tracked position as of October shows that we are slightly off our forecast position by £500k, which is as a result of billing for care services being circa £4.5m higher than was expected within the forecast at this point. A key reason for the variance relates to a number of backdated bills raised which can prove harder to collect as well as a slight reduced in expected debt write off/corrections compared to forecast.

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 with a slight reduction over the last two months, 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 communications between Adults Finance team and the Debt team have 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 (circa £22m). 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.

## **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 councils 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.

## 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	Executive Director - Adults, Health & Commissioning	-36,294	684	2%	<p>The Executive Director policy line holds a range of budgets applicable across the Directorate. This includes the following budgets with forecast variances:</p> <ul style="list-style-type: none"> <li>i) the savings target for review of in house provision for which the review work is underway but no firm plans are yet in place to deliver savings or additional income creating a £1m pressure in year;</li> <li>ii) the council's share of Learning Disability funding held outside of the pooled budget shared with Health. This includes a budget for an additional £2.6m of funding from the NHS as a contribution to LD costs. The work to confirm revised contributions to LD costs is progressing but no changes in funding arrangements will now take place until 25-26;</li> <li>iii) the vacancy factor budget for the Adults, Health and Commissioning Directorate is forecast to over recover by £400k based on vacancies in the first half of the year;</li> <li>iv) priorities around the use of external grant funding have been revisited to reflect latest spend estimates which has released £1,031k of grant monies to contribute to care pressures; and</li> <li>v) £1m of the contingency budget held back awaiting the outcome of inflation awards has now been released; and</li> <li>vi) the staff pay awards have now largely been finalised releasing an underspend of £340k across Adults, Health and Commissioning.</li> </ul>
2	Updated	Adults, Health & Commissioning	Autism and Adult Support	4,105	-627	-15%	<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</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							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. Additionally, a number of placements have ended since the budget was set in February 2024, delivering a saving of ~£220k. The forecast also assumes a £63k increase in repayments of unused direct payments.
3	Unchanged	Adults, Health & Commissioning	Learning Disabilities	101,429	2,134	2%	Learning Disability service is currently forecasting an overspend of £2.1m. 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 higher than budgeted uplifts, negotiations are being managed with these providers on an individual basis.
4	Updated	Adults, Health & Commissioning	Older People's and Physical Disabilities	93,795	-10,490	-13%	Older People's and Physical Disabilities services are forecasting a £10.49m 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

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							in-year savings delivery of £2.3m. Current progress suggests we will underachieve against this savings target by £850k. 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 £2.6m. However, uncertainties remain regarding the potential impact of increasing levels of adult social care debt.
5	Updated	Adults, Health & Commissioning	Mental Health	23,725	2,727	12%	Mental Health services are forecasting an overspend of £2.727m for October. This is being 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. Demand pressures on Older People Mental Health bed-based care have reduced this month, but a residual overspend from higher numbers of placements in the first half of the year remains. There is an additional pressure of £192k following 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 £386k is reflected in the forecast. There is a forecast overspend of £654k against income from clients contributing to the cost of their care, reflecting the expected impact of increasing levels of adult social care debt.
6	Updated	Adults, Health & Commissioning	Public Health Directorate	-24,129	-248	-1%	The reported underspend for the public health service is due to in year vacancies following the recruitment pause during the restructure consultation and further staffing changes as a result of the separation of public health from a shared service. Internal processes have been followed and recruitment for essential roles is underway. The newly appointed Director of Public Health, who takes up post in January 2025, will be reviewing the requirements and structure within the

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							Public Health service. In addition, £96k of the 2024/25 grant uplift is committed in 2025/26 but remains unallocated for 2024/25 on a one off basis.
7	Updated	Children, Education & Families	Children in Care Placements	32,462	7,000	22%	The increased £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.
8	Updated	Children, Education & Families	Integrated Front Door	4,190	1,500	36%	The Integrated Front Door and Assessment service is forecasted to overspend by £1.5million in FY 2024-25. Additional agency staff has 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.
9	Updated	Children, Education & Families	Executive Director CEF	3,433	-1,360	-40%	The Vacancy Factor for Children Education Families (CEF) is currently forecast to overachieve by £750k. 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 £610k against the allowance made in the budget for pay inflation.
10	Unchanged	Children, Education & Families	Home to School Transport – Special	25,080	2,090	8%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
11	Unchanged	Children, Education & Families	Home to School Transport – Mainstream	13,374	671	5%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
12	New	Children, Education & Families	Strategic Management - Education	3,115	-1,500	-48%	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.
13	Updated	Children, Education & Families (DSG)	SEND Financing – DSG	-14,686	16,000	109%	The revised forecast DSG deficit is reflective of continuing pressures and increasing demand within the High Needs Block (HNB).
14	Unchanged	Children, Education & Families (DSG)	Schools Financing - DSG	2,907	-2,270	-78%	Budgeted underspend on the DSG Central Schools Services Block (CSSB) to mitigate HNB pressures.
15	Updated	Place & Sustainability	Highways Development Management (HDM)	0	-1,687	0%	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: <ul style="list-style-type: none"> <li>• 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.</li> <li>• More robust planning of pre-application fee recovery to take place.</li> <li>• More robust fee recovery for developer temporary directional signs to take place.</li> <li>• Potential S.184 income to facilitate new S01/S02 roles.</li> <li>• Gradual realisation of the commuted sum policy of April 2023 as sites come through the development pipeline.</li> <li>• Interim / consultant fees should drop by around ~£200,000 in 2024-25.</li> </ul>
16	Updated	Place & Sustainability	Energy Services	-2,069	4,479	217%	Across the energy schemes there is a forecast variance shortfall of £4,479k, explanations are below: <b>St Ives</b> :- The project is forecasting an overall £183k saving to the council this year due to the project delay. This is made up of a saving



Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							<p>of £341k of debt charges this year minus the projected income shortfall of £158k. The project delay is due to the main contractor identifying the need for remediation works, which are progressing well. The current programme is forecast to start generating by December 24.</p> <p><b>Babraham:</b> Income generation is delayed due to similar main-contractor issues as described above. There have also been multiple thefts of cabling on-site which is problematic. Cabling is in high demand in the market and these thefts have impacted Equans programme. Generation should start in February 2025 in-line with their current expected programme. This means approximately £38k of net income is forecast (a forecast shortfall of £384k). Although there are also savings on debt charges of £233k, it still leaves a net pressure of £151k on the scheme for 24-25.</p> <p><b>North Angle:</b> Successful energisation of the private wire and new sub-station occurred end of October and the forecast energisation of NASF is scheduled with UKPN for 13th November. Export of electricity should come forward by the end of the year. A positive Power Purchase Agreement has been procured for NASF in readiness for the export.</p> <p>.As per last month's reporting, the income reduction of £3,793k is a combination of factors including the market price reduction per Kwh of electricity and longer timescales for connecting to the grid for both the private wire and NASF largely due to third party issues. This has a significant impact on income due to the fact that generating and exporting will now be past the peak summer months and past the 'shoulder' period in the Autumn.</p> <p><b>Swaffham Prior:</b> The current forecast worst case scenario shortfall in May 24 was £1,009k. This has improved to £712k following a review</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The input electricity costs have been high during 2023 and 2024 as the heat network is drawing electricity from the grid plus unexpected noise limitations on the ground source heat pump operations reduced RHI income as an interim position. By end of November these issues will be resolved preventing limitations on the ground source heat operations and the use of grid electricity. To date 68 homes are connected, a further 11 are underway to be connected by December and the forecast is a total of 95 homes by March 2025. The home connections are not yet on track as the business case forecast was 130 but all efforts are underway to increase sign ups now some key issues are close to resolution.
17	Updated	Place & Sustainability	Street Lighting	8,999	-645	-7%	The forecast saving reflects reduced expected energy savings to be achieved by the delayed installation of LED lanterns starting in Autumn 2024 as part of the County Councils LED lantern replacement project. This budget forecast has also been reduced to reflect the forecasted reduction in expenditure due to lower than expected energy inflation figures, which were included in the budget for 2024-25.
18	New	Place & Sustainability	Executive Director	-391	-584	-149%	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.
19	New	Place & Sustainability	Highways Maintenance	10,877	570	5%	The Highways Material Recycling Facility is not being developed and so the early feasibility costs previously charged to capital have been transferred to revenue. In addition, the budgeted revenue savings

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							from this scheme will not be achieved. This is being mitigated through increased level of income from highway development control.
20	New	Place & Sustainability	Traffic Management	71	-644	-912%	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.
21	Updated	Finance & Resources	This Land	-6,191	5,774	93%	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.
22	Updated	Finance & Resources	Facilities Management	6,671	932	14%	This is comprised of: - A pressure for service charges of £79k in relation to the council's use of external properties - A higher cost of maintaining the estate than forecast and a one-off investment for asset tagging, has resulted in a further pressure of £907k is forecast. - The estimated saving for buildings allocated in the Accommodation Improvement Programme (approved in October 2024) is £54k at this stage. However, there are several buildings expected to make a saving of £39k which are not in the programme, off setting this pressure. - There is a pressure for the pool car contract of £54k.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							To offset these pressures the service has identified: - A saving of £330k for electricity and gas is forecast based on the unit price reducing and current usage - There is additional income of £100k expected for the Shire Hall site car park. Noting the current cost of the old Shire Hall site amounts to £483k, which will be funded from reserves.
23	Updated	Strategy & Partnerships	Legal & Governance	2,522	650	17%	The cost of legal work from April – September is currently higher than the 6-month budget. 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. Targeted action is in place for reducing spend in areas that are seeing pressures that are demand led (Children and Adults), working to reduce the cost of disbursements and external legal fees, reviewing caseloads, and implementing constraints to access to legal support.
24	Updated	Corporate & Funding Items	Central holding and miscellaneous accounts	1,022	-926	-91%	Grant funding has been applied, in line with grant conditions, to corporate costs.
25	Unchanged	Corporate & Funding Items	Corporate Grants	-16,656	-1,313	-7%	Corporate grants from DLUHC 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.
26	New	Capital Financing	Capital Financing	40,070	532	1%	The cost of financing borrowing for the council's capital programmes is expected to increase by £532k in 2024-25, due to taking out borrowing earlier than anticipated to support our cashflow position, and at slightly elevated rates above those forecast.

## Appendix 2 – Capital – commentaries on exceptions

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

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	New	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.
1b	Updated	P&S	Carriageway & Footway Maintenance incl Cycle Paths	36.7	7.2	-0.9	Phasing	Underspends related to specific projects delivered for lower than budgeted and other projects needing to move to 25/26 to allow more time to develop design proposals.
1c	Updated	P&S	A14 De-trunking	24.8	8.6	-2.4	Phasing	The 24-25 contained an allowance of 30% for risk and optimism bias due to CCC not knowing what state the asset would be in when handover from National Highways was completed. This hasn't yet been applied to the figure in the FMR, which has now been adjusted to account for this.  Of the total amount Structures have been assigned c.£3.2m for spend in 24-25 of the £8.5m, following a check and challenge of this budget, it has emerged that most schemes will be in development & design through 24-25 and will not be ready for delivery until 25-26 FY. £750k identified for spend in 24-25 from this

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
								budget.
1d	Updated	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.
1e	Updated	P&S	Active Travel 4 - Extension	1.1	1.1	-0.5	Phasing	Additional time required to conclude design detail and consultation; construction anticipated to extend into FY 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 December Committee Cycle. Once the iRAP report has been analysed and schemes identified this fund will be used to begin the programme of small works around the iRAP aspirations of creating safer roads and roads side supporting our Vision Zero values.
1g	Unchanged	P&S	March Future High Street Fund and Broad Street	7.9	3.0	0.8	Phasing	Work on site progressing well with scheme anticipated for completion in October 2024. Construction budget underspend being used to bring forward additional ancillary improvements as part of the scheme in 24-25.
2a	Updated	CEF	Littleport Community Primary	6.0	4.2	-2.7	Phasing	Planning delays and authorisation for the project has caused delays. Start on site now expected early January 2025 with expected completion late October 25. Kitchen works carried out in holidays in 2025.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
2b	Updated	CEF	Darwin Green (North West Fringe) secondary	34.7	1.0	-0.8	Phasing	Slippage due to lack of progress in design. Anticipated that only 75% of MS2 would be completed by 31st March. No tender issued for contractor appointment as yet, Scheme will be delivered for 2027 completion.
2c	Updated	CEF	LA Early Years Provision	8.5	1.6	-1.0	Phasing	Teversham scheme delayed due to planning and conditions. Start date tentatively agreed January 2025. Tender costs of construction works are lower than estimated.
2d	Updated	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.
2e	Unchanged	CEF	Highfields Littleport - Expansion	8.0	2.8	-0.6	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.
3a	New	AHC	Independent Living Service: East Cambridgeshire	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 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	New	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 rephasing.
5a	New	F&R	Condition Survey Works	4.3	2.5	-0.8	Phasing	Three schemes linked to the Accommodation Improvement Programme have been put on hold until decisions have been made on the future use. There is also an amount of rephasing needed for planned work.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
5b	New	F&R	Wisbech Adventure Playground (The Spinney)	1.5	0.9	-0.7	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.



## Appendix 3 – Savings Tracker 2024-25 Quarter 2

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public 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	Expecting to deliver to target
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	-352	-88	-33%	Blue	Expecting to over deliver 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	-34	103	75%	Amber	There has been a delay in re-opening the framework which means the saving will only be partially delivered in 2024/25.
AHC	A&H	2024-25 saving	B/R.6.007	Learning Disability Voids Saving	-300	-320	-20	-7%	Blue	Expecting to over deliver 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.6.008	Reduction in 1 day of care	-456	-456	0	0%	Green	Occurred February 2024. Saving shared with the ICB.
AHC	A&H	2024-25 saving	B/R.6.009	Mental Health residential and community	-357	-171	186	52%	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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.010	Block beds void management	-380	-320	60	16%	Green	Our improvements from Q2 are starting to deliver which is why savings projection has increase. Further improvements are expected during Q3.
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	-361	-192	-114%	Blue	Expecting to over deliver 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	-150	-100	-200%	Blue	Forecasting over-delivery
AHC	A&H	2024-25 saving	B/R.6.018	Learning Disability Respite Utilisation	-247	-156	91	37%	Amber	Saving shared with the ICB; Revised process being co-produced with providers, improved utilisation will begin in 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	-400	185	32%	Red	Saving shared with the ICB; the volume of negotiations increased in Q2 as expected, however the transaction work is taking longer than planned. Expectation that additional benefits will be realised the next quarter.
AHC	A&H	2024-25 saving	B/R.6.020	Learning Disability Cambridgeshire Outreach	-260	-57	203	78%	Amber	Saving shared with the ICB; Approach is being finalised, updated forecast savings will be available in the next quarter.
AHC	A&H	2024-25 saving	B/R.6.021	Learning Disability Enablement	-391	0	391	100%	Black	Pilot is due to start in September, initial pilot will be evaluated at the end of January 2025 to enable forecast savings going forward, which will be available in Q4. Saving shared with the ICB. 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.
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.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
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 expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
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 expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
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 expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
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	-960	-400	-71%	Blue	Vacancy factor expected to exceed target in 2024/25
AHC	A&H	2024-25 saving	B/R.6.037	Day Opportunities	-260	-101	159	61%	Amber	Saving shared with the ICB; Approach is being finalised, forecast savings have started in Q2 from using current under-utilised capacity.
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
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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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	0	25	100%	Black	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	0	582	100%	Black	Continuing increases in demand and complexity of need have result in additional cost pressures across transport budgets.
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 are unable to step down from the current provision. These packages are reviewed weekly.
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 will need to be reflected in 25/26 Business Plan.
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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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 present with complex needs and requires a high level of support.
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%	Green	
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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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"> <li>- 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.</li> <li>- 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).</li> <li>- The rest of the work where this material would be used is capitally 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.</li> <li>- 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.</li> </ul> <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>

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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"> <li>- 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.</li> <li>- There is not enough space within the depot footprint for this facility in March plus room to store road planings for recycling (on a scale needed to make cold recycling process more viable commercially).</li> <li>- 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.</li> <li>- The aspirations on both options was to have a super depot which had enough space for permanent facilities.</li> </ul> <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 DoV sign of 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>

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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	-100	25	20%	Amber	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.



Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
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	-86	0	0%	Green	Sale of Units continue to be marketed.
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	
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	-54	360	87%	Amber	Accommodation Improvement Programme going through tranche 1 approval governance process and when approved at committee in October will deliver savings this financial year but not full year savings, these will be achieved fully the 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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	0	117	100%	Black	Shared service arrangement ends in October, this saving is no longer achievable. Pressure to be absorbed in the remaining ITDS budget
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 in the first 5 months of the year
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-455	-279	-159%	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	-500	0	0%	Green	Forecast on track at this stage; good progress with debt improvement programme, however multi-factored impacts and billing rising to social care clients. Close monitoring and target has been quantified to different segments
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

<b>Total saving</b>	<b>Over £500k</b>	<b>£100-500k</b>	<b>Below £100k</b>
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 Oct 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
<b>General Reserve</b>	<b>30,314</b>	<b>0</b>	<b>30,314</b>	<b>22,960</b>	
<b>Strategic Framework Priorities Reserves</b>					
Improvement programme reserves					Committed over the medium-term
<i>Just Transition Fund</i>	10,573	-1,461	9,112	6,741	
<i>Change &amp; Digital Reserve</i>	3,556	-114	3,441	2,475	
<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	<b>19,853</b>	<b>-1,575</b>	<b>18,278</b>	<b>14,410</b>	
Investment reserves	2,690	-156	2,534	1,996	Reserves committed by business plan to support revenue position over medium-term
Invest to save reserves	537	-214	323	129	
MTFS support	8,924	-33	8,892	5,936	
<b>Strategic Framework Priorities Reserves Total</b>	<b>32,005</b>	<b>-1,978</b>	<b>30,027</b>	<b>22,470</b>	
<b>Risk Reserves</b>					
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 &amp; 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 &amp; Repair (Buildings)</i>	2,940	0	2,940	2,940	
<i>Local taxation volatility &amp; appeals account</i>	3,868	0	3,868	3,868	
<i>High Needs Block Offset</i>	8,185	0	8,185	6,125	
<i>Adults Risk Reserve</i>	7,011	0	7,011	6,611	
<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	21,097	
Risk contingencies subtotal	<b>50,550</b>	<b>9,945</b>	<b>60,495</b>	<b>53,897</b>	Links to safety valve agreement
Specific legal/contractual risks reserves	18,436	-27	18,409	12,932	
Funding Review Shortfall Reserve	7,415	0	7,415	7,415	

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Oct 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes	
Risk - Smoothing	3,328	0	3,328	3,327		
Insurance Reserve	5,210	0	5,209	5,160		
<b>Risk Reserves Total</b>	<b>84,940</b>	<b>9,917</b>	<b>94,856</b>	<b>82,731</b>		
<b>Ringfenced Reserves</b>						
Ringfenced contribution	27,944	-9,546	18,398	12,692		Movement is grant carry-forwards automatically transferring to revenue
Ringfenced - Unusable	0	0	0	0		Segregated by regulations, eg parking
Ringfenced account	2,906	0	2,906	1,917		
Ringfenced - Developer Fund / Commuted Sum	2,278	-31	2,248	2,165		
<b>Ringfenced Reserves Total</b>	<b>33,128</b>	<b>-9,577</b>	<b>23,552</b>	<b>16,773</b>		
<b>Sinking Fund</b>	3,819	-146	3,673	2,301		Cyclical spend, eg elections
<b>Unallocated</b>	0	0	0	0		
<b>Unusable</b>	360	0	360	274		
<b>Total Revenue Reserves</b>	<b>184,565</b>	<b>-1,783</b>	<b>182,782</b>	<b>147,510</b>		
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 & Sustainability	26,194	-412	25,782	150		
Finance and Resources	895	377	1,272	394		
Corporate	33,380	-5	33,376	21,066		
<b>Capital Useable Reserves subtotal</b>	<b>76,330</b>	<b>-40</b>	<b>76,290</b>	<b>28,349</b>		
<b>Reserves Grand Total</b>	<b>260,895</b>	<b>-1,822</b>	<b>259,072</b>	<b>175,859</b>		

Provisions on the balance sheet are:

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

## Appendix 5 – Budget transfers between directorates / areas in 2024-25

This table shows budget movements between service blocks in 2024-25, subject to rounding errors:

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
<b>Opening Budgets as per Business Plan</b>	176,260	-27,360	410,162	-179,801	107,453	-34,654	30,140	-6,070	47,752	-33,005	54,910	-13,838	8,259	-939
Adjustments during detailed budget build to reflect inputs made by budget managers	2,862	-3,048	2,783	-1,853	1,221	-1,221	402	-402	-1,012	904			-841	200
In Service Virements between gross and income budgets	276	-276	1,999	-1,999	949	949	207	-207	-42	-42				
Transfer of contract budget reporting line	194		-194											
Post reporting line transfer		73	-73											
Adjust Legal budget P&S with Waste					100		-100							
Transfer of function			-7				7							
Energy Scheme capital financing budget correction					1,001						-1,001			
Adjust/Correct Public Health MoU funding	85	-99				14								
Correction								-1		1				
<b>Current budget</b>	<b>179,677</b>	<b>-30,710</b>	<b>414,671</b>	<b>-183,653</b>	<b>110,724</b>	<b>-36,810</b>	<b>30,655</b>	<b>-6,680</b>	<b>46,698</b>	<b>-32,059</b>	<b>53,909</b>	<b>-13,838</b>	<b>7,419</b>	<b>-739</b>

**Appendix 6 - Revenue summary comparison to last year's outturn position**

<b>2023-24 Net Budget £000</b>	<b>Actual Outturn Variance £000</b>	<b>Actual Outturn Variance %</b>	<b>Directorate/Area</b>	<b>2024-25 Net Budget £000</b>	<b>Forecast Variance £000</b>	<b>Forecast Variance %</b>
132,095	11,349	9%	Children, Education & Families- non-DSG	148,967	7,431	5%
215,263	-3,871	-2%	Adults, Health & Commissioning	231,018	-5,388	-2%
68,957	4,072	6%	Place & Sustainability	73,914	1,929	3%
20,102	393	2%	Strategy & Partnerships	14,640	5,109	35%
15,129	-1,113	-7%	Finance & Resources	23,976	496	2%
38,141	-3,499	-9%	Capital Financing	40,070	532	1%
11,503	-6,094	-53%	Corporate and funding items	6,680	-2,576	-39%
<b>501,191</b>	<b>1,236</b>	<b>0%</b>	<b>Net Spending Total</b>	<b>539,264</b>	<b>7,534</b>	<b>1%</b>