

# STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE



**Tuesday, 11 March 2025**

**Democratic and Members' Services**  
Emma Duncan  
Service Director: Legal and Governance

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**  
**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

**1 Apologies for Absence and Declarations of Interest**

*Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)*

**2 Minutes - 28 January 2025**

**5 - 18**

**3 Public Questions and Petitions**

### **KEY DECISION**

**4 Integrated Finance Monitoring Report for Period 10 2024-25**

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### **OTHER DECISIONS**

<b>5</b>	<b>Future Digital Opportunities</b>	<b>87 - 100</b>
<b>6</b>	<b>Corporate Risk Register</b>	<b>101 - 146</b>
<b>7</b>	<b>Corporate Performance Report</b>	<b>147 - 168</b>
<b>8</b>	<b>Strategy, Resources and Performance Committee Agenda Plan, Training Plan and Appointments to Outside Bodies</b>	<b>169 - 180</b>

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The Strategy, Resources and Performance Committee comprises the following members:

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor David Ambrose Smith Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt

Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp Councillor Alison Whelan and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
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## STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE: MINUTES

Date: 28th January 2025

Time: 10.00a.m. to 12.10p.m.

Venue: Red Kite Room, New Shire Hall, Alconbury Weald

Present: Councillors Ambrose Smith, Boden, Corney, Count, Dupré, Howitt, McDonald, Meschini, Murphy, Nethsingha (Chair), Sanderson, Sharp, Whelan and Wilson

### 241. Apologies for Absence and Declarations of Interest

Apologies were received from Councillor Goldsack. There were no declarations of interest.

### 242. Minutes – 17th December 2024 and Action Log

The minutes of the meeting held on 17th December were agreed unanimously as a correct record and signed by the Chair. Whilst noting the action log, Members were informed that in relation to action 236 the design for Alconbury Weald Secondary School Scheme would be reworked to include sprinklers whilst remaining within budget.

### 243. Petitions and Public Questions

No petitions or public questions were received.

### 244. Integrated Finance Monitoring Report for Period 8 2024-25

The Committee was informed that the forecast overspend of £6.8m in the revenue budget was an improvement on the previous reported forecast of £7.5m. This overspend continued to reflect the pressures in looked after children placement costs, home to school transport, waste disposal costs, delays in income generation, and higher than expected capital financing costs which had worsened since last month. These pressures continued to be off set partly by lower than expected demand for Adult Social Care, and additional funding from grants and business rates. The forecast in-year pressure in the Dedicated Schools Grant (DSG) had increased from £11.7m to £18.4m with a cumulative £58.4m deficit projected. A balanced in year position continued to be forecast for the capital budget, which reflected a higher level of spend compared to recent years. The earmarked reserves, debt and borrowing position also remained broadly unchanged.

One Member queried the significant increase in the Safety Valve Programme from £11.7m to £18.4m since last reported. It was noted that the forecast had been revised following detailed work on the latest available information. It was not unusual to see significant changes based on a review in the middle of the academic year, which more accurately reflected the number of children moving or leaving schools. The same Member queried the Department for Education's (DfE) reaction to this variance. The

Executive Director of Finance and Resources reported that discussions were continuing with the DfE around the council's position, which was not significantly different from other Safety Valve Programme authorities. The Safety Valve Programme had been closed to new entrants as the DfE was reviewing the high needs and Special Educational Needs and Disabilities (SEND) position. Significant reform was expected nationally, which should provide some clarity for the future.

The same Member drew attention to the impact of the late delivery of special schools by the DfE on the Safety Valve Programme overspend. There was concern that the new government had paused the building of these schools including the one in March. It was therefore queried whether any information was available on progress. Members were reminded that it was not unusual for new governments to pause and review capital projects. The government was aware of the situation and had as a first step allocated £1bn nationally. The Chair asked for a briefing note to be prepared for all Members detailing the Safety Value Programme position, and the situation regarding the new SEND schools as they were vital in order to provide better education for children and young people and for the Council's finances. **Action Required.**

The Chair thanked the Head of Finance and his Team and officers across the council for the significant amount of work undertaken to reduce the overspend.

It was resolved unanimously to note and comment on the report.

## 245. 2025-30 Financial Sustainability Assessment

The Executive Director of Finance and Resources presented the Section 151 Officer's assessment of the Council's financial standing in line with the statutory duty of that role under Section 25 of the Local Government Act 2003. The report covered the robustness of the budget estimates and the level of reserves held by the Council in order to assess and ensure its financial sustainability. Section 2.5 of the report reflected the continued improvement in controls including the delivery of the savings tracker, and the strengthening of controls in relation to workforce and third party spend which would continue.

Attention was drawn to Section 3 of the report which provided assumptions and considerations to enable conclusions to be made about the level of reserves and use going forward to support the medium-term financial plan and ensure the financial standing of the Council remained robust. Members were reminded that the single greatest financial risk remained the growing deficit on High Needs spending from the DSG. A statutory override which meant that DSG deficits did not have to be covered by the General Fund ended on 31 March 2026. The government had delayed any update on the override until proposed reforms of the SEND system were announced. In the meantime, the Executive Director of Finance and Resources had made a number of assumptions, which had been agreed at the Association of Local Authority Treasurers and the Society of County Treasurers.

Members were informed that funding was available to support change but not Local Government Reform. However, the Change Programme would be a key driver for reform. Resources had also been set aside to manage uncertainty around funding reform. In conclusion, the Executive Director of Finance and Resources reported that

the budget estimates were robust and the reserves adequate subject to continual review to reflect medium term challenges of both known and emerging risks.

Individual members raised the following issues in relation to the report:

- queried the total shortfall in funding to cover the increase in national insurance employers' costs in 2025/26. Members were informed that the government had announced that the National Insurance grant would be confirmed at the final settlement. It was likely the grant would be around £2m which was unlikely to cover all the Council's costs. The Market Forces grant in Adults, which was subject to negotiation with the commercial sector, was also unlikely to be sufficient to meet all needs.
- highlighted the need to make strong representations to government regarding local authority funding reform in order to recognise growth. The Executive Director of Finance and Resources reported that initial consultation had taken place through the Society of County Treasurers and Association of Local Authority Treasurers. An announcement was expected towards the end of the year, which was likely to result in the introduction of four block model. The Council had a Financial Review Shortfall Reserve to mitigate the impact. Members were reminded that the Council had been an unfunded authority per head of population for many years so lobbying was continuing. It was confirmed that funding reform did not yet reflect the devolution white paper. It was noted that the Chair and Vice-Chair had been energetic in pushing the case for growth areas particularly if the government wished to achieve growth.
- acknowledged the importance of recognising the risks relating to the statutory override. It was possible that information could be available before the Council meeting on 11 February which might not be in line with the Executive Director of Finance and Resources assumptions so would require Members to consider the validity of the budget. Members were informed that the override remained in place until April 2026 so the Government would have to take a proactive decision to remove it earlier. Full Council would be updated if necessary but it was unlikely that there would be announcement until the end of February at the earliest.
- highlighted the fact that the white paper on "Devolution and local government reorganisation" was not reflected in the report. It therefore needed to be recognised that this process fundamentally changed the outlook of sustainability outlined in the report. It was possible that the Council might need to amend some policies particularly its Procurement Policy in order to be cognisant of future change. It was therefore important to consider severance in all procurement processes. The Executive Director of Finance and Resources acknowledged the challenge of local government reorganisation from a personal experience. The Council had a published procurement pipeline and also needed to consider other issues such as systems, property, and debt liabilities. During 2025, the impact of local government reorganisation on the reserves position and Medium Term Financial Plan would be considered.
- highlighted the need to review the Change Strategy in light of local government reorganisation. The Chief Executive reported that the five thematic strands in the

Council's Change Strategy would provide firm foundations for any type of local authority, which could be shaped accordingly in the future. The Council had a duty to forecast in the medium term for financial strategy purposes.

- expressed concern about the debt and reserves relative income heritage for future authorities, which was very poor compared to the Council's statistical neighbours. The Council should therefore try and reduce this figure over the next three years in order to avoid encumbering successor authorities with excessive debt.
- acknowledged that the Council would be binding new authorities to decisions on procurement and the capital programme so it was important to reflect on decisions being taken now and in the short term to recognise longer term responsibilities. The Executive Director of Finance and Resources acknowledged the importance of running the organisation in its current state but with an overlay in relation to local government reorganisation. Due diligence was also needed in relation to the Council's peers so that a proper assessment could be made particularly in relation to corporate contracts. The Chief Executive added that Members would be updated as the Council progressed the government's reorganisation programme.
- highlighted the discussions taking place relating to the Learning Disabilities pooled budget which had unfortunately not resulted in an agreement with the NHS Integrated Care Board so this remained a risk to the Council.
- confirmed that higher savings were being predicted for elderly persons services, which was reflected in the report. Whilst the accuracy of the forecasts had improved, there was still a risk that the new forecast savings would not be fully realised. Attention was drawn to Section 3.36 of the report which reflected earmarked reserves set aside to manage volatility in care related service areas. However if called on, it was getting to a level where it could not be called on in the future.

One Member explained that as the report was inextricably linked to the Business Plan it contained different opinions which could not be supported. The focus should be on what the County Council could do to make resources sustainable to deliver services. There was concern that the proposed approach focused on increasing Council Tax to the maximum in order to improve services. The Conservative approach was to focus on what was needed to deliver the Council's statutory duties and what the public had told the Council to fund so that Council Tax could be limited accordingly.

The same Member highlighted the fact that the Council had failed to deliver £16m of savings. The Conservative amendment to the budget had focused on the finances and four areas of concern including SEND assessment team capacity and Home to School Transport, which had both failed to meet savings plans. The former required a further investment of £700k per annum to address the backlog in SEND assessments. It was reported that £4m in the General Fund was assumed as a prudent one off needed to cover future non delivery of savings. Instead it was suggested that £4m of further savings should be identified to ensure the Council remained on budget. It was felt that reserves were being used to cover too many issues. It was acknowledged in the report that earmarked reserves were unlikely to be called upon at the same time in a financial year so the current approach was too restrictive. There were therefore fundamental difference between parties as to what constituted a sustainable report.

The Executive Director of Finance and Resources explained that the General Fund was for any eventually whilst the earmarked reserves were for future items, which needed to be protected as the size of some of these items could be a significant draw on the Council's finances. The Council had a duty in terms of its peers and future councils to provide for such eventualities. It also enabled the Council to take choices in relation to the management of funding via its Treasury Management Strategy.

The Chair highlighted the importance of holding significant reserves as the risks to the Council were very wide ranging and unpredictable. There were also risks around climate and the unpredictability of the health of the population. Rapidly rising levels of anxiety and depression amongst young people was one of the biggest challenges facing the Council. The concerning issue was that reserves were not adequate for some of the risks which were dependent on government decisions.

It was resolved unanimously to scrutinise the Section 151 Officer's assessment and note the conclusions in consideration of the proposed Budget for 2025/26 to Full Council, and the proposed level of reserves set out at Appendix 1.

## 246. 2025-30 Business Plan and Budget

The Chief Executive introduced a report setting out the 2025-30 Business Plan and Budget, which included background and progress updates on the business planning process and delivery of the council's Strategic Framework, a summary of resident and policy and service committee feedback, detailed proposals for achieving a legal budget, and recent financial updates. He thanked officers who had contributed to this extensive piece of work in particular the Service Director: Policy, Insight and Change and the Service Director: Finance and Procurement and their teams, and Executive Directors. He drew attention to the fact that 93% of the council's £1.2bn expenditure related to the servicing of statutory duties. It was acknowledged that the council was in a period of significant change following the publication of the government white paper on "Devolution and local government reorganisation", however local government reorganisation would take some time to deliver so it was important to set a legal budget to continue to deliver services and provide stability and certainty until the transfer to any future local authority.

The Chair echoed the thanks of the Chief Executive and added her thanks to the Chairs and members of the Policy and Service Committees who had scrutinised the budget.

Individual members raised the following issues in relation to the report:

- highlighted the ability of council to question the way 93% of the funding allocated to statutory duties was spent including whether it was being spent in the most cost effective way.
- expressed concern regarding the failure to take into account risk in relation to the policies adopted as risk could relate to any failure to match assumptions made. It was felt that there was no flexibility to manage incorrect assumptions during the course of a financial year. The Executive Director of Finance and Resources acknowledged the volatility of the demand for adult social care nationally post pandemic, and officers would continue to work with researchers to refine data.

However, there was flexibility for the Adults and Health Committee through finance monitoring process to offset pressures in year.

- expressed concern that Council Tax had automatically been increased to the maximum regardless of the need for savings in order to improve services. The Chair challenged this assumption and acknowledged the significant burdens being faced by residents. She added that Council Tax was not increased to the maximum regardless of need but was used to deliver and improve public services. It was noted that all upper tier councils were facing very challenging budgets and the majority were increasing Council Tax by 4.99%. The Chief Executive reminded Members that 57% of respondents to the formal consultation had supported at 4.99% Council Tax increase.
- explained that 86% of Council funding was from Council Tax and Business Rates which provided very little flexibility to raise funding to deliver community priorities and to do what was needed and what residents wanted. There were also concerns about the fairness of the Council Tax system.
- reminded Members of the Council's vision and seven ambitions, and the guidance provided by the Quality of Life survey in identifying what mattered to local residents.
- queried who was responsible for improving bus shelters in new developments in order to access Section 106 funding. The Chief Executive confirmed that it was not clear who had responsibility for the installation and maintenance of bus shelters as some were the responsibility of District Councils, the County Council had responsibility for some legacy shelters, and the statutory authority responsible for transport was the Combined Authority. The Chief Executive agreed to provide Members with a detailed briefing note. **Action Required.**
- expressed concern that the Council could be subsidising the work of the Combined Authority by using some of the £8.1m allocated for potholes to fund the maintenance of bus shelters. The Chief Executive reminded Members that this unringfenced funding from government had been allocated to the Highways revenue budget and its allocation would be considered by the Highways and Transport Committee.
- acknowledged the good work carried out by officers on Local Highway Improvement Scheme projects but highlighted the need for more funding to deliver more projects.
- acknowledged the need for the £244k reduction in the transport levy to the Combined Authority to be used to repair potholes. It was also important to address the causes of potholes and not just complete the repair.

It was resolved to recommend the following to Full Council:

- a) To approve the Business Plan for 2025-30 including the supporting budget, consultation responses and other material, in light of all the planning activities undertaken to date. (Appendix 1 to the report)
- b) To approve the directorate budget allocations as set out in each directorate table in section 3 of the Business Plan

- c) To approve a total county budget requirement in respect of general expenses applicable to the whole county area of £1,206,290,000
- d) To approve a recommended county precept for council tax from district councils of £420,986,969.57 (to be received in equal instalments in accordance with the fall-back provisions of the Local Authorities (Funds) (Amendment) Regulations 1995)
- e) To approve a council tax increase for each band of property, based on the number of 'Band D' equivalent properties notified to the county council by the district councils (247,546.2), reflecting a 4.99% increase (2.99% in the basic council tax precept, and 2% in the adult social care precept):

<b>Band</b>	<b>Fraction</b>	<b>County council tax charge</b>
A	6/9	£1,133.76
B	7/9	£1,322.72
C	8/9	£1,511.68
<b>D</b>	<b>9/9</b>	<b>£1,700.64</b>
E	11/9	£2,078.56
F	13/9	£2,456.48
G	15/9	£2,834.40
H	18/9	£3,401.28

- f) To approve the Capital Strategy as set out in section 5 of the Business Plan including:
  - i. Commitments from schemes already approved
  - ii. Expenditure on new schemes in 2025-26
- g) To approve the Treasury Management Strategy as set out in section 6 of the business plan, including:
  - i. The council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008
  - ii. The affordable borrowing limit for 2025-26 (as required by the Local Government Act 2003)
  - iii. The investment strategy for 2025-26 and the prudential indicators as set out in appendix 1f - Section 6 of the Business Plan
  - iv. The delegation to the Executive Director of Finance and Resources contained in the Treasury Management Strategy to alter the council's counterparty and lending list in the conduct of the council's treasury management operations

- h) To authorise the Executive Director of Finance and Resources, as the Section 151 Officer, in consultation with the Leader and Deputy Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations to the county council, so as to take into account any changes deemed appropriate, including but not limited to:
- i. The final tax base, forecast council tax and business rates receipts for 2024-25 from the billing authorities (due by 31 January 2025)
  - ii. The final Local Government Finance Settlement from the Government (expected early February 2025) alongside other grant announcements, outside of the settlement, primarily based on treatment proposed in this report
  - iii. Changes to the accounting code for the Treasury Management Strategy.

It was also resolved to agree to allocate funding from the Government through 'extended producer responsibility for packaging' in 2025-26 to an earmarked reserve, as per section 6.1.6 of this report.

#### 247. Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels

The Committee considered its agenda plan, training plan, appointments to outside bodies and internal advisory groups and panels. It was noted that a report on Digital Future had been added to the March meeting and a special meeting had been called on 11 March to consider the Waste Private Finance Initiative.

In acknowledging the significant amount of cross party co-operation, the Chair asked officers to consider whether an item on Local Government Reorganisation should be added to the agenda for the next meeting. **Action Required.** The Chief Executive informed Members of the work taking place in this area and the need for full Council to take the final decision. In response to questions, it was confirmed that an item on Local Government Reorganisation had been added to the Member Induction Programme, and the current risk register was being reviewed to reflect this work.

One Member asked officers to consider the impact of a recent accounting change relating to profit and loss. **Action Required.**

It was resolved unanimously to note the agenda plan and training plan.

Chair

## STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE MINUTES-ACTION LOG

This is the updated action log as of 6th February 2025 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 28th January 2025					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
244.	Integrated Finance Monitoring Report for Period 8 2024-25	M Purbrick	The Chair asked for a briefing note to be prepared for all Members detailing the Safety Value Programme position, and the situation regarding the new SEND schools as they were vital in order to provide better education for children and young people and for the Council's finances.	Briefing note circulated on 3 March 2025.	Complete
246.	2025-30 Business Plan and Budget	S Moir F Jordan	Detailed briefing note on responsibilities relating to bus shelters in new developments and maintenance of existing shelters.	Briefing note circulated on 27 February 2025.	Complete

247.	Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels	S Moir	The Chair asked officers to consider whether an item on Local Government Reorganisation should be added to the agenda for the next meeting.	This is being addressed by Full Council.	Complete
		M Hudson	One Member asked officers to consider the impact of a recent accounting change relating to profit and loss.	Changes to International Financial Reporting Standards continue to be reflected in the Integrated Financial Monitoring Report where appropriate and will be covered in the Outturn report as applicable.	Complete

## Minutes of 31st October 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
219.	Integrated Finance Monitoring Report for Period 5 2024-25	Councillor Meschini E Duncan	Consider whether a solution can be identified to address continued concerns about the limited time available for submitting amendments to recommendations.	This item will be considered as part of the ongoing review of the Constitution on the Constitution and Ethics Committee workplan. It will go to Constitution and Ethics Committee as indicated as part of the Constitution (with all the other proposals) after the election.	Ongoing
		S Moir	To delegate to the Chief Executive, in consultation with the Chair and Vice Chair of the committee, to draw-down up to £1.6m from earmarked reserves to cover the legal costs and preparation of the case relating	Delegated authority has been exercised by the Chief Executive to draw-down from the earmarked reserve to ensure appropriate legal costs are funded as the case proceeds.	In progress

			to the guided busway prosecution.		
220.	Waterbeach Train Station Relocation – Funding Agreement	M Hudson	Delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice Chair of the Committee, to agree the final terms and execute documents to enable this funding approach	January 2025 – still awaited.	Ongoing
227.	Corporate Performance Report	S Grace B Stevenson	To compare the response to Freedom of Information requests to the Council's statistical neighbours.	Information circulated to the committee on 7 February 2025.	Complete
228.	Corporate Risk Register	M Hudson	The owner of risk 3 to consider why a review of short and medium-term objectives was not included as a possible control for consideration in the CRR, as there was a difference strategically and financially in the Council providing its mandatory services and its objectives.	February 2025 – this has been updated and will be reported to in the next cycle of consideration of the register.	Complete
		M Hudson	To review the clarity of a trigger relating to horizon scanning to reflect a substantial budget change from central government.	February 2025 – this has been updated and will be reported to in the next cycle of consideration of the register.	Complete

## Minutes of 9th July 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
205.	Integrated Finance Monitoring Report for year ending 31 March 2024	M Hudson S Howarth	Briefing note on what the review of forecasting methodology for the high needs block was likely to involve, as well as a briefing on the cost of home to school transport.	December 2024 – Work is ongoing around deeper dives into both areas following Government funding announcements and latest forecasts and response being co-ordinated.  February 2025- Forecasts have been updated and reported to Strategy, Resources and Performance committee.	Complete
206.	Integrated Finance Monitoring Report for the period ending 31 May 2024	M Hudson S Howarth	The Chair agreed to update the Councillor Boden with more information if possible on the timing of the figures for waste management for the remainder of the year.	October 2024 – At this stage officers are still working with advisors on a full business case appraisal and determining options and actions. As such further progress will be reported through both future Finance Monitoring Reports and the Business and Budget Planning papers reported to this and a special Environment and Green Investment Committee at the end of November 2024.  December 2024 – A separate report was issued and considered by the Strategy, Resources and Performance Committee. This remains ongoing.  February 2025- Further reports have been presented to Strategy, Resources and Performance Committee and waste has been included in subsequent Integrated Finance Management Reports.	Complete

## Minutes of 26th March 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
197.	Integrated Finance Monitoring Report for the period ending 31 January 2024	M Hudson	Risk 8 – The Council is a victim of cyber-crime. The Executive Director of Finance and Resources agreed to provide a written response in relation to all the actions set out on page 132, and to provide written response to the comments raised at the meeting.	<p>A number of these items will be addressed at the Risk Workshop with members, and following that any other matters raised at the workshop and previously will be responded to.</p> <p>October 2024 – A workshop was held with councillors to cover more details as requested. Further updates will be reported to Strategy, Resources and Performance Committee throughout 2025, in particular relating to the Cyber Assessment Framework for Local Government recently launched by Government.</p> <p>December 2024 – The Council will be undertaking a peer review and will feedback the response from that alongside the update on actions for the Summer of 2025.</p>	Ongoing



## Integrated Finance Monitoring Report for Period 10 2024-25

To: Strategy, Resources and Performance Committee

Meeting Date: 11 March 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2025/002

**Executive Summary:** This report presents financial information setting out the current financial position of the council and projections for year-end as at period 10 (end of January). The report covers revenue and capital budgets, and balance sheet items including borrowing and reserves. It also proposes several recommendations dealing with the council's financial management.

**Recommendation:** The Committee is recommended to:

- a) note the changes in capital grants set out in section 4.5.1 of Annex A;
- b) approve draw-down of £249 thousand from the regional adoption agency reserve, as per section 5.1.3 of Annex A;
- c) delegate authority to the Chief Executive, in consultation with the Chair and Vice-Chair of this committee, to draw-down up to £1 million from the change and digital reserve to fund costs related to local government reform, as per section 5.1.4 of Annex A;
- d) approve debt write-offs for four customer accounts totalling £183 thousand, where it is judged that economic recovery of the debt is not possible, as per section 5.3.6 of Annex A; and
- e) authorise the Executive Director of Finance and Resources, in consultation with the Chair and Vice-Chair of this committee, to make arrangements regarding the council's loans to This Land Ltd and the appropriate accounting entries as set out in the confidential Annex C.

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Post: Head of Finance  
Email: [stephen.howarth@cambridgeshire.gov.uk](mailto:stephen.howarth@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This regular financial monitoring report provides the consolidated management accounts of the whole council, enabling members to be aware of, and to scrutinise, the delivery of the business plan for 2024-25.

## 2. Background

- 2.1 This integrated report consolidates the individual Finance Monitoring Reports (FMR) that are prepared for each council directorate, and for corporate items. On a quarterly basis, those individual FMRs are reviewed by policy and service committees. The integrated report provides actual and forecast information for our revenue and capital budgets and balance sheet.
- 2.2 As a policy and service committee itself, this report item also provides the individual FMR covering the enabling services that are within this committee's remit.

## 3. Main Issues

- 3.1 The detailed Integrated Finance Monitoring Report for period 10 (January 2025) is at Annex A. The Finance and Resources and Strategy and Partnerships Finance Monitoring Report for the same period, covering services that are broadly within this committee's remit, is at Annex B.
- 3.2 The report records that the council still has a forecast overspend, now approximately £6.3m for the year. While this is an improvement from the £7.5m forecast in period 7, and more improved from the high point of nearly £10m, being further through the year the options for further mitigation are reducing. Other reports on the agenda for this meeting set out that a forecast overspend of this level would deplete the general reserve below the minimum necessary level, and therefore this has implications on budget setting for next year.
- 3.3 The report sets out the drivers of that forecast overspend and existing mitigations, as well as setting out the position of the capital programme, the council's balance sheet, and the savings tracker.
- 3.4 As well as providing an update on the overall financial position, the report brings several recommendations dealing with financial management for the council.
- 3.5 The recommendations deal with capital grants, debt, earmarked reserves and council investments. The full detail and rationale for each recommendation can be found in the main report.

## 4. Significant Implications

### 4.1 Finance Implications

This report provides the latest financial information for the council, and makes recommendations relating to financial management, and so has a direct impact on scrutiny and on wider decision making.

### 4.2 Legal Implications

There are no significant implications within this category.

### 4.3 Risk Implications

There are no significant implications within this category.

### 4.4 Equality and Diversity Implications

There are no significant implications within this category.

### 4.5 Climate Change and Environment Implications

There are no significant implications within this category.

## 5. Source Documents

Place & Sustainability Finance Monitoring Report (Period 10)

Children, Education & Families FMR (Period 10)

Adults & Public Health FMR (Period 10)

Finance & Resources and Strategy & Partnerships FMR (Period 10)



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

### 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 2024-25
Appx 6	Treasury Management Indicators	Treasury Management Indicators for Quarter 3
Appx 7	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: £169m (with a total programme of over £1bn)

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

The table below shows the key forecast information by directorate:

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

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

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

## 1.2 Key Issues

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

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

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

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

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

## 2 Revenue Budget

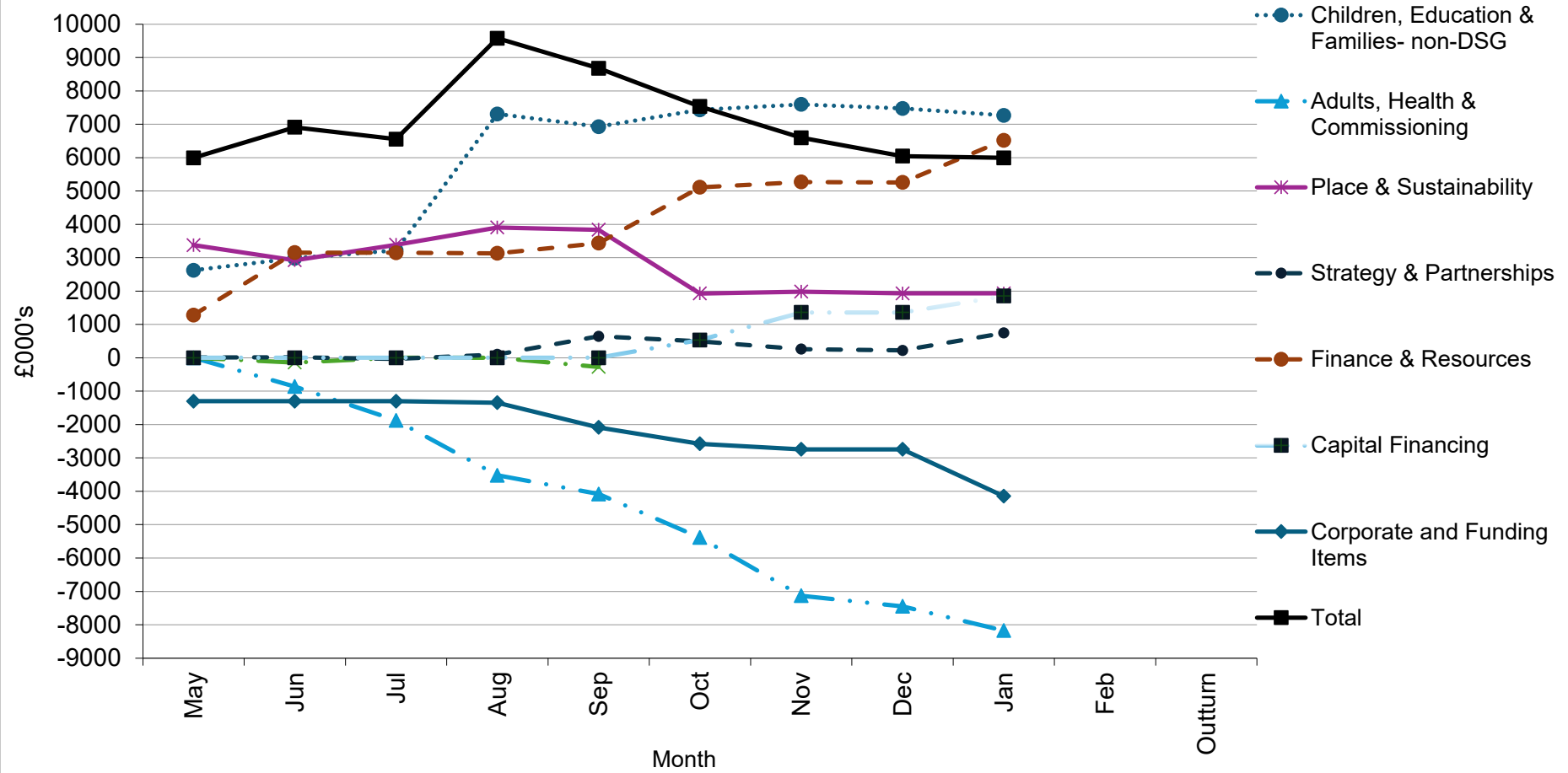
2.1.1 This table shows summary information for the council's 2024-25 revenue budgets at the end of January 2025 (key variances are reported in appendix 1).

Line	Previous Reported Forecast Variance £000 (November 2024)	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	7,594	Children, Education and Families (non DSG)	180,414	-30,710	149,704	106,847	7,266	5%
2	-7,130	Adults, Health and Commissioning	414,463	-183,653	230,811	164,424	-8,173	-4%
3	248	<i>Of which is Public Health Grant underspend, carried-forward</i>					340	
4	1,983	Place and Sustainability	110,725	-36,810	73,914	55,284	1,931	3%
5	5,271	Finance and Resources	46,699	-32,059	14,640	25,616	6,519	45%
6	260	Strategy and Partnerships	30,656	-6,680	23,976	15,812	745	3%
7	1,359	Capital Financing	53,909	-13,838	40,070	5,964	1,852	5%
8	-2,743	Corporate Items	6,888	-739	6,150	5,489	-4,148	-67%
	<b>6,842</b>	<b>CCC Core Spending Total</b>	<b>843,754</b>	<b>-304,490</b>	<b>539,264</b>	<b>379,436</b>	<b>6,331</b>	<b>1%</b>
9	18,426	Children, Education and Families (DSG)	187,277	-187,277	0	22,161	23,760	-
	<b>25,268</b>	<b>Total including ring-fenced budgets</b>	<b>1,031,031</b>	<b>-491,767</b>	<b>539,264</b>	<b>401,597</b>	<b>30,091</b>	<b>6%</b>
		Funding delegated to maintained schools	132,146	-132,146	0			
		<b>Total Budget</b>	<b>1,163,178</b>	<b>-623,913</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. Lines 3 and 9 show ring-fenced budgets, with any outturn variance treated separately to core council budgets. The balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2.

### Forecast Outturn Position 2024-25



## 2.2 Dedicated Schools Grant

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

	<b>£000</b>
Gross DSG Income to be received	658,463
Less Academy Recoupment	-334,346
<b>DSG within CCC's gross budget</b>	<b>324,117</b>
<i>of which spent or commissioned by CCC</i>	<i>186,472</i>
<i>of which delegated to maintained schools</i>	<i>132,146</i>
Less High Needs Place Recoupment	<b>-17,366</b>
<b>Total DSG estimated to be Received in 24-25</b>	<b>306,751</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>	£23.8m
<b>Forecast Closing Deficit Balance 2024-25 (Excluding 2024-25 DfE Safety Valve payment and LA contribution)</b>	£63.8m

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

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

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

## 2.3 Savings Tracker

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

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

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

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

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

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

## 3 Revenue Funding Changes

There are no funding updates this month.

## 4 Capital Programme

### 4.1 Capital programme financial position

Previous Forecast Variance £000	Directorate	Gross 2024-25 Budget £000	Capital Variations 2024-25 Budget £000	Net 2024-25 Budget £000	Actuals £000	Forecast variance due to capital variations £000	Further forecast outturn variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place and Sustainability	101,192	-30,605	<b>70,587</b>	54,744	18,596	-	26.34%	587,440	0
0	Children, Education and Families	84,385	-12,348	<b>72,037</b>	57,255	-	-	0.00%	403,204	-2,016
-616	Adults, Health and Commissioning	7,375	-75	<b>7,300</b>	5,060	-	-616	-8.44%	116,800	-473
-148	Strategy and Partnerships	4,485	-1,532	<b>2,953</b>	1,473	-	-150	-5.08%	16,782	0
-0	Finance and Resources	19,606	-3,275	<b>16,331</b>	10,654	-	-1,218	-7.46%	191,991	104
765	Outturn adjustment	-	-	-	-	-	-	-	-	-
<b>0</b>	<b>Total</b>	<b>217,043</b>	<b>-47,835</b>	<b>169,208</b>	<b>129,186</b>	<b>18,596</b>	<b>-1,984</b>	<b>9.82%</b>	<b>1,316,217</b>	<b>-2,385</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 and Sustainability capital figures do not include the Greater Cambridge Partnership.
4. The two forecast variance columns sum to the total forecast variance for the directorate. The first column shows whether a variance is caused just by not projecting the budgeted level of slippage, while the second column shows actual variances against the budget.
5. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.

## 4.2 Capital variations budgets

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

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

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

### 4.2.4 Capital variations summary

Directorate	Capital Variations Budget £000	Forecast Outturn Variance on Gross Budget £000	Capital Variations Budget Used %	Net Forecast Outturn Variance £000
Place and Sustainability	-30,605	-12,009	39.2%	18,596
Children, Education and Families	-12,348	-10,600	85.8%	0
Adults, Health and Commissioning	-75	-691	100.0%	-616
Strategy and Partnerships	-1,532	-1,682	100.0%	-150
Finance and Resources	-3,275	-4,493	100.0%	-1,218
<b>Total</b>	<b>-47,835</b>	<b>-29,475</b>	<b>61.6%</b>	<b>16,612</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	-0.2	<b>34.6</b>	28.9	-5.6	232.3	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	<b>12.5</b>	12.2	-0.2	42.5	0.0
Capital Maintenance Grant	3.5	2.1	0.0	0.4	<b>5.9</b>	4.9	-1.0	26.2	0.0
Devolved Formula Capital	0.8	2.1	0.0	-0.0	<b>2.8</b>	2.8	0.0	7.0	0.0
Specific Grants	26.2	1.9	-5.1	-4.5	<b>18.5</b>	14.8	-3.7	150.1	-1.0
S106 Contributions and Community Infrastructure Levy	25.4	22.1	-17.1	0.5	<b>31.0</b>	32.1	1.1	148.7	-0.1
Capital Receipts	1.1	0.0	0.0	0.4	<b>1.5</b>	2.0	0.5	17.6	0.0
Other Contributions	7.6	3.6	-13.7	11.8	<b>9.3</b>	15.8	6.5	212.7	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	<b>0.0</b>	0.0	0.0	0.0	0.0
Prudential Borrowing	93.2	-0.2	-45.9	6.0	<b>53.1</b>	72.2	19.1	479.2	-1.3
<b>TOTAL</b>	<b>198.6</b>	<b>38.8</b>	<b>-82.6</b>	<b>14.4</b>	<b>169.2</b>	<b>185.8</b>	<b>16.6</b>	<b>1,316.2</b>	<b>-2.4</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
Disabled Facilities Grant	AHC	£0.760 Grants	Additional Disabled Facilities Grant (DFG) was announced in January 2025 and has increased the budgeted spend for DFG in 2024-25 by £760k. This money is received into this council but made up of individual allocations for each of the district councils in Cambridgeshire. The council is required to pass on these set amounts to the district councils.

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

## 5 Balance Sheet

### 5.1 Reserves

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

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

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

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

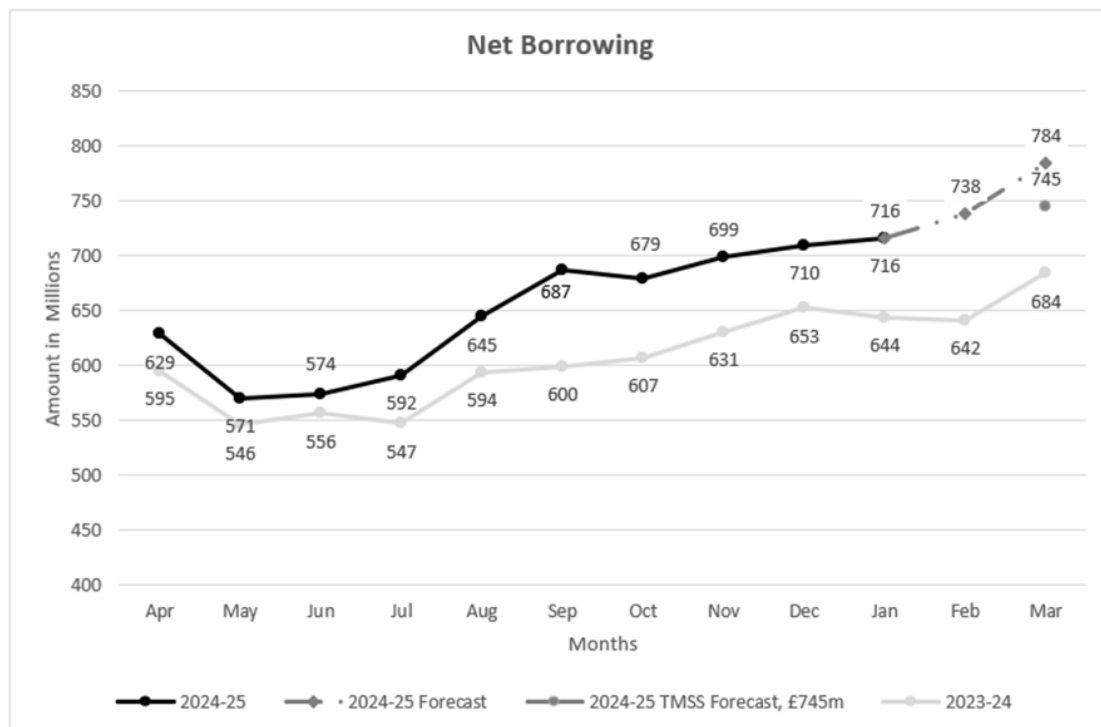
5.1.4 **Change and Digital Reserve** – following the government's publication of its English Devolution White Paper, local government reform in Cambridgeshire is expected to take place by April 2028. The government has invited councils to make proposals for reorganisation their areas with deadlines for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

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

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

## 5.2 Borrowing

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



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

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

### 5.3 General Balance Sheet

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

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

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

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

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

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

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

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

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

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

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

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

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

## **6 Treasury Management**

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

## 6.6 This Land

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

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

## Appendix 1 – Revenue – commentaries on exceptions

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

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

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

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

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

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
16	Updated	Place & Sustainability	Highways Development Management	127	-1,713	1346%	<p>Forecast income for Highways Development Management (HDM) team in 2024-25 is assessed based on income generated in 2023-24 and in first three months of 2024-25. Further:</p> <ul style="list-style-type: none"> <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>
17	Updated	Place & Sustainability	Energy Services - Specialist Energy Projects	-2,154	4,481	208%	<p>Across the energy schemes there is a forecast variance shortfall of £4,481k, explanations are below:</p> <p><b>St Ives:-</b> The project is forecasting an overall £186k saving to the Council this year due to the project delay. This is made up of a saving of £341k of debt charges this year minus the projected income shortfall of £155k. The scheme was energised in January 2025 and is now generating power.</p> <p><b>Babraham:</b> Income generation is delayed due to some main-contractor issues. Generation is expected to start in April 2025 in-line with the current expected programme. This means no net income is forecast for 24-25. Although there are also savings on debt charges of £233k, it still leaves a net pressure of £154k on the scheme for 24-25.</p> <p><b>North Angle:</b> All major construction activities are now complete. NASF is now providing an uprated power supply to the Swaffham</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							<p>Prior Energy Centre (SPEC). The power supply was connected to SPEC on 21 November 2024.</p> <p>The forecast variance on North Angle is now £3,705k.</p> <p><b>Swaffham Prior:</b> The current forecast worst case scenario shortfall in May 24 was £1,009k. This has improved to £807k following a review of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The site is now drawing electricity from North Angle, and noise mitigation has been implemented. To date 84 homes are connected and the forecast is a total of 95 homes by March 2025. Work continues to further increase the sign ups.</p>
18	Updated	Place & Sustainability	Traffic Management	92	-576	-623%	<p>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.</p>
19	Unchanged	Finance & Resources	This Land	-6,191	7,174	116%	<p>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.</p>
20	Updated	Finance & Resources	Facilities Management	6,671	989	15%	<p>This is comprised of:</p> <ul style="list-style-type: none"> <li>- A pressure for service charges of £158k in relation to the Council's use of external properties</li> <li>- The maintenance budget saving of £100k which was put into the business plan is forecast as non-achievable</li> <li>- Following the outcome of procurement of the facilities management contract, the ongoing higher cost of maintaining the</li> </ul>

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

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

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

## Appendix 2 – Capital – commentaries on exceptions

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

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

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

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

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

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

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

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

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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	0	75	100%	Black	The cost of alternative placements has outweighed the original saving identified due to level of assessed complexity.
AHC	A&H	2024-25 saving	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	0	400	100%	Black	Following a full review and extensive work already conducted (ICS Pathway 1 review and CCC/PCC position statement on Pathway 2 & 3), the need for focused delivery and the Council's financial position, the procurement of external consultancy resource to undertake a diagnostic is no longer a priority. Change Board (Dec) agree to redirect funding to internal roles which will enable immediate action on identified improvements, ensuring better outcomes for patients and the system.
AHC	A&H	2024-25 saving	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	0	400	100%	Black	As above
AHC	A&H	2024-25 saving	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	0	400	100%	Black	As above
AHC	A&H	2024-25 saving	B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	0	300	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.031	Review in house services - supported living	-400	0	400	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.032	Review in house services - Respite / residential	-300	0	300	100%	Black	Review of in house services is underway and recommendation received in Q3. Forecast savings will be updated based on the outcome of the review work but saving unlikely to be realised in 24/25.
AHC	A&H	2024-25 saving	B/R.6.033	Extra Care	-350	-700	-350	-100%	Blue	Delivered additional savings to plan
AHC	A&H	2024-25 saving	B/R.6.034	Advocacy contract recommissioning	-128	-128	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.035	Care Home Trusted Assessor service	-69	-69	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-1,425	-865	-154%	Blue	Vacancy factor expected to exceed target in 2024/25
AHC	A&H	2024-25 saving	B/R.6.037	Day Opportunities	-260	-77	183	70%	Amber	Saving shared with the ICB; Approach is being finalised, forecast savings have started in Q2 from using current under-utilised capacity. Further increases to utilisation will occur with more peoples needs being matched to services.
AHC	A&H	2022-23 cfwd	A/R.7.113 (2022-23)	Learning Disability Partnership Pooled Budget - cost share	-1,125	0	1,125	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025

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

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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	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 capially funded, so any savings allocated to the use of this recycled material would result in more work being done on site, rather than a revenue saving.</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	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 plannings 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 deed of variation sign off by PFI provider. Although the LEDs will not make the whole saving, the reduction in electricity costs means that there is not actually an overall pressure this year.</p>
P&S	H&T, E&GI, CSMI	2024-25 saving	C/R.6.231	Management efficiencies	-75	0	75	100%	Black	<p>Savings from restructure no longer being met through staff arrangements, to be replaced by vacancy savings for the team.</p>

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	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	-115	10	8%	Green	Additional revenue from new bespoke ceremonies, and statutory fee increases is helping offset a downturn in funding from Approved Venues, these having been adversely affected by the economic climate, and is outside the control of the council.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	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	0	86	100%	Black	Sale of Units continue to be marketed, but the income target has not yet been met.
F&R	SRP	2024-25 saving	D/R.6.001	Mobile phone re-procurement	-200	-200	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.002	Systems & Licences efficiencies	-161	-161	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-138	0	0%	Green	Posts removed, saving achieved.
F&R	SRP	2024-25 saving	D/R.6.004	IT & Digital staff reduction	-126	-126	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.006	Multi Functional Device re-procurement	-40	-40	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.008	Insurance provision adjustment	-50	-50	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.010	Salary sacrifice	-30	-30	0	0%	Green	This has been achieved, savings from salary sacrifice schemes.
F&R	SRP	2024-25 saving	D/R.6.011	Property rationalisation	-414	-28	386	93%	Amber	Programme going through tranche 1 approval process will deliver savings this financial year but not full year savings, although these will be achieved following year.
F&R	SRP	2024-25 saving	D/R.6.013	Telephony	-45	-45	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.016	Property - facilities management	-100	0	100	100%	Black	Saving for maintenance is unachievable from the revenue budget due to change in supplier and backlog of work in progress accrual.
F&R	SRP	2024-25 income	D/R.7.004	Treasury financial investments	-100	-100	0	0%	Green	On Track to meet this additional income
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	-117	0	0%	Green	Shared service arrangement has now ended, and now the final billing has been factored in the saving has been met.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Forecast Commentary
F&R	SRP	2024-25 income	D/R.7.006	Blue Badge scheme	-53	-53	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.007	This Land	-58	0	58	100%	Black	Wider risk to This Land income in 2024-25; considered at SR&P committee in July
F&R	SRP	2024-25 income	D/R.7.008	Castle Court car park income	-300	-400	-100	-33%	Blue	Additional income from the car park has been realised throughout the year.
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-480	-304	-173%	Blue	Income generated from the solar farm has exceeded the income target.
F&R	SRP	2024-25 income	D/R.7.115	Student Accommodation - Income Generation	-62	0	62	100%	Black	Accommodation fully booked but need for reinvestment to meet a number of planned and reactive maintenance issues.
F&R	SRP	2024-25 income	D/R.7.116	Leisure Park - Income Generation	-146	0	146	100%	Black	Rental increase is not as expected and managing and marketing the empty units.
F&R	SRP	2024-25 income	D/R.7.117	Supermarket Site - Income Generation	-71	-71	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.118	Business Park - Income Generation	-40	-40	0	0%	Green	On Track
F&R	SRP	2023-24 cfwd	F/R.6.109 (2023-24)	Cambs 2020 Operational Savings	-455	0	455	100%	Black	This saving will not be achieved until the site is handed over.
F&R	SRP	2024-25 saving	H/R.6.001	Reducing the level of bad debt provision	-500	-272	228	46%	Amber	Progress made with this but due to increasing volume of debt it cannot be realised in full. Had debt quantum been the same as in 2023-24 this saving would have been delivered in full.
S&P	SRP	2024-25 saving	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-115	0	0%	Green	Savings built into budget for 2024-25, posts have been removed.
S&P	SRP	2024-25 saving	E/R.6.002	Legal Services efficiencies	-125	0	125	100%	Black	Ongoing higher than budgeted legal spend, similar to previous years
S&P	CSMI	2024-25 saving	E/R.6.003	Time Credits contract	-34	-34	0	0%	Green	Contract ended 31.03.2024. Target achieved.
S&P	SRP	2024-25 saving	E/R.6.004	Communication - staff and media system	-32	-32	0	0%	Green	Savings have been delivered into budget for 2024-25, post has been removed.
S&P	CSMI, SRP	2024-25 saving	E/R.6.006	Use of grant reserve (Ukraine)	-350	-350	0	0%	Green	Grant has been allocated to appropriate budget codes
S&P	SRP	2024-25 saving	E/R.6.007	S&P Assistant Director budget	-10	-10	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.008	Support arrangements review	-18	-18	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.010	Service Director: Policy & Communities post	-154	-154	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	SRP	2024-25 income	E/R.7.004	Partnership income (ancestry.com)	-20	0	20	100%	Black	Saving delayed until 25/26 due to indexing issues at ancestry.com. Pressure will be managed within the service for 24/25.

Key to RAG ratings

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

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

Provisions on the balance sheet are:

Department	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Jan 2025 £000s	Forecast balance at 31 March 2025 £000s	Notes
Finance and Resources Short Term Provisions	2,093	0	2,093	2,093	Insurance short term provision
Finance and Resources Long Term Provisions	4,746	0	4,746	4,746	Insurance long term provision
<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 service allocations of Public Health funding	85	-99				14								
Allocation of budget from Corporate for Mental Health Investment			30										-30	

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
Allocation of budget from for SEND Capacity to Transform	500												-500	
Children's Contact transfer of budget	237		-237											
Correction								-1		1				
<b>Current budget</b>	<b>180,414</b>	<b>-30,710</b>	<b>414,464</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>6,889</b>	<b>-739</b>

## Appendix 6 – Treasury Management Indicators Quarter 3

Table 1: Treasury and prudential indicators quarter 3

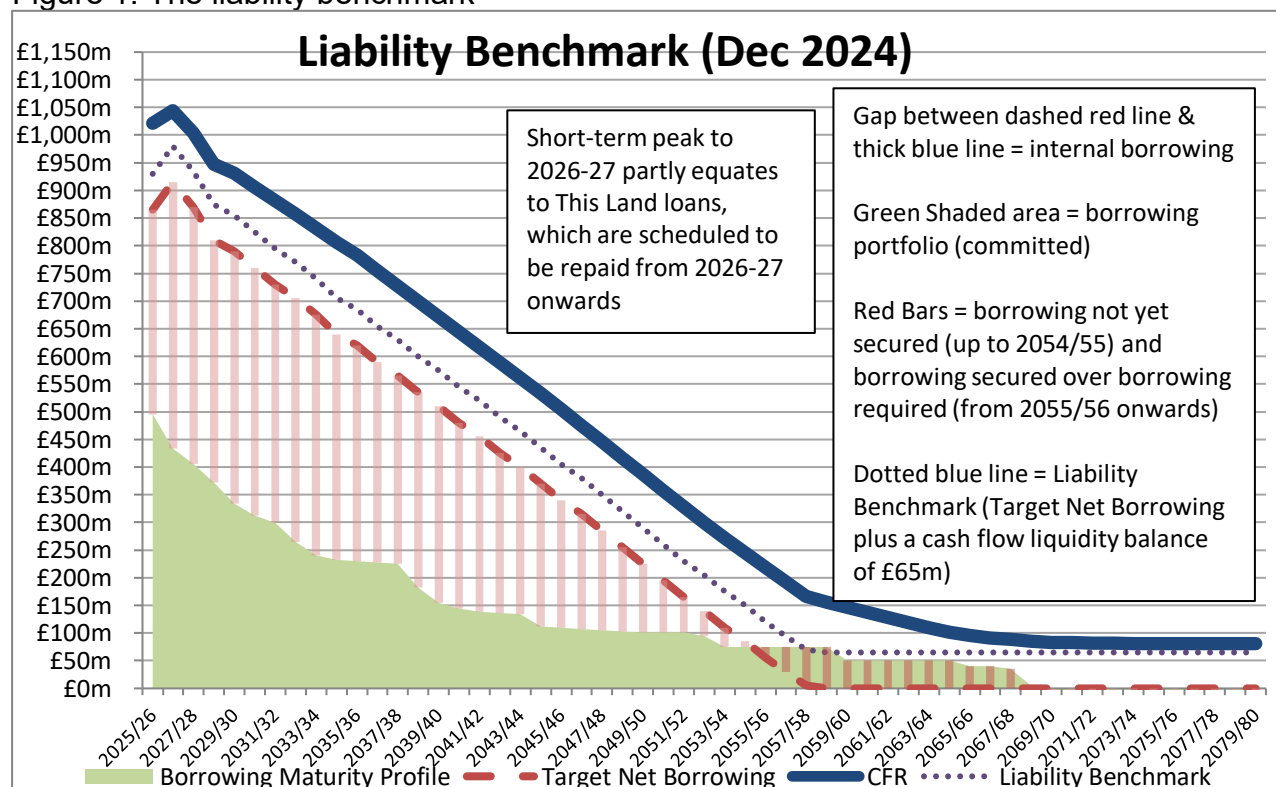
Prudential and Treasury Indicators	2024/25 Limit TMS	31 <sup>st</sup> Mar 2024 Actual	Q1 30 <sup>th</sup> Jun 2024 Estimate	Q2 30 <sup>th</sup> Sep 2024 Estimate	Q3 31 <sup>st</sup> Dec 2024 Estimate
Annual capital expenditure	£198.6m	£177.0m	£158.8m	£166.4m	£168.4m
Annual capital financing	-£105.4m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

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

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

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

Figure 1: The liability benchmark



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

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

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

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

## Annex B

Directorate: Finance & Resources and Strategy & Partnerships  
 Subject: Finance Monitoring Report – January 2025 (period 10)

## Contents

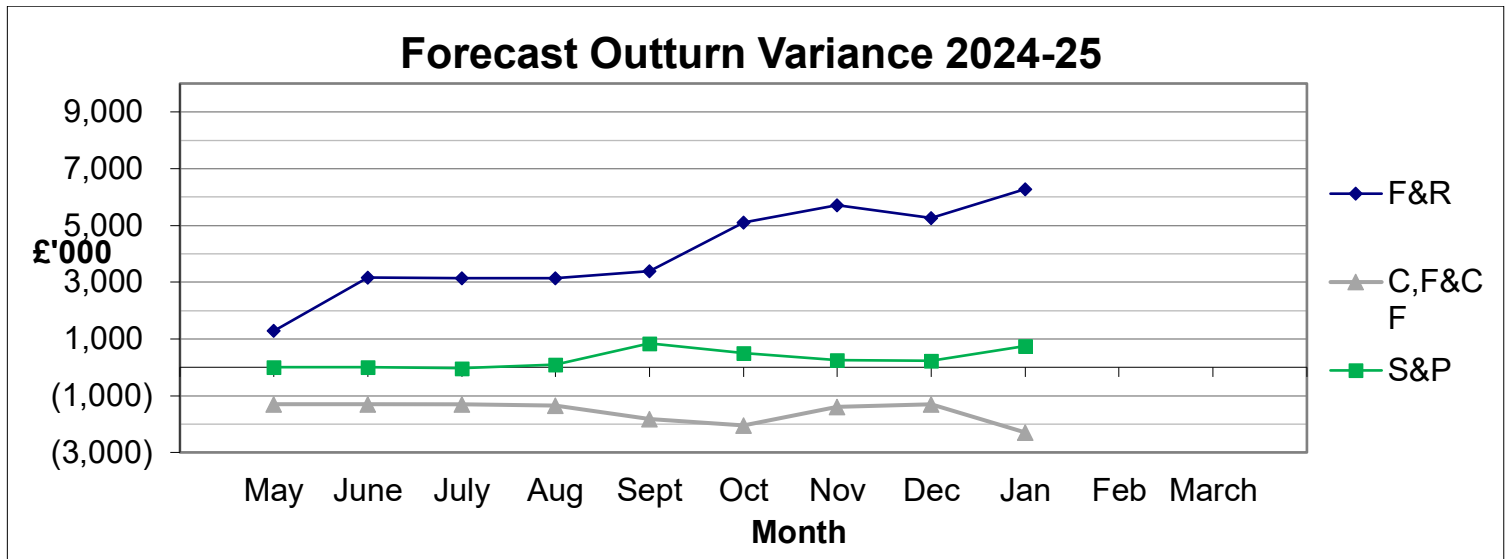
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
Appx 1a	Service Level Financial Information	Detailed financial tables for within Finance & Resources main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for within Strategy & Partnerships main budget headings
Appx 1c	Service Level Financial Information	Detailed financial tables for within Corporate, Funding & Capital Financing main budget headings
Appx 2	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.

# 1. Revenue Executive Summary

## 1.1 Overall Position

At the end of January 2025, Finance & Resources is projected to be £6.519m overspent; Strategy & Partnerships £745k overspent; and Corporate, Funding & Capital Financing £2.296m underspent.

## 1.2 Summary of Revenue position by Directorate



### 1.2.1 Finance and Resources

Forecast Outturn Variance (Previous) £000	Service Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actual to date £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-512	Executive Director of Finance & Resources	663	0	663	195	-537	-81.0%
-696	Customer & Digital Services	15,149	-1,245	13,904	14,615	-741	-5.3%
111	Finance & Procurement	11,791	-2,492	9,299	8,315	101	1%
1,157	Property Services	12,637	-8,202	4,435	6,405	1,301	29.3%
5,194	Investment Activity	6,459	-20,120	-13,662	-3,914	6,395	-46.8%
<b>5,254</b>	<b>Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,640</b>	<b>25,616</b>	<b>6,519</b>	<b>44.5%</b>

### 1.2.2 Strategy and Partnerships

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-335	Executive Director: Strategy & Partnerships	7,156	-471	6,685	7,879	-353	-3.6%
608	Legal & Governance	7,304	-78	7,225	6,752	1,150	16.3%
-53	Communities, Libraries & Skills	16,196	-6,131	10,065	1,182	-53	-0.7%
<b>221</b>	<b>Total</b>	<b>30,656</b>	<b>-6,680</b>	<b>23,976</b>	<b>15,812</b>	<b>745</b>	<b>0.0%</b>

### 1.2.3 Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
1,359	Capital Financing	53,909	-13,838	40,070	5,964	1,852	4.6%
-942	Corporate Items	6,888	-739	6,150	5,489	-1,077	-17.5%
-1,723	General funding sources	0	-539,264	-539,264	-479,760	-3,071	-0.6%
<b>-1,306</b>	<b>Total</b>	<b>60,797</b>	<b>-553,841</b>	<b>-493,044</b>	<b>-468,306</b>	<b>-2,296</b>	<b>-0.5%</b>

## 2. Capital Executive Summary

At the end of January 2025, the Strategy and Partnerships capital programme is expected to be underspent by £150k in 2024-25 exceeding the Capital Variations Budget. The Finance and Resources capital programme forecast is expected to be underspent by £1,218 in 2024-25 exceeding the Capital Variation budget.

The IT Education System replacement scheme is forecasting expenditure of £815k this year, with the programme continuing into next financial year, an updated business case has been submitted to request £946k in the business plan for 2025-26 to complete the scheme.

The prudential borrowing requirement will be reduced by £390k in 2024-25.

IT Infrastructure Eastnet scheme is forecasting expenditure of £375k this year, work has started this year, but circuit connections will continue into next year therefore re-phasing is required.

## Appendix 1a – Finance & Resources Detailed Financial Information

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Executive Director of Finance &amp; Resources</b>									
-239	SRP	1	Executive Director	390	0	390	195	-264	-68%
-273	SRP	15	Staffing Pay Inflation	273	0	273	0	-273	-100%
<b>-512</b>			<b>Executive Director of Finance &amp; Resources Total</b>	<b>663</b>	<b>0</b>	<b>663</b>	<b>195</b>	<b>-537</b>	<b>-81%</b>
<b>Customer &amp; Digital Services</b>									
-44	SRP		Customer Services	2,390	-253	2,137	1,573	-86	-4%
-652	SRP	8	IT Services	12,759	-992	11,767	13,042	-656	-6%
<b>-696</b>			<b>Customer &amp; Digital Services Total</b>	<b>15,149</b>	<b>-1,245</b>	<b>13,904</b>	<b>14,615</b>	<b>-741</b>	<b>-5%</b>
<b>Finance &amp; Procurement</b>									
-7	SRP		Service Director of Finance & Procurement	335	0	335	273	-7	-2%
-15	SRP		Professional Finance	2,921	-305	2,616	2,077	-2	0%
0	SRP		Procurement	1,078	-44	1,034	825	0	0%
-1	SRP		CCC Finance Operations	225	-145	80	4	4	5%
0	SRP		Insurance Fund	2,544	0	2,544	3,623	0	0%
-33	SRP		Lead Authority Services	4,486	-1,998	2,488	1,642	-61	-2%
167	SRP	11	External Audit	202	0	202	-127	167	83%
<b>111</b>			<b>Finance &amp; Procurement Total</b>	<b>11,791</b>	<b>-2,492</b>	<b>9,299</b>	<b>8,315</b>	<b>101</b>	<b>1%</b>
<b>Property Services</b>									
1,076	SRP	2	Facilities Management	9,070	-2,399	6,671	6,442	989	15%
1	SRP		Property Services	1,105	0	1,105	947	1	0%
36	SRP		Property Compliance	409	-19	390	211	36	9%
85	SRP		County Farms	996	-5,759	-4,763	-1,910	325	-7%
-41	SRP		Strategic Assets	1,057	-25	1,031	715	-50	-5%
<b>1,157</b>			<b>Property Services Total</b>	<b>12,637</b>	<b>-8,202</b>	<b>4,435</b>	<b>6,405</b>	<b>1,301</b>	<b>29%</b>

Forecast Outturn Variance (Previous)	Committee	Note	Budget Line	Gross Budget	Income Budget	Net Budget	Actual to date	Forecast Outturn Variance	Forecast Outturn Variance
£000				£000	£000	£000	£000	£000	%
<b>Investment Activity</b>									
68	SRP		Property Investments	4,436	-9,618	-5,182	-3,363	68	-1%
-299	SRP	16	Company Dividends & Fees	0	-627	-627	-965	-338	54%
6,274	SRP	4	This Land	2,374	-8,565	-6,191	1,542	7,414	-120%
0	SRP		Contract Efficiencies & Other Income	-58	0	-58	-58	0	0%
-394	SRP	3	Collective Investment Funds	-1,178	0	-1,178	-221	-269	-23%
-455	SRP	7	Renewable Energy Investments	885	-1,310	-425	-850	-480	113%
<b>5,194</b>			<b>Investment Activity Total</b>	<b>6,459</b>	<b>-20,120</b>	<b>-13,662</b>	<b>-3,914</b>	<b>6,395</b>	<b>-47%</b>
<b>5,254</b>			<b>Overall Finance &amp; Resources Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,640</b>	<b>25,616</b>	<b>6,519</b>	<b>45%</b>

## Appendix 1b – Strategy & Partnerships Detailed Financial Information

Forecast Outturn Variance (Previous)	Committee	Note	Budget Line	Gross Budget	Income Budget	Net Budget	Actual to date	Forecast Outturn Variance	Forecast Outturn Variance
£000				£000	£000	£000	£000	£000	%
-165	SRP	14	Executive Director: Strategy & Partnerships	370	0	370	239	-158	-43%
-184	SRP	14a	Staffing Pay Inflation	184	0	184	0	-184	-100%
0	SRP		Chief Executive Office	261	-3	258	210	-3	-1%
121			Policy, Insight & Change	2,008	-176	1,833	2,327	118	6%
-77	SRP	18	Communications	846	0	846	639	-77	-9%
0	SRP		Elections	190	0	190	23	0	0%
-1			Emergency Planning	343	-72	271	169	0	0%
38	SRP		Human Resources	2,371	-220	2,151	1,805	29	1%
-66	SRP		Learning & Development	2,847	-248	2,599	2,167	-79	-3%
0	CSMI		Local Assistance Scheme	300	0	300	300	0	0%
<b>-335</b>			<b>Executive Director: Strategy &amp; Partnerships Total</b>	<b>9,721</b>	<b>-718</b>	<b>9,002</b>	<b>7,879</b>	<b>-353</b>	<b>-4%</b>
			<b>Legal &amp; Governance</b>						
-2	SRP		Internal Audit	545	-15	529	411	-2	0%
651	SRP		Legal & Governance Services	3,831	0	3,831	4,235	1,201	31%
-17	SRP		Information Management	1,111	-41	1,070	819	-24	-2%
-1	SRP		Democratic & Member Services	481	-22	459	357	-1	0%
-23	SRP		Members' Allowances	1,150	0	1,150	930	-23	-2%
<b>608</b>			<b>Legal &amp; Governance Total</b>	<b>7,118</b>	<b>-78</b>	<b>7,040</b>	<b>6,752</b>	<b>1,150</b>	<b>16%</b>
			<b>Communities, Libraries &amp; Skills</b>						
0	CSMI		Strategic Management - C,L&S	-317	0	-317	-3,433	0	0%
65	CSMI	6	Public Library Services	4,831	-525	4,305	3,553	65	2%
0	CSMI		Cambridgeshire Skills	2,780	-2,780	0	-240	0	0%
0	CSMI		Archives	474	-49	425	380	0	0%
-8	CSMI		Cultural Services	362	-231	130	59	-8	-6%
0	CSMI		Communities Service	1,615	-372	1,243	261	0	0%

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
0	CSMI		Changing Futures	778	-710	68	-696	0	0%
-110	CSMI	17	Domestic Abuse and Sexual Violence Service	3,295	-1,215	2,080	1,297	-110	-5%
<b>-53</b>			<b>Communities, Libraries &amp; Skills Total</b>	<b>13,817</b>	<b>-5,883</b>	<b>7,934</b>	<b>1,182</b>	<b>-53</b>	<b>-1%</b>
<b>221</b>			<b>Overall Strategy &amp; Partnerships Total</b>	<b>30,656</b>	<b>-6,680</b>	<b>23,976</b>	<b>15,812</b>	<b>745</b>	<b>3%</b>

## Appendix 1c – Corporate, Funding & Capital Financing Detailed Financial Information

Forecast Outturn Variance (Previous)	Committee	Note	Budget Line	Gross Budget	Income Budget	Net Budget	Actual to date	Forecast Outturn Variance	Forecast Outturn Variance
£000				£000	£000	£000	£000	£000	%
<b>Capital Financing</b>									
1,359	SRP	12	Capital financing costs and minimum revenue provision	53,909	-13,838	40,070	5,964	1,852	5%
<b>1,359</b>			<b>Capital Financing Total</b>	<b>53,909</b>	<b>-13,838</b>	<b>40,070</b>	<b>5,964</b>	<b>1,852</b>	<b>5%</b>
<b>Corporate Items</b>									
-1	SRP		Cambridgeshire and Peterborough Combined Authority levy	10,077	0	10,077	10,076	-1	0%
4	SRP		Environment Agency levy	454	0	454	458	4	1%
0	SRP		Corporate reserves contributions	-4,874	0	-4,874	-4,874	0	0%
-945	SRP	9	Central holding and miscellaneous accounts	1,231	-739	493	-171	-1,080	-219%
<b>-942</b>			<b>Corporate and Funding Items Total</b>	<b>6,888</b>	<b>-739</b>	<b>6,150</b>	<b>5,489</b>	<b>-1,077</b>	<b>-18%</b>
<b>General funding sources</b>									
0	SRP		Council Tax Precept	0	-397,617	-397,617	-357,855	0	0%
-340	SRP	13	Business Rates	0	-76,535	-76,535	-65,113	-1,140	-1%
-1,383	SRP	5	Corporate grants	0	-65,084	-65,084	-56,763	-1,931	-3%
0	SRP		Revenue support grant	0	-28	-28	-28	0	0%
<b>-1,723</b>			<b>Total general funding for net budget</b>	<b>0</b>	<b>-539,264</b>	<b>-539,264</b>	<b>-479,760</b>	<b>-3,071</b>	<b>-1%</b>
<b>-1,306</b>			<b>Overall Corporate, Funding &amp; Capital Financing Total</b>	<b>60,797</b>	<b>-553,841</b>	<b>-493,044</b>	<b>-468,306</b>	<b>-2,296</b>	<b>0%</b>

## Appendix 2 – Capital Position

### Capital Expenditure

Original 2024-25 Budget as per Business Plan £000	Committee	Scheme Category	Total Scheme Revised Budget £000	Total Scheme Forecast Variance £000	Budget Carried-forward 2024-25 £000	Budget Re-phasing 2024-25 £000	Additional/Reduction in Funding 2024-25 £000	Revised Budget for 2024-25 £000	Actual Spend (Jan) £000	Forecast Outturn Variance (Jan) £000
<b>Finance and Resources</b>										
1,000	SRP	IT Strategy	5,881	0	1,364	0	-58	2,306	1,623	-297
1,000	SRP	IT Digital Service	2,500	0	0	0	0	1,000	510	-200
-	SRP	IT Education System Replacement	2,281	0	1,845	0	-640	1,205	579	-390
-	SRP	IT Infrastructure refresh	1,074	0	325	0	375	700	30	-325
450	SRP	Local Plans & Development Funding	3,137	0	0	0	0	450	179	-200
600	SRP	Building Maintenance	6,000	0	68	0	0	668	294	-210
1,150	SRP	Condition Survey Works	4,308	-646	0	-134	1,472	2,488	617	-1,016
-	SRP	Investment in the CCC asset portfolio	5,398	0	71	0	0	71	32	0
-	SRP	Asbestos Management Surveys (Schools)	135	0	26	0	-17	9	-1	-9
765	SRP	Wisbech Adventure Playground (The Spinney)	915	0	139	0	0	904	12	-889
	SRP	Library Privacy Pods	167	0	0	0	167	167	1	0
	SRP	Accommodation Improvement Programme (AIP)	1,850	0	0	0	824	824	59	-733
495	SRP	Decarbonisation Fund - Council buildings low carbon heating	11,664	0	521	-111	0	905	131	0
500	SRP	County Farms Investment	5,000	0	110	0	0	610	508	0
778	SRP	Community Hubs - East Barnwell	1,436	0	18	-698	0	98	1	-97
-	SRP	Mill Farmhouse	563	0	258	0	0	258	147	0

Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024-25  £000	Actual Spend (Jan)  £000	Forecast Outturn Variance (Jan)  £000
-	SRP	Lower Portland Farm	3,741	0	128	0	0	128	0	-128
<b>430</b>	SRP	Farms- Confidential Scheme	450	0	20	0	0	450	1	-350
<b>350</b>	SRP	Farms- Confidential Scheme	350	0	0	0	0	350	33	-175
<b>556</b>	SRP	Farms- Confidential Scheme	563	0	7	-188	0	375	0	-225
-	SRP	Housing Scheme	142,020	0	0	0	6,300	6,300	5,900	0
-	SRP	Reducing borrowing - use of capital receipts	-750	750	0	0	-750	-750	0	750
<b>-2,122</b>	SRP	Capital Programme Variations Budget	-7,394	0	0	-1,153	0	-3,275	0	3,275
<b>90</b>	SRP	Capitalisation of Interest Budget	112	0	0	0	0	90	0	0
<b>6,042</b>			<b>191,401</b>	<b>104</b>	<b>4,900</b>	<b>-2,284</b>	<b>7,673</b>	<b>16,331</b>	<b>10,654</b>	<b>-1,218</b>
<b>Strategy and Partnerships</b>										
<b>1,682</b>	CSMI	Capitalisation of Policy, Design and Delivery Team	11,889	-	-	-	-	1,682	507	-67
-	CSMI	Community Fund	5,071	-	1,641	71	-	1,712	698	-1,014
<b>62</b>	CSMI	Library Minor Works	85	-	0	-	-	62	2	-42
<b>173</b>	CSMI	EverySpace - Library Improvement Fund	389	-	134	7	-	314	211	0
<b>100</b>	CSMI	Darwin Green Library	208	-	51	-207	56	0	0	0
<b>45</b>	CSMI	Cherry Hinton Library	55	-	5	-	-	50	54	6
<b>521</b>	CSMI	Sackville House (Cambourne Library)	582	-	37	-	-	558	3	-538
	CSMI	March BMX Pump Track	107	-	-	-	107	107	0	-27
<b>-773</b>	CSMI	Capital Programme Variations Budget	-1,604	-	-	-759	-	-1,532	0	1,532
<b>1,810</b>			<b>16,782</b>	<b>0</b>	<b>1,868</b>	<b>-888</b>	<b>163</b>	<b>2,953</b>	<b>1,473</b>	<b>-150</b>

## Capital Funding

Original 2024-25 Funding Allocation as per Business Plan  £000	Source of Funding	Budget Carried- forward 2024-25  £000	Budget Revisions 2024-25  £000	Revised Budget for 2024-25  £000	Forecast Spend - Outturn (Jan)  £000	Forecast Variance - Outturn (Jan)  £000
<b>Finance and Resources</b>						
1,241	Grant Funding	139	167	1,547	658	-889
4,801	Prudential Borrowing	4,761	4,447	14,009	13,680	-329
-	Other Contributions	-	375	375	375	0
-	Capital Receipts	-	400	400	400	0
<b>6,042</b>		<b>4,900</b>	<b>5,389</b>	<b>16,331</b>	<b>15,113</b>	<b>-1,218</b>
<b>Strategy and Partnerships</b>						
1,095	Capital Receipts	-	5	1,100	1,615	515
173	Grant Funding	17	7	297	247	-50
542	Developer Contributions	210	-195	557	259	-298
-	Prudential Borrowing	1,641	-649	992	652	-340
-	Revenue Contributions			7	30	23
<b>1,810</b>		<b>1,868</b>	<b>-725</b>	<b>2,953</b>	<b>2,803</b>	<b>-150</b>

## Future Digital Opportunities

To: Strategy, Resources and Performance Committee

Meeting Date: 11 March 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

**Executive Summary:** This report presents the Council Customer and Digital Services (CDS) response to Councillor Alex Beckett's motion to this Committee, regarding the impact of new technologies. It sets out the areas of work that CDS will be delivering to enhance digital and technological use, ensuring safe, ethical responses to local needs, operating within reduced budgets, and leveraging technological advancements. The next 12 months will focus on improving customer engagement, enhancing the use of data and AI and stabilising operations through workforce development and improved agility. This work is aligned with the Our Future Council Change Strategy. The report also outlines the strategic direction for the next 10 years, acknowledging that this direction will evolve and respond to investment capacity, this includes collaborating with Connecting Cambridgeshire.

**Recommendation:** The Committee is recommended to:

- a) Note this report and acknowledge that the immediate priority is to stabilise and build strong foundations to enable the future technology direction that will be adopted over the next 10 years.
- b) Receive updated Digital, Data and Cyber Strategies later in 2025 to reflect progress and alignment with the Council's Change Strategy.

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# 1. Executive Summary

- 1.1 This report is presented to Committee to update on alignment of the Customer and Digital Services (CDS) outcomes to the Our Future Council Strategy and the outcomes identified for investigation in emerging technologies, specifically those related to optimising the customer journey and enabling customers to self-serve where appropriate.
- 1.2 Customer and Digital Services has aligned its outcomes for the next 12 months with the Our Future Council Change Strategy to enhance digital and technological use, ensuring safe, ethical responses to local needs, operating within reduced budgets, and leveraging technological advancements. During this period CDS will focus on improving customer engagement and stabilising operations through workforce development and agility.
- 1.3 In the context of Local Government Reorganisation (LGR), CDS focus will be on setting realistic and achievable goals that align and adapt with the wider objectives as they evolve.

# 2. Alignment to Our Future Council Strategy

- 2.1 The direction detailed in this report demonstrates how future digital and technology will help deliver the Data, Digital and Technology workstream within the Our Future Council change portfolio, and in doing so support the council to achieve its seven ambitions set out in the Strategic Framework.
- 2.2 This will be spearheaded through two key change programmes: the Data, Digital, and Technology Programme; and the Customer Engagement Programme. These initiatives will also support and enhance the other key change programmes: Assets, Commissioning and Commercial, and the Target Operating Model. By aligning these elements, we aim to create a cohesive and integrated approach that drives innovation, improves service delivery, and meets the evolving needs of our communities.
- 2.3 The Digital and Data Change Programme has identified key areas to focus on in 2025/26 which also align to the Capital Programme of work namely the implementation of the Early Years Education System (EYES), and the Highways Asset Management System (Aurora).
- 2.4 The programme will include a realistic 12-month Action Plan that focuses on stabilising the workforce, enhancing cyber security, and upgrading hardware and software. This plan will ensure that the Council has a solid foundation to build upon for future digital initiatives.
- 2.5 To ensure this remains aligned with Council priorities, Data, Cyber and Digital strategies will be updated regularly in partnership and collaboration with Directorates and Services, and coordinated via the Data, Digital and Technology Change Board. This will be integrated into the business planning cycle every year going forward.
- 2.6 The appendices included in this report provide additional information and examples of the initiatives and strategies that will drive the Council's digital future and enhance service delivery for our communities.

### 3. Background

- 3.1 The County Council has recently undergone a significant decoupling of its IT Shared Service from Peterborough City Council (October 2024), and the Service Director is currently leading the creation of a new Customer and Digital Services (CDS) offer to support and enable the Council to achieve its ambitions and support the Council's Our Future Change Strategy. At the same time advancements in digital and technological capabilities offer challenges but incredible opportunities
- 3.2 The creation of CDS will support the Council in focussing on improving its services to residents harnessing the power of technology. This will involve alignment with all services and ensuring each has an agreed technology roadmap linked to delivery and aligned with the corporate direction by 31 May 2025.
- 3.3 LGR presents a unique opportunity to reshape our digital landscape and enhance service delivery for our residents. As we navigate this period of change, it is crucial to align our digital strategies with the broader goals of the LGR to ensure realistic and achievable outcomes. By setting goals, fostering collaboration, improving customer interaction, and aligning our initiatives with the Business Plan and Budget, we can navigate this period of change effectively and achieve our digital ambitions.
- 3.4 In the context of LGR, CDS focus will be on setting realistic and achievable goals. This includes enhancing digital connectivity, improving service delivery, and leveraging technology to support the council's priorities. For example, in the short term through 2025, rather than pursuing ambitious projects like creating an AI centre of expertise, CDS will concentrate on practical initiatives that deliver tangible benefits to our residents.
- 3.5 To ensure that our digital initiatives are aligned with the Council's Business Plan and Budget, CDS will cross-reference projects with the planned investments. This alignment will provide transparency and accountability, allowing members to see the revenue and capital investments being made and their expected outcomes. By doing so, we can ensure that our digital initiatives support the council's strategic goals and deliver value for money.

### 4. Customer Services and Citizen Engagement

- 4.1 While the emphasis is on leveraging technology and implementing digital solutions across all services, our customers remain at the core of the work CDS deliver. CDS will be unified to provide a seamless and integrated experience for residents. This approach will enhance service delivery, improve customer satisfaction, and ensure that digital solutions are aligned with the needs of our communities.
- 4.2 Each line of business system, such as Mosaic for Adults and Liquid Logic for Children's and Education, includes customer portals. These portals provide a secure way for citizens and professionals to engage with the Council, allowing them to monitor progress, access updates, and receive feedback. By enabling engagement at the appropriate level for their requirements, these portals ensure that both customers and professionals can interact with the system effectively and securely.

- 4.3 The introduction of voice recognition marks the next step in the digital journey for Customer Services. This technology will enable self-service for signposting, information requests, payments, and reporting issues related to various services, providing a more efficient and user-friendly experience.

## 5. Customer and Digital Services Priorities

### **Collaboration**

- 5.1 To enhance our digital capabilities and ensure seamless service delivery, it is crucial to collaborate closely with our system partners across the county. By integrating digital work with partners such as local universities, technology companies, research institutions, and other local authorities, we can leverage their expertise and resources to drive innovation and improve outcomes for our communities.
- 5.2 This collaboration will involve:
- Establishing a Digital Forum to explore challenges and opportunities presented by new technologies, fostering knowledge exchange and collaborative problem-solving. This will be set up by the end of June 2025.
  - Conducting long-term Technology Impact Assessments to identify and develop potential opportunities with partners for using digital, technology, and data to deliver improved outcomes for customers and drive service improvements.
  - Working with key partners including Connecting Cambridgeshire Investing in digital skills development for our communities, customers, and staff to ensure they are equipped to operate in an increasingly digital world.
  - Learning from, and adopting, best practice to quicken the pace of change.
  - The effectiveness of this group will be measured quarterly and will form part of the Terms of Reference.
- 5.3 By working together with our system partners, we can create a more connected, efficient, and innovative digital environment that supports the Council's priorities and enhances the quality of life for our residents. Further updates on the Digital Forum will be brought back to this Committee.
- 5.4 The CDS team will work collaboratively with each Directorate and Service area to proactively identify and develop potential opportunities for using digital, technology and data to deliver improved outcomes for customers and drive improvements in how we deliver services both internally and externally. This will be in place by May 2025 and will be supported by business partnering approach to ensure it meets key objectives. This will include continuously reviewing and updating our Digital, Data, and Cyber Strategies in partnership with all Directorates and Services to ensure they remain relevant and responsive to the rapidly evolving digital landscape, enabling:

- Impact assessments on the opportunity for improved ways of working through data, processes and technology to improve the outcomes for communities and users of our services.
- Impact assessment of how technology and data can support greater prevention of demand and costs.
- Financial benefits associated with new technology adoption.
- Improved social and environmental impacts contributions to sustainability goals, as well as economic opportunities and potential job creation.
- Consideration of potential security risks and measures to mitigate them.

This will be reviewed quarterly and progress reported centrally to ensure that objectives are being met.

### **Harnessing Data, Analytics and AI**

- 5.5 The Council holds a wealth of data, but it is often dispersed across various systems and in non-digital forms. This fragmentation can make decision-making difficult and time-consuming. To address this, the Council is striving to deliver significant changes in the way it works and the outcomes for communities by leveraging data and digital tools. This approach will enable the Council to offer more accessible, user-friendly services and improve service delivery.
- 5.6 There is a growing expectation today that all organisations, including public sector providers, can provide simple and seamless digital experiences that meet their needs. However, the lack of joined-up data and processes can lead to duplication, gaps, and missed opportunities, resulting in poor service and higher costs. By integrating data and digital tools, the Council can enhance transparency, support preventative measures, and build trust with the community.
- 5.7 The Council is committed to using data-driven decision-making to inform policy decisions and improve resource allocation. Real-time analytics can help track performance and identify areas for improvement, ensuring that the Council's services are efficient and effective. Additionally, the Council is exploring the potential of emerging technologies such as Artificial Intelligence (AI), Internet of Things (IoT), and blockchain to drive innovation and efficiency.
- **Leveraging Emerging Technologies: AI, IoT, and Blockchain:** The Council is committed to exploring and harnessing the potential of emerging technologies such as Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain to drive innovation and efficiency. These technologies offer significant opportunities to enhance service delivery, improve decision-making, and create a more connected and responsive environment for our residents. Appropriate governance has been established and by September 2025, a firm position and timeline will be established and communicated to this committee.

- **Artificial Intelligence (AI):** AI can be utilised to analyse large datasets, identify patterns, and make predictions that inform policy decisions and resource allocation. To fully leverage the benefits of AI, it is essential to improve data quality and establish clear data ownership protocols. Initial opportunities have been identified to test the viability of AI in areas such as Adult Social Care. For instance, AI can help predict care needs and allocate resources more efficiently. However, to ensure a holistic and coordinated approach, a comprehensive plan will be developed by September 2025. This plan will outline specific AI initiatives, timelines, and responsible parties, ensuring that AI is integrated effectively across various council services.
- **Internet of Things (IoT):** IoT involves connecting physical devices to the internet, enabling them to collect and share data. This technology can be applied in various areas, such as smart city initiatives, where IoT sensors can monitor traffic, air quality, and energy usage. By leveraging IoT, the Council can enhance the efficiency of public services, reduce costs, and improve the quality of life for residents. Development in this area will be achieved in partnership with Connecting Cambridgeshire and a clear status and forward look will be established by September 2025.
- **Blockchain:** By adopting blockchain technology, the Council can significantly increase transparency, reduce fraud, and build trust within the community. Blockchain's decentralised and immutable nature ensures that all transactions are securely recorded and easily traceable. This technology can be particularly beneficial in areas such as procurement, contract management, and public records. To fully understand its potential and applicability, we will explore initial use cases and conduct feasibility studies. A decision on whether to further pursue and implement blockchain technology will be made by September 2025, based on the outcomes of these studies and the identified benefits for the Council.

By integrating AI, IoT, and blockchain into our digital strategy, the Council can create a more innovative, efficient, and responsive environment that supports its priorities and enhances the quality of life for residents. This will enable a more connected, efficient, and innovative environment that supports its priorities and enhances the quality of life for residents.

- 5.8 **Genomics Integration:** We will explore the integration of genomics into the Council's health and social care strategies to gain valuable insights into the genetic factors that influence health and disease. This initiative aims to enhance our understanding of how genetics impact health outcomes and inform more personalised and effective interventions. To ensure a comprehensive approach, we will conduct a thorough review and develop a detailed plan by September 2025. This plan will outline the specific steps, timelines, and responsible parties for integrating genomics into our health and social care strategies, ensuring that we leverage this cutting-edge technology to improve the well-being of our residents. The Council is committed to reducing health inequalities across Cambridgeshire. By integrating digital solutions into our health and social care services, we can improve access to care, streamline service delivery, and support preventative measures. Initiatives such as the implementation of electronic patient records and the use of AI in social care will play a crucial role in achieving this ambition.
- 5.9 The Council's place-based approach aims to tailor services and solutions to the specific needs of different communities within Cambridgeshire. This approach is closely aligned with

the Connecting Cambridgeshire programme, which focuses on improving digital connectivity and infrastructure across the region. By leveraging the Connecting Cambridgeshire programme, we can enhance our place-based initiatives and ensure that all communities have access to high-quality digital services.

## 6. Conclusion and reasons for recommendations

- 6.1 CDS is fully aligned and committed to supporting Cambridgeshire County Council's vision of leveraging new technologies to enhance the lives of residents, improve service delivery, and stimulate economic growth.
- 6.2 To ensure this remains aligned with Council priorities, Data, Cyber and Digital strategies will be updated regularly in partnership and collaboration with Directorates and Services, and co-ordinated via the Data, Digital and Technology Change Board. This will form an intrinsic part of the business planning cycle every year going forward.
- 6.3 A new focus on collaboration with Directorates and Services will align annual service planning and digital opportunities to drive benefit. Updates will be reported annually alongside the Business and Budget Plan to the Strategy, Resources and Performance Committee.
- 6.4 As the Customer and Digital Service for the Council develops and reshapes its offer to the Council, there are a variety of ways in which it can enable the Ambitions and objectives of the Directorates and Services.
- 6.5 Through the areas set out in this report and through dedicated efforts in increase collaboration to identify and act upon need, being rigorous in the assessment of potential opportunities to ensure that the Council focuses its resources effectively, continually scanning the digital landscape, enhancing digital skills and ensuring we deliver services efficiently, CDS will contribute significantly to the Council's goals and ensure equitable benefits for all residents.

## 7. Significant Implications

### 7.1 Finance Implications

CDS focus will be on driving an optimised customer journey and delivering the Councils Our Future Change Programme, which will help to drive savings and efficiencies going forward.

The Capital and Revenue programme for 2025/26 has allocated £956k to projects which focus on the digital customer journey, while ensuring those who are digitally excluded or have barriers to digital engagement, are enabled to engage with the Council.

The two major programmes of work that will be completed in 2025 calendar year are in the Education and Highway services.

## 7.2 Legal Implications

None are applicable at this stage.

## 7.3 Risk Implications

The risk of not progressing with leveraging new technologies is that the Council will not be able to deliver against its commitment of being a digital council which enables customers to self-serve when needed.

## 7.4 Equality and Diversity Implications

Each project delivered to meet the commitment to leverage new technologies will be impact assessed to ensure that the equality and diversity implications are clearly defined.

## 7.5 Climate Change and Environment Implications

Each project delivered to meet the commitment to leverage new technologies will be assessed to ensure that the climate change and environmental impacts are clearly defined.

# 8. Source Documents

## 8.1 None.

Appendices

Appendix 1 – Examples of Future technologies and digital options to explore

Appendix 2 – Connecting Cambridgeshire Forward Look

## Appendices

The following appendices provide additional information and examples to support the main content of this report. They include detailed descriptions of future technologies and digital options that the Council is exploring, as well as a forward look from the Connecting Cambridgeshire. These appendices aim to offer a comprehensive understanding of the initiatives and strategies that will drive the Council's digital future and enhance service delivery for our communities.

### 1.0 Examples of Future technologies and digital options to explore

Digital Options	Indicative Benefits	Ambition
Develop further the implementation of electronic patient records	Greater data sharing, increasing probability of quality care provision	Health inequalities are reduced
Roll out of pilot online self-serve portals in Adult and Children's Social Care	Correct data captured at first point of contact, access case or report issues 24/7, reduction in duplication of captured data, streamline service delivery	People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Increased use of smart routes to better plan customer visit management	Reduces journey time, allows care worker to have all required data on their person	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Adoption of cloud-based procurement systems	Follows Digital strategy, focus on Software as a Service (SaaS) solutions	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
Greater use of data and automation to ensure procurement follows best practice	Reduce time spent on repetitive action, reduces errors, increases consistency	People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Implementation of Social Value Matching platform	Allows both suppliers and local organisations to offer, match and create more placed based Social Value	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Explore the feasibility of Virtual Agents in Customer	Reduces time spent on calls with the public, information	Net zero carbon emissions for Cambridgeshire by 2045, and

Digital Options	Indicative Benefits	Ambition
Service	provided is from a reputable source and is consistent	our communities and natural environment are supported to adapt and thrive as the climate changes
Greater and expansion of use of data from own and external sources to measure climate change	Supports CCC's net zero carbon target	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Digital platforms for green investment tracking	By monitoring investments in green projects will ensure that the Council effectively reduces carbon emissions, conserving biodiversity, and managing natural resources sustainably	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes, People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
Leverage increased use of corporate data systems and storage to integrate data sources and expand enabling data led decisions	This will enable all data sources to be integrated (where appropriate) enabling data to be matched from sources that are not currently. For example, matching social care data with bus route data, discovering requirements to support the care being provided by the Council	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Develop data strategy and framework	To enable future AI use we need to map and organise our and potentially our partners data. This is the foundation for change. Alongside this we need to take our communities and users with us to ensure they have trust and confidence in how we are using that data legally and ethically	This is foundation building and underpins the Council's Change Strategy
Income collection SMS and other forms of smart notifications	Improved debt collection and engagement with users to manage debt	People are helped out of poverty and income inequality

Digital Options	Indicative Benefits	Ambition
Continue upskilling of Digital Skills within the Council and the wider community.	This will underpin the required change further on the journey to becoming a fully Digital Council.	This is foundation building and underpins all Ambitions
Integration of AI for predictive analytics in all service areas	Wider use of data from all sources, enabling faster and more data driven decision making especially around prevention in care.	Health inequalities are reduced
Wider adoption of wearable health devices	Immediate, non-user triggered, indication of an issue to the providing service	Health inequalities are reduced
AI and big data for environmental monitoring and management	Large volumes of data being assessed and managed, and outcomes provided.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Use of Internet of Things to report system failures. This involves connecting technology with physical items e.g. Traffic lights	Faster identification of current issues, predictive analysis of future issues and product lifespan.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Use of drones, automated vehicles and AI assessed imagery for data capture	Reduction of travel and human resources to assess reports of highway issues and provide preventative assessment of assets.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Autonomous electric vehicle trials and infrastructure development	Reduction of travel and human resources to assess reports of highway issues and provide preventative assessment of assets.	Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
Develop digital twins for physical entities e.g. New Shire Hall. To enable the monitoring and then optimisation of Council assets.	This will support our move to net zero estate	Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes

## 2.0 Connecting Cambridgeshire

- 2.1 This section outlines a forward look from the Connecting Cambridgeshire
- 2.2 Following successful delivery of the Connecting Cambridgeshire Digital Strategy 2021 – 2025, a revised strategy for 2025 – 2029 has been developed and was approved by the CPCA board in October 2024. The supporting Business Case is currently being reviewed and will go to the investment board in December 2024 and, if approved, for ratification by the CPCA board in January 2025.
- 2.3 The new strategy has been divided into three workstreams each delivering specific projects while enhancing the deliverables of the overall programme. These are Infrastructure, Innovation and Inclusion. The table below sets out the work expected to be delivered over the next ten years, keeping in mind that technology and advancements in these areas move rapidly.
- 2.4 **Short Term: 12 Months.** The table below presents the priorities over the next 12 months.

Workstream	Overview	Project work
Infrastructure	Continue to support the provision and improvement of mobile and fixed connectivity across the region. This work aims to assess and benchmark the current connectivity in the region and accelerate improvements of full fibre, 4G & 5G. This will include continuation of barrier busting work to make it easier for operators to deploy in the region including on CCC owned assets where appropriate. A Future Connectivity Review will be undertaken to analyse the current use of digital connectivity by local councils to deliver services, identify problem areas and identify longer term opportunities to improve services with the availability of enhanced connectivity.	Crowd sourced mobile data, Neutral Host deployment solutions, 5G projects, Asset mapping, Fibre ducting in infrastructure, Voucher provision, Future Connectivity Review.
Innovation	Build on the work completed over the last four years to trial and understand innovative technologies and data solutions to support our residents and businesses. This work includes future-facing technologies such as AV (Audio Visual), XR (Extended Reality) & AI that have the capability to significantly enhance services to residents. The workstream will support enhanced data collection and analysis of the range of sensors that have been/will be deployed.	LoRaWAN (Long Range Wide Area Network) expansion, IOT devices and data, Automated Vehicles, 5G use cases.

Workstream	Overview	Project work
Inclusion	Continue work to ensure that digital exclusion in the region is minimised and all residents and businesses are supported to make use of digital technology. This will include launching specific interventions identified in the digital inclusion strategy.	On-street public access Wi-Fi provision, support for the digital switchover, provision of devices and hardware, Digital inclusion connectivity and partnerships, Digital skills and confidence, Digital solutions for community spaces (e.g. community hubs, village halls etc.)

2.5 **Medium Term: Two to Four Years.** The focus of years two to four will be on the continued delivery across the 3 workstreams of the CPCA digital connectivity strategy 2025-29. This will include expanding work across local authority directorates to identify areas where we can pilot and bring into service new technologies enabled by digital connectivity. Areas of focus will include:

- Enhancing road and railway mobile connectivity. Building on work undertaken as part of the 5GIR project.
- Works to exceed 99% gigabit-capable coverage in the region (including BDUK funded Project Gigabit, voucher schemes etc.)
- Explore and implement new models for improving mobile connectivity to underserved areas in the region that may include co-investment in infrastructure.
- Identify government funded opportunities that align with CCC/CPCA/GCP ambitions.
- Implement projects identified by the future connectivity review.
- Further work on Digital Twins to identify the areas that they can support the authority to manage their assets/services and assess future impacts of projects.
- Deliver a data platform and increase data collection/analysis that support operational teams to undertake interventions or understand the impact of projects.
- Implement a grant scheme to facilitate businesses to develop new products/services that rely on 5G connectivity (Extending the 5GIR & CORE projects through CPCA match funding)
- Continued Digital Inclusion work to ensure residents & businesses have the devices, skills and confidence to make the most of enhanced connectivity. This will be focussed on those most at risk of digital exclusion and those that may benefit the most from access (Health & Social Care).

2.6 **Longer Term: Five to 10 Years.** Beyond the strategy advancements in technology become more difficult to predict but it is anticipated that work will continue to ensure that the approaches to digital connectivity and services they provide are embedded into new developments, services and projects as standard practice. Horizon scanning will continue to identify new developments in digital connectivity such as 6G and how these can be used to support improved services, economic growth and CCC ambitions. Net Zero & sustainable development will continue to be underpinned by digital connectivity. It also important that local programmes are put in place to provide appropriate educational courses to work in new technologies/industries and draw businesses to the region that will drive economic growth. As housing in the area is predicted to increase significantly, digital connectivity and innovation will play a crucial role in enabling this to be achieved sustainably.

- 2.7 Alignment to CCC Ambitions: As the importance and reliance on digital connectivity continues to increase at a significant rate throughout all parts of life, the delivery of fast, reliable, accessible connectivity is crucial. The projects that the Connecting Cambridgeshire team deliver underpin or contribute to all seven of the County Councils strategic ambitions. For example, supporting the roll out of better fixed and mobile connectivity supports people to learn, work and connect more flexibly.
- 2.8 In doing so there is potential to reduce daily commuting journeys, thereby reducing congestion and improving air quality. This in turn promotes the chance of better health outcomes for individuals and helps them to balance their work and home life commitments providing improved quality of life.
- 2.9 The table below calls out some projects specifically and groups others together into broader topics.

	1 – Net Zero	2 – Sustainable Travel	3 – Health inequalities	4 – Independent lives	5 – Income inequality	6 – Places and Comms	7 – Opps to thrive
Improved digital connectivity		X		X		X	X
Implement projects identified by the future connectivity review	X		X				
Collation and Sharing of local data		X		X		X	
Digital Inclusion Work			X	X	X	X	X
Automated vehicles							
Neutral Hosts	X					X	
Fibre ducting in infrastructure	X						

## Corporate Risk Register

To:	Strategy, Resources and Performance Committee
Meeting Date:	11th March 2025
From:	Chief Executive
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Executive Summary:	Good risk management - including the identification of risks and triggers as well development of mitigating actions - should inform decision making and areas for improvement; lead to better overall management of the Council's business, and protect the Council's assets, workforce, finances and services.
Recommendation:	The Committee is recommended to note the Corporate Risk Register.

Officer contact:  
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# 1. Creating a greener, fairer and more caring Cambridgeshire

1.1 Risk Management is the process by which the Council understands and proactively considers the principal uncertainties and overall risks facing the organisation. The objective is to ensure that risks which might impact upon the Council achieving its plans are identified and managed on a timely basis and in a proportionate manner. As such, effective risk management contributes to the achievement of all seven of the Council's ambitions.

## 2. Background

2.1 The Accounts and Audit (England) Regulations 2015 require the authority to have a sound system of internal control, which includes effective arrangements for the management of risk.

2.2 Under the Council's constitution, the Strategy, Resources and Performance Committee (S,R&P Committee) is responsible for the development and oversight of the Council's risk management and strategy. The Audit and Accounts Committee also has important functions in relation to risk, including considering the effectiveness of the risk management arrangements and associated control environment and to seek assurances that appropriate action is being taken in response to risk.

2.3 Risk is inherent in our delivery of high-quality public services. The volatility, complexity and ambiguity of the Council's operating environment continues to increase, and taxpayers rightly expect transparency and accountability from the Council in managing the impacts of risk. We are committed to managing risk so that we enhance strategic planning and prioritisation and achieve our objectives with agility. The benefits of risk management include:

- Taking timely and proportionate action to prevent risks occurring or to manage effectively
- Development and delivery of robust and effective action plans and enhancements to the governance of the organisation
- Ensuring that decision makers are fully aware of any key risk issues associated with proposals being considered at the point of decision making
- Demonstrating openness and accountability

2.4 The risk management approach adopted by the Council is based on identifying, assessing, managing and monitoring risks at all levels across the Council. Risk registers operate at three tiers across the organisation: (a) service/project specific, (b) directorate, and (c) corporate. This report provides an update on the Council's Corporate Risk Register.

## 3. Corporate Risk Register Updates

3.1 The full updated Corporate Risk Register can be found at Appendix 1 to this report.

3.2 Please note, on the risk matrices, "RA" denotes the Council's maximum risk appetite of 15, which is a set maximum appetite for all risks. Where risk owners have identified a target

risk below this risk appetite level, this is denoted with a “T”.

### 3.3 Corporate Risk Register Overview

3.3.1 The following table gives an overview of the current status of the risks on the corporate risk register, including information on the current risk scoring compared to the scores at the previous report to Committee, and the direction of travel for each risk. Please note that as discussed at the October meeting of Strategy, Resources and Performance Committee, the direction of travel for each risk is now shown as a RAG rating: red indicating that the risk has increased; amber indicating no change; and green indicating that the risk has decreased.

*Table 1: Corporate Risk Register Overview, January 2025*

<b>Risk</b>	<b>Residual Risk Score June 24</b>	<b>Residual Risk Score Oct 24</b>	<b>Residual Risk Score Jan 25</b>	<b>Direction of Travel (RAG)</b>	<b>Last Review</b>
1. Risk that the Council's arrangements for safeguarding vulnerable adults fail.	15	15	15	→ (static)	27/01/25
2. Risk of failure of the Council's arrangements to safeguard vulnerable children and young people.	15	15	15	→ (static)	31/01/25
3. Risk that the Council does not have enough budget to deliver agreed short and medium term corporate objectives.	12	16	16	→ (static)	28/01/25
4. Risk that a serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.	12	12	12	→ (static)	21/02/25
5. Risk of failure of corporate governance.	10	10	10	→ (static)	02/01/25
6. Risk that the Council's workforce is not able to meet business need.	15	15	10	↓ (reducing)	31/01/25
7. Risk of failure to deliver key Council services.	10	10	10	→ (static)	13/09/24

8.	Risk that the Council is a victim of cyber crime.	15	15	15	→ (static)	31/01/25
9.	Risk that the Council fails to comply with Information Governance legislation and industry standards	12	12	12	→ (static)	27/01/25
10.	Risk of failure of key contracts.	12	12	12	→ (static)	31/01/25
11.	Risk of failure of collaborative working.	12	12	12	→ (static)	31/01/25
12.	Risk that Cambridgeshire County Council is not adequately prepared for the risks of the changing climate	16	16	16	→ (static)	31/01/25
13.	Arrangements to support people with Learning Disabilities result in poor outcomes due to uncertainty of decoupling of funding arrangements via section 75 agreement	-	-	16	[NEW]	31/01/25

3.3.2 For this reporting cycle, one risk has seen changes to its scores compared to the previous reporting period. Risk 6 “Risk that the Council’s workforce is not able to meet business need” has been reduced from 15 to 10. This reduction reflects improved recruitment outcomes across the Council, with evidence showing successful filling of posts with quality candidates. While some specialised areas such as children’s social workers, highways and projects management roles continue to face recruitment challenges, overall workforce capacity has improved. Corporate Leadership Team (CLT) agreed this reduction based on current workforce data and recruitment trends.

3.4 New Risks / Risks De-Escalated from the Corporate Risk Register:

3.4.1 Risk 13, “Arrangements to support people with Learning Disabilities result in poor outcomes due to uncertainty of decoupling of funding arrangements via section 75 agreement” was reviewed by the Adults Health and Commissioning Directorate Management team and subsequently scored at 16. Therefore, it was escalated to the Corporate Risk Register. This update was provided to the Adult and Health Committee in December 2024, and the Corporate Leadership Team (CLT) approved the escalation at their meeting on January 6th.

3.4.2 The Executive Director for Adults, Health and Commissioning provided the following

background detail regarding the escalation of this risk to the Corporate Risk Register:

“The current arrangement for people with Learning Disabilities is being reviewed and the Council has served notice on the current Section 75 agreement. Adults, Health and Commissioning are managing the ending of this arrangement with health partners and continue to monitor the associated risks. The risk that the arrangements to support people with Learning Disabilities result in poor outcomes due to the uncertainty of decoupling and funding arrangements via section 75 agreement has been escalated to the corporate risk register. There are current actions underway to mitigate the risk which include:

- Focussed action to manage the ending of the Section 75 Arrangements and management agreement including review of service delivery and financial arrangements.
- Using external resources to manage the review of cases prior to the ending of the current arrangements.
- Specific resources in place to support the delivery of the programme.
- On-going relationship building with health colleagues.
- Working closely with providers and maintaining regular communications with people who use services and their families/carers, to provide assurance on continuity of care.”

3.4.3 The Executive Director also noted that the move to the Corporate Risk Register was review in depth at the CLT Risk and Assurance group on 21st February, where an action was given to him to fully review the risk. This work is underway as a matter of urgency.

### 3.5 Key Actions Implemented:

3.5.1 A number of actions incorporated in the Action Plans for the Corporate Risk Register have been closed since the previous report in October 2024. In particular, the following key actions have been marked as complete by Corporate Risk Owners:

- A clear plan to address the workforce challenges in Adult Social Care has been developed. The plan, led by the Service Director: Adult Social Care, was created with input from corporate teams such as HR and Finance.
- Climate Change and Energy Strategy (CCES) Action plan has been reviewed and updated to ensure progress towards climate targets.
- CCES Programme Closure Plan has been developed, embedding key elements into "business as usual" operations. Measures have been put in place for continued monitoring of progress and target achievement.
- A structured approach to monitoring the cleantech sector has been established. This initiative will inform future decisions on skills, knowledge, and technology needed to support carbon reduction efforts.
- Closure engagement with government departments has been achieved, ensuring council is actively contributing to national climate risk and net zero initiative.
- Multi- agency plans for flooding and severe weather have been reviewed as part of scheduled three-year cycle.
- The Council has defined Key Performance Indicators (KPIs) for Net Zero targets. This will be now reported quarterly reported quarterly as part of the Council's performance framework.
- The Council's procurement strategy has been enhanced to further incorporate

climate and environmental factors.

## 4. Other Risk Management Updates

### 4.1 CLT Risk and Assurance Meeting:

4.1.1 A meeting of the CLT Risk and Assurance group took place on 21st February. The meeting included:

- A “deep dive” review of the Finance and Procurement Service Risk Register, including the coverage and treatment of significant financial and commercial risks and a broader discussion about the Finance and Resources Directorate Risk Register, which needs to be better aligned across Finance and Resources, Property Services and Customer and Digital Services.
- A discussion and actions for all Risk Owners on the implications of Local Government Reorganisation;
- A detailed review of red or ‘borderline’ risks from Directorate Risk Registers (i.e. those risks scoring 15 or higher), alongside a discussion of assurances and escalations from Directorate Risk Registers;
- A review of the Corporate Risk register and proposed reporting to Strategy Resources and Performance Committee and Audit and Accounts Committee;
- An in depth discussion regarding the escalation of Risk 13 “Arrangements to support people with Learning Disabilities result in poor outcomes due to uncertainty of decoupling of funding arrangements via section 75 agreement” to the Corporate Risk Register.

### 4.2 Local Government Reorganisation Update:

4.2.1 It is recognised that the recent local government reorganisation announcements by the UK government, outlined in the English Devolution White Paper, will impact on the management of organisational risk at Cambridgeshire County Council. In the longer term, this will include the need to identify and mitigate risks associated with the programme of transition to new local government structures; and in the shorter term there is also the need to reassess current risk registers and action plans to mitigate risk, to ensure that these remain aligned with the current direction of travel on Local Government Reorganisation.

4.2.2 In recognition of this, an initial discussion regarding risk management in light of the Local Government Reorganisation proposals was held at CLT on the 21<sup>st</sup> February and a range of updates to the Corporate Risk Register were discussed and agreed. This will continue to be an area of discussion at future CLT Risk and Assurance meetings.

4.2.3 Additionally, the Head of Internal Audit and Risk Management has joined the current Local Government Reorganisation Officer Working Group to provide advice and support on the approach to capturing and monitoring risk relating to the proposals. This is likely to include an organisational-level risk captured on Directorate/Corporate level risk registers, and a

more operational project-level risk register held by the programme, with the two levels of risk management feeding into one another.

#### 4.3 External Audit Value for Money Opinion and Recommendation:

4.3.1 Alongside their audit of the statement of accounts for 2023/4, Cambridgeshire's external auditors KPMG have also completed their review on the value for money opinion. This work considers whether the council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year of the accounts. This is broken down into reviewing three key areas: financial sustainability, governance and improving economy efficiency and effectiveness.

4.3.2 In respect of the governance aspect of this opinion, KPMG have highlighted a concern that some aspects of risk were not fully captured in Corporate and Directorate Risk Registers (DRRs) and made a recommendation that:

*"We recommend that the Council performed a detailed review of Directorate and corporate risk registers to ensure these contain all known risks to the council and are given sufficient levels of prominence are given to each risk to allow for effective risk management."*

4.3.3 While noting that the Chief Executive and Executive Directors (Chief Officers) meet quarterly at dedicated Risk and Assurance meetings which include, as standing items, a review of the full Corporate Risk Register; Directorate Risk Register assurances and/or escalations from Chief Officers; plus a detailed review of either one of the Directorate Risk Registers or of red/borderline risks across all DRRs, it is agreed that the recommended review will be undertaken by the CLT Risk and Assurance Group ahead of the 2025 Annual Governance Statement.

#### 4.4 Risk Strategy Implementation Update:

4.4.1 The Internal Audit and Risk Management team continues to progress the actions from the updated Corporate Risk Strategy shared with Committee in July 2024. Key action updates since our last update in October include:

- *Action: Internal Audit and Risk Management will develop a risk management eLearning module that can be made available to all staff. This will particularly include guidance on how to escalate risks between different management levels/risk registers. Once this is completed, it will be publicised internally via the intranet and to targeted staff including budget managers."*

In November and December 2024, the draft corporate Risk Management eLearning has been tested by members of the Internal Audit team and further updates made. It is planned to launch the new eLearning modules in March 2025.

- *Action: "Appoint to new Corporate Risk Manager role in 2024/5 to develop greater capacity and resilience in corporate risk management support."*

This action has been completed, as a new Corporate Risk Manager joined the Internal Audit and Risk Management team on 20th February. The Risk Manager's first task is to conduct a review of risk management arrangements at Cambridgeshire

to inform an update of the Risk Strategy; the outcomes of this review will be reported in due course.

- *Action: “The Council should consider integrating the Corporate Risk Group with an equivalent network of Performance Champions or similar.”*

The Internal Audit and Risk Management team has liaised with colleagues in Governance and Performance to develop proposals to integrate the Corporate Risk Group into a Corporate Risk and Performance Group going forwards. An updated Terms of Reference to reflect the new dual risk/performance focus will be brought forward to the next meeting of the group on the 9th April.

## 5. Significant Implications

### 5.1 Finance Implications

Not applicable.

### 5.2 Legal Implications

Not applicable.

### 5.3 Risk Implications

This report and Appendix 1 showing the updated current Corporate Risk Register provide information on the key corporate risk areas currently identified by Cambridgeshire County Council and how these are being managed.

### 5.4 Equality and Diversity Implications

Not applicable.

## 6. Source Documents

### 6.1 Corporate Risk Register – Appendix 1

### 6.2 [Cambridgeshire County Council Risk Strategy 2023 – 6](#)

<b>Risk</b>		<b>01. ASC - There are reputational and legal impacts when the Council's arrangements for Safeguarding Adults with Care and Support needs fail.</b>						
<b>Likelihood</b>	5							
	4							
	3					X/RA		
	2							
	1							
		1	2	3	4	5		
<b>Risk Owners</b>		Patrick Warren-Higgs			<b>Current Score</b>	15		
					<b>Risk Appetite</b>	15		
					<b>Previous Score</b>	15		
		<b>Triggers</b>			<b>Likelihood Factors (Vulnerability)</b>			
<b>Consequence</b>		<p>1. Inability to recruit, train and retain the level of skills required across the workforce to support safeguarding activity.</p> <p>2. Governance arrangements for safeguarding are not robust or fail.</p> <p>3. There is non-compliance within safeguarding practice guidance or processes.</p> <p>4. Assurance measures fail or are not robust.</p> <p>6. Internal organisational change impacts system safety.</p> <p>7. External system/regulatory changes impact system safety.</p> <p>8. Major incident results in spike in demand for services and/or inability to access Council systems, records, or buildings.</p> <p>9. Commissioned Services fail placing increased demand on the system and safety is compromised</p>			<p>1. Vacancy rates - Vacancy rates in Safeguarding and Operational teams impacting on capacity to undertake safeguarding activity.</p> <p>2. Volume of safeguarding referrals - Increasing volume of safeguarding referrals, some of which are inappropriate, requiring triage and management</p> <p>3. Wider System Changes that impact Adult Social Care - Partnership agencies may change systems or process which impacts adversely on ASC such as Right Care Right Person, impacting on increased activity within ASC and lack of available Police response to those living risky lives.</p> <p>4. Provider changes, with Registered Manager and Leadership changes, without oversight on implications for Adult Social Care.</p> <p>5. Regulator not maintaining regular oversight on providers and engaging with Adult Social Care in a timely way.</p>		<p>1. Negative consequences are experienced by those with care and support needs and unpaid carers.</p> <p>2. People lose trust in Council services and/or commissioned services.</p> <p>3. Council is deemed to have failed in statutory duties.</p> <p>4. CQC rating is impacted.</p> <p>5. Decrease in government funding.</p> <p>6. Legal challenges against the Council.</p> <p>7. Increase in complaints against the council, including LGSCO.</p>	

Controls	Adequacy	Critical Success
<p>1) Adult Social Care Assurance.</p> <p>The organisation engages in the ongoing process of revising its practices and procedures to align with emerging local and national trends.</p> <p>This includes learning from local and national reviews such as Serious Case Reviews to continuously improve safeguarding measures.</p>	Good	<p>Essential to our success is the regular reporting and the provision of tools and support for practitioners to follow best practices. Key elements of our reporting structure include:</p> <ul style="list-style-type: none"> <li>•Monthly highlight reports shared with the Head of Service.</li> <li>•MASH governance reports submitted to the MASH Governance Board.</li> <li>•Annual self-assessments submitted to the SAB Board, covering all safeguarding aspects.</li> <li>•Thematic audit cycles conducted by the Quality</li> </ul>

Action Plans	Responsibility	Target Date
<p>1. Performance Improvement Plan</p> <p>Improvement plan has been developed and agreed with key actions to take forward based on the peer improvement recommendations and national indicators.</p> <p>The improvement plan considers DOLs in CCC, threshold assessments for people in care homes in CCC, adults and autism historical back log, OT waiting list. LD Health waiting lists linked to section 75 agreements, care and support plan delays, including brokerage of increases or changes to care packages, financial assessment and financial data entry delays.</p>		31/03/2025

		<p>conducted by the Quality Standards and Practice Team, reported to the Practice Governance Board.</p> <ul style="list-style-type: none"> <li>•Service-level improvement plans for each team.</li> <li>•Monthly managerial audits with a quarterly report and action plan, overseen by the Quality Standards and Practice Team, with team managers held accountable. These audits are also reported to the Practice Governance Board.</li> </ul> <p>In addition, the Adult Social Care Practice Update newsletter is circulated fortnightly to all staff within the Adults, Health, and Commissioning Directorate, ensuring they are up to date with relevant information to support them and those they work with.</p>
<p>2) Skilled ASC Workforce</p> <p>To ensure high quality safeguarding, staff receive comprehensive training, ongoing professional development opportunities, and regular supervisions that reinforce safeguarding procedures and best practices, enabling them to maintain professional registration.</p>	<p>Good</p>	<p>A dedicated safeguarding training resource, with robust training programmes, annually reviewed, available multi-agency policies, themed audits are undertaken, robust training programs available, and an adult practice governance board provide assurance and oversight.</p> <p>The CCC Safeguarding training strategy outlines the training offered along with safeguarding training that is essential to each role across adult social care.</p> <p>Work is being completed on monitoring training compliance rates, and teams are asked to complete a manual check of all MCA / Safeguarding training.</p>

<p>3) Multi Agency Safeguarding Multi-agency Safeguarding Boards and Executive Boards provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity. Coordinated work between multi-agency partners. Police, County Council, Health and other agencies who are key members of the Board and subgroups</p>	<p>Good</p>	<p>Regular reports are submitted to the SAB Board including MASH Governance reports, and annual self-assessments and shared working outcomes.</p>
<p>4) Internal Quality Assurance  Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.</p>	<p>Good</p>	<p>Regular auditing and reporting. Ability to highlight good practice and areas for improvement, robust service level improvement plans developed as needed.  Annual safeguarding thematic audit, monthly managerial audits and quarterly reports to Practice Governance Board. Team level action plans held by managers and meet with Principal Social Worker to discuss on a quarterly basis.</p>
<p>5) Commissioned Services  Regular monitoring of social care providers and information sharing meetings with other local organisations, including the Care Quality Commission and ICB are in place. ASC have a structure in place to raise, discuss and address provider quality concerns across the health and social care system. If improvements are not made, escalation routes are in place and progress and risks are continually shared with the CQC regulator.</p>	<p>Good</p>	<p>Regular auditing and reporting. Ability to support providers at risk.</p>
<p>6) Coordinated work with system partners and agencies  Coordinated work between multi-agency partners for both Adults and Children's. Police, County Council, and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards.</p>	<p>Good</p>	<p>Effective and safe implementation; we have a number of task and finish groups - for example transitional safeguarding, MCA we have regular system wide groups - QEG.</p>
<p>7) Information Sharing with regulatory bodies.</p>	<p>Good</p>	<p>Regular reporting.</p>

Continue to work with the CQC to share information.		
8) Manage demand Managing increasing demand and acuity to ensure adults receive right support at the right time. Regular DMT's to discuss and escalate issues.	Good	Daily monitoring of referrals and waiting time is in place to reduce waiting times and review priority levels to provide proportionate and time critical responses to those at risk.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		02. CSC - Failure of the council's arrangements to safeguard vulnerable children & young people									
Likelihood	5						Risk Owners Martin Purbrick	Current Score	15	Last Review	31/01/2025
	4							Risk Appetite	15	Next Review	01/05/2025
	3					X/RA		Previous Score	15		
	2						Triggers		Likelihood Factors (Vulnerability)		Potential Consequences
	1						1. High caseloads in Children's Social Care. 2. Lack of financial resilience. 3. Non-compliance with safeguarding processes and procedures. 4. Inability to recruit and retain experienced Social Workers. 5. Lack of placement sufficiency to meet the needs of complex children and young people. 6. Major incident results in inability to access Council systems, records or buildings.		Each one below is linked to each of the triggers: 1. Children's social care caseloads are too high in some areas due to issues with recruitment and retention. 2. Difficulty procuring affordable capacity for children's placements. There continues to be a national shortage of foster Carers and affordable Children's Placements (Medium) 3. Lack of robust assessments (undertaken in a timely way) of risk in relation to children & the family circumstances. Work alongside revised practice standards, guidance and the focus on six key areas ('Big 6') has meant a focus on areas for improvement. (Medium) 4. Recruitment and retention has improved for those in some teams and more difficult in safeguarding currently. More work is underway for recruitment of permanent social workers (Medium) 6. In terms of a major incident, there are business continuity plans (BCP's) in place whereby child protection lists would be obtainable if required. (Low)		1. Harm to child or young person awaiting or receiving services from the Council. 2. Reputational damage to the Council. 3. Financial impact. 4. Appointment of a Children's Commissioner and notice of statutory intervention issued by the Department for Education.
		1	2	3	4	5	Consequence				

Controls	Adequacy	Critical Success
1. Multi-agency Safeguarding Boards and Executive Boards.  Provides multi agency focus on safeguarding priorities and provides systematic review of safeguarding activity specific safeguarding situation between partners. The partnership has now agreed a Cambridgeshire specific partnership Board (instead of one board across both Peterborough & Cambridgeshire). Work has started in developing this, with an aim this will be complete by end January 2025.	Reasonable	Cambridgeshire has recently revised its partnership arrangements and the new refocused board will take place in February 2025.

Action Plans	Responsibility	Target Date
1. Corporate response to Ofsted focused visit. Updated self-assessment completed and action plan submitted around the 7 recommendations made by ofsted. Previous outline of establishing a strengthening services board, however there was little appetite for this from partners. Therefore, the children's improvement board will be focused on the key areas for development. The revised Children's Strategic Workforce Plan has been developed and has been approved through the governance process at CYP Committee November 2024. The action plan outlines activities within Workforce and building the right capacity within the workforce to ensure consistency, quality and timeliness.	Martin Purbrick	31/03/2025

2. Information-sharing and coordinated work between multi-agency partners, providers, and regulators. In particular Police, County Council and other agencies to identify child sexual exploitation, including supporting children and young people transitions to adulthood, with the oversight of the Safeguarding Boards. Regular monitoring of social care providers and information sharing meetings with other local organisations.	Reasonable	A review by Essex sector led improvement (SLI) partner to identify key areas of strengths and development. Recommendations are being added to the improvement plan along with other key areas.
3. Comprehensive and up-to-date Safeguarding Policies, Procedures and Practice Standards.  Continuous process of updating practice and procedures, linking to local and national trends, including learning from local and national reviews such as Child Safeguarding Practice Reviews (SPR's).	Good	Several practice and processes have recently been reviewed and revised to ensure they are robust and includes; Our Practice Standards, Guidance and Toolkit (Big 6); Our Threshold document; MASH Manual and Guidance etc.
4. Safeguarding Training & Development  Comprehensive and robust safeguarding training, ongoing development opportunities for staff, and regular supervisions monitor and instil safeguarding procedures and practice.	Good	Effective training and development ensures all staff understand and can implement key safeguarding processes. Social care academy in place and new ASYE and International workers started throughout 2024 in January 2024, July 2024 and November 2024
5. Quality Assurance Framework.  Robust process of internal Quality Assurance (QA framework) including case auditing and monitoring of performance.	Good	Recently revised and implemented new practice governance ensuring performance information is more accessible and training has been provided to ensure performance is monitored more closely. In addition, an audit schedule has been reviewed, updated and is underway. QA framework that is understood by all that are using it; reflects the lived experience of children; and helps with practice improvement, whilst supporting practice standards.

1b. Placement Sufficiency - the residential strategy is within the approval process  Placement Sufficiency - the residential strategy has been approved and work has started. Additional work around emergency placements, increase of foster-carers is also underway. The placement sufficiency statement is currently being developed.	Ranjit Chambers	30/06/2025
1c. Assessments - additional capacity to improve the quality, consistency and timeliness of assessments is in place and	Raul Butron	31/03/2025
1d. Achieving permanence - permanence protocol has been introduced and a clear tracking process is in place Protocol is in place alongside tracking and this will continually be monitored.	Ranjit Chambers	31/03/2025
1e. Care leavers - Improving the pathway plan and better preparation for independent support  The following has been completed and has been regularly monitored. Improving the pathway plan and completion rate, redevising the Local Offer and better preparation for independent support to young people from 14 years in care is being developed. In addition, building partner relationships to ensure Care Leavers are able to access support more easily.	Ranjit Chambers	31/03/2025

6. Clear processes for reporting concerns.  Whistleblowing policy, robust Local Authority Designated Officer (LADO) arrangements and complaints process inform practice.	Good	Effective processes for reporting concerns ensure that the response to concerns is timely and effective, with the involvement of appropriate partners.
7. Strength based approaches review  After a review of the family safeguarding approaches, Cambridgeshire has developed a systemic practice model using strength based approaches.	Reasonable	A practice model has been developed although this is not yet fully embedded in practice
Full leadership team recruitment  A permanent and stable leadership team is in place and established to provide crucial leadership across Children, Education and Families.	Good	Permanent team in place and established

1f. Out of hours support - a review of the out of hours services will be completed	Raul Butron	28/02/2025
1g. Homelessness 16/17 year olds - review of this area is planned to ensure a more joined up approach	Raul Butron	31/03/2025
2. Recruitment of a permanent workforce  Successful recruitment within management areas with over 90% of permanent Directors, Heads of Services, Service Managers and Team Managers. Over 70% of Social Workers are now permanent.  As part of the children's improvement work, there is a focus on ensuring the recruitment and support of experienced Social Worker	Martin Purbrick	31/03/2025
3. Children's Placement Sufficiency.  Sufficiency Statement is underway and due at CYP Committee in Spring 2025. Market engagement is now well established and is ongoing with an increasing number of children being placed in Cambridgeshire, although 53% are still in place with other Local Authority areas. Social Care & Commissioning working more closely together as a strong focus on recruiting in-house foster, showing early signs of success, however, there are still a number of children in unregistered placements.  Work to manage the local market with support from Commissioning services is underway to support placement sufficiency for Cambridgeshire. This action is likely to remain ongoing.	Martin Purbrick	30/06/2025
4. Review of key areas of Children's, Education and Families services	Martin Purbrick	30/06/2025

<p>Currently reviewing decision making in the MASH and closer integration of Targeted Support and Children in Need work. Undertaking workforce review to consider skills and experience required.</p> <p>There has been development of a comprehensive workforce plan to incorporate the skills and experience of staff as we know there is an increased number of less experience staff in the system. In addition, an increase of quality assurance with Section 47 requests. Focused activity on cases in care proceedings, including a court direction tracker to improve compliance.</p> <p>Essex diagnostics throughout 2023 and 2024 has now been completed, further support is being sought and subject to agreement.</p>		
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**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council  
**Risk Category:**  
**Linked Objective(s):**

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Risk		03. The Council does not have enough budget to deliver agreed short and medium term corporate objectives											
Likelihood	5												
	4				X								
	3					RA							
	2												
	1												
		1	2	3	4	5							
<b>Consequence</b>		<b>Risk Owners</b>		Michael Hudson		<b>Current Score</b>		16	<b>Last Review</b>		28/01/2025		
						<b>Risk Appetite</b>		15	<b>Next Review</b>		28/04/2025		
						<b>Previous Score</b>		16					
		<b>Triggers</b>					<b>Likelihood Factors (Vulnerability)</b>					<b>Potential Consequences</b>	
		<p>1. The Council spends more resources than it has by the end of the year and does not have sufficient reserves to cover cumulative variances.</p> <p>2. Policies, procedures or governance framework for budget setting and monitoring fail or are circumvented.</p> <p>3. Demand management, prevention or service reform activity is insufficient.</p> <p>4. Inflationary pressures and market failures / supply shortages lead to rising costs.</p> <p>5. Staff without appropriate skills, knowledge, experience. Greater staff turnover.</p> <p>6. The Council is a victim of major fraud, cyber crime or corruption.</p> <p>7. Failure to fund the cumulative DSG High Needs deficit if a statutory override is not in place.</p> <p>8. Significant reduction in central government grant allocations arising from Funding Review 2026-27.</p> <p>9. Significant commercial failure.</p> <p>10. Objectives set require funding far in excess of available sources.</p> <p>11. Government statutory changes introduce greater cost than funding.</p>					<p>1. Increased demand for services remains a key risk in care, SEND and related transport services. The DSG override has not been confirmed as continuing and is flagged as a risk in the s151 Officer's Section 25 report to Strategy, Resources and Performance Committee on 28 January 2025.</p> <p>2. Economic/market conditions - continued impact on supply of services by providers and impact on commercial factors remain due to higher interest rates.</p> <p>3. Changes to government funding; short term national planning - these are not a risk for the short term but the uncertainty of changes increases the likelihood of risk.</p> <p>4. Legislative and regulatory changes could impact but at this stage these, such as Devolution and Finance, in still in early parliamentary stages.</p> <p>5. Partnership risks - additional costs or reduced funding in collaborations. Change programmes require additional short term risk.</p> <p>6. Waste management reforms and changes such as Industrial Emissions Directive as noted alongside new burden but no confirmations.</p> <p>7. Home to School Transport and children's social care placements markets continue to be challenged.</p> <p>8. Credit loss on long term debtors remains low and</p>					<p>1. Council issues a s114 report or requires capitalisation direction.</p> <p>2. Breach of prudential code or capital strategy benchmark/indicators due to levels of borrowing, potentially also requiring a s114 notice.</p> <p>3. The Council does not deliver its statutory responsibilities.</p> <p>4. People do not receive the services to which they are entitled or require, and may be harmed as a result.</p> <p>5. Reputational damage.</p>	

Controls	Adequacy	Critical Success
01. Robust Business Planning process; demand/demography and inflation challenge.	Reasonable	<p>Continued support from CLT to act collectively to develop budget proposals which meet the financial challenge.</p> <p>The Council has introduced new spending controls through a Financial Transparency Panel chaired by the s151 to assess non-pay non-business critical spend, as well as the control environment. This includes</p>

Action Plans	Responsibility	Target Date
<p>01. Ongoing review of Inclusion for All Programme to manage future High Need and SEND costs with a target to manage in y</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>- Improved EHP reporting to monitor backlogs, reviews, etc for modelling and monitoring purposes.</li> <li>- Revised demand management projections.</li> </ul> <p>Ongoing review over next 24 months and reporting of progress via IFMR to SR&amp;P and also details to CYP on regular reporting basis</p>	Martin Purbrick	31/10/2026

		assessing the need for spend against the core objectives and ambitions. This Panel will meet monthly from November 2024 with a view to manage the in-year overspend position and drive continual financial standard improvements. This will sit alongside the current Workforce Expenditure Panel that takes decisions around pay
02. Robust service planning, priorities cascaded through management teams and through Our Conversations process.	Good	Staff have clarity of what is expected of them and deliver services within the available budget. There is a clear timetable that links the business and financial planning.
03. Integrated resources and performance reporting (accountable quarterly to SR&P Committee), tracking budget, savings, activity and performance.	Reasonable	A high percentage of saving proposals delivered in previous years, however further improvements can be made and this will be monitored by the Financial Transparency Panel and reported to CLT for actions. The focus on this tracking remains key to delivery as savings required become harder with the funding uncertainty.
04. Operational division Finance Monitoring Reports (accountable monthly to Service Committees), tracking budget, savings, activity and performance	Good	Finance reports produced on time, high accuracy, ownership by budget manager to forecast accurately and take actions as a result. Training continues to be provided to the budget managers.
05. Scheme of Financial Management, including Budget Control Report for the Council as a whole and operational divisions	Good	Clear budget process, effective engagement with it and compliance. This is being reviewed by the Financial Transparency Panel with changes being implemented where appropriate to improve and strengthen responsibilities and controls.

05. Programme and project delivery governance: Waste Management PFI and Solar. Waste PFI continues to be reported to SR	Michael Hudson Frank Jordan	11/03/2025
06. Programme and project delivery MTFS 2025-29	Tom Kelly Joe Lacey-Holland	11/02/2025
07. Review of Financial Regulations	Tom Kelly	02/06/2025
08. Ongoing review of Reserves	Michael Hudson	28/01/2025
09. Ongoing review of Commercial activities and risk	Michael Hudson	30/01/2025
10. Financial Transparency Panel to review non-business critical spend and controls, including delegations and authorisa	Michael Hudson	31/03/2025
11. Change Strategy development and feed into the MTFP.	Sue Grace	13/02/2025
12. Lobby for clarification of the DSG deficit override position and at the same time for DfE to address the funding sho	Michael Hudson	28/02/2025
13. Business and budget plan preparation for 2026/27, including reference to LGR business case need and impact on reserv	Michael Hudson Tom Kelly Joe Lacey-Holland	16/12/2025

06. Procurement processes and controls ensure that best value is achieved through procurement	Good	Realisation of procurement savings through competition. Basis for effective contract management and productivity. External Auditors have recognised the improvements in both procurement controls and operation. The Financial Transparency Panel has identified a need to strengthen contract register records to enable enhanced monitoring of spend and compliance. This will be monitored throughout 2025.
07. Budget challenge and independent advisory: Finance and budget managers at all levels of the organisation to track exceptions and identify remedial actions	Reasonable	The Financial Transparency Panel is currently reviewing the reporting and action planning with each directorate and lessons learnt from assessment and delivery of planned savings / remedial actions.
08. Rigorous treasury management system plus tracking of national and international economic factors and Government policy	Good	Prudential Indicators met and regular advice sought from external treasury managers.
09. Rigorous risk management discipline embedded in services and projects	Reasonable	Risk management is in place and linked to service planning, but the Financial Transparency Panel will be assessing IFMR risk management links further.
10. Adequate reserves	Reasonable	Reserves held at recommended level as per section 25 statement, these are being drawn down over coming years and the position of High Needs and the potential lifting of the Statutory Override create a greater risk.

11. Integrated Financial Monitoring Report	Good	Received quarterly at SR&P and monthly at DMTs and CLT with action sought for overspends via these meetings.
12. Anti-fraud and corruption, whistle blowing, money laundering policies alongside fraud detection work by IA	Good	Organisational awareness campaigns
13. Internal control framework	Good	Organisational awareness campaigns
14. Contract Management	Reasonable	More work is required to increase the skills of contract managers and align responsibility and reporting with budget monitoring.
15. Publication of transparency data	Good	Organisational awareness campaigns
16. Statutory Officer meetings	Good	The Statutory officers regularly review the financial standing as part of their set agenda and consider any actions for discussions with CLT, this included for example need for Vacancy Panel.
17. Safety Valve	Poor	The year end 2024/25 forecast has worsened and more action is needed through the Inclusion for All Programme, as well as national policy reform to address this position. The previous Safety Valve plan of action is being revised as is the service system and further discussions with DfE being held, although the DfE are also reviewing the national position and use of the Safety Valve Programme.
18. Workforce Expenditure Panel	Good	Has introduced further level of control.
19. Shareholder sub-committee	Reasonable	Greater reporting of shareholder and commercial

	interests to be set up, although action around key risks being managed.
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**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		04. A serious incident occurs, preventing services from operating and /or requiring a major/critical incident response.					
Likelihood	5						
	4						
	3			X	RA		
	2						
	1						
		1	2	3	4	5	
		<b>Consequence</b>					
		<b>Risk Owners</b>	Sue Grace			<b>Current Score</b>	12
						<b>Risk Appetite</b>	15
						<b>Previous Score</b>	12
		<b>Triggers</b>			<b>Likelihood Factors (Vulnerability)</b>		<b>Potential Consequences</b>
		1. Loss of large quantity of staff or key staff 2. Loss of key premises (including temporary denial of access) 3. Loss of IT, equipment or data 4. Loss of a key supplier 5. Loss of utilities or fuel 6. Decreasing resilience in CCC services due to ongoing financial constraints and cost reduction 7. Serious major external incident 8. Officer non-compliance with Business Continuity planning or processes 9. Co-operation and engagement of partners 10. An outbreak of infectious disease resulting in non BAU activity 11. A pandemic or localised outbreak resulting in non BAU activity			1. Ongoing risk of environment hazards such as flooding and severe weather (the frequency and severity of these hazards are expected to increase as a result of climate change) 2. Pandemic/ outbreak of infectious disease. 3. Cyber Attack / Cyber Crime 4. Possible power outages caused by gas shortages 5. Issues due to shared service 'decoupling'		1. Inability to deliver services to vulnerable people, resulting in harm to them 2. Inability to meet legislative and statutory requirements 3. Increase in service demand 4. Reputational damage

Controls	Adequacy	Critical Success
1. Corporate and service Business Continuity Plans Up to date business continuity plans available across the Council.	Reasonable	All services have up-to-date Business Continuity Plans which provide a clear and comprehensive plan for how services will respond in the event of a major/critical incident to minimise business disruption.
2. Corporate communication channels in case of emergency. The Emergency Planning team work with Communications Teams in Cambridgeshire and Peterborough to respond to any emergency incidents. The Council's Emergency Messaging System allows contact with staff via SMS in the event of IT system disruption.	Good	The Council is able to communicate effectively externally and internally in the event of a major/critical incident.
3. Cambridgeshire & Peterborough Local Resilience Forum	Good	The Council is able to work effectively with other agencies

Action Plans	Responsibility	Target Date
Business Continuity Plan Testing Once the corporate review of BCPs is complete, the Emergency Planning team will re-implement a programme of service-level testing of BC plans and a corporate BC testing exercise.	Stewart Thomas	01/09/2025
Corporate Response to the Covid 19 Public Inquiry	Stewart Thomas	01/01/2026
Corporate review of Business Continuity Plans. Emergency Planning Team supporting service Business Continuity leads to review Business Continuity Plans.	Stewart Thomas	28/02/2025
Implementation of the Emergency On-Call updates		31/08/2025
IT Disaster Recovery Exercise	Michael Hudson	31/03/2025
Lessons Learned	Stewart Thomas	01/09/2025

The LRF allows multi-agency collaboration regarding local resilience issues. The LRF follows a clear process to allow agencies across the region to share information, plan and prepare for major incidents, and maintains a tactical response process.		across Cambridgeshire & Peterborough in responding to a major/critical incident.
4. IT disaster recovery arrangements Up to date IT disaster recovery plans in place.	Reasonable	ICT downtime and disruption to front-line business is minimised in the event of an IT critical incident or loss of data.
5. Resilient Internet feed	Good	
7. Internal Audit of Business Continuity In April 2024 an internal audit was completed of Business Continuity.	Good	
8. Improved resilience through a strengthened EP & BC team As of June 2024 the EP has been restructured and additional positions have been recruited for resulting in a strengthened team. This has subsequently improved resilience.	Good	
9. Emergency On-Call Updates On 1st April 2025 an updated emergency on-call function will begin to be implemented beginning with increased numbers on the Gold commander rota. By the end of Summer 2025 a Silver commander rota will be implemented, thus transforming the role of the EP on-call duty officer to an emergency advisor to both the gold and silver commander. Increasing the number and range of people involved in the rotas will strengthen our	Good	The councils resilience is strengthened through the increasing numbers of commanders as well as the range of people involved. The council is able to assist in delivering an effective and efficient multi-agency response to emergencies and major incidents in order to save lives, reduce harm, protect property and the environment.

Implementing lessons learned from recent critical incidents and CLT MAGIC training resulting in a strengthened and improved programme of training and exercising for BCP & EP across the organisation		
Separation of Emergency Planning from the shared arrangement with PCC	Stewart Thomas	01/04/2025

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		05. Serious failure of corporate governance									
Likelihood	5						Risk Owners Emma Duncan	Current Score	10	Last Review	02/01/2025
	4							Risk Appetite	15	Next Review	02/04/2025
	3							Previous Score	10		
	2					RA	Triggers 1. Major business disruption. 2. Lack of management oversight. 3. Negative inspection judgement . 4. Poor financial management. 5. Insufficient finance. 6. Personal Data is inappropriately accessed or shared. 7. Lack of awareness of or preparedness for legislative changes. 8. Lack of clear corporate policy framework. 9. Officer non-compliance with policy framework.	Likelihood Factors (Vulnerability)		Potential Consequences	
	1					X		1. Current local financial pressures. 2. Ongoing national reduction in public sector funding. 3. Changes to statutory/Legislative duties. 4. Current major corporate restructures and service change. 5. Increasing instances of Councils not able to meet expenditure commitments due to pressures in the local government sector.		1. Harm to people as a result of them not getting services they need or are entitled to. 2. Criminal or civil action against the Council. 3. Negative impact on Council's reputation. 4. Lack of control over financial or operational delivery. 5. S114 Report or Public Interest Report. 6. S5 Report.	
		1	2	3	4	5					
		Consequence									

Controls	Adequacy	Critical Success
01. Monitoring Officer role.	Good	Lack of or reduced risk of successful legal challenge to decision making.
02. Annual Governance Statement (AGS).	Good	AGS process ensure that the Council reviews the effectiveness of its corporate governance arrangements and its compliance with the corporate governance framework
03. Code of Corporate Governance (CoCG).	Good	Annual review of the Code of Corporate Governance provides assurance that the Council has a robust governance framework in place.
04. Business Planning process used to identify and address changes to legislative/regulatory requirements	Good	
05. The Council's Constitution, including Scheme of Financial Management, Contract Procedure Rules, Scheme of Delegation etc.	Good	Officers and Members comply with statutory obligations

Action Plans	Responsibility	Target Date
02. Implement Action Plan from Annual Governance Statement.	Emma Duncan	31/03/2025

06. Corporate Complaints procedure and response to Local Government & Social Care Ombudsman reviews.	Good	The Council can identify and respond to any breaches of legislative or statutory obligations.
07. Service managers kept up to date with changes by Monitoring Officer / Pathfinder, Government departments, professional bodies, involvement in regional and national networks	Good	Lack of or reduced risk of successful legal challenge to decision making
08. New Committee report template and process developed following the Governance Review.  Key statutory and legislative considerations in Committee reports are highlighted in sufficient detail and signed off by key officers prior to submission to Committee.	Good	Committee papers and key decisions are scrutinised to identify any statutory/legislative impact.
09. Roles of Statutory Officers.  inc. Head of Paid Service, Section 151 Officer, Director of Adult Social Services, Caldicott Guardian, etc.	Good	Active postholders for all statutory roles for the Council.
10. Statutory Officers Group  Statutory Officers Group meetings to discuss corporate governance arrangements and issues, and to reflect on recurring themes relating to Council improvement.	Good	Regular scrutiny of corporate governance by senior officers.
11. Performance Management Framework  Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities. If we are off-track, we change our activities to improve service delivery, value for money and the outcomes people experience.	Reasonable	Clear information on organisational performance against objectives provided in a timely way to decision-makers.
12. Corporate Clearance Group  The Corporate Clearance Group has been established to ensure draft reports receive sufficient corporate review prior to being submitted to Committee.	Good	All Committee reports are subject to corporate scrutiny and challenge to ensure that Committee decisions are taken on the basis of sufficient, robust information.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		06. The Council's workforce is not able to meet business need					
Likelihood	5						<b>Risk Owners</b> Janet Atkin  <b>Current Score</b> 10 <b>Risk Appetite</b> 15 <b>Previous Score</b> 15  <b>Last Review</b> 31/01/2025 <b>Next Review</b> 01/05/2025
	4						
	3					RA	
	2					X	<b>Triggers</b> 1. Skills shortage in key areas including partners. 2. Employee retention beneath optimal leading to unhealthy level of turnover. 3. Low levels of employee engagement. 4. Failure to achieve a healthy organisational culture and working environment. 5. Ineffective or inadequate workforce planning. 6. Emerging concerns amongst the current or future workforce around the impact of local government reorganisation. 6. Financial pressures mean the Council is not able to offer pay in line with the market. 7. Decline in Council's reputation as an employer. 8. High absence levels. 9. Inability to recruit and develop staff 10. High volume of organisational change leading to loss of experience and knowledge 11. Working days lost to strike action/ industrial action 12. Competitive local labour market impacting recruitment locally. 13. Impact of LGR on ability to recruit and retain people as we get closer to a vesting date.
	1						
		1	2	3	4	5	
		<b>Consequence</b> 1. Cost of living continues to be high, causing major concern for many of our workforce. 2. Acute skills shortage in some key areas. 3. Increased recruitment challenges in some areas of the council. 4. Changing expectations regarding how and where people want to work. 5. The extent and scale of change programmes being undertaken across the Council can heighten the likelihood of disruption and challenge with motivation and engagement. 6. Increasing demand in services. 7. Increased workplace expectations of employees.					<b>Potential Consequences</b> 1. The Council is unable to recruit & retain staff with the right skills and experience. 2. Failure to deliver effective services or meet commitments. 3. Reputational damage to the Council. 4. Low morale and negative impact on staff wellbeing. 5. Expenditure on costly interims or agency staff. 6. Workforce lacks relevant skills, knowledge and training and is not continually developed.

Controls	Adequacy	Critical Success
Employee engagement survey activity. Full independent employee engagement survey carried out in September 2023 and will be re-run every two to three years moving forward to be able to track employee engagement levels and respond to changes in a timely manner. Next date has been set for the end of 2025.	Good	Employee Engagement is demonstrated through employees seeing the value of and therefore contributing to these opportunities to shape the organisation as an employer.
Equality Diversity & Inclusion Working Group. EDI Working Group meets monthly to discuss EDI issues and engage staff across the organisation.	Good	The Council has a strong culture of equality, diversity and inclusion which supports staff engagement and retention.

Action Plans	Responsibility	Target Date
Agile and flexible workforce Future workforce changes delivered through change programmes need to deliver increased flexibility of the workforce and more multi skilled roles.		31/03/2025
Children's Workforce Improvement Programme. Programme to address challenges in children's workforce retention and recruitment, launched in September 2022 and led by Chief Executive. This piece of work has broadened in scope and has now become part of the ongoing and independently chaired Children's Rapid	Janet Atkin	31/03/2025

<p>Report on quarterly basis to CLT and to management teams on workforce and performance. CLT received monthly reports on Health, Safety and Wellbeing.</p> <p>Quarterly dashboard reports on workforce matters including absence and turnover are provided to Directorate Management Teams for them to keep a focus on their workforce profile and any emerging or potential concerns.</p>	Good	CLT and Directorate Management teams are able to identify and address any emerging or potential concerns.
<p>Staff appraisal system linked to performance management</p> <p>Comprehensive framework is in place to provide a clear and structured means of ensuring that everyone has meaningful performance reviews and clear outcomes to work to, as well as a focus on wellbeing and career development.</p>	Good	Staff performance is quantifiable across the Council services.
<p>A Children's Workforce Board meets quarterly under the leadership of the DCS to focus on workforce challenges and to oversee delivery against the Ofsted action plan.</p> <p>This meeting continues to focus on key areas of challenge and concern, engaging with our providers of agency workers as well around hard to fill posts to identify opportunities to improve candidate attraction and employee retention. It is responsible for maintaining clear oversight of the key challenges facing the service and ensuring that meaningful actions are set out and delivered against.</p>	Good	Staffing levels become more stable to support service delivery.
<p>Adult Social Care Strategic Workforce Plan</p> <p>A strategic workforce plan has been produced to capture the workforce challenges facing the service now and in the foreseeable future. This has a comprehensive action plan for services to work together to deliver the changes and innovations needed to address the areas of concern.</p>	Good	Staffing levels become more stable to support service delivery and staff have the right skills as those requirements shift over time.
<p>Agency Staff framework with Opus.</p>	Good	Hiring managers use Opus as an accessible and cost-effective

Improvement Programme and incorporates the response to the Ofsted inspection.		
<p>Creation a comprehensive L&amp;D framework to support the wider People Strategy.</p> <p>Head of Learning and Development to meet with Executive Directors to consider the development needs of their leadership teams and create a leadership development plan.</p>	Janet Atkin	30/06/2025
<p>Employee Engagement Survey</p> <p>Follow up listening sessions have been carried out to gain deeper understanding of the employee engagement survey results so that a comprehensive set of actions can be captured under the People Strategy Action Plan. A further engagement survey will run in September 2025.</p>	Janet Atkin	30/09/2025

<p>The agency worker policy clearly stipulates that Opus Cambridgeshire should be the source of all agency workers unless they are unable to provide them in which case there is an option to source alternatively.</p>		<p>an accessible and cost-effective route to market for agency staff and as a provider of the skills and expertise we need to reach through our joint venture.</p>
<p>C. 5 year People Strategy, endorsed by Members with accompanying action plan to ensure the right focus on recruitment, retention and talent management. Our People Strategy has a clear focus on the shifting employment market and employment challenges that the Council faces, to establish clear plans for the workforce.</p>	<p>Good</p>	<p>Clear workforce plan in place for the Council.</p>
<p>Dedicated Recruitment Team supporting the whole Council. Targeted recruitment campaigns and effective e-recruitment system. The team engage with services to understand the specific and differing challenges that they face and target recruitment campaigns accordingly, as well as maximising usage of social media channels, and widely promoting initiatives such as the WeAreCambs campaign to promote the Council as an employer of choice.</p>	<p>Good</p>	<p>The Council is able to recruit staff with the right skills and experience.</p>
<p>Effective Learning &amp; Development platform and work of the Learning &amp; Development team. Comprehensive learning offer that covers a wide range of topics and is delivered in a variety of ways to maximise accessibility for people as well as a well defined and well used apprenticeship programme that is being delivered across the Council in a diverse range of roles.</p>	<p>Good</p>	<p>Staff are able to access targeted learning and development opportunities and the Council can monitor training undertaken.</p>
<p>Employee Wellbeing offer Wellbeing is key to a healthy workforce as well as healthy levels of employee engagement. An Employee Engagement &amp; Wellbeing Advisor post is now in place to maintain the ongoing development of resources to support the workforce.</p>	<p>Good</p>	<p>Staff are supported to maintain wellbeing, reducing absence and supporting employee engagement and retention.</p>
<p>Grow our own strategy</p>	<p>Good</p>	<p>Gold status in the 5% Club was achieved in 2024</p>

<p>Organisation wide commitment to using the grow our own approach to recruitment and retention challenges using apprenticeship, graduate development schemes and work experience opportunities to attract candidates.</p>		<p>achieved in 2024, demonstrating that 5% of our workforce or more are in earn as you learn roles. Full use of our apprenticeship levy without returning funds.</p>
<p>Organisational Design Principles</p> <p>Clear set of design principles established to set out to ensure that we have the right number of roles, in the right levels of the hierarchy with the right level of responsibility whilst avoiding duplication of accountabilities within our roles, to enable us to deliver our services.</p>	Reasonable	<p>Organisational design principles outline the spans of control, number of layers (or tiers) in the hierarchy and principles for job and structure design and are embedded in all areas of the Council.</p>
<p>Reports to Staffing and Appeals Committee</p> <p>Reports have historically been delivered to Staffing and Appeals Committee in February each year setting out a clear review of the workforce profile and activity during the year as well as key policy changes, employee engagement activity and an update around employee wellbeing. With effect from November 2024 reports are now considered bi-annually along with examples of how the workforce challenges are being addressed.</p>	Good	<p>Impact of workforce policies and engagement is measured and evaluated to inform future policy development.</p>
<p>Role of HR Business Partners.</p> <p>HR Business Partners work with services to anticipate and meet demands within service areas. BPs attend management meetings and meet Service Directors regularly.</p>	Good	<p>Services are supported in successful recruitment, engagement, development and retention of staff.</p>
<p>Use of Consultants Policy and Interim &amp; Agency Workers Policy.</p> <p>Clear policy is in place to guide managers through the process to ensure that Procurement Rules are adhered to and value for money is at the heart of decision making.</p>	Reasonable	<p>Hiring managers use appropriate and compliant routes to market to obtain interim, agency staff and consultants.</p>
<p>Well established consultative framework with trade unions.</p> <p>Meetings take place monthly, chaired by Service Director, HR.</p> <p>Chief Executive joins the meetings on a quarterly basis.</p>	Good	<p>Well established and positive relationships enable constructive discussions with trade union colleagues around any challenging workforce related matters, as well as an opportunity to gain valuable insights and contributions to help shape policy development.</p>

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		07. Failure to Deliver Key Council Services											
Likelihood	5												
	4												
	3					RA							
	2					X							
	1												
		1	2	3	4	5							
		<b>Risk Owners</b>	Stephen Moir			<b>Current Score</b>	10	<b>Last Review</b>	13/09/2024				
						<b>Risk Appetite</b>	15	<b>Next Review</b>	09/01/2025				
						<b>Previous Score</b>	10						
		<b>Triggers</b>	<p>01. This risk may be triggered by the realisation of any of the other risks on the Corporate Risk Register:</p> <ul style="list-style-type: none"> <li>- Failure of safeguarding arrangements (Risks 1 and 2)</li> <li>- Failure of financial management (Risk 3)</li> <li>- Impact of a major/critical incident (Risk 4), cyber attack (Risk 8) or climate change (Risk 12)</li> <li>- Failure of corporate governance (Risk 5), key contracts (Risk 10) or partnership and collaborative working (Risk 11)</li> <li>- Insufficient workforce (Risk 6)</li> <li>- Failure to comply with Information Governance legislation (Risk 9)</li> </ul> <p>02. Changing county demography and high levels of growth create pressure on Council resources and increase the risk that funding does not match demand; this may also be exacerbated by weak demand management process within the Council.</p> <p>03. Failure to identify changing policy or legislation, or an inability to respond to changes in policy or legislation.</p> <p>04. Failure to develop, effectively communicate and implement clear Council strategies and service plans, including the Business Plan.</p> <p>05. Insufficient corporate oversight of performance.</p> <p>06. Non-compliance with corporate policies and procedures.</p> <p>07. Failure of arrangements for health and safety.</p>			<b>Likelihood Factors (Vulnerability)</b>	<p>01. Changes to legislation or Government policy having an adverse impact upon Council services and funding.</p> <p>02. Local Government Financial reforms and funding reductions leading to direct upon Council budgets.</p> <p>03. High levels of growth in Cambridgeshire outstripping forecasts and creating increased demand for key services.</p> <p>04. Pandemic or other form of long running incident.</p> <p>05. Organisational changes impacting service delivery.</p> <p>06. Economic uncertainty due to national and international events</p> <p>07. Political changes arising from General or Local Elections impacting upon service priorities.</p> <p>08. Commissioned service providers unable to continue service (if not managed under Risk 10)</p>			<b>Potential Consequences</b>	<p>01. Harm or risk to vulnerable people.</p> <p>02. Financial penalties</p> <p>03. Reputational damage to the Council.</p> <p>04. Government or regulatory intervention/sanctions.</p> <p>05. Statutory penalties or prosecution.</p>		
		<b>Consequence</b>											

Controls	Adequacy	Critical Success
<p>1. Role of the Corporate Leadership Team for the operational delivery of services</p> <p>CLT have a leading role in ensuring that the Council delivers key services and legislative requirements. Individual Executive Directors have Service Plans setting out the required delivery from their teams for the year ahead.</p>	Good	The Corporate Leadership Team has clear terms of reference and regular reviews service performance dashboards, financial reporting, workforce information, contract/commissioning and audit and risk matters.
2. Policy and Budget Framework	Reasonable	The Council's Strategic Framework should set the risk

Action Plans	Responsibility	Target Date
2.Preparation for Full Council Elections	Sue Grace Stephen Moir	31/12/2024
Consultation and Engagement Strategy – implementation of consultation advisory panel arrangements.	Sue Grace	31/03/2025
Directorate Performance Dashboards	Sue Grace	31/12/2024

<p>A clear, approved Policy and Budget Framework for the Council (including the Strategic Framework, Medium Term Financial Strategy, Capital Programme and Treasury Management Strategy).</p>		<p>Framework should set the high level Vision and Ambitions for the authority, from which individual service plans should be developed and delivered.</p>
<p>3. The role and responsibilities of Council and Committees for decision making and scrutiny Full Council and through Council Committees there is robust overview, scrutiny and challenge in respect of the delivery of key services, performance reporting and the development and approval of policy and strategy for the Council.</p>	<p>Good</p>	<p>Council and Committees have cleared, defined constitutional roles and terms of reference, with clear schemes of delegation. Each Service/Policy Committee has a clear agenda and training plan. Committee governance and effectiveness is the subject of review during each Council</p>
<p>4. Systems providing oversight of Council performance and service delivery. The Council's Performance Framework and Key Performance Indicators, along with associated systems for identifying performance issues such as the Complaints Procedure and Feedback Policy, provide corporate oversight of performance and delivery of key services.</p>	<p>Reasonable</p>	<p>Councillors and the Corporate Leadership Team have a robust overview of service performance, delivery and risks to enable scrutiny, accountability and performance improvement activities.</p>
<p>5. Demand forecasting. The Council operates forecasting mechanisms to inform budget setting and long-term planning. This includes placement sufficiency processes to inform provision of school and early years places.</p>	<p>Good</p>	<p>The Council has an accurate view of likely demand for services, from both a demographic, inflationary and needs basis, in the short and long term to inform business planning.</p>
<p>6. Policy Horizon Scanning The Council operates an approach to policy and horizon scanning, to understand and assess the potential implications arising from policy, legislation and regulation that may impact the authority as a consequence of any change to Government due to the General Election.</p>	<p>Good</p>	<p>The Council is aware off and able to inform, influence and respond to likely changes in policy from a new Government.</p>

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

<b>Risk</b>	<b>08. The Council is a victim of cyber crime.</b>				
<b>Likelihood</b>	5			X	
	4				
	3				RA
	2				
	1				
		1	2	3	4
<b>Consequence</b>					
<b>Risk Owners</b>		Michael Hudson		<b>Current Score</b>	15
				<b>Risk Appetite</b>	15
				<b>Previous Score</b>	15
<b>Triggers</b>		<b>Likelihood Factors (Vulnerability)</b>		<b>Potential Consequences</b>	
01. Form of digital attack, such as Malware, Phishing, Ransomware that leads to data loss or service being unable to operate due to denial of IT services 02. Significant data mishandling/breach 03. Backup system failures 06. Telephone Toll Fraud 07. Major vulnerability 08. DR for IT Services 09. Data mishandling/breach 10. Training arrangements fail 11. Password attack 12. SQL injection attack 13. Monitoring does not identify threats 14. In-house expertise/resource is stretched/reduced 15. Outdated or unpatched systems		01. Increasing sophisticated malicious attempts from various sources 02. Malicious Emails to staff increasing 03. Non-compliance by staff or partners with IT Security policies		01. Regulatory breach subject to ICO action, reputational harm to the Council and disclosure of private information. 02. Inability or degradation in the ability of Council staff to access any computer based service hosted outside of the Council network. It will most likely also impact any services that the council hosts for access by the public. Finally it would also impact any VOIP services operated by the council. 03. Infection of Council systems by malware, causing a degradation of Council systems. 04. Credentials and/or data being made available to unauthorised third parties. This could result in ICO action, reputational damage to the Council and the unauthorised release of confidential information. 05. Loss of access to Council data, a financial ransom to recover access, reinstallation and restore operations to recover access, release of confidential data, reputational harm and ICO action. The exact impact will depend on how well mitigation reduce the impact of the attack. 06. Financial loss for the Council. The Council may also suffer reputational damage or information loss risks if the breacher of the system attempts to impersonate the Council. 07. Systems are exploited by using known\unknown vulnerabilities.	

Controls	Adequacy	Critical Success
01. Phishing detection and prevention controls	Good	Phishing attempts are prevented or detected and dealt with. Additional software has been procured and live since November 2024. Phishing test emails send out periodically to test staff's awareness and understanding. High level of reporting and action.

Action Plans	Responsibility	Target Date
02. Corporate IT Security KPIs and reporting to be developed – such as Cyber Security and IG e-learning training complet	Tim Spiers	03/03/2025
04. DR retesting to be scheduled	Tim Spiers	31/03/2025
06. To map out systems and risks for Local Government Reorganisation as plans develop in		30/06/2025

02. Vulnerability detection and mitigation controls	Good	Vulnerabilities are identified internally and externally and patched in a timely manner – 14 days for vulnerabilities rated high or critical on the CVSS scoring system.
03. Disaster Recovery Testing	Reasonable	DR actioned successfully in January and February, with Power Outage test successful June 2024, and further schedule of DR testing and reporting remainder of 2024/25 and schedule for 26/27.
04. Robust policies and procedures including the new IT Strategy and the existing Information Management & Governance policy framework.	Good	Accessibility and awareness of comprehensive, up-to-date IT and Cyber security policies and guidance.
05. Staff training on the correct handling of private data, and to use technical controls available to the Council to enable this.	Good	Completion of e-learning and delivery of sessions at Council wide sessions, such as Cambridgeshire Conversations
06. Use multiple layer of anti-malware protection on Firewalls, email and end-points to prevent malware with frequent signature updates.	Good	Anti-malware protection in place and continually reviewed and updated.
07. Use technical controls to limit access to the Council VOIP system to the UK only.	Good	Legacy system now replaced with new VOIP and new call centre solution. Access to VOIP now controlled by conditional access policies and MFA.
08. Use the automated denial of service mitigation service provided by our wide area network provider MLL. This will inform us of any denial of service attempts and mitigation activities.	Good	MLL monitoring notifications
09. Cyber Security Board and Technical Group	Good	Regular meeting and reporting on cyber security
10. Information Governance Management Board	Good	Regular meeting and reporting on cyber security arrangements and actions.
11. ITDS Recruitment Campaigns	Good	The service retains and develops workers with IT specialisms. Current apprentice role nearing graduation and to begin review of future cohort.

Government reorganisation as plans develop in order to both manage sharing of information and potential for attacks.		
08. To carry out member training	Tim Spiers	24/10/2025
10. To undertake peer review through LGA and develop 26/27 action plan.	Tim Spiers	31/03/2025
9. To take a snapshot of the Cyber Security Strategy Implementation Plan deliverability as at April 2025 (1 year after) and report to CLT / SR&P Committee	Tim Spiers	30/06/2025

12. IT Business Continuity Planning processes	Reasonable	BCP in place for IT and service specific IT risks are considered in other service's BCP. 2026/27 BCPs currently being assessed and advice notes to be issued for any improvements.
13. ICT Security Procurements	Reasonable	Due diligence processes are adhered to when making IT procurements to ensure the Council's IT security systems are not compromised
14. Information Risk Owner role; Data Protection Officer role; Caldicott Guardians	Good	Defined responsible officers are in place
15. Performance monitoring – corporate IT KPIs on IT Security	Good	Performance Monitoring is regularly undertaken to ensure IT security arrangements are sufficient
16. Communication strategy	Good	Ad-hoc communications and publicity work to raise awareness of IT security
17. Limitations to FOI requests	Good	Limitations on details the Council can release in FOI answers in relation to council system infrastructure
18. Cyber Security	Good	5 Year Cyber Strategy adopted in 2023 reflecting 10 Year Central Government Cyber Strategy and setting out high level improvement steps. Action plan being implemented and review planned for June 2025.
19. Cloud First	Good	Cyber Strategy includes the Cloud First principle.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		09. The Council fails to comply with Information Governance legislation and industry standards					
Likelihood	5						
	4						
	3			X	RA		
	2						
	1						
		1	2	3	4	5	
		<b>Consequence</b>					
		<b>Risk Owners</b>	Emma Duncan			<b>Current Score</b>	12
						<b>Risk Appetite</b>	15
						<b>Previous Score</b>	12
		<b>Triggers</b>	1. High staff turnover and use of agency and interim staff. 2. Out of date IT systems or staff failure to install patches. 3. Cybercrime and phishing attacks. 4. Lack of training/awareness among staff. 5. Insufficient physical security of buildings. 6. Staff removing physical records from the office.			<b>Likelihood Factors (Vulnerability)</b>	This risk is closely linked to Risk 08, 'the Council is a victim of cybercrime', and IT security vulnerabilities will increase the likelihood of a breach of Information Governance legislation.
						<b>Potential Consequences</b>	There is a risk that a lack of oversight and control of information management leads to information being mis-handled, which would expose the organisation to: * Legal action/Information Commission Officer involvement. * Damage to the reputation of the council and adverse publicity. * Complaints. * Data subjects suffer loss, detriment and distress as result of poor management of data. This will include records management, contractual obligations, case management, training and awareness.

Controls	Adequacy	Critical Success
01. Mandatory data protection and security training for all staff	Good	95% of staff have undergone online training or face to face training dependent on risks faced.
02. Use of Data Protection Impact Assessments (DPIAs) in all projects and procurements	Good	Register of DPIAs identifies which have seen a DPIA completed, signed off and managed. Ongoing review of DPIAs so it is not a one off assessment.
03. Regular communications to all staff and at key locations (e.g. printers)	Good	CamWeb used to promote key messages in a structured and engaging way each quarter. IG attend DMTs on a quarterly basis to hear of issues and resolve problems.
04. Information Management Board, chaired by senior info risk owner (CLT member), with representative of all directorates along with DPO and both Caldicott Guardians. Board oversees IG and cyber security activity	Good	Board meetings to be held every quarter and led by CLT members.

Action Plans	Responsibility	Target Date
Annual review of advice sought and provided to develop staff guides such as when to share and how to share to ensure con		28/02/2025
review of what the service is asked about to look for common themes and produce guides/notes to support		
Completion of NHS DSP Toolkit 24-2025	Ben Stevenson	30/06/2025
Ensures areas of compliance considered and how met for Public Health and Adult		
Continued Awareness and communications	Ben Stevenson	28/02/2025
CambWeb pages have been updated and regular reviews, attendance to be made at DMTs and conversations to keep awareness levels up		
Implement learning from incidents	Ben Stevenson	21/03/2025
Ensure that processes are reviewed and trends analysed		
Breaches discussed at IM Board		
Mandatory training	Ben Stevenson	21/02/2025

05. A comprehensive set of information and security policies.	Good	Policies reviewed and refreshed annually with redundant documents removed.
06. Established procedure for notifying, handling and managing data breaches	Good	Compliance with policy and clear reporting on breaches.
07. Subject Access Requests responded to within the statutory timeframe.	Good	Targeting compliance rate of 90% SARs completed within statutory timeframe.
8. FOI responses issued within the statutory timeframe.	Good	Targeting compliance rate of 90% FOIs completed within statutory timeframe.

Training to be delivered annually to all staff, relevant to services and councils Refresher training being developed for coming year		
Review of IG policies	Ben Stevenson	28/03/2025
Annual review of policies and updating to ensure best practice shared		

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		10. Failure of key contracts.							
Likelihood	5						<b>Risk Owners</b> Michael Hudson <b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12 <b>Last Review</b> 07/11/2024 <b>Next Review</b> 16/02/2025		
	4								
	3				X	RA			
	2								
	1								
		1	2	3	4	5			
		<b>Consequence</b>					<b>Triggers</b> 01. Large scale handback / collapse of major suppliers for economic/profitability reasons 02. Supply chain failure and/or significant cost increases in supply chain or CPI. 03. Lack of robust, formally agreed contract documents to set deliverables, performance and governance arrangements for all key contracts. 04. Failure to compliantly procure key contracts leads to legal challenge. 05. Third party fraud committed by or against suppliers and/or internal fraud or corruption in collusion with suppliers. 06. Relationship breakdown with key contractors, potentially leading to a legal dispute. 07. Heavy reliance on single suppliers leading to lack of a diversified supply chain. 08. Policy or leadership changes in central government	<b>Likelihood Factors (Vulnerability)</b> 01. Uncertainty and major change programmes underway within the Council. 02. Significant economic and inflationary volatility. 03. Industrial Emissions Directive and the Best Available Techniques conclusions (BATc). 04. Capacity and experience to deliver robust contract and supplier relationship management for key contracts. 05. Understanding of market conditions for the specific markets in which the key contracts sit. 06. Local Government Reorganisation could impact on pipelines and supplier uncertainty.	<b>Potential Consequences</b> 01. Financial impact of credit loss or default on monies owed. 02. Revenue impact of increased costs, reduced income returns and/or legal dispute costs. 03. Interruption to outcomes and service delivery. 04. Construction quality and health & safety matters. 05. Reputational damage. 06. Failure to fulfil statutory duties. 07. Impacts on local supplies sub contracted or employed 6. Failure to fulfil statutory duties.

Controls	Adequacy	Critical Success
01. Contract Procedure Rules and associated guidance and training.	Good	Clear set of regulations around contracting which are accessible and communicated to officers
02. Contracts Register.	Good	The Council has a list of all contracts valued over £5,000, updated monthly and published quarterly in line with the Transparency Code regulations.
03. Procurement Governance Board.	Good	Corporate oversight over the delivery of compliance with CPRs.
04. Business Continuity Planning processes.	Poor	This needs to be improved for 25/26 submissions so contract managers have thought about the risk and mitigations.
05. Head of Diligence & Best Value role.	Reasonable	Additional resource for deep dive scrutiny and challenge of contract management. Being

Action Plans	Responsibility	Target Date
Commissioners undertake regular market reviews to assess volatility and risk of supplier failure, including engagement w		31/03/2025
Contract managers and commissioners ensure all contracts are signed before works, and undertake check to ensure that sig		31/03/2025
Contract managers to ensure all contract details update on ERP, and issues flagged through Financial Transparency Panel		31/03/2025
Contract managers to explain to DMTs and if needed Financial Transparency Panel why spend > contract value, and correct		31/03/2025
Ensure compliance with Procurement Act 2023.	Clare Ellis	31/03/2025

		directed under Financial Transparency Panel work to lead deep dives into major spend and contract areas.
06. Corporate due diligence processes.	Good	Capability and capacity of suppliers is verified prior to entering into contracts valued over £100k, including checking e.g. insurance, accreditation, finance, health and safety etc.
07. Declarations of Interest processes within the Codes of Conduct for officers and members and within the Procurement Planning process.	Good	Responsible Officer and anyone involved in procurement evaluations has to sign a Declaration of Interest to ensure that any conflicts of interest are identified and managed/avoided.
08. Corporate process for identifying key contracts and the use of the procurement pipeline.	Reasonable	Major procurements are planned well in advance and the risk of contracts is understood.
09. Budget monitoring and forecasting processes.	Reasonable	The risk of contract overspends is identified early and can be addressed effectively.
10. Contract Management Toolkit in place along with other supporting guidance. Contract management training is delivered to key contract managers via the Government Commercial Function.	Good	Officers know how to manage contracts effectively and use the Toolkit as part of their management processes.
Decision Making Framework for Joint Procurements A decision making framework has been agreed by CLT and will be used in all procurements valued over £100,000 where a joint procurement is being planned. This enables the risks of such a joint procurement to be identified and scored.	Good	The use of the decision making framework.

Ensure compliance with Provider Selection Regime (PSR) for health care contracts		28/03/2025
Ongoing review of the use of waivers, including targeted training for contract managers and reporting to Committee	Clare Ellis	28/03/2025
Review Business Continuity Plans for coverage of supplier failure to ensure adequate plans in place to maintain service	Clare Ellis	30/06/2025
Review learning from Financial Transparency Panel reporting on contract management to inform contract manager training	Clare Ellis	30/06/2025
Review of CPRs	Clare Ellis	31/03/2025
Undertake training and guidance for contract managers for Business Continuity Plans to aid HoS and Eds sign off with gre	Clare Ellis	01/12/2025

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		11. Failure of collaborative working.						
Likelihood	5						<b>Risk Owners</b> Sue Grace  <b>Current Score</b> 12 <b>Risk Appetite</b> 15 <b>Previous Score</b> 12  <b>Last Review</b> 31/01/2025 <b>Next Review</b> 01/05/2025	
	4							
	3				X	RA		
	2						<b>Triggers</b> 01. Different partnership arrangements have conflicting aims or priorities. 02. The Council fails to identify and manage key/business-critical partnerships. 03. Lack of robust, formally agreed partnership agreements or equivalent to set scope, deliverables and governance arrangements for all key partnerships. 04. Partnerships lack clear corporate owners; or partnership owners have a conflict of interest between their CCC role and external interests. 05. Partnership agreements fail to drive desired deliverables/outcomes. 06. Relationship challenges and/or breakdown with key partners, potentially leading to a legal dispute and potential longer term impact on collaborative working. 07. Policy or leadership changes in central government or local partnership organisations. 08. Lack of transparency regarding the operation of key partnerships. 09. Partners take decisions that create financial, strategic and operational risks for the county council. 10. Government announcement of Local Government Reform impacts on effectiveness of current partnerships.	
	1							<b>Likelihood Factors (Vulnerability)</b> 1. Uncertainty and major change programmes underway within CCC and partner organisations. 2. Restricted budgets across sector, coupled with significant economic and inflationary volatility. 3. Current negotiations regarding LD pooled budgets. 4. Restricted budgets across the sector lead to partners not taking responsibility for their liabilities. 5. Negotiations with local government partners and ability/inability to reach consensus on Local Government Reform.
		1	2	3	4	5		
		<b>Consequence</b>						

Controls	Adequacy	Critical Success
0.1 Alignment of Partnership Guidance with the Constitution  Ensure continued alignment between Partnership Guidance for Officers and the Council's Constitution with its conditions for Members' and partnerships/outside bodies	Good	Partnership Guidance for Officers is reviewed whenever the Constitution is reviewed
02. Grants to Voluntary Organisations Policy.	Good	Officers have clear guidance on how to manage award of grant monies effectively, to ensure that grants achieve best value and are awarded to partners who are able to deliver the agreed objectives.

Action Plans	Responsibility	Target Date
01. Conduct a fact-finding exercise to review our key partnerships, engagements and collaborative work.  Pilot of self-assessment was completed by mid July 2024. The self-assessment process and forms were launched at ELT on 31/07/2024 with the aim of completing all self-assessments by end September 2024. A progress report will go to the Risk & Assurance Group in September 2024. Updated Partnership Guidance and completed Partnership Self Assessment due at Corporate Leadership Team on 03/03/2025.	Sue Grace	03/03/2025
02. Dispute Resolution - Participation in groups to resolve disputes with partners	Sue Grace	31/12/2025

03. Appointments to Outside Bodies Process	Good	Officers and Members have guidance on the law around serving on external bodies, and Democratic Services maintain a record of Member appointments to outside bodies.
04. Council's Strategic Framework	Good	Clear statement of our Vision and Ambitions as a basis for our collaborative working.
05. Partnerships Advice & Guidance Document.	Reasonable	Clear guidance is available to Council officers and members on operating effectively in partnerships.
06. Identification of disputes and associated risks Identification of areas of dispute and associated risk through Corporate Leadership Team and Directorate Management Teams	Good	Ensure regular identification of issues at Corporate Leadership Team, with escalation from Directorate Management Teams through Executive Directors
07. Regular liaison with key partners ICS, CPCA, District & City Council, CAPALC (Cambs & Peterbr' Association of Local Councils), CPSB (Cambs & Peterbr' Strategic Board).	Good	Partners are clear about where they can work together for the benefits of the communities of Cambridgeshire

Participation in groups to resolve disputes with partners with clear lines of escalation through Corporate Leadership/Political leadership if decisions need to be made to take forward actions to protect the county council's risk/liabilities		
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**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

Risk		NEW 12. Cambridgeshire County Council is not adequately prepared for the impacts of the changing climate				
Likelihood	5					
	4				X	
	3					RA
	2				T	
	1					
		1	2	3	4	5
		Consequence				
Risk Owners		Frank Jordan			Current Score	16
					Target Score	8
					Previous Score	16
Triggers		<p>1.The Council is not adequately prepared for the impacts of climate change due to lack of required budgets</p> <p>2.Internal skills, knowledge, resource and capacity are insufficient to realise the opportunities available to act</p> <p>3. Strategic co-ordination of partners is lacking and undermines the effectiveness of actions undertaken</p> <p>4.Supply chains are not sufficient engaged to meet the challenges</p>			Likelihood Factors (Vulnerability)	
					<p>1. Increase in frequency and intensity of disruptive climate events (such as flooding, high temperatures) is very likely</p> <p>2. Increase in cost of responding to climate events due to complications from events happening more regularly in quick succession is very likely</p>	
					Potential Consequences	
					<p>1.Business continuity is impacted more severely by climate change events, that could have been mitigated with lower cost, preventative action are missed</p> <p>2.The costs of delivering action are higher, due to acting later rather than sooner</p> <p>3. Potential increase in legal challenges to Council</p> <p>4. Potential for increase in negative reputational impacts due to lack of preparedness</p>	

Controls	Adequacy	Critical Success
<p>Annual review and update of the CCES Action Plan</p> <p>Annual review and update of actions within the CCES Action Plan to monitor progress towards targets. Remedial actions to service plans to update relevance of new and emerging technology, knowledge and political (local/national) ambition</p>	Good	reduction in carbon emissions, delivery of key sub-strategies e.g. Tree and Woodland and Biodiversity, management of rural estate emissions
<p>Climate Change &amp; Environment Programme</p> <p>The programme is in place to manage and ensure delivery of the CCES and action plan ( relates to 01 above)</p>	Good	<p>GGovernance established feeding directly into Change Programme Board and Corporate Leadership Team (CLT).</p> <p>Recruitment underway to increase capacity.</p> <p>Phase 2 and Phase 3 mobilisation programmes underway.</p>
<p>Climate Change &amp; Environment Strategy</p> <p>Council's Climate Change and Environment Strategy and Action Plan are in place and are due to be reviewed in 2025/26.</p>	Good	<p>CCES approved, Phase 1 Enabling Net Zero Programme approved and mobilised, with some workstreams now closed and outcomes realised. Flood</p>

Action Plans	Responsibility	Target Date
<p>Climate change risk assessment for Council services</p> <p>Increase understanding of climate risk and its impacts on Council services including increased demand on services</p>	Eithne George	29/08/2025
<p>Control effectiveness</p> <p>Undertake an assessment of the controls to understand the confidence in these controls to manage the corporate risk</p>	Eithne George	31/03/2026
<p>Embedding climate risk into council processes</p> <p>Further integration of climate risk considerations into existing Council structures, frameworks and governance</p>	Joe Lacey-Holland	30/12/2025
<p>Funding &amp; Resource</p> <p>Long-term funding and resource plan is developed and approved (via business planning and other mechanisms, e.g. grant, changes to business case methodology etc) to support on-going delivery of climate risk actions.</p>	Frank Jordan	31/03/2026
<p>Public Health</p>	Val Thomas	31/03/2026

		management and biodiversity JTF funded project is funded and mobilised. Phase 2/3 delivery of actions is funded and mobilised.
Climate Change & Environment Strategy Council's Climate Change and Environment Strategy and Action Plan are in place and are due to be reviewed in 2025/26.	Good	CCES approved, Phase 1 Enabling Net Zero Programme approved and mobilised, with some workstreams now closed and outcomes realised. Flood management and biodiversity JTF funded project is funded and mobilised. Phase 2/3 delivery of actions is funded
Economy and Climate Change Service The service supports, facilitates and delivers action across the Council including a watching brief on governmental policy, legislation and funding opportunities to enable pro-active responses to emerging changes	Good	Increase external funding success for climate adaptation. Delivery of robust Economic Framework.
Embedding climate adaptation considerations into council decision making processes Integration of climate adaptation into Council decision making frameworks and processes	Reasonable	Committee reports include climate/ nature impacts. Net Zero design guide to support project management framework. Capital Programme Board carbon reporting. Communities of Practice checklist for integrating climate/nature ambitions into all
Emergency planning measures for adverse weather e.g Flood Response CPLRF framework has a multi agency flood plan (MAFP) which outlines the multi-agency response to a flooding incident. The LRF has a severe weather plan which focuses on response and recovery encompasses heat and severe weather in general.	Good	Appropriate response to minimise risk of harm to people and damage to property. •Met Office Weather Warnings & UK Health Security Agency Heat Health/ Cold Health alerts are cascaded internally to CCC services by the CCC Emergency Planning Team
Liaison with CPCA on their Climate Action Plan to access additional resources to support the Council to mitigate and adapt to climate CPCA Climate Action Plan review (2025) includes projects and funding to support Council climate adaptation ambitions.	Good	CPCA Climate Action Plan review (2025) includes projects and funding to support Council climate ambitions. Devolution planning includes climate adaptation measures.
Performance Management	Good	Flags red risks to senior

Public Health messaging to communities on climate related health impacts and how to manage these e.g overheating		
Training and engagement Development and commence delivery of an Engagement and awareness campaign: To deliver behavioural change and empower individuals, communities and businesses to act independently of the Council: a) internal and b) external	Andrew Hadfield-Ames	31/03/2026

Reporting to monthly Change Board by the Executive Director Place & Sustainability		Leadership & CEX
Performance Management Annual monitoring of action plan and target delivery established	Good	Baseline assessments in place for carbon and biodiversity.
Strategic partnerships and collaborations Continued involvement in various strategic partnerships/collaborative spaces to feedback information and establish collaborative working approaches e.g. Place Directors , Greater South East Net Zero Hub; Local Climate Change Officers Group, UK100, ADEPT, UKPN Innovation Teams, Biodiversity Officers group, Fenland SOIL.	Good	Sharing best practice for policy and delivery improvements and securing government and other project finance.

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council

**Risk Category:**

**Linked Objective(s):**

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Risk		13. Arrangements to support people with Learning Disabilities result in poor outcomes due to uncertainty of decoupling of funding arrangements via				
Likelihood	5					
	4				X	
	3					RA
	2					
	1					
		1	2	3	4	5
		Consequence				
Risk Owners		Patrick Warren-Higgs			Current Score	16
					Risk Appetite	15
					Previous Score	16
Triggers					Likelihood Factors (Vulnerability)	
		<ul style="list-style-type: none"> <li>•Due to care packages support not being reviewed systematically over a number of years has resulted in neither partner understanding what they are responsible to fund.</li> <li>•We are not achieving best outcomes for people with learning disabilities and autism as governance arrangements between the council and health do not support the right conversations and decision making.</li> <li>•Notice has been served on the section 75 arrangement and also to the management arrangement to CPFT</li> <li>•We may not be able to put a new set of financial arrangement in place to ensure we can make the correct contribution to care cost and pay providers.</li> <li>•Final decisions regarding delivery and funding models cannot be reached in a timely way which results in uncertain funding and relationships between commissioning authorities.</li> <li>•Financial instability of partner organisation resulting in unilateral and rapid cuts in services and spend.</li> <li>•Political instability of partner organisation</li> </ul>			Potential Consequences	
					<ul style="list-style-type: none"> <li>•People who use LDP services not having seamless service provision through an integrated arrangement, their experience and poorer outcomes</li> </ul>	

Controls	Adequacy	Critical Success
1)Action via the s75 agreement <ul style="list-style-type: none"> <li>•Notice period end date agreed with ICB.</li> <li>•Legal advice in place to support ending agreement.</li> <li>•Cross system governance arrangement agreed to establish oversight of the exit</li> </ul>	Good	
2)External review <ul style="list-style-type: none"> <li>•Review by Red Quadrant complete indicating that the current split needs to be substantially changed in order to accurately reflect our respective responsibilities.</li> <li>•The Council and ICB have separately commissioned organisation to independently carry out 600 partly or fully funded Health packages</li> </ul>	Good	

Action Plans	Responsibility	Target Date
Action 1: Process in development for CCC to be lead		14/02/2025
Action 2: Ensure agreement and decision on adopting		14/02/2025
Action 3:  Project team is re-visiting model 3 from the Options Appraisal and planning to get the fundamental elements in place as part of phase 1.		31/03/2025
Action 4:		31/03/2025

3)Internal preparation and readiness	Good	
Dedicated programme and project resources in place		
Internal programme Board established and associated workstreams well established-frequency increased to fortnightly from 28/01/25.		
4)Ongoing relationship building with health	Good	
Strategic group chaired by Exec DASS and		
5)Close monitoring and oversight	Good	
•Maintain close monitoring and oversight of		
6)Review current commissioning	Good	
Review of all jointly commissioned		

Once a functional LD service is in place (phase 1) then phase 2 and phase 3 will be planned to further improve the service, co-production will be a key element of this work.		
Action 5:		31/03/2025
Ensure that agreement/decision is reached with		
Action 6:		31/03/2025
Ensure agreement and decisions with ICB on the		

**Risk Path:** Cambridgeshire County Council CRR/Cambridgeshire County Council  
**Risk Category:**  
**Linked Objective(s):**

## Corporate Performance Report

To: Strategy, Resources and Performance Committee

Meeting Date: 11 March 2025

From: Executive Director, Strategy and Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: This report provides an update to the Strategy, Resources and Performance Committee on the performance monitoring information for the 2024/25 quarter 3 period, covering 1 October to 31 December.

Recommendation: The Committee is asked to note performance information and act, as necessary.

Officer contact:

Name: Richard Springbett

Post: Governance and Performance Manager, Strategy and Partnerships

Email: [Richard.Springbett@cambridgeshire.gov.uk](mailto:Richard.Springbett@cambridgeshire.gov.uk)

# 1. Creating a greener, fairer and more caring Cambridgeshire

1.1 This report analyses the key performance indicators (KPIs) which directly link to Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised. Due to the complex nature of KPIs, some indicators may also impact other ambitions.

## 2. Background

2.1 The Performance Management Framework builds a clear performance process, linking individual services' performance all the way through to strategic decision-making, supporting the council to embed performance at the heart of everything it does.

2.2 The Performance Management Framework sets out that Policy and Service Committees should:

- Set outcomes and strategy in the areas they oversee.
- Track progress quarterly.
- Consider whether performance is at an acceptable level. Can request further information on different SKPIs each quarter to effectively assess performance.
- Seek to understand the reasons behind the level of performance and identifies remedial action.

2.3 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected Strategic Key Performance Indicators (SKPIs) which track the performance of the services the committee oversees.

2.4 These indicators enable members of this committee to have the best overview of performance in line with our strategic ambitions. These indicators will, where possible, be benchmarked against national and regional performance and set appropriate targets to allow fair scrutiny.

2.5 The report covers the period of quarter 3 2024/25, up to the end of December 31st.

2.6 The most recent data for indicators for this committee can be found in the dashboard at Appendix 1. The dashboard includes the following information for each KPI

- Current and previous performance and the projected linear trend.
- Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
- Red / Amber / Green (RAG) status.
- Direction for improvement to show whether an increase or decrease is good.
- Change in performance which shows whether performance is improving (up) or deteriorating (down).
- The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
- KPI description.
- Commentary on the KPI and path to green.

- 2.7 The following RAG criteria are being used:
- Red – current performance is 10% or more from target.
  - Amber – current performance is off target by less than 10%.
  - Green – current performance is on target or better.
  - Baseline – indicates performance is currently being tracked in order to inform the target setting process.
  - Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
  - In development - KPI has been agreed, but data collection and target setting are in development.

### 3. Main Issues

- 3.1 Following the approval of the refreshed Performance Management Framework at this committee on 31st October 2024, work has been undertaken to develop Directorate Scorecards across the five Directorates. As part of this process, Executive Directors along with their Directorate Management Teams have been identifying Strategic Key Performance Indicators (SKPI) which will be reported to Policy and Service Committees.
- 3.2 An initial list of proposed SKPIs was circulated through each of the Policy and Service Committees' quarter 2 performance reports, these were presented to committees in December and January for comment.
- 3.3 As a result of these changes, this quarter's corporate performance report will be the last version in this current style of performance reporting. For quarter 4 this committee will receive the first annual performance report, detailing performance of the SKPIs from each Policy and Service committee across the 2024/25 financial year, as set out in accordance with the Performance Management Framework that was approved in October 2024. From 2025/26 quarter 1 onwards we will provide a quarterly scorecard for this committee based on the SKPIs presented to the other Policy and Service committees.
- 3.4 In the meantime current performance of available indicators monitored by this Committee for this quarter is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	0	%
Amber	1	7%
Green	11	86%
Baseline	1	7%
Contextual	0	0%
In Development	0	0%
Suspended	0	0%

*\*Figures may not add to 100 due to rounding.*

3.5 There are 11 Green indicators this quarter. Below are some highlights.

Indicator 183: Percentage of Subject Access Requests completed within statutory timescales

The team continues to make progress, with improvement seen over the last three financial years, to achieving 90% of responses issued on time this quarter. The team issued 71 responses in this quarter relating to information held by several directorates, with 82% of those relating to Children, Education and Families.

The team are working with Children's Social Care to identify more beneficial ways to deal with care leaver requests to help those young people understand their life story through better engagement, so that we avoid providing information without context or explanation which a care leaver may find overwhelming and unhelpful.

Indicator 190: Proportion of information enquiries resolved at first point of contact

Over the period of October to December 2024, Customer Services achieved a First Contact Resolution percentage of just over 80% in all 3 months. One notable improvement in comparison to the previous quarter is an increase in the resolution rate for the Registrations Service, with it improving month on month up to 82.12% in December, up from 61% in August.

In December there was a slight drop off in comparison to November with Education Transport being one of the leading contributors to this. Historically there tends to be an increase in more complex enquiries around transport due to a new term starting in January. Due to the higher complexity of these enquiries more of them need to be passed on to the service in comparison with some of the simpler enquiries that are received during the rest of the year.

Detailed commentary and summary of each indicator can be found in Appendix 1.

## 4. Conclusion and recommendations

4.1 Paragraph 3.3 shows the breakdown of RAG status for this committee's indicator set. Of the indicators updated this quarter, 2 indicators saw an improvement in performance from the quarter 2 update, reported to the committee in December 2024:

- Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale has gone from Red to Amber
- Indicator 183: Percentage of Subject Access Requests completed within statutory timescales has gone from Amber to Green

10 indicator's performance status has remained unchanged:

- Indicator 184: Statutory returns completed on time
- Indicator 190: Proportion of information enquiries resolved at first point of contact
- Indicator 195: Percentage of IT requests resolved at first line within expected

timescales

- Indicator 212: Number of staff who have completed Introduction to First Aid
- Indicator 213: Average days lost per FTE to sickness absence
- Indicator 214: Staff turnover (rolling 12 month average)
- Indicator 215: IT & Digital Services Network Access Availability
- Indicator 216: IT & Digital Services Customer Perception Rating
- Indicator 217: Website Quality Assurance Score
- Indicator 218: Website Accessibility Score

1 indicator continues to be classified as baseline:

- Indicator 187: Proportion of staff feeling engaged as demonstrated through employee engagement survey.

## 5. Significant Implications

- 5.1 This report monitors quarterly performance. There are no significant implications within this report.

## 6. Source Documents

- 6.1 Appendix 1: Strategy, Resources and Performance Corporate Performance Report Q3 2024-25



Produced on: 03 March 2025



# Performance Report

## Quarter 3

### 2024/25 financial year

Strategy, Resources & Performance Committee

Governance & Performance  
Cambridgeshire County Council  
[governanceandperformance@cambridgeshire.gov.uk](mailto:governanceandperformance@cambridgeshire.gov.uk)

## Key



Data Item	Explanation
<b>Target / Pro Rata Target</b>	The target that has been set for the indicator, relevant for the reporting period
<b>Current Month / Current Period</b>	The latest performance figure relevant to the reporting period
<b>Previous Month / previous period</b>	The previously reported performance figure
<b>Direction for Improvement</b>	Indicates whether 'good' performance is a higher or a lower figure
<b>Change in Performance</b>	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
<b>Statistical Neighbours Mean</b>	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
<b>England Mean</b>	Provided as a point of comparison, based on the most recent nationally available data
<b>RAG Rating</b>	<ul style="list-style-type: none"> <li>• <b>Red</b> – current performance is off target by more than 10%</li> <li>• <b>Amber</b> – current performance is off target by 10% or less</li> <li>• <b>Green</b> – current performance is on target by up to 5% over target</li> <li>• <b>Baseline</b> – indicates performance is currently being tracked in order to inform the target setting process</li> <li>• <b>Contextual</b> – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.</li> <li>• <b>In Development</b> - measure has been agreed, but data collection and target setting are in development</li> </ul>
<b>Indicator Description</b>	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
<b>Commentary</b>	Provides a narrative to explain the changes in performance within the reporting period
<b>Actions</b>	Actions undertaken to address under-performance. Populated for 'red' indicators only
<b>Useful Links</b>	Provides links to relevant documentation, such as nationally available data and definitions

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	85.0%	80.2%	Improving

RAG Rating

Amber

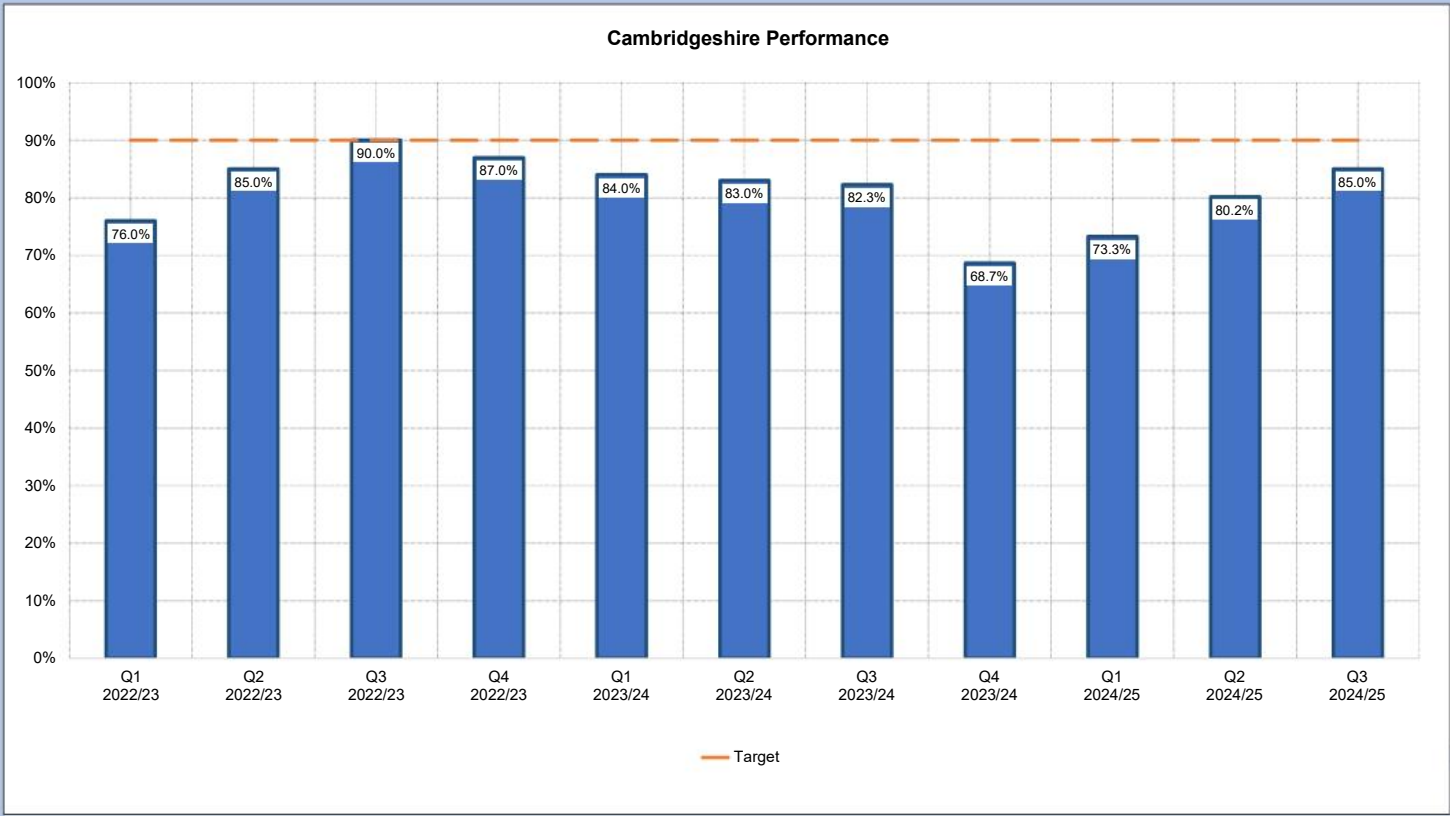
**Indicator Description**

The percentage of Freedom of Information (FOI) responses issued within statutory timescales of 20 working days as required by the Freedom of Information Act (2000) or if extended to 40 working days to consider the public interest test.

**Useful Links**

<https://ico.org.uk/for-the-public/>

<https://www.legislation.gov.uk/ukpga/2000/36/contents>



**Commentary**

This indicator has improved this quarter by a further 5% since Q2, and a 12% improvement since Q1. There continues to be a high level of requests across different directorates with 32% of responses issued relating to Place & Sustainability directorate, and 28% relating to Children, Education & Families directorate. The team continues to work with colleagues in Highways to develop publishable data on potholes which we hope to turn into something more visual for the public. Work has also continued on using a better search functionality for the FOI system, taking advantage of published data to improve our responsiveness for residents.

**Path to Green**

The FOI service is actively using its search functionality on past answers to find ways of referring to data held rather than asking for repeated information or not directing the requester to what is already published in committee reports. The team have been provided with the means to search past requests easily to identify similar requests, which can support quicker completion of requests. Any responses reaching the 10 day deadline will be flagged to the service manager and any reaching the 15 day deadline will be escalated to the head of service to chase with the relevant service/executive director.

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	90.0%	88.0%	Improving

RAG Rating

Green

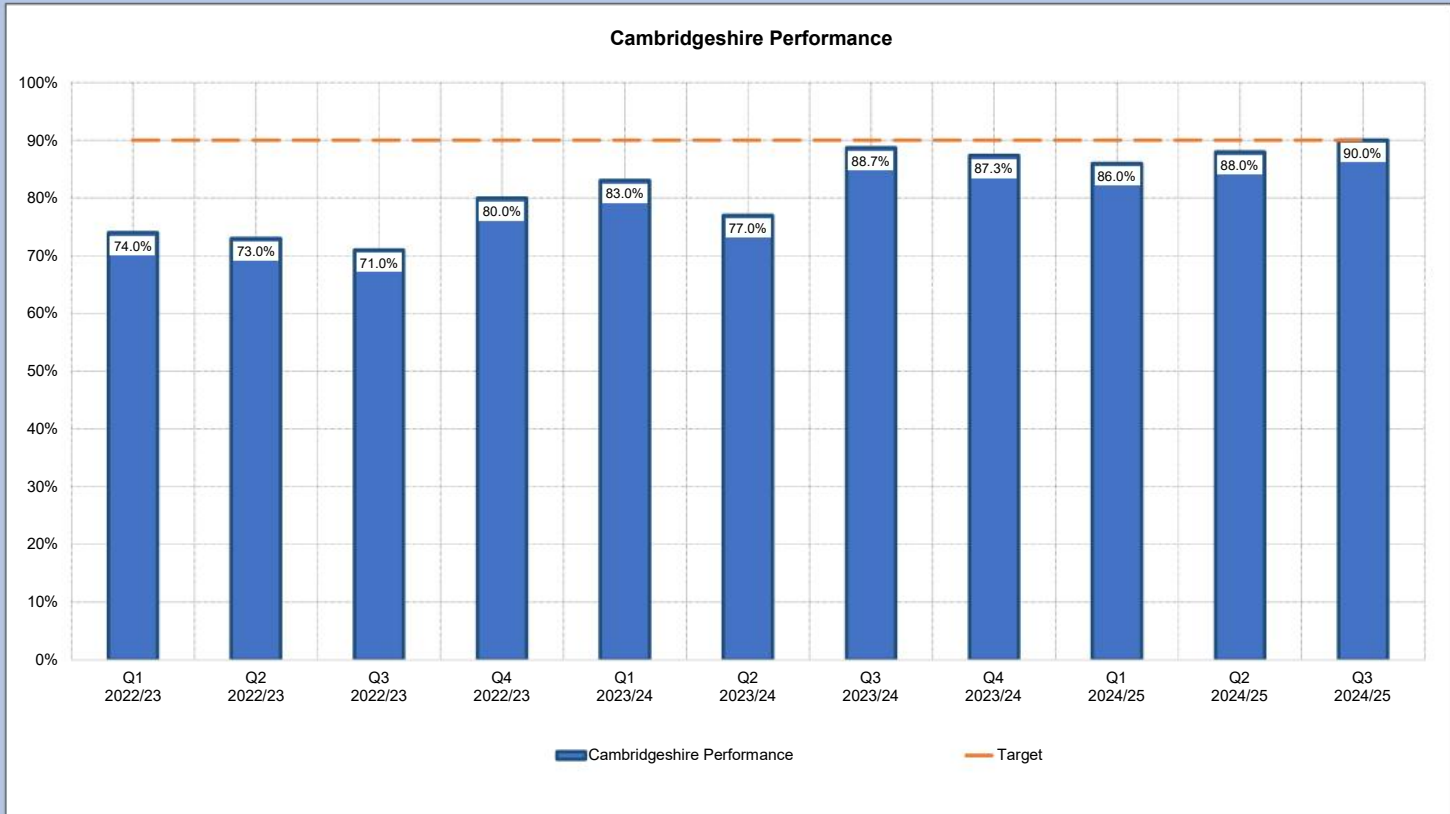
**Indicator Description**

Percentage of Subject Access Requests completed within statutory timescales of one calendar month or if extended to three calendar months as permitted.

Subject Access Requests (SARs) are requests to access and receive a copy of personal data and other supplementary information held by the council.

**Useful Links**

<https://ico.org.uk/for-the-public/>



**Commentary**

The team continues to make progress, with improvement seen over the last three financial years, to achieving 90% of responses issued on time this quarter. The team issued 71 responses in this quarter relating to information held by several directorates, with 82% of those relating to Children, Education & Families.

**Path to Green**

The team are working with Children's Social Care to identify more beneficial ways to deal with care leaver requests to help those young people understand their life story through better engagement so that we avoid providing information without context or explanation which a care leaver may find overwhelming and unhelpful.

Indicator 184: Statutory returns completed on time

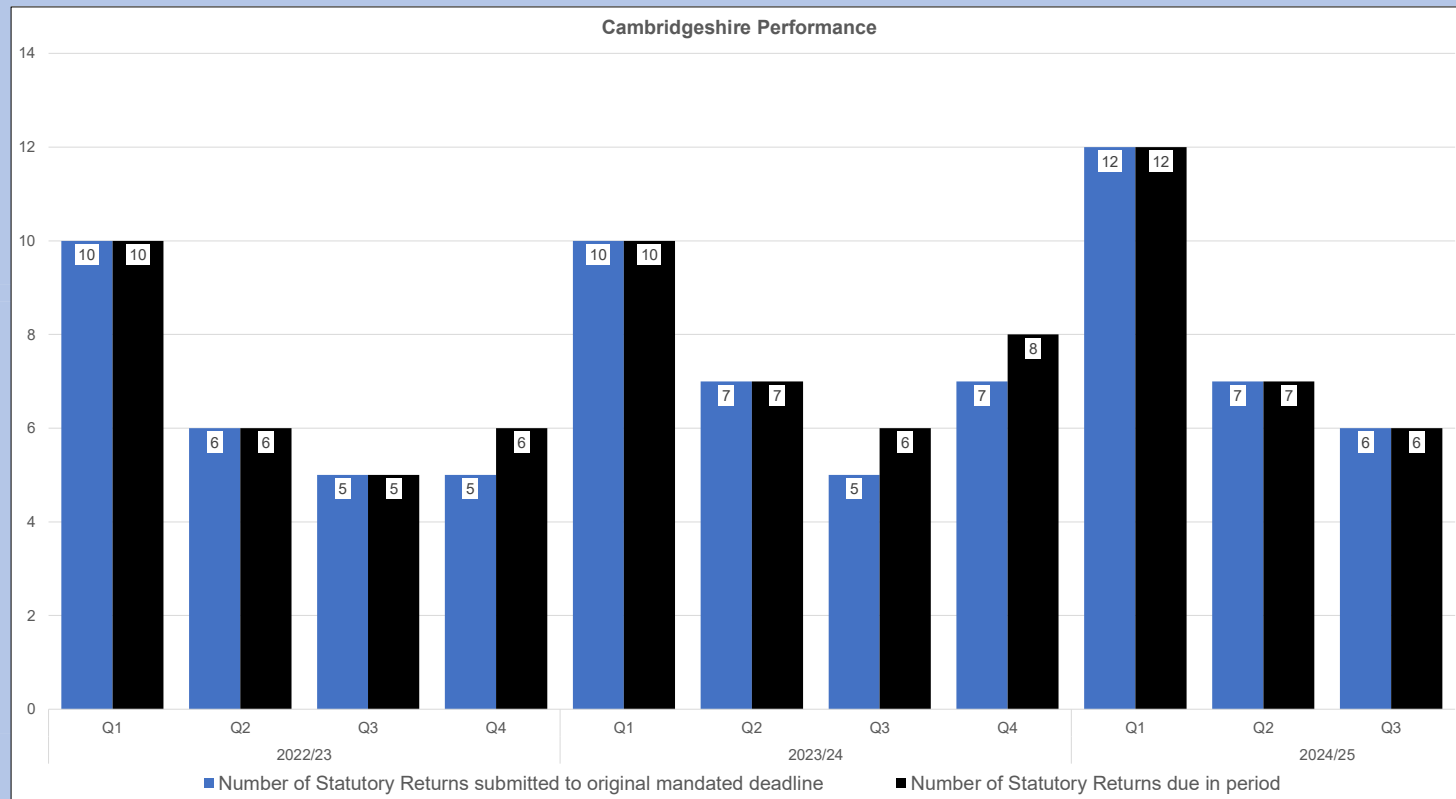
Target	Direction for Improvement	Year to Date	Previous Year	Change in Performance
100%	↑	100.00%	95.65%	Improving

RAG Rating

Green

**Indicator Description**

The Council's Policy & Insight team leads on, and supports the submission of, a number of key statutory data returns to central government departments and regulatory bodies. A list is available on request.



**Commentary**

Within Q3, there were 6 statutory returns due and all were completed on time. So far there have been 25 statutory returns in 2024/25, all of which have been completed on time.

**Useful Links**

[A list of all the datasets that local government must submit to central government.](#)

**Path to Green**

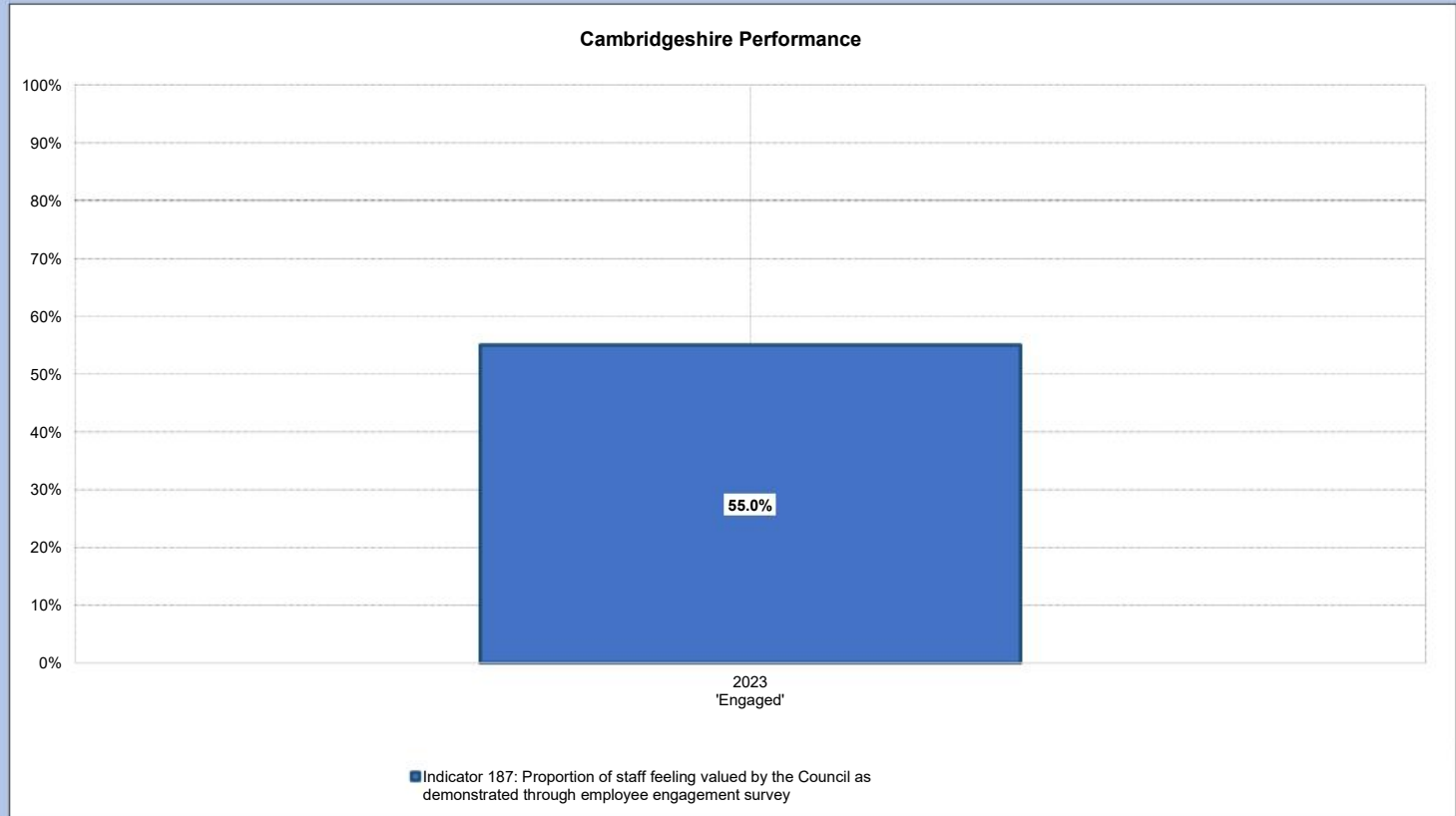
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
TBC	↑	55.0%	N/A	N/A

RAG Rating

**Baseline**

**Indicator Description**

A fully independent and externally validated Employee Engagement survey was carried out in September 2023 with the primary objective of measuring the levels of engagement of the workforce. 'Engagement' is measured by asking questions around pride, advocacy, motivation and belonging, and is considered to be the most effective measure of assessing overall how people feel about working for their employer. The engagement index score received for the County Council of 55% was 9 percentage points lower than the 2023 public sector benchmark provided by the Survey organisation. This will be used to set the target for improvement when the next full survey will take place in September 2025. Given that the engagement measure provided from the 2023 survey offers a more holistic and benchmarked result, there is no direct correlation between the internally conducted survey in 2021 and the 2023 results. Consequently, the 2021 results are not deemed relevant as a baseline for this indicator in the future



**Commentary**

The County Council's first, full and wholly independent Employee Engagement Survey for well over a decade was carried out by Ipsos Karian and Box in September 2023, and had an overall response rate of 54% of employees, which provides for a statistically significant data set for all questions. Engagement, as measured by Ipsos Karian and Box is made up from a number of individual scores relating to pride, advocacy, motivation and belonging, to provide an overall engagement rating, which in this case was 55%. Other questions covered in the survey focussed on factors such as their day to day experience of working for the Council, their confidence in the leadership of the organisation, whether they feel valued and recognised for the work that they do through to whether they receive constructive feedback on their performance. It also covered questions around any barriers to being able to work effectively and whether people have opportunities to learn and develop.

**Actions**

Following extensive listening activity to understand in more depth what colleagues feel would improve their experience in four key areas identified by IPSOS, a thematic analysis has been undertaken and areas for action identified. This will be supported corporately through a working group and locally in services by identified leads. The launch of Our CARE Values is an example of follow up work to support colleagues identifying with and feeling engaged in their employment with Cambridgeshire, based as they are on direct feedback from colleagues. Updates on engagement activity will be reported to Staffing and Appeals Committee as part of regular updates on the progress of the council's People Strategy. Relevant indicators have been included as measures of activity in the People Strategy Action Plan and in local workforce plans, such as Children's and Adults'.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	80.17%	81.57%	Declining

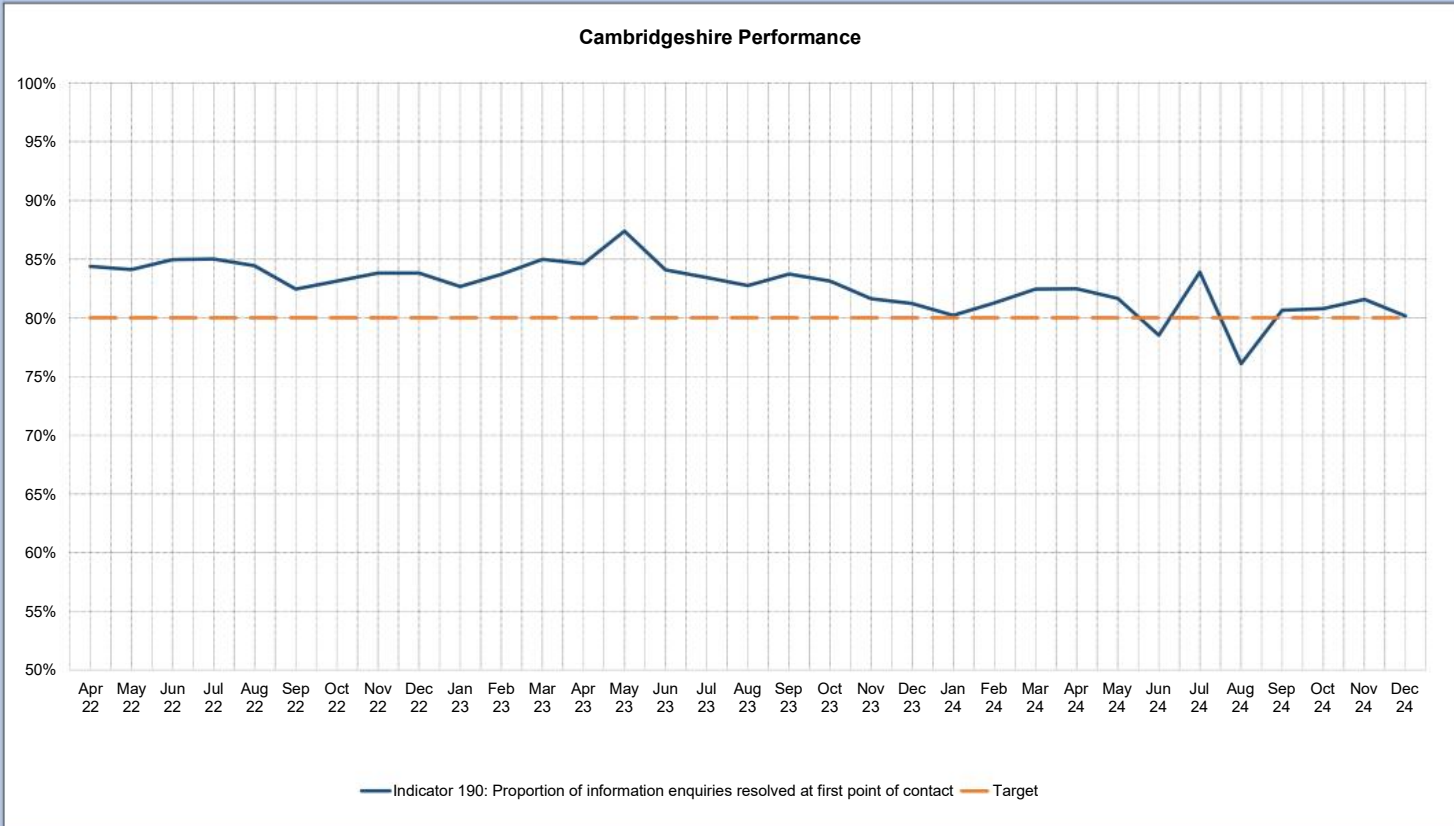
RAG Rating

Green

**Indicator Description**

Percentage of cases Customer Services deal with that are marked as resolved or transferred, against total number of cases recorded. Resolved means we have dealt with a customer's enquiry to a full resolution. Customer Services also class transferred calls as resolved as the request would be to speak to another member of staff, therefore the enquiry is resolved. If Customer Services are unable to resolve an enquiry and need to pass it on to a service representative to deal with, this would be marked as unresolved. This measures how effectively Customer Services are able to meet the customer service standard of dealing with requests at first point of contact.

This is measured in different ways across the industry, but Customer Services feel this is the most accurate and meaningful way of measuring this to ensure we are delivering good customer service for our residents. Any unresolved contacts are reviewed to see if Customer Services can work with the service to increase knowledge in some areas to increase the resolution rate. The target is then adjusted in line with any amendments. It is envisioned that this target will reduce in the coming years as more contacts move to digital channels and Customer Services are left dealing with more complex enquiries. Customer Services have other internal service KPIs as well as a number of advisor KPIs which mitigates any risks of bias. Audits also take place regularly with all advisors to check accuracy of recording.



**Commentary**

Over the period of October to December 2024, Customer Services achieved a First Contact Resolution percentage of just over 80% in all 3 months. One notable improvement in comparison to the previous quarter is an increase in the resolution rate for the Registrations service, with it improving month on month up to 82.12% in December, up from 61% in August.

In December there was a slight drop off in comparison to November with Education Transport being one of the leading contributors to this. Historically there tends to be an increase in more complex enquiries around transport due to a new term starting in January. Due to the higher complexity of these enquiries more of them need to be passed on to the service in comparison with some of the more simple enquiries that are received during the rest of the year.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
95.0%	↑	99.0%	98.0%	Improving

RAG Rating

Green

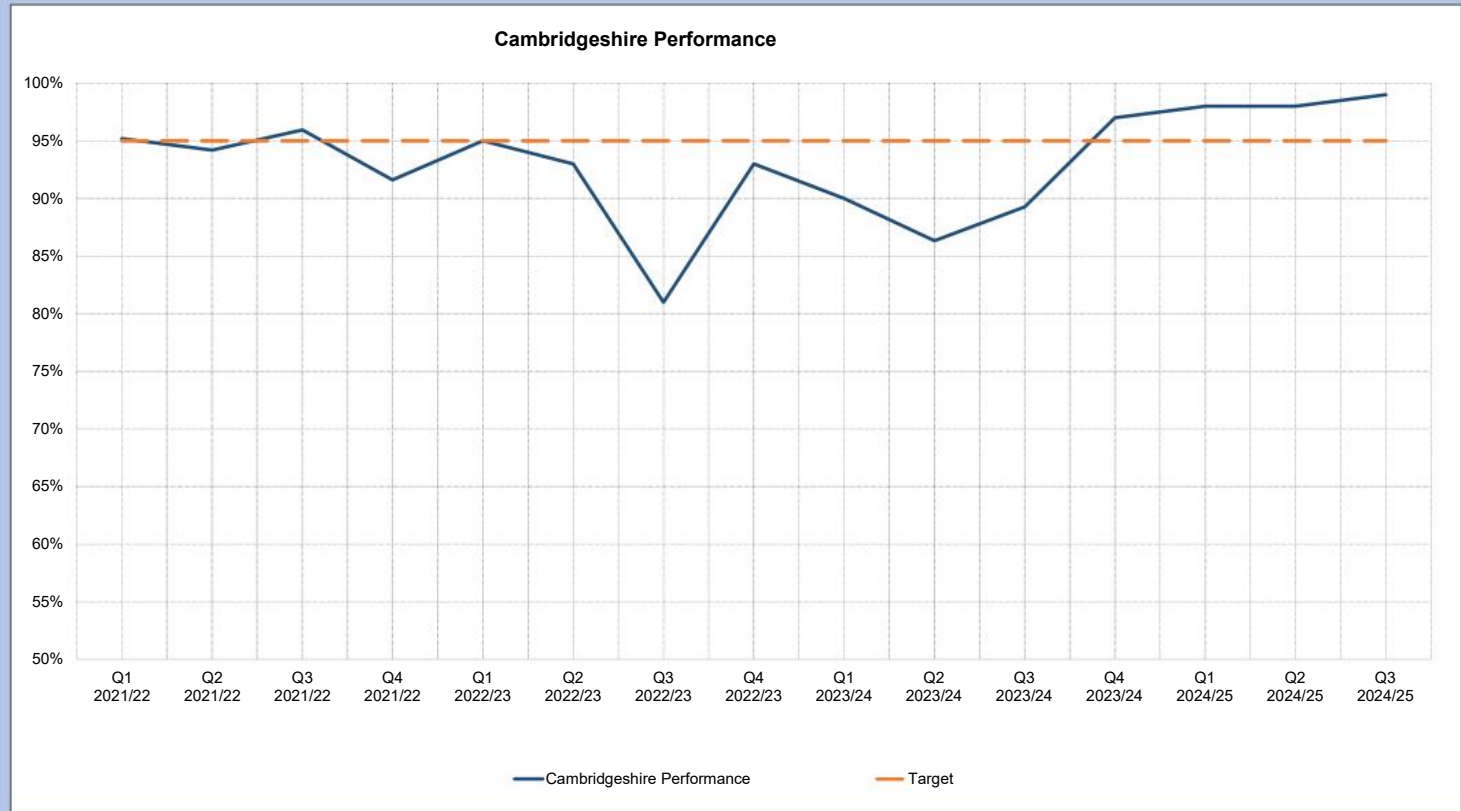
**Indicator Description**

For IT Support, a 'request' is defined as a call logged by a user asking for information, advice, a standard change or access to a service. They include system access requests, changes to IT profiles and laptop applications.

'First line' teams are those that take the calls directly from end users, in this case the IT Service Desk which includes the User Admin team.

'Requests resolved at first line', therefore means requests resolved by the Service Desk or User Admin, without being passed to any other IT team ('second line').

'Hornbill' is the IT system used internally by the council to raise, view and update IT requests and incidents.



**Commentary**

Now that the separation of this service from Peterborough City Council's IT and Digital service has been completed and teams have settled into their new roles, the service has returned to a stable high quality performance.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
2,250	↑	2,262	1,607	Improving

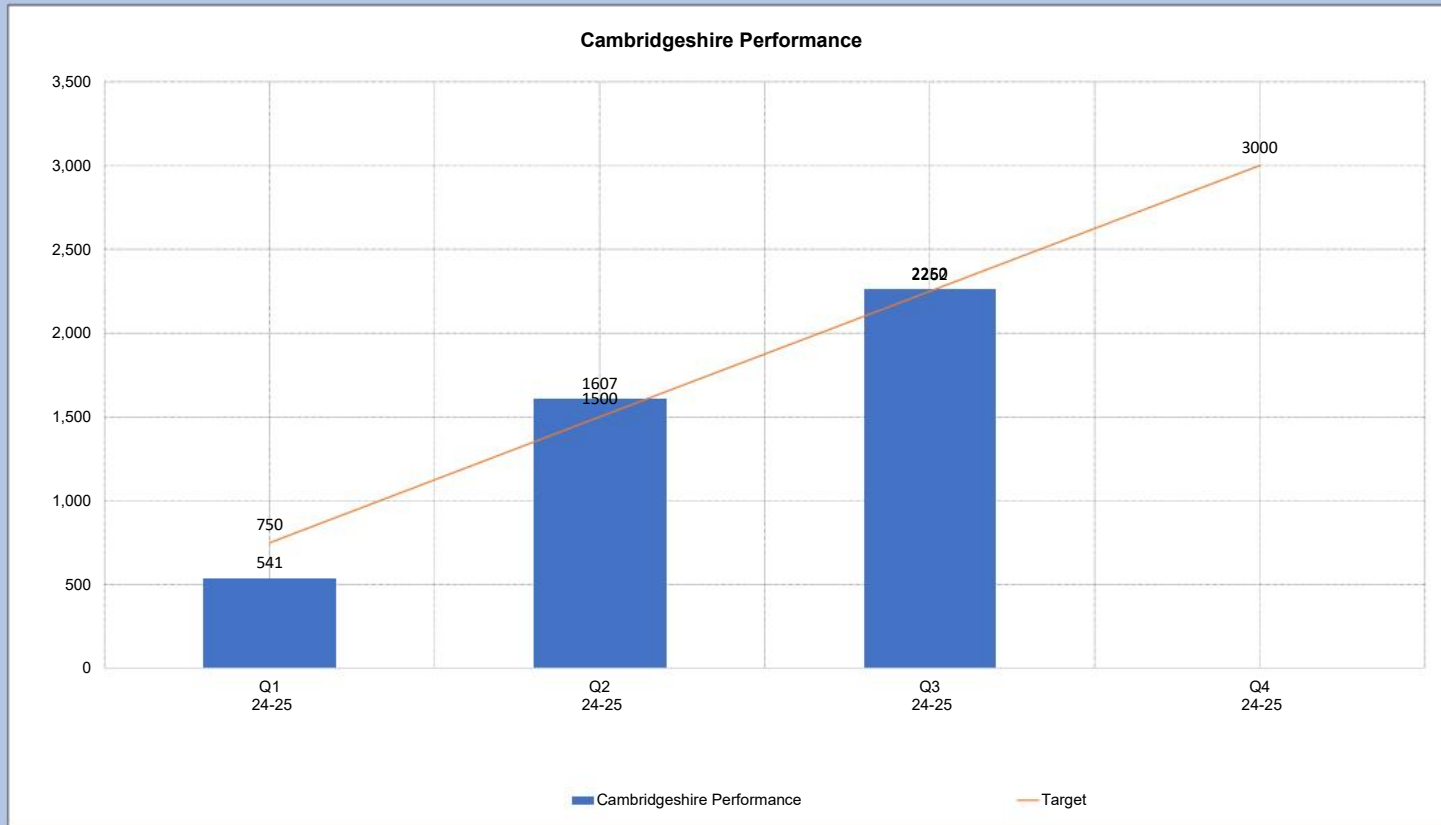
RAG Rating

Green

**Indicator Description**

This indicator measures how many staff have completed the 'Introduction to First Aid' & the 1 day Emergency First Aid course. These are mandatory courses which must be completed every year, that will enable staff to have a basic understanding of first aid requirements whilst working in an agile way.

Some staff do not need to complete the course as they may have already completed a more advanced course as part of their role within CCC (e.g. they may have a First Aid certificate acquired outside of work). This has informed the setting of a target of 3000 staff.



**Commentary**

The Introduction to First Aid course was launched in October 2021. During this financial year the target of 3000 employees completing the Introduction to First Aid has **already** been exceeded by 9.3%.

The target of 3000 completions was met during the last financial year (2023/2024).

This course has now been reconfirmed by Corporate Leadership Team as essential learning for all colleagues that needs to be repeated annually. A new process has been implemented in January 2025 whereby people are asked by their manager during their annual ratings conversation whether they have completed their essential learning and this is expected to drive a significant improvement in compliance.

The Health & Safety Team continue to promote the course and monthly statistics are shared with CLT requesting them to promote within their Service areas.

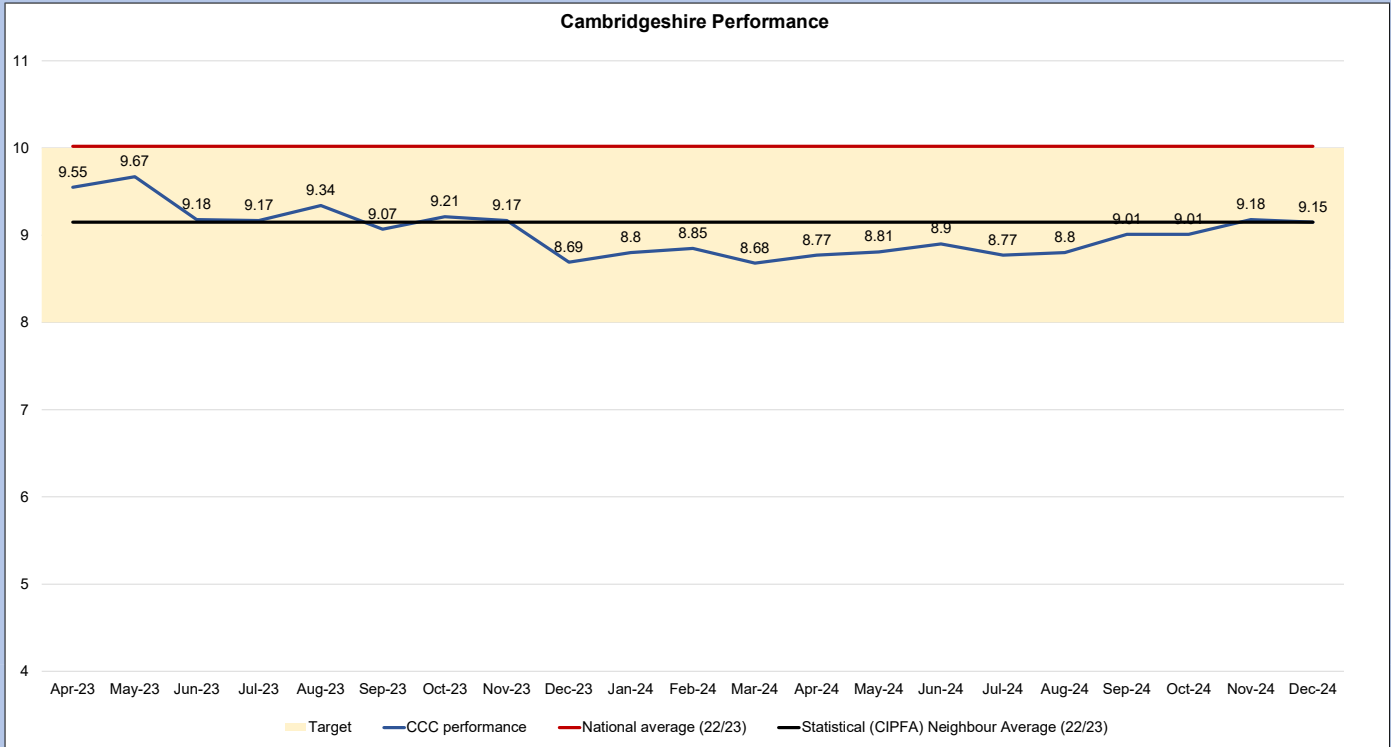
**Path to Green**

The Health & Safety team are continuing to promote the course via the Corporate Leadership Team and the Service Health & Safety Meetings to ensure that the target of 3000 by the end of the financial year is met.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
8 - 10	Within Target Range	9.15	9.18	Improving

**RAG Rating**

Green



### Indicator Description

Please note that the methodology for this indicator is provisional. We are investigating the underlying report that provides this data from our HR system (ERP gold) to confirm the methodology used to calculate this indicator. Subject to the outcome of this, there may be a slight amendment to the methodology for this indicator.

This indicator is the average days lost per FTE over a 12 month rolling period.

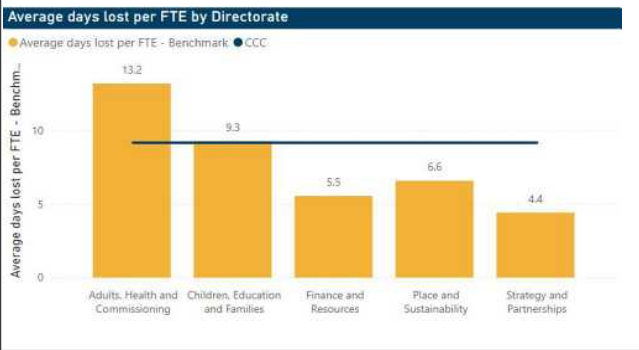
The calculation is as follows:  
 Total FTE days lost to sickness absence in the last 12 months / Average number of FTE (average taken from the start and end of the 12 month period)

The cohort included in this calculation is all permanent employees. It excludes agency and relief staff and those who have been on zero hours contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

The National average refers to all English single tier and county authorities that submitted data to the LG inform workforce benchmarking club for the 2022/23 financial year (34 authorities).  
 Statistical (CIPFA) neighbour average is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG inform (4/15 neighbours). CIPFA nearest neighbours are calculated using a broad range of social-economic indicators to define statistical similarities in authorities.

### Directorate Comparison

The below graph shows the directorate comparison of average sickness days lost per FTE for the end of the latest quarter (Q3 2024/25). The yellow bars are the average days lost per FTE for the 12m period up to the end of the quarter. The blue line is the overall performance for CCC for that same period.



- ### Wellbeing support
- Support and interventions aimed at support for health and wellbeing include:
- Employee Assistance Programme (EAP)
  - Occupational Health
  - Access to Work and 1:1 Mental Health Support from Maximus
  - Stress Policy including Stress MOT and Action Plan
  - Return to work meetings
  - Wellbeing Conversations and Wellbeing Passport
  - Wellbeing Conversations for Managers training
  - Schwartz Rounds (Monthly reflective sessions)
  - Reasonable Adjustments Toolkit and supporting e-learning
  - Mental Health First Aiders
  - Agile/flexible working options
  - Mental Health Awareness Training (e-learning and workshops)
  - Wellbeing Hours, blogs and promotion of resources
  - Menopause Awareness Workshops
  - Financial Wellbeing Workshops

### Commentary

Our overall levels remain steady and consistently below our statistical neighbours throughout this calendar year. The top 5 reasons for absence continue to be monitored monthly at Corporate Leadership Team and through dashboards to each directorate. The most common reason for long-term absence is anxiety, mental health and depression and for short term absence it is coughs, cold and flu. We continue to focus on a range of interventions supporting both managers and their teams to create a culture in which mental health is routinely discussed and resources accessed to promote good mental health. We have procured a new contract for our Employee Assistance Programme and will be supported by our provider to provide tailored sessions to employees, managers, HR colleagues, and other networks. We have tripled the contacts made to our increasingly active Mental Health First Aiders network, through more effective promotion, and provide and monitor a comprehensive range of wellbeing-related learning opportunities, including for managers, as we know the importance of manager support in sustaining good health at work.

Long-term absences related to stress and to musculoskeletal issues remain at higher levels and we are continuing to highlight interventions and resources that can act on work-related causes of these kinds of absence, including our Stress Policy, monitoring of DSE assessments, and an audit of risk assessments, which will capture both physical and psychosocial risk factors. HR Teams are following up where work has been cited as a factor to ensure that appropriate actions and support is in place. Where non-work related factors are the cause, our range of supportive employment policies and wellbeing interventions including Occupational Health advice, are available to enable managers to support and promote healthy attendance, and for colleagues to seek support.

We continue to promote health and wellbeing interventions and resources with a focus on those that address our main reasons for absence, this includes: Our monthly Schwartz Rounds, which provide a safe, facilitated space in which colleagues reflect on the emotional impact of work, regular blogs and a monthly wellbeing hour focusing on different topics. Feedback from our new starters shows that awareness of our wellbeing offer is high.

Since the roll out in July 2024, we have embedded our updated Health and Attendance Policy, with its strong focus on supporting people to remain healthy in the workplace. This policy is providing managers with the right tools and advice to support health in the workplace and minimise the amount of absence taken. We are also focusing on ensuring managers and colleagues alike are aware of and familiar with the reasonable adjustments that can be offered to support people to stay in work and remain healthy, with any individual needs met through adjustments as necessary. To support this, we have launched Wellbeing Conversations for Managers learning in two formats, to give managers the skills and knowledge they need to have effective and supportive conversations about wellbeing in their teams. October's Wellbeing Hour focused on our Health and Attendance approach as well as making reasonable adjustments and Access to Work. Tools to support these include our Reasonable Adjustments Guidance and the Wellbeing Passport. We have also launched Reasonable Adjustments eLearning, which is part of our essential learning for managers.

### Path to Green

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Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	10.54%	11.08%	Improving

**RAG Rating**

Green

**Indicator Description**

Staff turnover is the sum of employees who leave the organisation over a 12 month period expressed as a percentage of the average headcount over a 12 month period.

The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency and relief staff and those who have been on fixed term contracts for under a year at time of reporting (casual employees). This definition is in line with how the benchmark indicators are calculated.

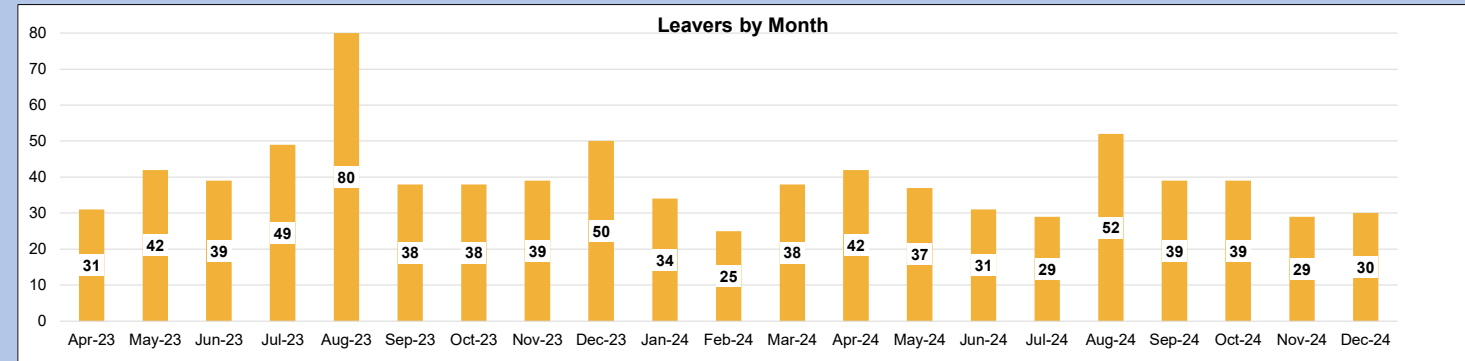
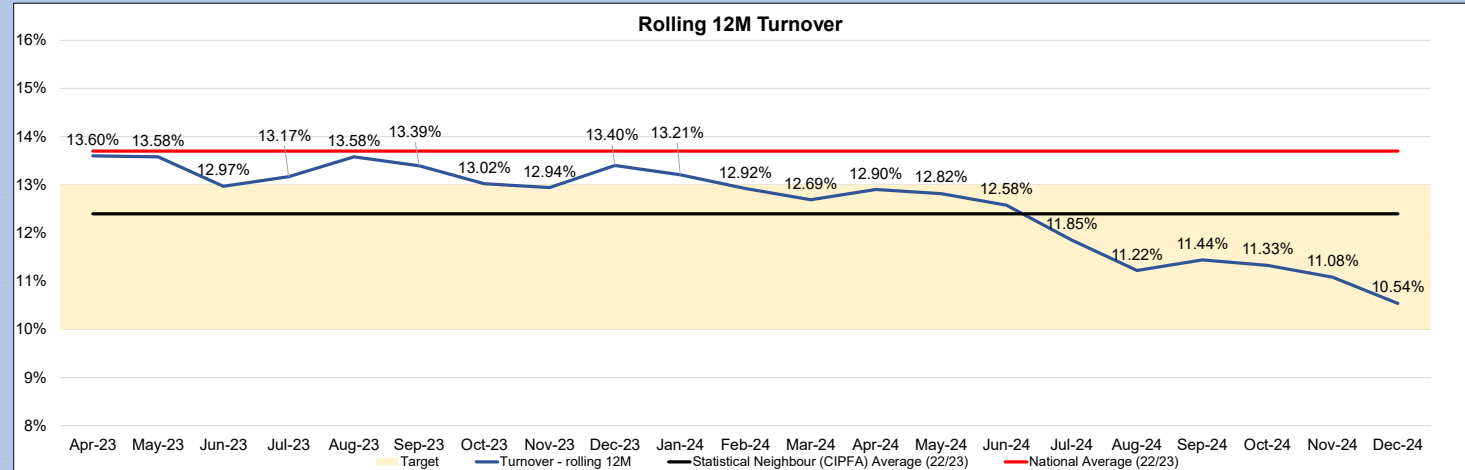
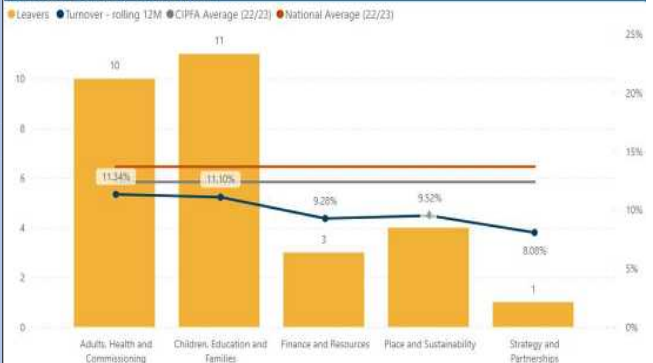
The orange bars in the second graph show the number of leavers for each month. This is a count of voluntary and non-voluntary leavers (employees and FTCs over a year). If an employee leaves two positions, they are only counted once in this number. This is in-line with how the benchmark indicators are calculated. Please note: the data for number of leavers is correct at the time of reporting.

The National benchmark turnover figure for 2022 - 23 is 13.7%. National average refers to all English single tier and county authorities that submitted data to LG Inform for the 2022/23 financial year (34 authorities). The statistical (CIPFA) neighbour benchmark figure for 2022 - 23 is 12.4%. This is the average of Cambridgeshire's CIPFA nearest neighbour authorities who submitted data to LG Inform (5 out of the 15 authorities). CIPFA nearest neighbours are calculated by a broad range of social-economic indicators to define statistical similarities in authorities.

**Directorate Comparison**

The below graph shows the directorate comparison of turnover for the end of the latest quarter (Q3 2024/25). The orange bars show the sum of leavers over the past 12 months (Jan 24-Dec 24). The blue line shows the rolling 12M turnover at the end of the latest quarter for each directorate. The grey and red lines are the statistical neighbour (CIPFA) and national average benchmark figures (2022-23).

Leavers and Turnover - Latest Month



**Commentary**

Turnover remains within the target range and whilst slightly increased in September, it was almost 2% down on the same period last year and has been on a downward trajectory since October. We continue to encourage the uptake of exit interviews for people leaving the organisation and moving internally. Where appropriate and with consent, any individual concerns are followed up directly with the appropriate Head of Service. Trend information is captured and reported to Corporate Leadership Team quarterly and for the directorate management teams through regular dashboards. Alongside exit interviews, we have a 'talk before you walk' offer as a preventative measure, offering confidential discussions with colleagues who might be considering leaving the organisation to discuss thoughts and explore potential options, open communication can often lead to positive outcomes and help retain valuable team members. Another initiative is through engagement sessions run to support new recruits across children's social care and adult social care, supporting them in the first months of their employment.

Whilst the numbers taking up exit interviews remains lower than we would like, we are able to draw some general conclusions that the main reasons individuals chose to leave are linked to poor management, lack of progression or workload. This information is reflected back to the services, and we continue to address this by promoting the support available to managers to enable them to gain confidence to manage well, and to have productive Our Conversations with their teams and will be more actively promoting management and leadership training during 2025.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
99.0%	↑	100.00%	99.89%	Improving

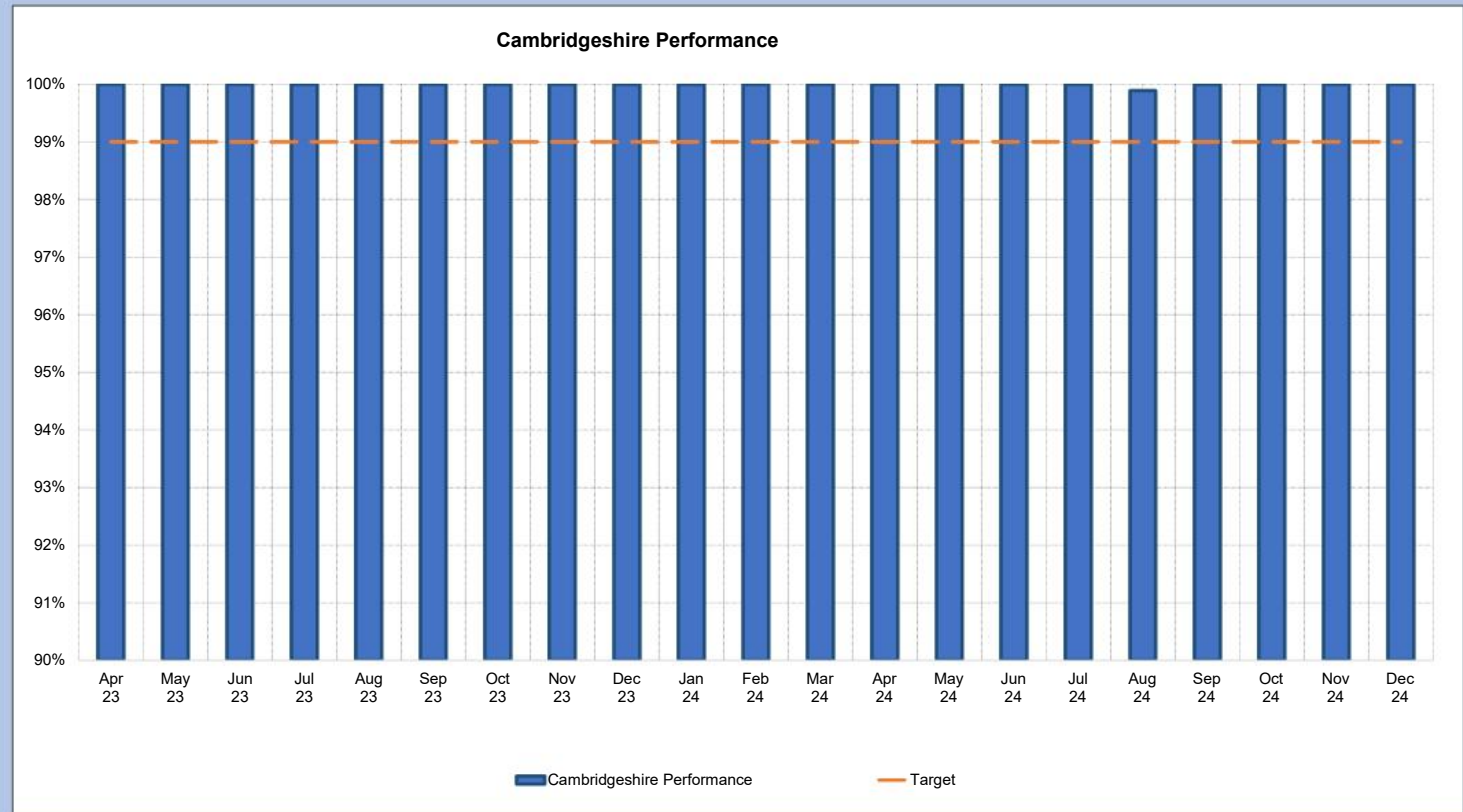
RAG Rating

Green

**Indicator Description**

This indicator measures the availability of access to the CCC IT network from a managed (CCC) computer, for staff and Members.

The measure excludes outages for scheduled maintenance.



**Commentary**

There have been no network level outages during this quarter.

**Path to Green**

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	91.0%	93.0%	Declining

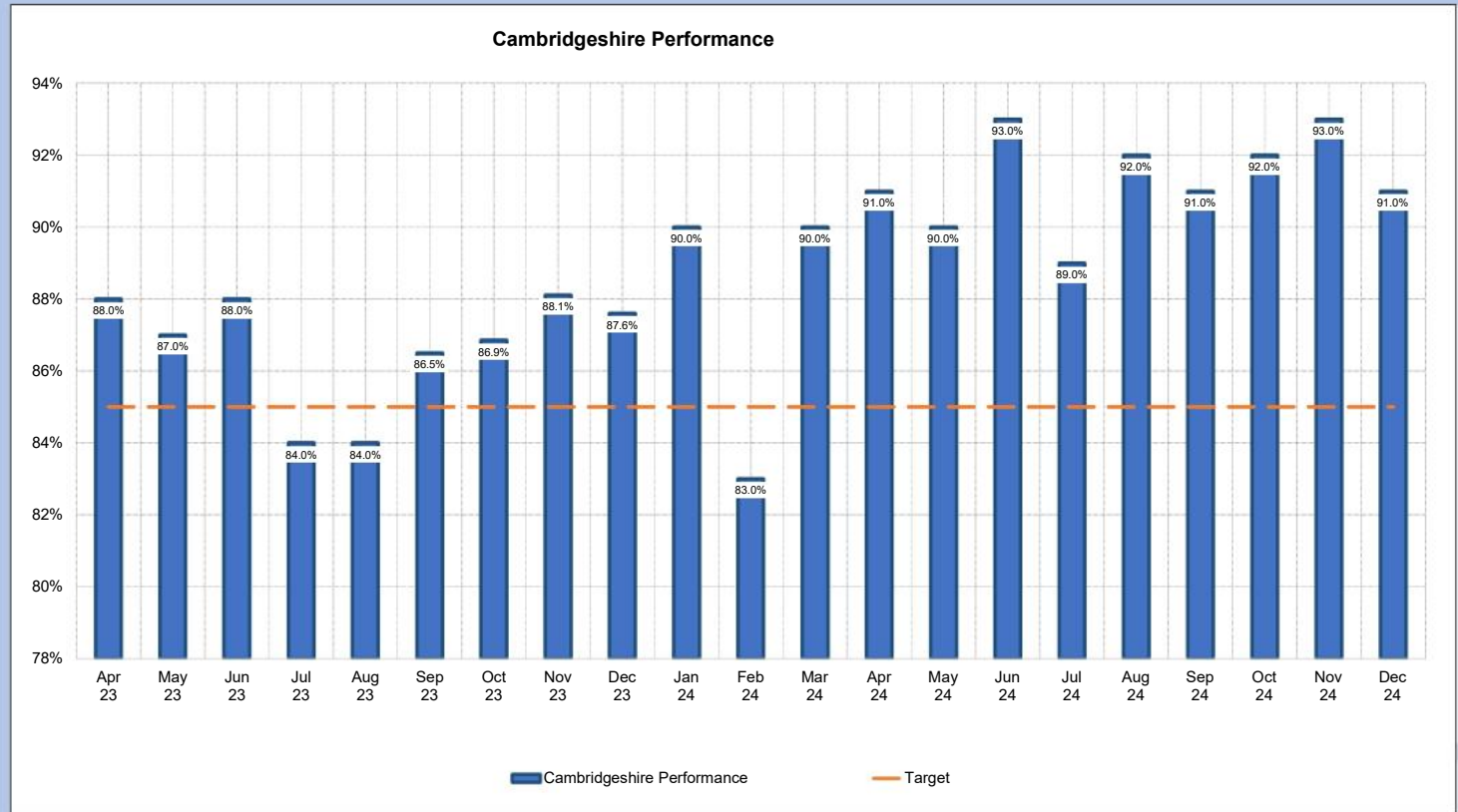
RAG Rating

Green

**Indicator Description**

Once a call to the IT Service Desk is resolved, the requestor receives an email asking them to submit online feedback about the service they received. They can give a rating of one to five stars; the higher the star rating, the better the customer perception of service.

This measure takes the percentage of those submitting a five-star rating.



**Commentary**

Now that the separation of this service from Peterborough City Council's IT and Digital service has been completed and teams have settled into their new roles, the service has resumed the stable, high quality performance without any major downturn in performance.

**Useful Links**

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
87.5%	↑	98.0%	99.0%	Declining

RAG Rating

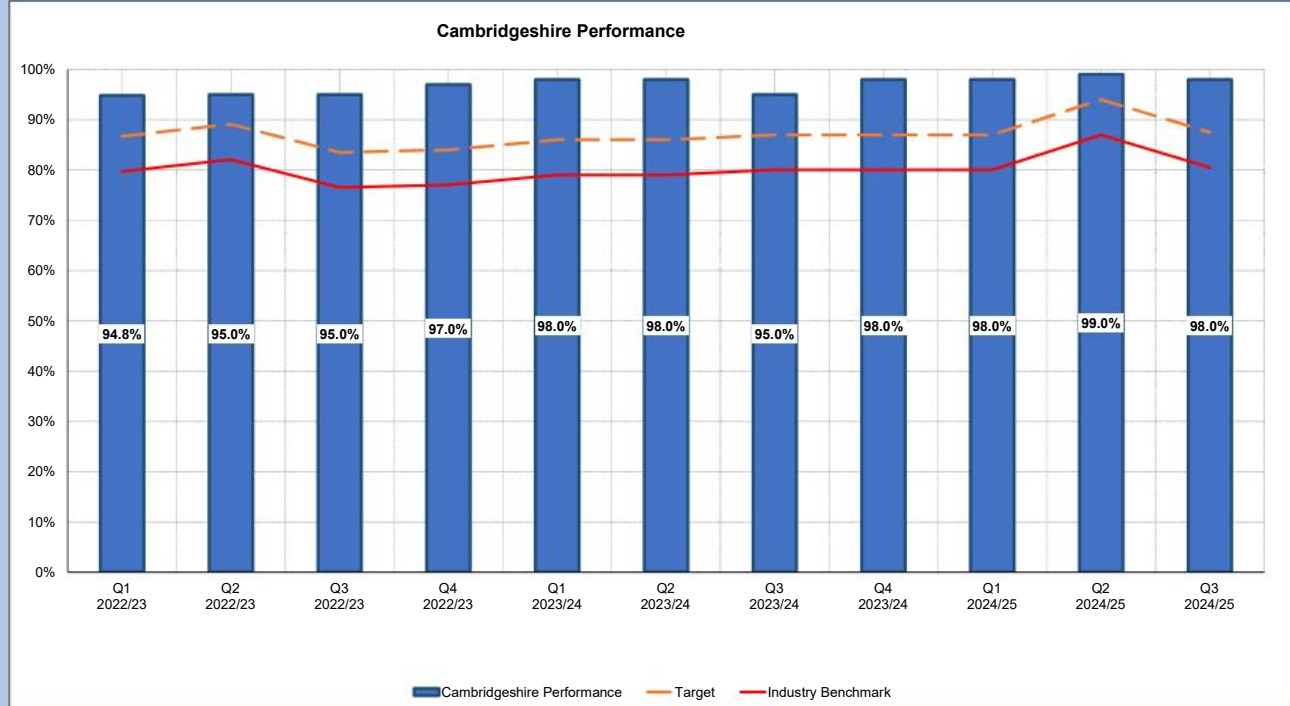
Green

**Indicator Description**

The score is a measure of how well our website performs against the Site improve quality assurance checks. Site improve measures content quality, content freshness, security and user experience of CCC's main public website.

Reported data is an average of weekly scores for the last week in the reported month.

The target is set to track at 7% above the industry benchmark score for Government and this updates every quarter.



**Commentary**

The Q3 performance for the website remains high at 98%, whilst at the same time the Industry Standard has decreased from 87% to 80.5%.

**Path to Green**

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	93.0%	93.0%	Unchanged

RAG Rating

Green

**Indicator Description**

The score is a measure of how well our website performs against the Site improve website accessibility checks, which are based on the Web Content Accessibility Guidelines (WCAG) success criteria. These checks cover common issues that affect a website's accessibility compliance.

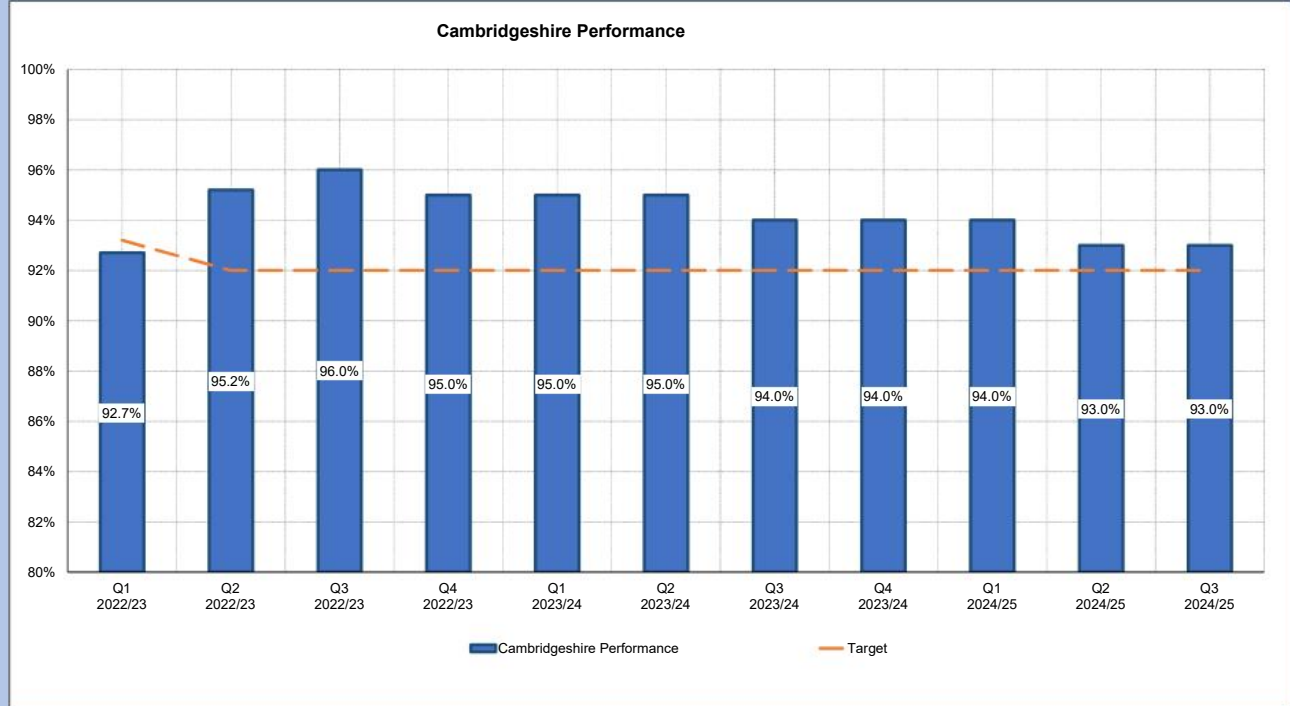
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

The web team carryout weekly audits of the website to ensure the site is meeting the required accessibility standards. All new content is thoroughly checked to make sure it is accessible and we are currently updated all legacy documents (PDFs) to make sure they meet the new standards. The team uses a number of resources to do this including our Website Content Playbook - <https://www.cambridgeshire.gov.uk/website-content-playbook>

We have also developed an Accessibility E-Learning course to enable all staff to understand the accessibility regulations and make their own content accessible.

Reported data is an average of weekly scores in the reported time period.

The target changed to a fixed score of 92%, from a score that tracked at 7% above the industry standard in Q1 22/23.



**Commentary**

The website accessibility score remains above target, at 93%. The website has been reconfigured to meet the new accessibility standards, WCAG 2.2, which has come into affect in October 2024.

**Path to Green**



## Strategy, Resources and Performance Committee Agenda Plan

Published on 3 March 2025

### Notes

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
24/06/25	Integrated Finance Management Report for the Period 2 (May) 2025-26	S Howarth	2025/003	11/06/25	16/06/25
	Outturn 2024-25 Integrated Finance Management Report	S Howarth	2025/023		
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		
	Treasury Management Report Quarter 4*	E Tod	Not applicable		
	Annual Risk Report	M Claydon	Not applicable		
	Amendments to Blue Badge eligibility criteria	J Green	Not applicable		
23/09/25 [Reserve]				10/09/25	15/09/25
23/10/25	Integrated Finance Management Report for the Period Ending 31st August 2025	S Howarth	2025/025	10/10/25	15/10/25

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Business Planning and Budget setting 2026/27 – 2028/29	T Kelly/ J Lacey Holland	Not applicable		
	Quality of Life Survey Results	R Hallam	Not applicable		
	Strategic Framework: Update	S Grace	Not applicable		
	Corporate Services Performance Report Quarter 1	R Springbett	Not applicable		
	Corporate Risk Register	M Claydon	Not applicable		
11/12/25	Integrated Finance Management Report for the Period Ending 31st October 2025	S Howarth	2025/023	28/11/25	03/12/25
	Business Planning Proposals for 2026-31	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	R Springbett	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
29/01/26	Integrated Finance Management Report for the Period Ending 30th November 2024	S Howarth	2026/001	16/01/26	21/01/26
	Full Draft Business Plan and Budget*	T Kelly	Not applicable		
12/03/26	Integrated Finance Management Report for the Period Ending 31st January 2026	S Howarth	2026/002	27/02/26	04/03/26
	Corporate Risk Register	M Claydon	Not applicable		
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
23/06/26	Integrated Finance Management Report for the Period Ending 31st March 2025	S Howarth	2026/003	10/06/26	15/06/26
	Outturn 2025-26 Integrated Finance Management Report	S Howarth	2026/004		
	Treasury Management Report Quarter 4*	E Tod	Not applicable		
	Annual Risk Report	M Claydon	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		

# STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE TRAINING PLAN

The Training Plan below includes topic areas for S,R&P approval. Following sign-off by the details for training and development sessions will be worked up.

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Link Treasury Management	Local Government Finance – Third session as part of Members’ Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
3.	Procurement Training for Members	To understand how procurement works		7 October 2022	T Kelly C Ellis	An hour on Teams	Cllrs Bulat, Costello, Cox-Condron, Dupré, Goodliffe, M King, McDonald, Rae, Shailer, Taylor and Whelan	11	Not applicable
4.	Strategic Framework Workshop	This will inform the business planning process		8 November 2022	S Grace T Kelly	Just over an hour on Teams	Cllrs Beckett, Costello, Count, Criswell, Dupré Gough, Howitt Murphy, Nethsingha, Rae, Sanderson Shailer, Sharp and Wilson	14	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
5.	The complaints process and how this can help Members manage their own in-boxes, including letters from MPs	To understand how the Council manages complaints.		21 February 2023	S Grace D Snowdon	Just over an hour on Teams	Batchelor, Bradnam, Cox, Condron, Costello, Coutts, Daunton, Dew, Goodliffe, Gough, Hathorn, Hay, Kindersley, Meschini, Prentice, Sharp, Slatter, Taylor, Thompson, Wilson	19	Not applicable
6.	Digital Strategy is being prepared by the IT & Digital Service to support the vision and the ambitions of the Council over the next three years.	To input into the draft Digital Strategy		12 June 2023	S Smith J Patmore	An hour on Teams	Beckett, Bulat, Costello, Hathorn, S King, Taylor, Thompson, Whelan, Wilson	9	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
7.	Risk Management Training	Overview of risk management		14 September 2023	M Hudson T Kelly M Claydon	An hour and a half on Teams	D Ambrose-Smith A Bradnam A Bulat P Coutts C Daunton L Dupré B Goodliffe R Hathorn A Hay S King E Murphy N Shailer A Sharp P Slatter S Taylor F Thompson A Whelan G Wilson	18	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
8.	Briefing on the impact of a cyber-attack on Council services as part of its emergency planning arrangements.			7 November 2023	M Hudson S Grace K Foley C Stromberg S Thomas	An hour on Teams	A Beckett G Bird A Bradnam S Count L Dupré C Daunton B Goodliffe J Gowing R Hathorn S Kindersley G Seeff A Sharp A Whelan G Wilson	14	Not applicable
9.	Procurement Training for Members	Essentials on procurement governance, but also the legislative change coming forward and some of the specifics for the Council.		29 November 2023	M Hudson T Kelly C Ellis	An hour on Teams	D Ambrose Smith A Beckett M Black A Bradnam A Costello P Coutts L Dupré B Hunt S King C Rae P Slatter S van de Ven G Willson	13	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
10.	Programme Management and measuring performance			17 January 2024	S Grace J Lacey-Holland J Roberts	An hour on Teams	A Bradman A Costello L Dupré C Daunton R Hathorn G Seeff F Thompson A Whelan	8	Not applicable
11.	Treasury Management Training			24 January 2024	M Hudson S Howarth	One hour 45 minutes on Teams	D Ambrose-Smith M Black A Bulat A Costello P Coutts R Hathorn C Rae G Seeff S Taylor A Whelan	10	Not applicable

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
12.	Cambridgeshire Skills Briefing			27 February 2024	S Grace L Riddle T Malloy	An hour on Teams	D Ambrose Smith M Black M Bulat A Costello S Criswell C Daunton J French R Hathorn E Murphy L Nethsingha C Rae A Sharp P Slatter	13	Not applicable
13.	Member Briefing on Cambridge Biomedical Campus (confidential)			4 June 2024	M Hudson S Anderson J Macmillan	An hour on Teams	Strategy, Resources & Performance and Assets & Procurement Committee Members and Local Members	A Beckett S Count M Goldsack R Hathorn P McDonald B Milnes L Nethsingha C Rae A Sharp P Slatter	

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
14.	Performance Management			19 June 2024	Joe Lacey-Holland Richard Springbett	An hour on Teams	M Black A Costello P Coutts C Daunton S King B Milnes F Thompson A Whelan	8	
15.	Briefing on Risk 8 – The Council is a victim of cyber crime			9 July 2024	M Hudson C Stromberg		A Beckett C Boden A Bulat S Count L Dupré B Goodliffe E Meschini B Milnes L Nethsingha A Sharp G Wilson A Wood	12	
16.	Risk Management Workshop	Consideration of changes to show whether the direction of travel was towards the Council's accepted level of risk.		To be confirmed	M Hudson S Grace M Hudson	An hour on Teams	Strategy, Resources & Performance Committee		

