

Appendix B - Final Revenue & Capital Budget Report 2024/25

Peterborough City Council

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1. Overview

Strategic Overview

The Council's Strategic Framework helps us to make decisions, improvements and manage performance. Our Priorities are the Council's response to our City's challenges and explain our overall approach to public service and translates this approach into tangible activity through a single Performance & Improvement Framework. The Priorities Plan and Performance & Improvement Framework shape and are shaped by the Medium-Term Financial Strategy (MTFS). The Priorities Plan, including the Performance & Improvement Framework, and our Medium-Term Financial Strategy (MTFS) in turn shape the Commissioning Mandates, Business Plans and other documents through which we plan the activity of each service and delivery block within the Council's system. These then drive frontline Service Delivery and Individual Performance Management.

The most challenging time for the council is setting the annual balanced budget, the financial expression of the council's priorities, against the pressures of reduced funding and increased demand. As important as setting a budget, is the need to ensure that it stands up to scrutiny, is transparent and is seen to be accountable.

Financial Overview

Over the course of the year, the financial position of the Council has become more challenging due to the sustained high interest rates and rising demand for key services such as Adults and Children's Social Care, Housing and Home to School Transport. This resulted in a downturn in our financial position with a £6.4m projected overspend being reported for the current financial year and an estimated budget gap of £6.1m also being reported for 2024/25. These were both reported to [Cabinet](#) in November 2023.

A huge amount of effort and focus has been placed on managing the risks, pressures and reducing expenditure and agency use. In addition, we are developing savings and transformation plans to best achieve long term sustainability.

Improvement has been seen in the current year position, with the 2023/24 projected overspend now down to £3m, and a balanced budget position for 2024/25 being presented, as summarised in table 1.

Table 1: Revenue budget summary 2024/25

	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	201,153	(146,961)	54,192
Adult Social Care	105,187	(30,469)	74,718
Corporate Services	124,254	(54,011)	70,243
Place & Economy	58,180	(36,707)	21,473
Public Health	12,162	(12,478)	(316)
Total Service Expenditure	500,936	(280,626)	220,310
Core Funding	7,089	(227,399)	(220,310)
Net Budget Gap	508,025	(508,025)	-

The following sections provide a summary of the key revenue pressures, savings and investments included within this budget, with further detail on the Council's budgets and proposals outlined in section 6.

Key Revenue Pressures

In addition to the proposals for savings and transformation, as outlined within this report, the Council has been proactive in developing strategies and actions to manage the pressures materialising because of rising demand and Inflation.

Rates of inflation have been sustained at higher levels and continue to put a strain on finances through 2024/25 and into 2025/26, with costs of contracts, energy, salaries and supplies and services all increasing. The forecast trajectory for the CPI (Consumer Price Index) forecast is looking more positive, with rates confirmed at 3.9% in December 2023.

Where able to the Council is managing this by controlling expenditure levels, reviewing and renegotiating contracts and implementing the [Market Sustainability Plan](#) for our Social Care contracts, which enable us to move towards implementing a Fair Cost of Care, alongside managing inflationary pressures. This will involve negotiating on a case-by-case basis with our providers and will involve closely managing risks of market sustainability.

There are some instances where we have little leverage in terms of influencing costs due to external factors. These include:

- Pay award, which for 2024/25 has been nationally agreed at a higher rate than expected.
- Energy costs, which have risen significantly in recent years, and due to contractual arrangements are not expected to reduce until October 2024.
- National Living Wage, which will increase by 9.98% from 1 April 2024, affecting a range of contracts.
- Contracts which are indexed linked.

All inflationary and pay assumptions have been reviewed, with an additional £10.6m being factored into the 2024/25 budget, over the amounts already included within the base. For any unexpected and unavoidable inflationary implications, the Council has an inflation reserve which can be used to smooth the immediate pressure.

Services such as adults, children's and housing continue to face rising demand, which adds pressures to the budget. This has been well documented during the year within the Budgetary Control Report ([Q2 BCR Report](#)) and the performance report ([Q2 Report](#)). As part of the budget setting process a full detailed review of demand led service budgets has taken place. The review focussed on using recent local demand data, available Census 2021 data and local knowledge to inform revised forecasts. An additional £6.3m has been factored into the budget for service demand in 2024/25 with £18.3m being included in the Capital Programme over the period 2023/24 to 2026/27 for housing related schemes. The key drivers for the rise in demand can be summarised as:

- Children's - increase in the complexity of need, coupled with a rise in the number of looked after children.
- Adult Social Care - increased numbers in accommodated (residential or nursing) and community care.
- Housing- increased number of homelessness presentations (25% increase in presentations in the current year)
- SEND & Home to School Transport - rise in the number of children with Educational Health Care Plans (EHCP's), and therefore children requiring transport to school.

Further details on these projections are outlined in section 6 and within Appendix A (Medium Term Financial Strategy update) to the main report.

Key Revenue Savings, Transformation and Investments:

In response to the challenges outlined above, the Council has identified savings opportunities and areas for transformation or investment, this includes:

Supporting Residents

- Through technology enabled care and reablement services, continuing to increase the support for more people to remain independent for as long as possible.
- Developing a Shared Lives scheme to support adults with learning disabilities, mental health problems or other needs which make it harder for them to live on their own.
- Developing a social work academy to support the recruitment and retention of social workers.
- Investing more money into Children's Services to be able to meet the rising demand and improve the services that we offer children and families.
- Supporting families through the Family Hubs model which has attracted significant Government funding.
- Developing three new hubs to meet the needs of children with Autism and Social, Emotional, Mental Health (SEMH) needs.
- Supporting the city to become net zero (no longer adding to the total amount of greenhouse gases in the atmosphere), which will help to reduce fuel poverty, improve physical and mental health, improve air quality, stimulate our economy, and provide jobs for the local area.
- Reducing reliance on costly temporary accommodation for homeless households, with increased housing supply via successful grant application and capital investment as well as increasing our efforts to work with residents who are in housing difficulty at the earliest possible opportunity, to prevent them becoming homeless.

Enabling Economic Growth and Regeneration

- Bringing forward development plans for several sites across the city, including the Station Quarter, the former TK Maxx building and the area known as Middleholme. As outlined in the our exciting [new investment prospectus](#) and [video](#), launched in January.
- Continuing to develop our new Local Plan, which will set out our strategy and policies to deliver growth, alongside our new Housing Strategy.
- Increasing efforts to attract new employers into Peterborough, including those who can offer better paid and permanent employment opportunities.
- Refocussing the adult skills service, delivered by City College Peterborough, so that it helps people with few or no formal qualifications or work experience to gain employment.

Delivering best value from our Assets, Resources and People

- Delivering a range of measures to drive energy efficiencies across our estate.
- Continuing to maximise the return from our assets by increasing the return and selling surplus assets in line with the Asset Disposal Plan.
- Ensuring the Council has internal services best suited to support front line services by investing in our Human Resources department and restructuring our Legal services department.
- Maximising investment income in line with a refreshed Treasury Management Strategy.
- Getting the best out of our contract arrangements. Services provided by SERCO will be provided in house from April 2024.

Capital Programme Summary

The Council recognises it needs to invest in the city to encourage economic development, provide vital council services and improve the way it works. However, it is also recognised the need to reduce the current level of debt

and the resulting ongoing cost of borrowing which puts a strain on the revenue budget. The MTFs assumes that capital receipts, third party funding and savings generated because of investment will be used to fund the programme. Other than refinancing of maturing loans, new borrowing will only be undertaken where absolutely necessary over next three years.

Table 2: Capital Programme 2024/25 Summary	£m
Capital Programme	120.44
Funded by:	
Third Party Funding	60.54
Corporate Resources*	36.88
Revenue	0.83
Corporate Resources (funded by Invest to Save)	22.20
Total Funding	120.44

**Capital Receipts and Borrowing*

The proposed capital and transformation bids for 2024/25 to 2026/27 are shown in the Capital and Investment Strategy (Appendix F to the main report).

The Council has established a process for receiving and reviewing requests for funding and inclusion in the Capital Programme. There is a two-stage process in place where bids are reviewed initially by the Capital Review Group, a multi-disciplinary team, and then considered by the Capital and Transformation Board, a strategic level team. The Capital and Transformation Board reviews each project to ensure that the business case is robust, the proposed scheme / project meets corporate objectives and that funding is secured. Further prioritisation is undertaken to assess urgency as well as reprofiling those schemes requiring corporate resourcing to minimise any borrowing requirement if they are more than the total capital receipts and third-party funding available.

Additional third-party funding may become available during the year, so the Capital Programme could, with member approval, be subject to further change. Any slippage from the 2023/24 capital programme will be reviewed for continuation in the Capital Programme.

2. Section 25 (Robustness) Statement

Requirement

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

“the Chief Financial (section 151) Officer (CFO) of the authority must report to it on the following matters:

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

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

It has been made clear that there is an expectation for local authorities to use reserves to manage spending pressures. The following statement was included within the Local Government Policy Statement issued in December.

“The government asks authorities to continue to consider how they can use their reserves to maintain services over this and the next financial year, recognising that not all reserves can be reallocated, and that the ability to meet spending pressures from reserves will vary between authorities.” - [\(link to statement here\)](#)

Despite this, the CFO has to ensure reserves balances are adequate and can therefore not allow them to be used to meet day to day spending pressures if it reduces them to an unreasonable level, which is contrary to government advice.

This report has been prepared by the CFO as part of fulfilling her duty and gives the required advice relating to the Council’s current and next year's financial position, including a consideration of the proposed budget as a whole and all the financial risks facing the Council. It identifies the Council’s approach to budget risk management and assesses the risks associated with the current year and 2024/25 budget to inform the advice on robustness.

Robustness of Estimates

In setting the budget it is important to ensure that estimates are based on the best available information at the time. The accuracy and reliability vary, and where there are uncertainties, the Council has taken a balanced approach, not being overly pessimistic or optimistic. The revenue budget has been formulated having regard to several factors including risks, opportunities, pressures and resources available, all outlined within this report. The CFO has formed the **over-arching conclusion is that the budget estimates contain a moderate degree of risk**. The risks are summarised in the following section:

- **Funding:** The Council is becoming increasingly reliant on local taxation, with Council Tax and NNDR now equating to 80% of the Council’s core funding. This means in challenging economic times, where businesses and households are struggling with the cost of living, the Council bears the greater risk of reduced income levels.
- **Rising Service Demand:** As mentioned within the report the Council is facing rising demand across a number of services including Adults, Children’s, Education and Housing, as highlighted in the current year BCR. Assumptions for increasing demand have been incorporated within the proposed budget,

however there is still a risk demand may outstrip this and put further pressure on the budget during the year.


- **Inflation:** In the past 2 years inflation has been at an all-time high. In the current year and within the proposed budget the Council has reviewed it’s inflationary assumptions and taken measures to manage expenditure. Although rates are now forecast in the right trajectory there is still a risk that the reduction slows or the economy continues to influence costs such as energy or pay.
- **Deliverability:** The 2024/25 budget includes £11m of new savings and transformation plans. Detailed Service Delivery and Improvement Plans are in development, and these will be both crucial and vital in outlining how services will be delivered within their budget envelope and in line with the corporate priorities. A multi-disciplinary Capital and Transformation Board (with responsibility for reserves investments, capital and savings delivery) has been embedded over the past 2 years in recognition that delivering savings can often be tricky and require close scrutiny to ensure delivery remains on track or mitigating actions are identified where savings are delayed or doubtful. This will remain in place during 2024/25 to continue providing this challenge and reassurance.
- **Capacity:** There’s a risk that the Council doesn’t have the capacity and/or capability to deliver the scale of savings and transformation programme required. Recruitment to specialist and core roles has been challenging and reflects issues being faced in the national labour market. The Council has established a Corporate Delivery Unit, where roles have been successfully recruited. These are positive steps in the right direction, with the permanent structure for this area currently under way.
- **Legislative:** In November the Council underwent an Ofsted inspection ([report](#)), of its Childrens Services, where it was rated inadequate overall. Plans to improve the service had already started during 2023, but further work and capacity will be required in this area to boost these efforts and add pace. This is likely to require additional investment, which at present isn't reflected within the budget.





Adequacy of Reserves





The review of the level of reserves the Council holds is an important part of the budget setting process. The review must be balanced and reasonable, factoring in the current financial standing of the Council, the funding outlook into the medium term and beyond, and most importantly, the financial risk environment the Council is operating in.

There is no set formula for deciding what level of reserves is adequate, so the adequacy of reserves is subjective and a matter of judgement for the Chief Financial Officer. The assessment of the level of reserves balances is based on following factors recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the risk assessment completed within the Reserves Strategy and Policy in Appendix D.

Table 4: CIPFA Reserves Factors for consideration

Factor and direction of travel	Assessment
Assumptions regarding inflation and interest rates 	Inflation is now at 3.9% and forecast to reduce further during the remainder of the year and into 2024/25. Inflation assumptions have been reviewed as part of the budget setting process and incorporated within estimates. There are some specific inflationary risks relating to the pay award, National Living Wage (NLW) and energy. These are being closely monitored and an inflation reserve with £2.4m of capacity is available to mitigate any immediate financial implications.

Factor and direction of travel	Assessment
	<p>Interest rates are largely determined by the Bank of England base rate which has risen sharply to 5.25% (below 1% up until May 2022). Now that rates of inflation are falling it's expected that the base rate should also start to gradually reduce, but unlikely to return to the extraordinary low rates. The Council is aiming to keep external borrowing to a minimum by generating capital receipts and using internal balances effectively. But there is c£79m of debt maturing in the next year which may require refinancing at higher rates. At the same time the Council is also looking at investment opportunities to generate investment income.</p>
<p>Estimates of the level and timing of capital receipts</p> <p style="text-align: center;"></p>	<p>As outlined in the Capital Strategy our aim is to only borrow where appropriate, and therefore to rely on capital receipts to fund part of the capital programme.</p> <p>The Council's Asset Disposal Plan identifies a pipeline of potential capital receipts. There is, however, a risk that these receipts aren't delivered in a timely manner, due to the reliance on the external parties.</p> <p>During 2023/24, we have experienced delays mainly due to market changes and unforeseen circumstances, including purchasers reneging on agreed transactions. However, the anticipated capital receipt forecast for 2024/25 is currently significantly higher than the 2023/24 financial year and has been risk rated and profiled considering the likelihood and probability of the receipts.</p>
<p>The capacity to manage in-year demand led pressures & The authority's record of budget management</p> <p style="text-align: center;"></p>	<p>Despite having been one of the Councils which has sought Exceptional Financial Support from the Government, the capitalisation direction was not utilised. The Council has maintained a strong record of financial management; a final overspend position has only being reported once in the past 10 years. Where an overspend has been forecasted during the year, the whole organisation has risen to the challenge and driven down expenditure to deliver a balanced position. This has become more challenging over the years, the current year forecast is projecting an overspend of £2.1m (down from £6.4m in September), and the proposed 2024/25 budget contains a higher degree of risk than previous years. This makes it more difficult to mitigate delays in savings or manage unforeseen expenditure within the overall budget envelope.</p>
<p>Ability to activate contingency plans if planned savings cannot be delivered</p> <p style="text-align: center;"></p>	<p>It is made clear within this report that there is a degree of risk within this budget. An element of that is due to detailed Service Delivery and Improvement Plans still being finalised. These are underway, and will be reviewed and monitored to provide the Corporate Leadership Team with assurance on the delivery of budgets and outcomes.</p> <p>The Council will also continue to provide monthly challenge to the savings programme delivery via an officer led board, this approach has proven to be very effective over the past 2 years.</p> <p>The Council has engaged a consultant to carry out an evaluation of compliance with the Financial Management Code as part of a wider review of financial Management. Once the review is completed, this risk will be reassessed.</p>
<p>Risks inherent in any new partnerships, outsourcing arrangements, and major capital developments</p> <p style="text-align: center;"></p>	<ul style="list-style-type: none"> • The Council's LATCo, Peterborough Limited operates a range of services for the Council and after a period of overseeing the operation of culture and leisure services on an interim basis, the award of the contract on permanent basis was approved by Cabinet in September. This provides operational stability for these services going forward. • The contract with Serco for a range of support services has been terminated with effect from April 2024. This will give the Council greater flexibility to transform services. • The Council continues to work closely with the NHS, and the Integrated Care Board (ICB). However the pressure on the health system is evident. Savings targets placed on the NHS are being indirectly passed to the Council, with the Council having to pick up a greater proportion on Health and social care costs. • The Capital Programme for 2024/25 is proposed at £120m, reflecting ambitious aspirations. Despite action taken to limit borrowing 49% of the programme is to be funded by corporate resources (capital receipts or borrowing), which the Council will struggle to maintain at this level in the future, as the cost of borrowing continues to put pressure on the revenue budget.

Factor and direction of travel	Assessment
	<p>Capital receipts are being generated through asset disposal, but these are reliant on market conditions. Slippage within individual projects remains an issue leading to lower than planned spending in the short-term but potentially higher medium to long term costs due to inflation. In addition, slippage defers borrowing rather than reducing it.</p>
<p>Financial standing of the authority (level of borrowing, debt outstanding, and use of reserves)</p> <p style="text-align: center;"></p>	<p>This Council's overall debt remains relatively high at £462m in comparison to other local authorities, with Oflog noting debt servicing costs are over double comparator authorities. Much of this is long term, but £65m (14%) is due to mature in the next 12 months, which presents a risk with higher interest rates.</p> <p>The Council's reserves balances are low in comparison to other local authorities, this has been highlighted by DLUHC and in the new Oflog published data. The latest forecast for reserves balances also shows them reducing by 41% from £70m to £41m. Meaning the Council's overall financial resilience is weakened, and the scope to replenish and build reserves balances is limited. Although the Council has been able to balance its budget without needing to directly use reserves, the overall financial risk has increased, and financial resilience appears to have been weakened at this stage.</p>
<p>Virement and year-end procedures in relation to under and overspends</p> <p style="text-align: center;"></p>	<p>The Council continues to adhere to the financial governance and virement procedures set out in its financial regulations. There is a finance transformation programme underway which includes a plan to strengthen financial management and governance arrangements, including revising the financial regulations.</p> <p>There are issues nationally with completing local authority audits. The Councils Statement of Accounts for 2020/21 were signed off at the end of January 2024, but 2021/22 remain unaudited. The 2022/23 draft Statement of Accounts are also due to be published imminently. The Council has experienced resourcing issues in the technical team during 2023/24, but the team is now fully recruited to following the restructure of the Finance Team. These resourcing challenges are also a national issue, and the Council is part of a LGA working group to support the future workforce development in this area.</p>
<p>The general financial climate</p> <p style="text-align: center;"></p>	<p>Local government finances have been eroded with funding levels failing to keep pace with the rising demand for services. Additionally, there is significant uncertainty around future funding levels. The Local Government Settlement left the Council with less grant than expected. With a number of pending reforms such as fairer funding and Adult Social Care, the end of a spending review and a pending general election, the uncertainty will continue for the foreseeable future.</p> <p>The Pandemic and economic climate has affected household finances and the cost of running Council services. It has also resulted in increased levels of national debt, meaning austerity is likely to continue.</p>
<p>The adequacy of insurance arrangements</p> <p style="text-align: center;"></p>	<p>The Council utilises a mix of external insurance and an internal reserve to deliver best value for money whilst ensuring that major risks are covered. Our brokers check the external insurances in place annually to ensure they are appropriate, and the internal fund is reviewed by a firm of Actuaries every three years to ensure it is adequate. The excesses on the external insurance policies are very low, ranging from £10,000 for property to £50,000 for liabilities, to keep the Council's exposure to a minimum. From this, the Council's insurance arrangements are considered to be adequate.</p>

In considering the ten factors listed above, as well as the risks associated with the budget, the CFO is of the opinion that the reserves balances estimated as at 1 April 2024 are **adequate for the year ahead, but beyond 2024/25, without additional funding or further significant transformation, there is a risk that reserves balances may not be sufficient to bridge any budget gaps or unexpected events or emergencies.**

Reserves Balances

The Council broadly categorises reserves as follows, in line with Local Government accounting practice:

Table 5: Summary of Reserves	2022/23	2023/24	2024/25	2025/26	2026/27
	Balance at 31.03.23	Est Bal at 31.03.24	Est Bal at 31.03.25	Est Bal at 31.03.26	Est Bal at 31.03.27
	£000	£000	£000	£000	£000
General Fund	9,942	10,342	10,742	11,492	12,242
Earmarked Reserves					
Innovation Fund Reserve	23,784	8,949	6,190	5,878	5,878
Departmental & Grant Related Reserves	10,300	6,778	4,994	3,304	2,678
Tax Income Risk Reserve	9,555	7,191	2,323	2,323	2,323
Inflation Risk Reserve	11,532	3,357	2,357	2,357	2,357
Usable Reserves	55,170	26,275	15,863	13,861	13,235
Insurance Reserve	2,322	2,778	2,778	2,778	2,778
Schools Capital Expenditure Reserve	561	561	561	561	561
Parish Council Burial Ground Reserve	59	57	57	57	57
Hackney Carriage Reserve	221	222	222	222	222
Public Health Reserve	1,720	1,092	476	370	370
Ring-Fenced Reserves	4,883	4,710	4,094	3,988	3,988
TOTAL Earmarked and General Fund Balance	69,996	41,327	30,699	29,341	29,465

3. Detailed Revenue Service Budgets- Breakdown of 2024/25 changes

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Children and Young People									
Executive Director of Children's Services	734	-	-	-	-	-	-	-	734
Education	9,110	-	533	-	1,039	473	-	-	11,155
Children's - Operations	14,921	-	56	-	1,853	-	-	-	16,830
Children's Commissioning	21,660	-	1,267	-	3,427	-	(1,600)	-	24,754
Commercial Operations	719	-	-	-	-	-	-	-	719
Children and Young People Total	47,144	-	1,856	-	6,319	473	(1,600)	-	54,192
Adult Social Care									
Adults - Commissioning	62,435	-	2,529	(1,785)	(249)	-	-	-	62,930
Adults and Safeguarding	10,144	-	-	-	-	-	-	-	10,144
Executive Director Adult Social Care	1,556	-	-	(350)	-	-	-	-	1,206
Performance & Strategic Development	214	-	-	-	-	-	-	-	214
Principal Social Worker	224	-	-	-	-	-	-	-	224
Total Adult Social Care	74,573	-	2,529	(2,135)	(249)	-	-	-	74,718
Corporate Services									
HR & Workforce Development	1,493	-	-	(5)	-	180	-	-	1,668
Director of Corporate Services	298	-	-	-	-	-	-	-	298
Financial Services	2,339	-	-	-	-	-	-	-	2,339
Corporate Items	10,061	1,729	164	1,515*	-	-	-	-	13,469
Peterborough Serco Strategic Partnership	6,224	-	-	-	-	-	(300)	-	5,924
Digital, Data & Technology Services	7,519	-	-	(974)	-	947	-	-	7,492
Cemeteries, Cremation & Registrars	(1,630)	-	-	-	-	25	-	(254)	(1,859)
Corporate Property	(1,143)	-	2,700	(1,750)	-	91	(450)	(87)	(639)
Marketing & Communications	550	-	-	(10)	-	-	-	-	540
Health & Safety	197	-	-	43	-	-	-	(1)	239
Internal Audit and Insurance	1,718	-	160	(28)	-	-	-	-	1,850
Chief Executive	321	-	-	-	-	-	-	-	321
Director of Legal & Governance	(73)	-	-	(100)	-	386	-	-	213
Legal Services	2,007	-	-	-	-	-	-	-	2,007
Information Governance	201	-	-	-	-	23	-	-	224
Constitutional Services	2,047	-	-	(29)	-	29	-	-	2,047

Table 6: new 2024/25 budget changes by Directorate	Base Budget 2024/25 £000	Pay award £000	Inflation £000	Savings & Efficiencies £000	Service Demand £000	Cost & Income Pressures £000	Service Transformation £000	Income Generation £000	Proposed Budget 2024/25 £000
Total Corporate Services	32,129	1,729	3,024	(1,338)	-	1,681	(750)	(342)	36,133
Place & Economy									
Director Place & Economy	42	-	-	-	-	-	-	-	42
Infrastructure & Environment - Highways & Transport	5,603	-	397	(497)	-	-	-	(47)	5,456
Growth & Regeneration - Planning & Building Control	1,974	-	-	(100)	120	-	-	(392)	1,602
Infrastructure & Environment - Environment & Climate Change	10,620	-	845	(741)	68	-	-	(126)	10,666
Infrastructure & Environment - Westcombe Engineering	61	-	-	-	-	-	-	(25)	36
Housing & Communities - Domestic Abuse Partnership	109	-	-	-	-	-	--	-	109
Growth & Regeneration - Growth & Economic Development	184	-	-	(115)	-	-	-	-	69
Housing & Communities - Stronger Communities	4,964	-	-	(1,181)	-	-	-	-	3,783
Housing & Communities - Safer Communities	(1,248)	-	-	(109)	-	485	-	(746)	(1,618)
Infrastructure & Environment - Regulatory Services	1,711	-	-	(280)	-	-	-	(242)	1189
Housing & Communities - Emergency Planning	139	-	-	-	-	-	-	-	139
Total Place & Economy	24,159	-	1,242	(3,023)	188	485	-	(1,578)	21,473
Public Health									
Children 0-5 Health Visitors	3,736	-	-	-	-	-	-	-	3,736
Children 5-19 Health Programmes	1,001	-	-	-	-	-	-	-	1,001
Sexual Health	2,095	-	-	-	-	-	-	-	2,095
Substance Misuse	2,407	-	-	-	-	-	-	-	2,407
Smoking and Tobacco	268	-	-	-	-	-	-	-	268
DPH Office & Intelligence Team and Projects	1,398	-	-	336	-	-	-	-	1,734
Health Check Services	155	-	-	-	-	-	-	-	155
Healthy Lifestyles & Publicity	274	-	-	-	-	-	-	-	274
Weight Management and Obesity	296	-	-	-	-	-	-	-	296
Public Health Grant	(11,946)	-	-	(366)*	-	-	-	-	(12,282)
Total Public Health	(316)	-	-	-	-	-	-	-	(316)
Capital Financing	34,110	-	-	-	-	-	-	-	34,110
Total	211,799	1,729	8,651	(6,496)	6,258	2,639	(2,350)	(1,920)	220,310
Funding									(220,310)
Surplus/Deficit									-

4. Detailed Revenue Service Budgets Breakdown- by subjective detail (general fund)

Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Support Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Children and Young People											
Executive Director of Children's Services	600	9	9	376	-	(47)	-	-	(213)	-	734
Education	4,916	1,122	7,020	11,156	-	235	-	(6,270)	(7,024)	-	11,155
Children's - Operations	16,662	225	228	1,574	-	1,411	77	(2,243)	(1,104)	-	16,830
Children's Commissioning	141	85	-	3,039	-	(189)	22,915	(309)	(928)	-	24,754
Commercial Operations	6,197	822	35	5,613	657	-	-	-	(12,605)	-	719
Children and Young People Total	28,516	2,263	7,292	21,758	657	1,410	22,992	(8,822)	(21,874)	-	54,192
Adult Social Care											
Adults - Commissioning	3,034	7	159	70,633	-	5,495	13,236	(348)	(29,286)	-	62,930
Adults and Safeguarding	10,487	5	182	182	-	123	-	-	(835)	-	10,144
Executive Director Adult Social Care	768	-	18	420	-	-	-	-	-	-	1,206
Performance & Strategic Development	210	-	1	3	-	-	-	-	-	-	214
Principal Social Worker	222	-	1	1	-	-	-	-	-	-	224
Total Adult Social Care	14,721	12	361	71,239	-	5,618	13,236	(348)	(30,121)	-	74,718
Corporate Services											
HR & Workforce Development	1,728	-	2	16	-	14	-	-	(92)	-	1,668
Director of Corporate Services	293	-	2	3	-	-	-	-	-	-	298
Financial Services	2,308	-	4	52	-	(25)	-	-	-	-	2,339
Corporate Items	4,411	868	-	6,203	-	2,137	-	-	(150)	-	13,469
Peterborough Serco Strategic Partnership	-	-	-	(1,562)	-	10,288	38,521	(985)	(40,338)	-	5,924
Digital, Data & Technology Services	3,093	-	6	4,937	-	-	-	-	(544)	-	7,492
Cemeteries, Cremation & Registrars	1,161	658	11	178	-	-	-	-	(3,867)	-	(1,859)
Corporate Property	1,805	3,551	-	(1,392)	-	111	-	-	(4,714)	-	(639)
Marketing & Communications	692	13	1	109	-	-	-	-	(275)	-	540
Health & Safety	244	-	-	-	-	-	-	-	(5)	-	239
Internal Audit and Insurance	617	1,294	1	531	-	-	-	-	(593)	-	1,850
Chief Executive	304	-	1	16	-	-	-	-	-	-	321
Director of Legal & Governance	175	-	-	38	-	-	-	-	-	-	213
Legal Services	2,141	-	2	522	-	-	-	-	(658)	-	2,007
Information Governance	234	-	-	3	-	-	-	(13)	-	-	224

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Table 7: 2024/25 Service Budget by subjective	Employees £000	Premises £000	Transport £000	Supplies and Services £000	Support Services £000	Third Party Payments £000	Transfer Payments £000	Grant Income £000	Other Income £000	Capital Financing £000	Budget 2024/25 £000
Constitutional Services	814	53	15	1,236	-	-	-	(66)	(5)	-	2,047
Total Corporate Services	20,020	6,437	45	10,890	-	12,525	38,521	(1,064)	(51,241)	-	36,133
Place & Economy											
Director Place & Economy	327	-	3	(288)	-	-	-	-	-	-	42
Infrastructure & Environment - Highways & Transport	1,882	1,764	36	3,829	-	-	-	-	(2,055)	-	5,456
Growth & Regeneration - Planning & Building Control	2,920	1	25	1,086	-	-	-	-	(2,430)	-	1,602
Infrastructure & Environment - Environment & Climate Change	608	3,399	5	8,235	-	10,940	-	-	(12,521)	-	10,666
Infrastructure & Environment - Westcombe Engineering	796	168	11	1,122	-	-	-	-	(2,061)	-	36
Housing & Communities - Domestic Abuse Partnership	237	-	5	(220)	-	422	-	(335)	-	-	109
Growth & Regeneration - Growth & Economic Development	825	(3)	-	223	-	-	-	(32)	(944)	-	69
Housing & Communities - Stronger Communities	3,494	3,699	45	625	-	3,600	-	(3,876)	(3,804)	-	3,783
Housing & Communities - Safer Communities	1,921	904	45	813	-	64	-	-	(5,365)	-	(1,618)
Infrastructure & Environment - Regulatory Services	3,298	-	35	1,141	-	-	-	-	(3,285)	-	1,189
Housing & Communities - Emergency Planning	133	-	1	5	-	-	-	-	-	-	139
Total Place & Economy	16,441	9,932	211	16,571	-	15,026	-	(4,243)	(32,465)	-	21,473
Public Health											
Children 0-5 Health Visitors	-	-	-	3,736	-	-	-	-	-	-	3,736
Children 5-19 Health Programmes	-	-	-	165	-	836	-	-	-	-	1,001
Sexual Health	-	-	-	73	-	2,022	-	-	-	-	2,095
Substance Misuse	-	-	-	0	-	2,483	-	-	(76)	-	2,407
Smoking and Tobacco	-	-	-	117	-	151	-	-	-	-	268
DPH Office & Intelligence Team and Projects	602	-	3	1,123	-	6	-	-	-	-	1,734
Health Check Services	-	-	-	-	-	155	-	-	-	-	155
Healthy Lifestyles & Publicity	-	-	-	5	-	269	-	-	-	-	274
Weight Management and Obesity	-	-	-	-	-	417	-	-	(121)	-	296
Public Health Grant	-	-	-	-	-	-	-	(12,282)	-	-	(12,282)
Total Public Health	602	-	3	5,219	-	6,339	-	(12,282)	(197)	-	(316)
Capital Financing	10	-	-	51	-	-	-	-	(1705)	35,754	34,110
Total	80,310	18,644	7,912	125,728	657	40,918	74,749	(26,759)	(137,903)	35,754	220,310
Funding											(220,310)
Surplus/Deficit											-

* figures include Public Health grant uplift of (£0.3m) and additional social care grant (£1.6m) announced on 5 February

5. Funding & Council Tax Summary

Council Tax

The 2024/25 provisional local government finance settlement published on 18 December 2023 includes an explanatory note which defines “Core Spending Power (CSP)” as a measure of the resources available to local authorities to fund service delivery. It sets out the money that has been made available to local authorities through the Local Government Finance Settlement (LGFS).” One of the constituent parts of the CSP calculation is the level of income expected to be raised from Council Tax. The Explanatory note says that “For 2024-25, the figures (Council tax income) have been estimated by:

- Applying each local authority’s average annual growth in their council tax base between 2018-19 and 2023-24 to project growth in tax base for 2024-25; and
- Assuming local authorities increase their Band D council tax in line with the maximum allowable level set out by the council tax referendum principles for 2024-25. That is a 3% core principle, 2% Adult Social Care precept, the greater of 3% or £5 cash principle for shire districts, and the greater or 2% or a cash principle of £10 for the Greater London Authority, and the greater or 2% or a cash principle of £10 police element of the Greater London Authority.”

The above is an explicit admission that the government is expecting Councils to increase Council Tax to the Referendum limit.

Table 8: Council Tax Summary	2024/25
Council Tax increase	2.99%
ASC precept increase	2.00%
Total Increase %	4.99%
Council Tax Band D	£1,666.27
Council Tax Base - Band Ds	62,103.69
Council Tax Requirements (Band D x Council Tax Base)	(103,481,515)
Parish Precept	(784,880)
Total Council Tax Income	(104,266,395)
Collection Fund Deficit	1,984,922
Use of Local Taxation Reserve	(1,984,922)
Total Council Tax	(104,266,395)

As outlined within the [Council Tax base report](#) presented to Cabinet on 18 December, the Council Tax collection fund is in a deficit position, with the Councils share equating to £1.985m. In line with the reserves policy and strategy it is proposed that the Local Income Tax Reserve is used to mitigate the budgetary impact of this.

Table 9 demonstrates how the Council takes account of our funding and expenditure budgets to arrive at our Council Tax requirement, and in turn our Band D rate of Council Tax:

Table 9: Council Tax Requirement and Band D Calculation	Gross Expenditure Budget £000	Income Budget £000	Net Expenditure Budget £000
Children and Young People	201,153	(146,961)	54,192
Adult Social Care	105,187	(30,469)	74,718
Corporate Services**	124,254	(54,011)	70,243
Place & Economy	58,180	(36,707)	21,473
Public Health	12,162	(12,478)	(316)
Total Service Expenditure	500,936	(280,626)	220,310
NNDR (including the Business rates Pool)			(73,475)
Core Grant Funding			(43,385)
Parish Precepts			(785)
Collection Fund Position			817*
Council Tax Requirement (excluding Parishes)			103,482
Council Tax base 2024/25			62,103.69
Council Tax Band D Rate (Council Tax requirement/ Council Tax base)			£1,666.27

*Partially reduced via use of Local Taxation Reserve

**Includes the cost of Capital Financing

The Council continues to support those most impacted by the national cost of living challenge in several ways, including through the council tax hardship and household support funds. Also, following a suggestion from Members of the Green Party, we will liaise with Lewes and Eastbourne councils to see if we can learn from them. Officers have spoken to counterparts at those Councils and we are considering an additional system that uses existing data sets to better identify low-income households, to help ensure we are targeting our resources to support those most in need.

Core Funding

Table 10 summarises the Council's core funding. Further details around the key assumptions and the multi-year impact are outlined within Appendix A (Medium Term Financial Strategy update) to the main report.

Table 10: Core Funding & Grants	2024/25 £000
NNDR (Business Rates)	(70,765)
Revenue Support Grant (RSG)	(12,920)
Council Tax	(104,266)
New Homes Bonus	(1,268)
Business Rates Pool	(1,894)
Services Grant	(293)
Improved Better Care Fund	(7,480)
Social Care Grant	(16,204)
ASC Market Sustainability and Improvement Fund	(3,472)
Discharge Support Grant ringfenced (AS22)	(1,748)
TOTAL CORPORATE FUNDING	(220,442)

Annex A- Service Overview & Proposal Detail

Corporate Services

There are essential professional support services the council needs to keep it operating effectively. They provide vital support to services across the council to allow them to function. The areas which make up the corporate services include:

Finance - ensures there is an effective system of financial control to manage budgets and monitor spending and is responsible for ensuring the council prepares statutory accounts - something it is legally required to do. It also prepares the Medium-Term Financial Strategy which sets out how the council plans to spend its money to deliver council priorities.

Legal - provides legal advice to the council's departments and to councillors and represents the council in court. It also takes legal action on behalf of the authority, such as trading standards and fly-tipping prosecutions.

HR and development – support with changes in staffing, the effective recruitment and development of our people and managing their performance, as well as ensuring our policies and processes are compliant with employment legislation, easy to understand and supportive.

Communications – provides information for the public about council services, public information and campaigns. It also engages with staff and external stakeholders. The team manages the council's website and social media channels and liaises with the media on council issues and initiatives.

Commercial property and asset management - responsible for managing the day-to-day activities across the council's estate and manages all landlord and tenant activities. It supports the council in bringing forward large regeneration, development and construction projects and looks after our properties making sure they are compliant, in good condition and fit for purpose. The newly developed Asset Management Plan sets out how we will invest in assets which support our Corporate Plan and dispose of those that do not with a view to reducing the level of the capital programme and associated borrowing costs.

Commercial and procurement – responsible for all the Council's procurement activities (buying goods and services) and provides strategic guidance and oversight on key commercial contracts. It leads the Annual Procurement Plan which aims to make sure the goods and services we procure are fit for purpose and at the best possible price.

Health and safety – ensures the Council maintains up-to-date policies and procedures, provides training, audits service delivery and manages incidents.

IT and digital – the enabler for all services within the Council, supporting them in achieving their own aims and requirements while prioritising the customer journey. Everything our staff do requires access to IT in a secure and compliant manner.

Constitutional and democratic services – supports around 80 public meetings each year and the organisation of civic events, such as Remembrance events and flag raising ceremonies. Electoral Services is responsible for running local elections which includes managing and publishing an up-to-date and accurate register of voters so everybody entitled to vote can do so.

Over the last year, we have redesigned our finance, HR, Procurement, Property and Communication teams to ensure they are able to meet the demands of the council and can support it to deliver the

priorities of the Corporate Strategy. The Legal team is currently being redesigned and the IT service will be un-coupled from the CCC partnership during 2024/25.

Table 11: Corporate Services Budget Changes

Title	Description	24/25 £000	25/26 £000	26/27 £000
Pay award- Council wide impact	<p>The nationally agreed pay award for 2023/24 has now been confirmed and includes:</p> <ul style="list-style-type: none"> • An increase of £1,925 (pro rata for part time employees) on pay points 2 to 43 inclusive. • An increase of 3.88% on all pay points SCP 44 to 54 inclusive. • An increase of 3.88% on all NJC allowances. • An increase of 3.5% on senior officer pay scales. <p>This is above our budget assumption for 2023/24 and therefore causes an ongoing budget pressure on salary budgets across the organisation going forward. The base budget assumption for the 2024/25 pay award is 3%, which is consistent with other Councils we have spoken to.</p>	1,200	1,400	1,600
Energy inflation- Council wide impact	<p>Inflation with the Council's electricity and gas supply has far exceeded existing budgets during 2023/24. This pressure is being managed in-year on a one-off basis via the inflation reserve, but the base budget for 2024/25 requires adjusting to account for this pressure.</p>	2,700	2,700	2,700
Energy efficiency plan	<p>The Council contracts for gas and electricity supply end in March 2028 and October 2027 respectively. There are several ongoing initiatives that will reduce the council's energy cost including the Localities Asset Review, completing lettings at Sand Martin House and moving data storage to the Cloud. These will deliver significant savings as they are rolled out. Further savings are available but will either require investment (spend to save) or strategic decisions being taken. An example of this is the potential to reduce energy costs at the Lido next year by reducing the temperature of the pool.</p>	(1,000)	(1,000)	(1,000)
Additional cost of borrowing	<p>The Council needs to borrow money to pay for large infrastructure projects such as new buildings and road schemes. Interest is paid on such borrowing, in the same way that a homeowner pays interest on a mortgage to purchase a home. The Council has made a commitment to keep new borrowing to a minimum. Higher Bank of England interest rates increase the costs of borrowing, which will require additional budget in 2024/25.</p>	750	750	750

Title	Description	24/25 £000	25/26 £000	26/27 £000
Treasury management-income	Higher Bank of England interest rates mean that additional interest income can be achieved on the Council's investment balances.	(750)	(750)	(750)
IT & Digital Services	Due to changes that have been implemented, or are in the process of implementation, several IT systems and infrastructure have been identified that are no longer required. The cost for any alternate solution has already been factored into the budget or will be as part of the additional pressure proposal.	(27)	(100)	120
Pension costs	Following correspondence with LGSS Pensions, the council is expecting an increase in pension payments to individuals of 10.1% which creates an additional pressure on our budget.	65	65	65
Insurance contract	A tender exercise for the council's insurance contract, which went live on 1 April 2023, created an ongoing saving. However, there will be future pressures for the contract from two sources – namely the indexation increase, as well as an inflationary increase. Consultation has taken place with Zurich to establish any existing market trends together with forecasts for future years.	132	130	113
Health and safety service	A review of the service has identified that savings can be made in the training and supplies and services budget. Several schools pay the council to lead on their health and safety responsibilities and there is a plan to offer this to additional schools. The review also identified a need to create a new post of Head of Health and Safety and to upskill the current team.	42	43	44
Communications	This will be achieved by reviewing supplies and services and securing advertisement income from the council tax booklet.	(10)	(10)	(16)
Drainage Board levy increase	Each year the Environment Agency and drainage boards, which cover the council area, charge a levy. Following previous trends, the expected increase in levies due exceeds the current budget by £40k.	40	40	40
Corporate property income generation and asset review	In September 2022, Cabinet approved a disposal plan, which forms part of the new Asset Management Plan, and is now being delivered. The disposals plan seeks to dispose of those assets (land or buildings) which do not provide value for money or where assets could be put to better use, in the best interests of residents. In addition to the Disposals Plan, Cabinet have approved the first Phase of the Localities Asset Review which also seeks to repurpose (invest, develop, dispose etc) assets deemed surplus to requirements. Receipts from asset disposals will be used to benefit the	(396)	(377)	(430)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	Council and its residents, for example to reduce borrowing costs or to invest in other council assets. The sale of these assets will result in a projected loss of income streams, but this will be significantly less than the savings associated with reduced borrowing costs.			
HR Redesign	<p>A review of the council’s HR function took place to ensure it was able to meet the demands of the organisation and support in the delivery of the priorities set out in the Corporate Strategy. Review and benchmarking of the service revealed that it was under resourced and there was a need for extra investment. The redesign of the HR service has identified the need for funding for three additional roles:</p> <ul style="list-style-type: none"> • Head of Service – this role is urgently needed to facilitate the adoption and growth of the new service model. • Equality Diversity & Inclusion (EDI) Advisor –to lead the focus of EDI to ensure that we effectively distribute accountability and responsibility for promoting positive EDI practices within the council. • Workforce Planning Advisor (analyst) - aimed at establishing a strong foundation and data-driven approach to support future decision-making in workforce planning. 	175	175	188
External audit fees increase	In autumn 2023 the PSAA (Public Sector Audit Appointments) consulted on the proposed scale of audit fees payable by bodies in respect of the audit of 2023/24 accounts. The scale fee for the main audit for Peterborough has now been set at £322k. Given the current delays to the auditing programme, the uplift of fees has been accounted for from 2025/26.	-	173	173
Cremation and bereavement services	<p>A review of the fees and charges for the services provided by the bereavement and registration service has been undertaken and an increase is proposed as a result. This is to take account of the increase in costs to provide these services.</p> <p>In addition, the Council is awaiting the outcome of a planning application to construct a further 81 mausolea at Fletton Cemetery, adjacent to the 324 mausolea which were constructed more than 10 years ago and are all now sold. Construction work is intended to commence early next year if planning</p>	(229)	(200)	(214)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	permission is granted, which will generate an additional income.			
Removal of terms and conditions saving	A prior year savings target attached to employee terms and conditions has been removed, therefore creating a pressure on the Council's budget.	529	529	529
Serco Contract Termination	The Council has been reviewing its contracts and partnerships over the past two years to ensure the arrangements continue to meet the needs of the council and are providing best value for residents. Agreement has been reached with Serco that the current contract will end in April. At this time all services will return to the Council, along with staff under TUPE - Transfer of Undertakings (Protection of Employment) arrangements. This will generate a recurring saving.	(300)	(300)	(300)
Oxygen Early Payment Programme	The Oxygen Early Payment Programme is an incentive for suppliers to the council to receive payments for invoices ahead of contractual terms i.e. 5 or 10 days, instead of the usual 30. In exchange, the Council will receive a rebate/ discount against the value of the invoice i.e. 1%. A net income of £50k for 2024/25 is an initial estimate.	(50)	(100)	(100)
Legal and Governance Services - staffing investment	There is a proposed reduction in the spend on external legal fees which should lead to a saving of around £100k. In addition, discussions are ongoing with a neighbouring authority about a shared role which could create a budget pressure of £23k. A savings target of £386k was attributed to the legal service in the last financial year which has not been achieved.	309	309	309
Election costs	Costs have increased for polling station staff (Government initiative for all councils to pay the same fee), polling station hire charges, printing, and postage. Elections in 2024 are due to combined with Police and Crime Commissioner elections and 2025 is a fallow year.	-	-	300
Procurement initiatives and savings	Procurement will undertake a programme of work to support the supply chain to decarbonise in line with the council's commitment to incrementally reduce the emissions arising from purchased goods and services. Procurement savings will be derived from several different sources including: <ul style="list-style-type: none"> • Contracts ending that may be renegotiated, extended or terminated • Traditional procurement activity. 	750	750	750

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<ul style="list-style-type: none"> Receipt of extra income either from income generating existing contracts or from concessions opportunities. 			

Savings, efficiencies and income shown in brackets

Place & Economy Services

Our role is to create a place where everyone has opportunities to learn, work, relax, and thrive, whilst living in warm, safe and affordable housing in communities which are connected, resilient, and sustainable.

Housing and Communities

Delivering services that help make communities safer and stronger is something which we know matters to people and has a direct impact on the quality of life for residents, businesses, and visitors to Peterborough.

We know that many people are finding it hard to make ends meet, and we know there are groups of people who need our support more than ever. For example, people who are at risk of becoming homeless, and those who are victims of domestic abuse or other crimes. We are so grateful to our many voluntary, community and faith sector partners, without whom the level of practical help and support we would be able to offer our residents would be far less significant.

This year, our pilot project to bring together key public and advice services into a single location has delivered some encouraging results, including increasing household income for those who accessed its services by an average of £1,000 per household. We plan to continue with this approach to make it easier for people who need help to get to it quickly and easily by expanding the pilot into other areas of Peterborough.

Requests for help from people in housing crisis are continuing to rise. Last year we predicted a 25% increase in the number of people coming to us at risk of becoming homeless, and this has indeed been the case this year. However, we have worked hard to find ways to prevent homelessness and reduce the need for people to sleep rough on our streets, and, despite demand for help increasing we are making good progress.

In the coming year we will further increase our efforts to work with residents who are in housing difficulty at the earliest possible opportunity, to prevent them becoming homeless in the first place. Where this is not possible and there are no other options, we will continue to provide accommodation for those who are homeless.

We will need to reduce the funding we provide to some of our partner organisations who provide housing related support to people in temporary accommodation or who are unable to secure a tenancy of their own. There are many ways to make sure everyone gets the support they need, and we will work with other council services, such as Adult and Children's Services, as well as our voluntary sector partners, to make sure that support is provided.

In the coming year we will continue to focus our efforts on the city centre, making sure it is a place which is vibrant and where people feel and are safe. We will increase our workforce in the city centre to make sure that the issues that matter to people, such as anti-social behaviour, street drinking, littering, and graffiti are tackled.

We will also increase the number of stalls in the new city market and deliver a programme of pop-up markets and other events on Cathedral Square and elsewhere in the city centre. We will need to increase some of our parking charges although we will make sure they remain competitive and affordable.

Our leisure, libraries and heritage services – such as the Museum and Flag Fen, will continue to be delivered by Peterborough Ltd. We need to reduce the costs associated with delivering some of these services and will work with our operator to increase the commercial success of our leisure services to make sure they do not require any council funding. We will also work with our partners to review our libraries and heritage services to make sure they are impactful and cost-effective. This might include, for example, placing more public services in our library buildings.

Our Regulatory Services including trading standards, licensing, and environmental health, ensure the safety of our residents and provide advice and support to businesses. We will make small changes to the ways in which these services operate to make savings as well as generate more income. We also deliver services to a neighbouring council for which they pay a contract fee. That fee has not been reviewed for some time and no longer represents best value for the council. We will therefore negotiate to increase the fee to cover the full cost of providing those services.

Growth and Regeneration

Our Growth and Regeneration teams are responsible for growing our city in ways that create opportunities for everyone – existing as well as new residents – to thrive and prosper.

In 2023, the council invested £1m in creating a Growth and Regeneration Service, and already we are bringing forward development plans for several sites across our city. We are also progressing at pace with the transformation of our Station Quarter, having secured £48m of Government funding and continuing to develop the university campus and working hard to bring forward plans to regenerate the North Westgate area.

We have already transformed our planning service, and, because of increased growth and a national increase in the fees that councils will need to charge developers, we predict an increase in fee income which will be used to make sure the pace of our growth and regeneration activity can continue. We will also transform our building control service, so it becomes the service of choice for developers. This will generate more fee income which can be used to support the increased demand we will face.

We will be making more effort to attract new employers into Peterborough, including those who can offer better paid and permanent employment opportunities. To help those employers see that Peterborough is a good place to invest, we will be refocussing our adult skills service, delivered by City College Peterborough, so that it helps people with few or no formal qualifications or work experience to gain employment. We will do this alongside our partners at Peterborough College and ARU Peterborough.

We will continue to develop our new Local Plan, which will set out our strategy and policies to deliver growth, alongside our new Housing Strategy ([item 4](#)). The Housing Strategy will set out our plans to increase housing in the city to help address the homelessness challenges we face as well as establish new communities and higher value homes for those that want them.

Infrastructure and Climate

Providing the right infrastructure is crucial as the city grows, including a good network of roads, footways, and cycleways.

We maintain and develop the highway network which includes over 930km of roads, 24,000 streetlights, 366 structures (like bridges) as well as footways, cycle paths, traffic signs and signals, bollards, and drainage gullies. This includes carrying out emergency work to repair potholes, broken

paving, streetlights, and cleaning gullies to keep roads draining well. Over the winter months, we grit main routes to ensure people can get around safely.

We promote cycling and walking and deal with issues such as speeding and parking problems where needed.

Our highways services are provided by Milestone Infrastructure Ltd, and we will continue to make sure that contract, as well as our Highways and Transport service overall, delivers value for money for our residents.

We recycle 40% or 32,800 tonnes of the total waste collected through the kerbside collections and Household Recycling Centre. We maintain and clean over 1,685km of highway, pathways, cycleways, and pedestrianised areas and respond to around 12,000 reports of fly tipping and collect more than 300 tonnes of litter each year from street bins.

The costs to treat the waste that is collected have increased, largely because of inflation, and so we will need to spend more money to make sure those services can continue. This includes the costs to treat recycled materials, general waste, food waste, and the costs to deliver our Household Recycling Centre. We will continue to drive up our recycling rates, which is good for our climate but also economically good for the council as treating recycled waste is far cheaper than treating general waste. We will also withdraw from a countywide waste partnership with other councils, as we believe it offers us little added value.

The council has also committed to become a net zero authority by 2030. Reducing our carbon emissions will bring several vital benefits, including reducing our costs. We are also committed to supporting the city to become net zero, which will help to reduce fuel poverty, improve physical and mental health, improve air quality, stimulate our economy, and provide jobs to the local area.

As a result of the uncertainty in the financial markets globally and the changing climate which is leading to more unusual weather patterns, for example extreme heat in the summer and a higher prevalence of torrential downpours, the council needs to be prepared to support its residents and to plan for emergency situations. We will continue to focus on emergency planning to ensure we are prepared as possible for those situations which are outside of our control.

Table 12: Place & Economy Services Budget Changes

Title	Description	24/25 £000	25/26 £000	26/27 £000
Highways contract inflation	The council has a contract with Milestone Infrastructure Ltd to manage and maintain our highways, this is an increase to reflect inflationary pressures.	397	794	1,191
National highway cleansing	Road cleansing on routes which are not part of the council's highways network is the council's responsibility, however, no additional funding is received to support this. We are therefore investing in this service to ensure those roads are maintained.	68	71	75
Highways services	This proposal is to reduce costs and increase income across our highways services, specifically: <ul style="list-style-type: none"> Reviewing our contract with Milestone to identify efficiencies and reduce costs. 	(505)	(514)	(572)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	<ul style="list-style-type: none"> Ensuring that the salaries of staff working on third party funded capital projects are charged to the capital projects they are delivering. Increasing the amount of fee income generated through an increase in growth and regeneration activity. We are also proposing to achieve other financial efficiencies across our highways service, through transformation and efficiencies. 			
School crossing patrols	The council currently funds a school crossing patrol service at five schools. We are proposing to carry out a review of this service which will be specific to each location, looking at changes if the relevant data shows that some form of safety intervention is still required. These changes could include engineering solutions, partnering with the relevant schools, and local volunteering schemes. These will only be introduced where circumstances allow as maintaining the safety of schoolchildren remains our utmost priority.	(39)	(39)	(39)
Sale of Wellington Street car park	We are proposing to sell the Wellington Street and Dickens Street car parks to help regenerate this area. We need to account in the service area for the anticipated loss of income that will result from disposing of the car parks. However, we will actively work to direct current car park users to other council-owned car parks and to develop new parking provision nearby.	139	139	139
Parking Services - cash collection service	The amount of cash that residents use to pay for their pay and display parking in council car parks has reduced significantly over recent years, with more people paying via card or our parking app. We are proposing to make savings in the cash collection service.	(25)	(25)	(25)
Recap membership	The council is a member of the waste partnership for Cambridgeshire, known as RECAP. We will review the benefits of being a member of this partnership and look to reduce the net cost of membership as a result.	(41)	(41)	(41)
Waste treatment inflation	The costs associated with treating the waste we collect from households has increased due to inflation and we need to increase our budget accordingly.	585	1,092	1,497
Household Recycling Centre - permit income	We are proposing to introduce a scheme to limit access to the Household Recycling Centre (HRC) to Peterborough residents only. This will ensure that Peterborough residents are prioritised for HRC access, as well as reducing the council's waste treatment costs.	0	(63)	(83)
Waste management charge increases	The council has agreed to increase charges for brown bin collections and for replacement or extra brown bins. This is the amount of additional income we expect to achieve.	(126)	(126)	(126)
Aragon Direct Services (Peterborough	The council has a contract with Peterborough Ltd to manage waste collection, street scene and landscaping services, which is subject to an increase to reflect inflationary pressures.	260	426	612

Title	Description	24/25 £000	25/26 £000	26/27 £000
Ltd) contract inflation				
Peterborough Ltd	We are proposing to achieve financial efficiencies across the services that are delivered via the council's contract with Peterborough Ltd. These include waste collection, street cleansing, grounds maintenance, and maintaining parks and open spaces. The saving is based on securing a reduction on current costs through transformation activity.	(700)	(700)	(700)
Westcombe Engineering	Westcombe Engineering is a precision engineering component specialist, which provides employment for adults with disabilities. It continues to grow and diversify following investment earlier this year in new machinery. We are increasing its income target, but we will support the service to achieve it through commercial advice and guidance.	(25)	(26)	(27)
Regulatory Services	Our Regulatory Services team delivers Trading Standards, Environmental Health, and Licensing services. We are proposing a range of measures to reduce costs and increase income, specifically: <ul style="list-style-type: none"> Increasing the value of the contract we charge to an adjoining authority for the delivery of their regulatory services. Increasing training and traded activity Removing long term vacant staffing hours from the establishment. Reducing supplies and services costs. We are also proposing to achieve other financial efficiencies across our regulatory service functions, specifically trading standards, environmental health, and licensing.	(523)	(542)	(561)
Housing related support	The council currently awards grant funding to a range of external organisations who deliver housing related support to different groups of people. We are proposing to review these arrangements as part of the broader transformation and remodelling of our approach to preventing homelessness. We will work closely with the current grant recipients to consider whether different arrangements may provide better value whilst still ensuring support for vulnerable groups is maintained.	(900)	(900)	(900)
Housing needs	Our housing needs service priorities include preventing homelessness, reducing rough sleeping, and managing the allocation of social housing. The service has changed and evolved as different demands have come forward, and there is a need to review the ways in which the service delivers its functions and achieves its objectives. This proposal is to achieve savings through transformation activity without adversely affecting frontline delivery.	(100)	(105)	(110)
Gladstone Park Community Asset Transfer	Gladstone Park Community Centre is the only community centre that is managed and run by council staff. This proposal aims to transfer the centre to a third party via some form of asset transfer, removing the staffing and associated costs	(50)	(50)	(50)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	currently incurred by the council. We will work closely with local ward councillors and relevant community groups to ensure the most appropriate outcome for the centre and the communities it serves is achieved.			
Market income	We are proposing to expand the new city market, which will enable a more diverse market offer.	(50)	(50)	(50)
City centre events and lights	This proposal relates to the costs the council currently pays to deliver events in the city centre, including the Christmas lights and the switch-on event. We will work with local businesses and others to secure sponsorship for these important and popular events, which the council will continue to organise.	(65)	(65)	(65)
Increased parking charges	This proposal is to increase the charges the council makes for parking in its car parks and other council-owned assets, specifically: <ul style="list-style-type: none"> • Introduction of a surcharge (£20 pa) for additional and visitors permits. • Increase in the first residential permit charges from £44pa to £50pa for first permits, and £70pa for others. • Removal of the off-street evening rate, and introduction of flat rate charging 7am-8pm. • Extension of on-street charging to 8pm (from 6.30pm) to align with off-street charges. • Changes to daytime off-street rates (including removing some charging options). • Changes to daytime on-street rates (including removing maximum stay periods). • Introduction of new charges for bay suspensions (e.g., utilities works, development etc). • Introduction of a fee for parking dispensations (e.g., access to pedestrianised areas/parking on double yellow lines for works). 	(326)	(426)	(426)
Citizens Advice Peterborough	The council awards an annual grant to Citizens Advice Peterborough (CAP) for the provision of advice and guidance to anyone in need. Having worked closely with CAP this year on our pilot cost-of-living hub project, we recognise the work that CAP delivers inevitably positively impacts demand coming into the council. We therefore propose to reflect this in council budgets and achieve a saving equivalent to the grant provided to CAP, effectively making the grant cost neutral.	(130)	(130)	(130)
Cathedral Square fountains	During 2023 the council asked the public whether the Cathedral Square fountains should be repaired and switched on or not. Most respondents wanted the council to spend money on other priorities and as a result, this proposal looks to keep the fountains switched off permanently. We will develop a plan aimed at making the best use of Cathedral	(20)	(20)	(20)

Title	Description	24/25 £000	25/26 £000	26/27 £000
	Square including community events, pop-up markets, and festivals.			
Fly tipping - fixed penalty notices	Following changes in national guidance, councils can now charge a higher fine for people caught fly-tipping and littering. We will adopt this new guidance, further enforcing our work to tackle fly-tipping and littering in our communities.	(29)	(29)	(29)
City centre enforcement	Ensuring our city centre is a safe, welcoming, and attractive place to spend time is an important priority for the council. This will help existing businesses to thrive and attract new businesses here, increasing our visitor numbers. This proposal will double the size of the current city centre team who are responsible for maintaining safety at an additional cost of £346k and generate similar levels of income from enforcement and other activity to cover their costs. The figure shown here represents the net value of the proposal (i.e. costs after income).	5	5	5
Refugee grant funding	The council receives grant funding to support asylum seekers and refugees that are settled into Peterborough through the various national schemes. This funding is time limited, with this proposal acknowledging an income loss as some of those grants taper off.	116	116	116
Planning Services	This proposal is to generate additional planning fee income.	(200)	(215)	(230)
Reduction in budget for growth and regeneration studies	A budget is held in the Growth and Regeneration service to fund specialist reports or studies where required. This proposal is to reduce that budget as we begin to build internal expertise through experience instead.	(15)	(15)	(24)
Opportunity Peterborough	Staff working at Opportunity Peterborough, the council's economic regeneration company, transferred into the council earlier in 2023. We will be refocussing the team's work towards inward investment activity to bring good quality jobs to the city and will reduce the overall costs associated with the service as a result.	(100)	(100)	(100)
Building Control additional income generation	The council's building control service provides a range of fee-earning services and is increasingly becoming more successful in securing business. This proposal is to set an increased income target for the service.	(72)	(72)	(72)
Trees maintenance	We spend around £1m each year maintaining our tree stock, which is an asset to the city and supports our climate targets. This proposal seeks to identify different ways to offset our core budget with other forms of funding, including from developers and grants, and from identifying efficiencies across our contracted services. Although this will achieve a saving in our core budget, the amount the council spends on this important function overall is not planned to reduce.	(100)	(100)	(100)

Savings, efficiencies and income shown in brackets

Adult Services

We aim to help and support our residents early on in their lives and prevent them from slipping into crisis by ensuring they receive the right level of support at the right time, in the right place and from the right person.

The aim is to keep people as independent and healthy as possible and prevent or delay the need for long-term care and support, which is both better for the individual and less expensive than the alternative. This is delivered through a range of different services:

- **Early intervention and prevention** – supporting people early with targeted information and advice and low-level and community support. For example, targeted short-term reablement support at home, or equipment that can help people manage at home.
- **Long-term care and support** which is personalised and keeps people connected to their communities. For example, regular care coming into the home or residential/nursing care placements.
- **Adults at risk are safeguarded** from harm in ways that meet their desired outcomes. This year we have responded to an average of 241 safeguarding concerns each month.
- **Supporting people with care and support when they come out of hospital**. This includes designing, delivering and commissioning localised, person-centred, and sustainable care services to meet their needs. This year, we are supporting an average of 251 discharges from hospital each month.

Across the country, councils are finding it increasingly difficult to meet the needs of their adult population and Peterborough is no different. The level of demand, the complexity of the care which is required, and the rising cost of care have set the bar even higher.

Demand for Adult Social Care services has been increasing for several years and is showing no sign of slowing down. More and more people are living longer and will require care and support. This year, we have received an average of 3,514 contacts per month to our Adult Early Help Team, a 3% increase on last year.

There has also been a 59% increase in accommodated care, such as residential care or nursing care homes, and a 46% increase in community care since 2020. In addition, the care that people require is becoming more complex. This may be an impact of the Covid-19 pandemic where people delayed asking for help and support to meet their needs.

The Adult Social Care sector is also impacted by the ongoing high rates of inflation and coupled with the increase in the National Living Wage, at £11.44 from 1 April 2024, the cost of meeting people's needs is rising.

Our focus in the coming year is to look for further opportunities to deliver more prevention and intervention through the following areas:

- **Developing a clear Digital Strategy and implementation plan**, focusing on areas such as automation of back-office functions such as invoicing and more modernised self-service. For example, by improving the information we offer online so people can assess themselves what they are entitled to. We will also continue to improve the use of technology enabled care (TEC) to support people with their care and support needs. This could be things such as lifeline alarms, medication reminders and fall sensors. By increasing the use and range of

TEC, we can increase people’s confidence to live independently and delay the need for more costly long-term provision of care.

- **Working with health colleagues to develop integrated** neighbourhoods that will enable prevention work to be targeted to the needs of the neighbourhood, recognising that one size does not fit all. Data and insight will be better used to understand the needs of a neighbourhood so that services can then be commissioned based on local need.
- **Reablement** - this delivers short term, goal-oriented support for up to six weeks to help people regain their independence when they have been in hospital. We will recruit more frontline workers which will enable us to expand the service to support more people in their own homes, preventing the escalation of need for long-term care which is more costly.

We also plan to develop a Shared Lives scheme to support adults with learning disabilities, mental health problems or other needs which make it harder for them to live on their own. The scheme matches someone who needs care with an approved carer. The carer shares their family and community life and gives care and support to the person with care needs. Shared lives schemes are available across the country and are an alternative to traditional kinds of care, such as care homes.

Within the next 12 months, we are anticipating an inspection by the Care Quality Commission (CQC). Therefore, we will be focussing on how we can improve the services that we offer and better support our providers to ensure a stable care market, as a result.

Table 12: Adult Services Proposed Budget

Title	Description	24/25 £000	25/26 £000	26/27 £000
Redesign of adult day services	We are proposing to review, redesign and potentially relocate adult day services. We are also looking to provide other related services more flexibly to meet the needs of individuals.	(235)	(335)	(335)
Disability Related Expenditure review	Disability related expenses (DRE) are extra costs that a person may have to pay because of their disability or care need. Currently we provide three DRE payments of £10, £15 and £20 which are allocated to clients based upon the level of disability benefit received by that individual. We are one of a few local authorities that allocates DRE payments in this way. We are proposing to undertake a public consultation to remove these automated payments and set up a means tested system, as adopted by most other local authorities.	(50)	(90)	(90)
Adults Placements- Review of Direct Payments	We make direct payments to people who receive adult services to give them the freedom to buy in the services they need to meet their individual needs. Any unspent funding is returned to the council. Based upon previous years we expect to receive back £325,000 more each year than originally budgeted for so we can reduce the budget.	(325)	(325)	(325)
Utilisation of grant funding	Additional external grant funding for adult social care has allowed us to reduce our net council spend in some adult service areas.	(400)	(650)	(900)

Title	Description	24/25 £000	25/26 £000	26/27 £000
Adults Placements- Review High-Cost Placements	We are proposing to review users of adult services who have the highest needs to make sure the services we are providing for them give the best care for those individuals, help them maintain their independence and represent value for money.	(200)	(325)	(375)
Adults Placements- Transition case review	We are proposing to review the way we transition young people from children's support services to adult support services. Like the review of adult placements, the aim of the review is to ensure we are consistently providing services that meet every individual client's needs, enabling them to live independently. This review will also assess the services they access to ensure they are providing value for money.	(150)	(225)	(250)
Adults Placements- Quality & Outcomes Panel for care planning	We are proposing to set up a quality and outcomes panel for all new assessments, reassessments and reviews to ensure the care we are providing meets individual's needs, encourages independence and provides value for money.	(325)	(425)	(500)
Adults care package inflation	Each year, we build inflationary rises into the budget to ensure we can continue to meet the cost of the adult care packages we provide. We anticipate that inflationary rises, the increase in the National Living Wage and council pay increases will create a pressure up to £8.26 million by 2026/27.	2,527	5,255	8,262
Adults Placement demand	Demand for adult services increases year on year. This proposal has the most recent review of demand requirements considered using past and current year trend analysis. From 2025/2026 onwards demand for services due to the continued increase seen in both residential and community-based care from hospital discharges and community referrals is expected to grow to a level more than originally anticipated creating a budget pressure.	(249)	652	3,406

Savings, efficiencies and income shown in brackets

Children's Services

We have a legal duty (statutory responsibility) to support vulnerable children and their families across Peterborough. Our key aim is to protect children and to support families, helping them to meet their development goals.

The impact of the Covid-19 pandemic and the cost-of-living crisis on vulnerable children and families means the landscape in which we operate has changed significantly. Demand for our services has risen sharply and the complexity of the care required for some children and young people has increased. This is a trend being seen by many other local authorities and we expect it to continue.

In the past 12 months, the number of children who are subject to a child protection plan has increased (currently 237 and rising) – these are children that need protection, help and support from the council. At the same time, the number of children in our care has increased (currently 414) . This is placing a significant financial pressure on the council's budget.

In the current financial year, the council has invested in Children's Services and additional investment is planned in 2024/25. This additional funding will be used to meet the aims of the council's action plan to improve the services offered to children and families following Ofsted's focused visit in March 2023. During the visit Ofsted assessed the quality of the council's multi-agency safeguarding arrangements and found areas for improvement. This is a multi-agency service managed by the council, police and NHS and is the first point of contact when there are concerns about a child.

Following the Ofsted visit during 2023, an Improvement Notice was issued by the Department for Education and the council was required to establish an Independent Children's Improvement Board. The board is overseeing and driving improvements to services provided to children by the council and its partners.

In the coming financial year, we will continue to separate those services which we have previously run jointly with Cambridgeshire County Council, where it is in our best interests to do so. Peterborough now has its own newly appointed dedicated Executive Director of Children's Services and most of our staff are now focused on providing services for Peterborough children and families.

Plans are progressing to separate the fostering service and the Multi-Agency Safeguarding Hub (MASH). Significant investment is needed in the MASH to build a team that can manage demand and ensure children are protected.

We recognise the responsibility we have to children in care, and we want them to live in homes with loving families who can meet their needs. For some children this will be with a foster carer. That is why we are investing heavily in our fostering service, to find safe and loving homes for children who can no longer live with their birth families. We will continue to look to increase the number of council fostering placements, enabling us to reduce the number of children placed in more expensive agency placements. We recognise the need to review the offer we can make to encourage people to become foster carers.

The recruitment and retention of staff in Children's Services remains challenging, as it does for many councils. There is a national shortage of social workers. This means the council is using more agency staff than it would ideally like to, which is more costly. To address this, there are plans to develop a social work academy to support the recruitment and retention of social workers. The academy

would provide wrap-around support for newly qualified social workers, giving them real life experience and the chance to learn from their peers, whilst keeping caseloads manageable. Once established this should reduce the council's need for agency social workers.

We will continue to benefit from the significant Central Government grants being offered to promote the development of Family Hubs over the next financial year. Family Hubs are part of a national programme to ensure babies, children and families have the support they need, when they need it. This funding is being used to invest heavily in early help services to support families to get the right help in the right place at the right time.

We remain committed to offering care leavers the best start to their adult life. We want to work with housing providers in the city to strengthen the accommodation offer made to care leavers. We will also continue to focus our efforts with partners on making sure the health needs of these young people are met and that they get the support they need to secure education, employment and training opportunities.

Education

We have a legal duty (statutory responsibility) to provide education for every young person in Peterborough in schools, colleges and further education. Our key aim is to support them to achieve expected national standards.

There are currently 63 primary schools within the authority area, along with 15 secondary, eight special schools and three further education colleges. There were 41,546 pupils in education locally at the end of the 2022/23 academic year. This is almost one fifth of the population of Peterborough.

Our education service has faced some unprecedented challenges in recent times, most notably working to support early years settings, schools and colleges following the Covid-19 pandemic, which stretched resources to the very maximum.

A key challenge remains, which is providing enough places for every pupil living here as Peterborough's population continues to grow rapidly and significant numbers of families with school age children move into Peterborough. In the academic year 2022-2023, our School Admissions Team processed a total of 5,901 applications for school places – that is 2,100 more applications than the previous academic year. A high number of children and families moved into Peterborough over the school summer holidays this year which is continuing to place pressure on our schools. Additional spaces are needed now and demand for places is likely to continue to grow in the future.

This rising school population is also creating an increased demand for school transport which places an additional financial pressure on the local authority. In certain circumstances, free home-to-school transport is provided for some children who cannot attend their nearest school and the school they attend is above a certain distance or is unsafe to walk from their home. We also provide transport for eligible children with an education, health and care plan, and some children with free school meals or with parents/carers on benefits and on some religious/faith grounds. Peterborough currently provides school transport for around 2,400 children, of which 870 are children with special educational needs.

We have expanded the school transport team and continue to review contracts to ensure they are providing the best service and value for money. However, we are spending more than we budgeted for due to the statutory requirements to provide transport for some children to get to school.

