





Appendix 1: Detailed Finance Tables

Revenue: 2024-29

Capital: 2024-34







Detailed Finance Tables

Introduction

There are five types of finance tables in our Business Plan. Tables 1-3 relate to all directorates for revenue, while only some directorates have tables 4 & 5 showing the capital programme. Tables 1, 2 & 3 show a directorate's revenue budget in different presentations.

- Table 1 shows the combined impact of budget changes on directorates and service budget line. over the five year medium-term.
- Table 2 shows the impact of changes in the first year on each directorate and service budget line.
- Table 3 shows the detailed changes, line-by-line, to each directorate's budget

Tables 4 and 5 outline directorates' capital budget, with Table 4 detailing capital expenditure for individual proposals, and Table 5 showing how individual capital proposals are funded.

Table 1

This presents the net budget split by service budget line for each of the five years of the Business Plan. It also shows the revised opening budget and the gross budget, together with fees, charges and ring-fenced grant income, for 2024-25 split by service budget line. The purpose of this table is to show how the budget for a directorate changes over the period of the Business Plan.

Table 2

This presents additional detail on the net budget for 2024-25 split by service budget line. The purpose of the table is to show how the budget for each line has been constructed: inflation, demography and demand, pressures, investments, savings and income are added to the opening budget to give the closing budget.

Table 3

Table 3 explains in detail the changes to the previous year's budget over the period of the Business Plan, in the form of individual proposals.

The numbers for proposals in table 3 need to be read recurrently – in other words a budget increase in a given year is taken to be permanent (because it adds to the closing budget, which becomes the next year's opening budget). A one-off or temporary budget change is shown with a number that contras the original entry. For example a one-off saving of £500k in 2024-25 would show as a -£500k in 2024-25 and a reversing entry of +£500k in 2025-26.

At the top Table 3 takes the previous year's gross budget and then adjusts for proposals, grouped together in sections, covering inflation, demography and demand, pressures, investments and savings to give the new gross budget. The gross budget is reconciled to the net budget in Section 7. Finally, the sources of funding are listed in Section 8. An explanation of each section is given below:

Opening Gross Expenditure:

The amount of money available to spend at the start of the financial year and before any adjustments are made. This reflects the final budget for the previous year.

• Revised Opening Gross Expenditure:

Adjustments that are made to the base budget to reflect permanent changes in a directorate. This is often to reflect a transfer of services from one area to another, or budget changes made in-year in the previous year.

Inflation:

Additional budget provided to allow for pressures created by inflation. These inflationary pressures are particular to the activities covered by the directorate, and also cover staffing inflation.

Demography and Demand:

Additional budget provided to allow for pressures created by demography and increased demand. These demographic pressures are particular to the activities covered by the directorate. Demographic changes are backed up by a robust programme to challenge and verify requests for additional budget.

Pressures:

These are specific additional pressures identified that require further budget to support.

Priorities & Investments:

These are proposals where additional budget is provided to support the ambitions and priorities of the council

Savings:

These are savings proposals that indicate services that will be reduced, stopped or delivered differently to reduce the costs of the service. They could be one-off entries or span several years.

Total Gross Expenditure:

The newly calculated gross budget allocated to the directorate after allowing for all the changes indicated above. This becomes the Opening Gross Expenditure for the following year.

• Fees, Charges & Ring-fenced Grants:

This lists the fees, charges and grants that offset the directorate's gross budget. The section starts with the carried forward figure from the previous year and then lists changes applicable in the current year.

Total Net Expenditure:

The net budget for the directorate after deducting fees, charges and ring-fenced grants from the gross budget.

• Funding Sources:

How the gross budget is funded – funding sources include cash limit funding (central funding from Council Tax, business rates and government grants), fees and charges, and individually listed ringfenced grants.

Table 4

This presents a directorate's capital schemes, across the ten-year period of the capital programme. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table. The third table identifies the funding sources used to fund the programme. These sources include prudential borrowing, which has a revenue impact for the Council.

Table 5

Table 5 lists a capital scheme and shows how each scheme is funded. The schemes are summarised by start year in the first table and listed individually, grouped together by category, in the second table.

Table 1: Revenue - Summary of Net Budget by Operational Division Budget Period: 2024-25 to 2028-29

	cutive Director	Gross Budget 2024-25 £000	& Ring-fenced Grants 2024-25	Net Budget 2024-25	Net Budget 2025-26	Net Budget 2026-27	Net Budget 2027-28	Net Budget 2028-29
£000 Execu	cutive Director	£000						
	cutive Director		£000	£000	£000	£000	£000	£000
-32 517 Execut								
•	cutive Director - Adults, Health & Commissioning	14,668	-52,968	-38,300	-38,988	-39,653	-39,615	-39,575
	ormance & Strategic Development	3,471	-16	3,455	3,554	3,656	3,762	3,871
514 Princip	cipal Social Worker	539	-	539	558	577	597	618
-28,678 Subto	total Executive Director	18,678	-52,984	-34,306	-34,876	-35,419	-35,255	-35,086
	rice Director – LDP and Prevention ice Director – LDP and Prevention	252	20	205	244	252	250	267
	ention & Early Intervention	353 12,491	-28 -1,085	325 11,407	11,812	252 12,230	259 12,663	267 13,110
2,340 Transfe	· · · · · · · · · · · · · · · · · · ·	2,463	-1,005	2,463	2,555	2,651	2,749	2,851
	sm and Adult Support	4,303	- -137	4,165	4,851	5,476	6,151	6,882
	ning Disabilities	4,303	-137	4,103	4,001	3,470	0,131	0,002
7,095 Head o		7,315	-309	7,006	1,244	1,170	1,105	1,050
	City, South and East Localities	53,033	-2,584	50,449	39,733	41,829	44,769	48,084
	Hunts and Fenland Localities	49.984	-2,216	47,768	37,527	39.517	42,313	45,465
	Young Adults Team	16,953	-392	16,562	12,956	13,401	14,345	15,407
	ouse Provider Services	9,944	-285	9,659	8,423	8,693	8,971	9,260
-29,464 NHS C	Contribution to Pooled Budget	-	-33,353	-33,353	-0	-0	-0	-0
109.274 Subto	total Service Director – LDP and Prevention	156,840	-40,389	116,451	119,345	125,219	133,326	142,376
,		,	- ,	-,		-, -	,	,
	rice Director – Care & Assessment							4.0=0
	ice Director - Care & Assessment	934	-	934	967	1,001	1,036	1,073
	essment & Care Management	5,504	-43	5,461	5,633	5,812	5,996	6,187
1,536 Safegu	guarding ts Finance Operations	1,596 2,102	- -10	1,596 2,092	1,642 2,159	1,688	1,737	1,787 2,375
,	•	2,102	-10	2,092	2,159	2,229	2,300	2,375
	r People's and Physical Disabilities Services	F0 F07	45.000	20.400	40 400	40 400	50.005	FF 020
	r Peoples Services - North	53,507	-15,009	38,498	42,132	46,403 50.691	50,965	55,836
	r Peoples Services - South	60,046	-17,653	42,393	46,333	/	55,480	60,604 9,399
	sical Disabilities - North sical Disabilities - South	7,317 8,593	-758 -1,120	6,560 7,473	7,203 8,193	7,896 8,969	8,628 9,788	10,653
6,400 Physics	sical disabilities - South	0,593	-1,120	7,473	0,193	0,909	9,700	10,053
92,746 Subtof	total Service Director – Care & Assessment	139,600	-34,594	105,006	114,262	124,688	135,931	147,912
Servic	rice Director - Commissioning							
	ice Director - Commissioning	1,032	-21	1,011	1,133	1,318	1,509	1,705
	ts Commissioning - Staffing	2.946	-	2.946	3,037	3,131	3,228	3,328

Table 1: Revenue - Summary of Net Budget by Operational Division Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Service	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25	2025-26	Net Budget 2026-27 £000	Net Budget 2027-28 £000	2028-29
7,312	Adults Commissioning - Contracts	10,747	-5,803	4,944	5,101	5,196	5,294	5,396
1,376	Children's Commissioning - Staffing	1,443	-	1,443	1,494	1,546	1,599	1,655
5,909	Housing Related Support	7,110	-596	6,513	6,738	6,968	7,205	7,448
2,101	Integrated Community Equipment Service Mental Health	8,297	-6,059	2,239	2,383	2,468	2,557	2,647
3,734	Mental Health - Staffing	4,060	-57	4,003	4,130	4,261	4,397	4,537
2,775	Mental Health Commissioning	3,321	-549	2,772	3,013	3,121	3,233	3,347
6,967	Adult Mental Health	8,574	-432	8,143	8,849	9,845	10,865	11,911
8,464	Older People Mental Health	10,931	-1,549	9,382	9,972	10,694	11,720	12,789
42,319	Subtotal Service Director - Commissioning	58,462	-15,065	43,397	45,848	48,548	51,608	54,764
215,660	Adults, Health & Commissioning Budget Total	373,580	-143,032	230,548	244,579	263,035	285,609	309,966

Table 2: Revenue - Net Budget Changes by Operational Division Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Executive Director								
Executive Director - Adults, Health & Commissioning	-32,516	76	-	-	110	-3,136	-2,834	-38,300
Performance & Strategic Development	3,324	131	-	-	-	-	-	3,455
Principal Social Worker	514	25	-	-	-	-	-	539
Subtotal Executive Director	-28,678	232	-	-	110	-3,136	-2,834	-34,306
Service Director – LDP and Prevention								
Service Director – LDP and Prevention	379	10	-	-64	-	-	-	325
Prevention & Early Intervention	11,070	542	-	-	-	-161	-45	11,407
Transfers of Care	2,340	123	-	-	-	-	-	2,463
Autism and Adult Support	2,901	218	1,058	-	6	-5	-13	4,165
Learning Disabilities								
Head of Service	7,095	10	-	-	-99		-	7,006
LD - City, South and East Localities	46,496	3,425	1,890	-	-	-1,361	-	50,449
LD - Hunts and Fenland Localities	44,044	3,253	1,804	-	-	-1,333	-	47,768
LD - Young Adults Team	15,095	1,097	601	-	-	-231	-	16,562
In House Provider Services	9,316	343	-	-	-	-	-	9,659
NHS Contribution to Pooled Budget	-29,464	-	-	-	-	-	-3,889	-33,353
Subtotal Service Director – LDP and Prevention	109,274	9,019	5,353	-64	-93	-3,091	-3,947	116,451
Service Director – Care & Assessment								
Service Director - Care & Assessment	891	43	-	-	-	-	-	934
Assessment & Care Management	5,231	230	-	-	-	-	-	5,461
Safeguarding	1,536	60	-	-	_	-	-	1,596
Adults Finance Operations	2,003	89	-	-	-	-	-	2,092
Older People's and Physical Disabilities Services								
Older Peoples Services - North	33,791	2,531	2,235	1,396	100	-1,147	-408	38,498
Older Peoples Services - South	37,161	2,706	2,327	1,799	110	-1,327	-384	42,393
Physical Disabilities - North	5,667	542	396	-	17	-34	-28	6,560
Physical Disabilities - South	6,466	614	443	-	19	-37	-32	7,473
Subtotal Service Director – Care & Assessment	92,746	6,815	5,401	3,195	246	-2,545	-852	105,006
Service Director - Commissioning								
Service Director - Commissioning	1,064	445	_	_	12	-509	_	1,011
Adults Commissioning - Staffing	2,617	120	-	-	209		-	2,946
Adults Commissioning - Contracts	7,312	125	-	-	-	-1,011	-1,482	4,944
Children's Commissioning - Staffing	1,376	67	-	-	-	-	,	1,443
Housing Related Support	5,909	587	-	-	17	-	-	6,513
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Integrated Community Equipment Service	2,101	106	34	-	-	-	-2	2,239
	2,101	106	34	-	-	-	-2	2,239

Table 2: Revenue - Net Budget Changes by Operational Division Budget Period: 2024-25

Service	Net Revised Opening Budget £000	Net Inflation £000	Domand	FOOO	Invoctmente	Savings		Net Budget
Mental Health Commissioning Adult Mental Health Older People Mental Health	2,775 6,967 8,464	275 567 777	- 758 523	- - -	8 18 21	-75 -157 -382	-210 -10 -21	8,143
Subtotal Service Director - Commissioning	42,319	3,237	1,315	-	285	-2,034	-1,725	43,397
Adults, Health & Commissioning Budget Total	215,661	19,303	12,069	3,131	548	-10,806	-9,358	230,548

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	339,882	373,580	355,989	376,308	400,103	
B/R.1.001	Permanent Virements - PVs	1,780	-	-	-	-	Virements making permanent changes to budgets during 2023-24
B/R.1.002	Transfer of Function - Local Assistance Scheme	-300	-	-	-	-	The movement of services between Directorates during 2023-24.
B/R.1.003	Adult Social Care Market Sustainability and Improvement Fund	43	-	-	-		Increased expenditure budget related to this ringfenced grant, not otherwise captured in increases in spend listed below
B/R.1.004	Adult Social Care Discharge Fund	1,418	-	-	-	-	Increased expenditure budget relating to this ringfenced grant
B/R.1.005	Public Health Grant	53	-	-	-	-	Change in base budget relating to the costs funded by the Public Health grant.
B/R.1.006	Social Care in Prisons Grant	-29	-	-	-		Reduction in Social Care in Prisons grant received in 2022-23 and impact on future year assumptions.
B/R.1.007	Improved Better Care Fund	-1	-	-	-	-	Minor adjustment in system budget for this grant
B/R.1.008	Base adjustment for ending of Learning Disability Partnership pooled budget	-	-33,353	-	-	-	Base adjustment for ending of Learning Disability Partnership pooled budget
B/R.1.009	Transfer of 2023-24 pay award funding – AHC	2,644	-	-	-	-	This allocates funding permanently for the cost for the 2023-24 pay award.
1.99	REVISED OPENING GROSS EXPENDITURE	345,490	340,227	355,989	376,308	400,103	
		., , , ,		,	,	,	
2	INFLATION						
B/R.2.001	Adult social care providers inflation	1,950	2,581	2,802	3,041	3,296	Forecast pressure from general inflation relating to care providers.

Ref	Title	2024-25	2025-26	2026-27	2027-28	2028-29	Description
		£000	£000	£000	£000	£000	
B/R.2.002	Impact of increases in the National Living Wage (NLW) on Adult Social Care Contracts	16,351	5,388	5,816	6,297	6,809	The National Living Wage will rise to £11.44 in 2024-25. This will have an impact on the cost of purchasing care from external providers. In addition, the Council has committed to paying the Real Living Wage (RLW), and an additional investment of £500k is being made to allow providers to continue to pay RLW (B/R.5.008). This reflects the fact that RLW is growing at a higher % rate than NLW for 2024-25. NLW pressures in later years follow OBR estimates and assume a 3% increase each year.
B/R.2.003	AHC inflation - miscellaneous other budgets	435	214	201	215	219	Forecast pressure for inflation relating to miscellaneous other budgets
B/R.2.004	Staff pay inflation	2,542	1,979	2,046	2,115	2,187	Assumed 5% increase for 2024-25 and 3.5% thereafter
B/R.2.005	Provider inflation on Learning Disability services attributable to Cambridgeshire and Peterborough Integrated Care Board	1,771	-	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. The Council's share of provider inflation on services to people with learning disabilities is included in B/R.2.001 and 2,002 above.
B/R.2.006	Staffing and other inflation on Learning Disability services attributable to C&P ICB	99	-	-	-	-	C&P ICB contribution to staffing inflation on services for people with learning disabilities. The Council's share of staffing and other inflation on services to people with learning disabilities is included in B/R.2.003 and 2,004 above.
2.99	Subtotal Inflation	23,148	10,162	10,865	11,668	12,511	
3 B/R.3.001	DEMOGRAPHY AND DEMAND Additional funding for Older People demand	4,562	4,960	5,162	5,372	5,590	Additional funding to ensure we meet the demand for care amongst older people providing care at home as well as residential and nursing placements. In recent years the impact of Covid-19 resulted in a shift away from bed based care. However, we have seen demand rise again in 2023-24 at the sort of levels we were seeing pre-pandemic. This activity is expected to continue and current patterns of activity and expenditure is modelled forward, with account being taken of increasing complexity of cases coming through the service. B/R.4.002 reflects the pressure we will see in 2024-25 from increased service user numbers in 2023-24 which were not budgeted for.

Ref	Title	2024-25	2025-26		2027-28		Description
		£000	£000	£000	£000	£000	
B/R.3.002	Funding for additional Physical Disabilities demand	839	943	971	1,001	1,031	Additional funding to ensure we meet the increased demand for care for people with physical disabilities. The current pattern of activity and expenditure is modelled forward using population forecasts and activity data. Account is then taken of increasing complexity as a result of increasing need, in particular, more hours of domiciliary care are being provided per person. This work has supported the case for additional funding of £839k in 2024-25 to ensure we can continue to provide the care for people who need it.
B/R.3.003	Additional funding for Autism and Adult Support demand	1,058	585	505	539	576	Additional funding to ensure we are able to support the increasing number of autistic adults. Demand funding reflects both expected increases in numbers of people being supported, and increasing needs of the existing cohort.
B/R.3.004a	Additional funding for Learning Disability demand	3,297	3,665	4,200	4,311	4,555	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by Cambridgeshire & Peterborough ICB (C&P ICB), This line reflects additional CCC funding to ensure we meet the rising level of needs amongst people with learning disabilities.
B/R.3.004b	Additional funding for Learning Disability demand attributable to C&P ICB	998	-	-	-	-	This line reflects additional ICB funding to ensure we meet the rising level of needs amongst people with learning disabilities.
B/R.3.005	Funding for Older People Mental Health Demand	523	523	523	523	523	Additional funding to ensure we meet the increased demand for care amongst older people with mental health needs, providing care at home as well as residential and nursing placements. The current pattern of activity and expenditure is modelled forward using population forecasts to estimate the additional budget requirement for each age group and type of care. This work has supported the case for additional funding of £523k in 2024-25 to ensure we can continue to provide the care for people who need it.
B/R.3.006	Funding for Adult Mental Health Demand	758	758	758	758	758	Additional funding to ensure we meet the increased demand for care amongst working age adults with mental health needs. The current pattern of activity and expenditure is modelled forward using population forecasts and data relating to the prevalence of mental health needs. This data is showing particular growth in supported living placements. This work has supported the case for additional funding of £758k in 2024-25 to ensure we can continue to provide the care for people who need it.

Ref	Title	2024-25	2025-26	2026-27	2027-28	
		£000	£000	£000	£000	£000
B/R.3.007	Funding for additional demand for Community Equipment	34	35	35	35	Over the last five years, our strategy has seen a positive movement in supporting people to live at home for longer, maximising their independence through the use of community equipment as a key element of our prevention and early intervention approach. Additional funding is required to maintain the proportion of people supported to live independently, through the provision of community equipment and home adaptations. This requirement is important in the context of a rising population and the increasing complexity of the needs of the people in question.
3.99	Subtotal Demography and Demand	12,069	11,469	12,154	12,539	13,068
4	PRESSURES					
B/R.4.001	Adult Social Care market pressures - workforce development	-64	-88	-	-	Ending of one off funding to support workforce development in the Adult Social Care market. Total investment £240k over 2 years.
B/R.4.002	Older People pressure from additional growth in 2023-24	3,195	-	-	-	- Full year impact of unexpectedly high growth in Older People placement numbers in 2023-24
4.99	Subtotal Pressures	3,131	-88	-	-	-
5	PRIORITIES & INVESTMENTS					
B/R.5.001	Adults Retention Payments	-62	10	-49	-	An investment was made into retention payments in previous years; this line reflects the planned reduction of the new budget required for that over time as other costs come down.
B/R.5.002	Reviews of Learning Disability packages	-280	-	-	-	Repayment of one-off investment for reviews of the care and support provided to people with learning disabilities to ensure the right level of care is provided (links to B/R.6.005)
B/R.5.003a	Investment in commissioners to support development of supported living offer	108	-	-	-	Investment in 2 full-time equivalent (FTE) commissioners to support development of supported living offer to manage future demand - links to saving B/R.6.014
B/R.5.003b	C&P ICB share of costs of commissioners to support development of supported living offer	32	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of net LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB. Links to saving B/R.6.014

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000		Description
B/R.5.004a	Commissioning manager to manage Learning Disability voids	53	-	-	-	lı	Investment in commissioning manager to deliver savings from voids in properties where people with learning disabilities have tenancies - links to saving B/R.6.007
B/R.5.004b	C&P ICB share of costs of commissioning manager for LD voids	16	-	-	-		Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB.
B/R.5.005a	Investment in staffing to deliver cost avoidance savings	150	-	-	-150	- E	Investment from reserves to support Residential / nursing project - investment in 1 commissioner / Broker, and 2 social worker posts into Duty team to deliver cost avoidance by increasing independence for mental health placements links to saving B/R.6.009
B/R.5.005b	Investment into review of In house provision and opportunities	100	-100	-	-		One off investment funded from reserves to support scoping of opportunities associated with delivery of in-house services savings - links to savings B/R.6.030 - B/R.6.032
B/R.5.005c	Investment into review of Discharge pathways	500	-500	-	-	- d	One off investment funded from reserves to undertake a diagnostic review of local hospital discharge pathways to ensure we are embedding the home first approach and maximising opportunities to support people to optimise their recovery and independence post discharge. Links to savings B/R.6.027 - B/R.6.029.
B/R.5.005d	Investment into review of prevention agenda	363	-305	-58	-	tl - a	One off investment funded from reserves to support expansion of Care Together programme to deliver an all-age locality prevention strategy to manage demand. This includes further developing the prevention agenda across the breadth of adult social care, to support people's independence and preventing people needing to access adults services. It also includes exploration of opportunities to enhance the council's digital offer, to promote more self-service. Links to saving B/R.6.024.
B/R.5.005e	Investment into review of Learning Disability spend	498	-498	-	-		One off investment funded from reserves to ensure capacity and resource to support delivery of change in services for people with learning disabilities. Links to savings B/R.6.016 - B/R.6.019.
B/R.5.005f	Investment in expansion of LD Shared Lives outreach	104	-58	-46	-		One off investment funded from reserves in additional resource to support the expansion of the outreach service for people with learning disabilities. Links to saving B/R.6.020a.
B/R.5.005g	Investment required for decoupling of Learning Disability pooled budget	1,115	-1,115	-	-	- d	One off investment funded from reserves in capacity and resource to support the work needed to decouple the Learning Disability Partnership pooled budget arrangement with C&P ICB. Links to saving B/R.6.038

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
		2000	2000	2000	2000	2000	
B/R.5.005h	Funding from Adults reserves for invest to save schemes	-510	256	104	150	-	Investment from Adults reserves funding to contribute towards the cost of one off investments to support delivery of adults savings. Links to investments B/R.5.005a-g.
B/R.5.005i	Funding from Just Transition Fund for invest to save schemes	-2,320	2,320	-	-	-	Investment from Just Transition funding to contribute towards the cost of one off investments to support delivery of adults savings. Links to investments B/R.5.005a-g.
B/R.5.006	C&P ICB share of investment into review of learning Disability spend	150	-150	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. Links to savings B/R.6.016-B/R.6.019
B/R.5.007	C&P ICB share of investment in LD Shared Lives outreach	31	-31	-	-	-	Under the current Learning Disability Partnership (LDP) pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. Links to saving B/R.6.020a.
B/R.5.008	Investment to support continuing payment of the Real Living Wage	500	-	-	-	-	We are making specific investment to enable providers to pay their staff the Real Living Wage. This will enable providers to increase staff pay in line with the increase in Real Living Wage to £12 per hour for 2024/25.
5.99	Subtotal Priorities & Investments	548	-171	-49	-	-	
6	SAVINGS						
B/R.6.001	Independent Living Service - Huntingdonshire	-	-114	-	-	-	We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more chice and control for people at a lower cost to the council.
B/R.6.002	Expansion of Direct Payments	-32	-60	-	-	-	Savings generated by investment in 2022-23 to increase the uptake of Direct Payments
B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	-100	-	-	-	We currently have provision to deliver homecare in the county using cars, enabling people to return from hospital, and providing care for people in hard-to-reach places. However, with demand being met by mainstream homecare providers, the 26 homecare cars have a very low level of use and are no longer cost effective. Decommissioning of these contracts will be phased from January onwards. Due to good capacity in the market to meet demand, alongside local models of delivery being developed through our Care Together programme , the decommissioning should have no negative impacts for people requiring home care.

Ref	Title	2024-25	2025-26	2026-27	2027-28	2028-29 Description
		£000	£000	£000	£000	£000
B/R.6.004	Mental Health section 75 vacancy factor	100	-	-	-	Savings from vacant posts due to staff turnover in our section 75 agreement with health partners were taken on a one-off basis in 2023-24. This aligned with the vacancy factors we carry across our other CCC teams recognising that there will always be some posts vacant as people leave and new people are recruited. But in the longer term we are looking to full recruitment for this team.
B/R.6.005a	Learning Disability mid-cost range placement review	-203	-	-	-	Review of the care and support provided to people with learning disabilities packages to ensure the right level and type of support is provided to allow people to be as independent and connected to their own communities as possible - links to B/R.5.002
B/R.6.005b	ICB share of Learning Disability mid-cost placement reviews	-61	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB - links to B/R.5.002
B/R.6.006	Mental Health supported accommodation	-137	-267	-	-	- Savings on retendering and restructuring of mental health supported accommodation provision.
B/R.6.007a	Learning Disability Voids Saving	-230	-	-	-	Savings from ensuring best use of pre-paid contracted capacity when finding accommodation for people with learning disabilities, reducing void rates and the use of spot placements. Saving attributable to the Learning Disability Pooled budget arrangements - links to investment B/R.5.004.
B/R.6.007b	ICB share of LD voids saving	-70	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB links to investment B/R.5.004
B/R.6.008a	Reduction in 1 day of care	-398	-	-	-	Adjustment in number of days budgeted for in 2023-24 and creation of sinking fund to accommodate future leap year increases and decreases in costs
B/R.6.008b	ICB share of reduction of 1 day of care (day 366)	-58	-	-	-	ICB share of the LD element of the saving in care costs as a result of there being 1 less day in -2024-25 than in 2023-24. And creation of sinking fund to accommodate future leap year increases and decreases in costs.

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 Description £000
B/R.6.009	Mental Health residential and community	-357	-357	-262	-	A three-year investment to deliver savings, focused on three key areas for improvements in the current commissioned provision of mental health social care services: Sharing resources with existing residential or nursing placements, for example adding one-to-one care in addition, where required, rather than isolated packages; Rolling out the Step Care model for early intervention to promote independence and help reduce escalation in needs - links to investment B/R.5.005
B/R.6.010	Block beds void management	-380	-	-	-	Making best use of block contract capacity when making placements, reducing the rate of voids and the number of spot placements being made.
B/R.6.011	Reablement surplus following restructure	-91	-	-	-	- Surplus budget following restructure of teams
B/R.6.012	Historic saving from ending of Lifelines service	-70	-	-	-	- Historic savings target now achievable
B/R.6.013a	Prevent, reduce and delay needs presenting - reablement	-480	-465	-	-	Our reablement service provides short term support for up to six weeks to help people regain their independence, for example after an illness or a stay in hospital, preventing the need to go into longer term care support. We aim to achieve greater capacity in the service to allow more reablement activity to be undertaken and support more people to continue living in their own homes for longer. This work will be further refined in year by the outcomes of the review of hospital discharge pathways to improve outcomes for people leaving hospital. See 6.027-29.
B/R.6.013b	ICB share of Prevent, reduce and delay needs presenting - reablement	-45	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.014	Accommodation - Supported Living, core and cluster capacity	-	-230	-230	-	Development of supported living offer to manage future demand. Ensuring local capacity to meet needs at sustainable costs, reducing the need for more costly out of area placements links to investment B/R.5.003.
B/R.6.015	Prevention Agenda - Digital Innovation	-300	-	-	-	Front door process and practice. Maximising opportunities for digitalisation, web based, self serve and Artificial Intelligence (AI) tools to support self-management and manage demand and support efficiencies in the service. This will build on a range of non-digital access options, so people feel supported with a range of options and are not digitally excluded.

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000		Description
		2000	2000	2000	2000	2000	
B/R.6.016a	Learning Disability Low Cost placement review	-130	-130	-	-		Review of packages to ensure the right level of care is provided and people are supported to be as independent as possible in their own homes. Links to investment B/R.5.006
B/R.6.016b	ICB share of Learning Disability - low cost placement review	-39	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB. Links to investment B/R.5.006
B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	-	-	-	-	Vehicle reduction by centralising day services fleet
B/R.6.018a	Learning Disability Respite Utilisation	-190	-95	-	-	-	Increase respite utilisation rates by optimising scheduling and maximising use of the service
B/R.6.018b	ICB share of Learning Disability - respite utilisation	-57	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.019a	Learning Disability Negotiation with providers	-449	-	-	-	-	Stronger contract management and relationships with providers to support more robust oversight of contract monitoring and performance. This will ensure that we maximise capacity and get the best value for money.
B/R.6.019b	ICB share of Learning Disability - negotiation with providers	-136	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.020a	Learning Disability Cambridgeshire Outreach	-200	-	-	-		Expand outreach services, to support people more effectively in local areas, reducing the demand on other services. Links to investment B/R.5.007.
B/R.6.020b	ICB share of Learning Disability - Cambridgeshire Outreach	-60	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the costs of investments and any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.021a	Learning Disability Enablement	-300	-	-	-		Development of an enablement offer for people with learning disabilities to support the skills and technology needed for people to live their lives as independently as possible.

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.021b	ICB share of Learning Disability - Enablement	-91	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	-	-	-	-	Improve commissioning opportunities, aligned to locality model to maximise delivery of home first model, and expansion of an all-age prevention and early intervention offer on a locality basis to manage future demand into services.
B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	-75	-	-	-	Savings on retendering and restructuring of Mental Health supported accomodation provision.
B/R.6.026	Independent Living Service - East Cambridgeshire	-	_	-119	-	-	We are exploring alternative models of delivery for residential and nursing care provision, including a tenancy based model that offers more choice and control for people at a lower cost to the council.
B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into long term bed-based care.
B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, in the correct setting, with a focus on reducing reliance on referrals into long term homecare.
B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	-	-	-	-	Opportunity to undertake a diagnostic of current arrangements for hospital discharge pathways to ensure we are maximising support available, with a home first approach, to maximise independence with a focus on reducing reliance on referrals into interim bed-based care.
B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	-	-	-	-	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on maximising independence to deliver cost-avoidance and demand management savings and diversification of new opportunities.
B/R.6.031	Review in house services - supported living	-400	-	-	-	-	To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on supported living. Aligned with saving B/R.6.030.

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.032	Review in house services - Respite / residential	-300	-	-	-		To include exploration of efficiencies in operations and opportunities for growth in in-house services, with a focus on respite and residential services. Aligned with saving B/R.6.030.
B/R.6.033	Extra Care	-350	-	-	-		Savings due to recurring budget underspend. Budget has been reviewed in line with current forecast demand for services.
B/R.6.034	Advocacy contract recommissioning	-128	-	-	-	-	Savings on retendering and restructuring of advocacy contract.
B/R.6.035	Care Home Trusted Assessor service	-69	-	-	-		Savings on decommissioning of current service provision and restructuring to an alternative delivery model.
B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-	-	-	-	Like other areas of the Council there is a level of underspending in staffing budgets across Adults, Health and Commissioning due to a variety of factors, such as a time lag between resignations and appointments, as well as recruitment challenges. To reflect this, we have offered an additional vacancy saving for 2024/25 onwards.
B/R.6.037a	Day Opportunities	-200	-	-	-	-	Review of day opportunities for people with learning disabilities to ensure services represent an up to date offer that supports people to achieve their individual outcomes drawing on strengths and community assets as well as paid services where needed. This work will be co-produced and developed during 2024-25.
B/R.6.037b	ICB share of Day Opportunities	-60	-	-	-	-	Under the current LDP pooled budget arrangements, 76.78% of LDP costs are borne by the Council with the balance funded by C&P ICB. A share of the any savings delivered within the pooled budget will also be in part attributable to the ICB.
B/R.6.038	Savings from ending of Learning Disability pooled budget arrangements	-	-3,717	-2,040	-412	-	Ensuring appropriate health contributions to packages of care jointly funded by the council and the ICB following the ending of the current Learning Disability Partnership pooled budget arrangement with C&P ICB.
6.99	Subtotal Savings	-10,806	-5,610	-2,651	-412	-	
	TOTAL GROSS EXPENDITURE	373,580	355,989	376,308	400,103	425,682	

Ref	Title	2024-25	2025-26	2026-27	2027-28	2028-29	Description
		£000	£000	£000	£000	£000	·
7	FEES, CHARGES & RING-FENCED GRANTS						
B/R.7.001	Previous year's fees, charges & ring-fenced grants	-124,755	-143,031	-111,409	-113,272	-114,493	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
B/R.7.002	Changes to Fees and Charges from previous year	-5,021	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2023-24
B/R.7.003	Fees and charges inflation	-292	-149	-143	-154	-155	Increase in external charges to reflect inflationary increases
B/R.7.004	Client contributions inflation	-3,553	-1,067	-1,067	-1,067	-1,067	Increase in anticipated contributions paid for care in line with the current charging policy and national regulations
B/R.7.005a	Learning Disability Partnership Pooled Budget - cost share	-1,469	-	-	-	-	In Cambridgeshire most spend on care for people with learning disabilities is currently paid for from the Learning Disability Partnership budget, to which both the council and NHS contribute. We have been seeking to re-establish the relative social care and health needs of the people supported by the Learning Disability Partnership to ensure that their care is funded by the correct organisation. Work on a sample of cases suggests a rebaselining will be in the council's favour. This line is based on the outcomes for that sample being representative, with some dampening in 2024-25. Beyond 2024-25 the shift in the Council's anticipated share of LDP costs is recognised as a saving (B/R.6.023) as the Council has served notice on the pooled budget arrangements. Links to B/R.6.038.
B/R.7.005b	Increased ICB contributions - share of demand, inflation, investments and savings	-2,420	-	-	-		Contribution to Learning Disability demand, inflation, investments and savings attributable to C&P ICB in line with the current Learning Disability pooled budget arrangement.
B/R.7.006	Increased income from reducing Financial Assessments backlog	-931	-90	-	-		The financial assessments service currently has a significant number of backlog cases due to staff vacancies and increasing complexity of case management. We propose to invest in outsourcing a proportion of the case work to a third-party provider who can carry out the work on our behalf. In addition to reducing the uncertainty and stress for clients awaiting the assessment, it will positively address income to the council.
B/R.7.007	Increased Health income	_	-120	-	-	-	Increased Continuing Health Care capacity generating additional Health income
B/R.7.008	Income for Prisons end of life care	-45	-	-	-	-	Health income for end of life care

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.7.101	Change in Public Health Grant	-329	329	-	-		Change in ring-fenced Public Health grant to reflect expected treatment as a corporate grant from 2025-26, due to anticipated removal of ring-fence.
B/R.7.102	Uplift in Better Care Fund	-1,637	-634	-653	-	-	The 2023-24 Better Care Fund uplift exceeded the budget set in the last Business Plan. In addition, an uplift for 2024-25 is anticipated. These annual uplifts enable us to utilise these funds to offset the demand pressures in Adult Social Care in line with the national conditions of the grant.
B/R.7.103	Adult Social Care Market Sustainability and Improvement Fund	-1,191	-	-	-	-	Increase in Adult Social Care Market Sustainability and Improvement Fund
B/R.7.104	Adult Social Care Discharge Fund	-1,418	-	-	-	-	Increase in Adult Social Care Discharge Fund
B/R.7.105	Reduction in Social Care in Prisons grant	29	-	-	-		Reduction in Social Care in Prisons grant received in 2022-23 and impact on future year assumptions
B/R.7.106	Adjustment to Improved Better Care Fund income	1	-	-	-	-	Technical adjustment relating to this grant for 2023-24.
B/R.7.107	Change in income reflecting end of Learning Disability pooled budget arrangements	-	33,353	-	-	-	Change in income reflecting end of Learning Disability pooled budget arrangements
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-143,031	-111,409	-113,272	-114,493	,	
	TOTAL NET EXPENDITURE	230,549	244,580	263,036	285,610	309,967	

FUNDING S	OURCES					
8	FUNDING OF GROSS EXPENDITURE					
B/R.8.001	Budget Allocation	-230,548	-244,579	-263,035	-285,609	-309,966 Net spend funded from general grants, business rates and Council Tax.
B/R.8.002	Fees & Charges	-92,343	-60,416	-61,626	-62,847	-64,069 Fees and charges for the provision of services
B/R.8.003	Better Care Fund (BCF) Allocation for Social Care	-21,147	-21,781	-22,434	-22,434	-22,434 The NHS and County Council pool budgets through the Better Care Fund (BCF), promoting joint working. This line shows the revenue funding flowing from the BCF into Social Care.

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	·
B/R.8.004	Social Care in Prisons Grant	-330	-330	-330	-330	-330 Care Act New Burdens funding.
B/R.8.005	Improved Better Care Fund	-15,170	-15,170	-15,170	-15,170	-15,170 Improved Better Care Fund grant.
B/R.8.006	Adult Social Care Market Sustainability and Improvement Fund	-10,168	-10,168	-10,168	-10,168	-10,168 Adult Social Care Market Sustainability and Improvement Fund
B/R.8.007	Adult Social Care Discharge Fund	-3,545	-3,545	-3,545	-3,545	-3,545 Adult Social Care Discharge Fund
B/R.8.008	Public Health Funding	-329	-	-	-	Funding transferred to Service areas where the management of Public Health functions will be undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-373,580	-355,989	-376,308	-400,103	03 -425,682

Table 4: Capital Programme Budget Period: 2024-25 to 2033-34

Ref	Scheme	Description	Linked Revenue Proposal	Scheme Start	Total Cost £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
B/C.1 B/C.1.001	Adult Social Care Disabled Facilities Grant	Funding provided through the Better Care Fund, in partnership with local housing authorities. Disabled Facilities Grant enables accommodation adaptations so that people with disabilities can continue to live in their own homes.		Ongoing	45,630	-	5,070	5,070	5,070	5,070	5,070	20,280
B/C.1.002	Integrated Community Equipment Service	Funding to continue annual capital investment in community equipment that helps people to sustain their independence. The Council contributes to a pooled budget purchasing community equipment for health and social care needs for people of all ages.		Ongoing	3,600	-	400	400	400	400	400	1,600
B/C.1.003	Independent Living Service : East Cambridgeshire	Independent Living Service accommodation in Ely for 65 people and an additional 15 health beds.	A/R.6.180, C/R.7.119	Committed	22,200	816	10,384	11,000	-	-	-	-
B/C.1.004	Independent Living Services	Independent Living Service accommodation in Fenland, Huntingdonshire and South Cambridgeshire, providing accommodation for 80 people in total across the three schemes.	ТВС	2027-28	22,000	-	-	-	-	11,000	11,000	-
B/C.1.005	Specialist Accommodation Schemes	Specialist accommodation service providing accommodation for people with complex or challenging needs who have to be accommodated in single service accommodation or settings with a small number of other people.		2025-26	12,000	-	-	6,000	6,000	-	-	-
	Total - Adult Social Care				105,430	816	15,854	22,470	11,470	16,470	16,470	21,880
B/C.2 B/C.7.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.		Ongoing		-	-1,558	-2,550	-900	-1,650	-1,650	8,308

Table 4: Capital Programme Budget Period: 2024-25 to 2033-34

Ref	Scheme		Scheme Start	Total Cost £000	Years	2024-25	2025-26 £000		2027-28 £000	2028-29 £000	Years
B/C.7.002	Capitalisation of Interest Costs	The capitalisation of borrowing costs helps to better reflect the costs of undertaking a capital project. Although this budget is initially held on a service basis, the funding will ultimately be moved to the appropriate schemes once exact figures have been calculated each year.	Ongoing	940	-	185	285	100	185	185	
	Total - Capital Programme Variation			940	-	-1,373	-2,265	-800	-1,465	-1,465	8,308
	TOTAL BUDGET			106,370	816	14,481	20,205	10,670	15,005	15,005	30,188

Funding	Total Funding	Years	2024-25				2028-29	Years
	£000	£000	£000	£000	£000	£000	£000	£000
Government Approved Funding Specific Grants	45,630	_	5,070	5,070	5,070	5,070	5,070	20,280
Total - Government Approved Funding	45,630	-	5,070	5,070	5,070	5,070	5,070	20,280
Locally Generated Funding Prudential Borrowing	60,740	816	9,411	15,135	5,600	9,935	9,935	9,908
Total - Locally Generated Funding	60,740	816	9,411	15,135	5,600	9,935	9,935	9,908
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TOTAL FUNDING	106,370	816	14,481	20,205	10,670	15,005	15,005	30,188

Table 5: Capital Programme - Funding Budget Period: 2024-25 to 2033-34

Ref	Scheme	Linked Revenue Proposal	Net Revenue Impact	Scheme Start	Total Funding £000	Grants	Contr.	Other Contr. £000	Receipts	
B/C.1.002 B/C.1.003 B/C.1.004	Adult Social Care Disabled Facilities Grant Integrated Community Equipment Service Independent Living Service : East Cambridgeshire Independent Living Services Specialist Accommodation Schemes	A/R.6.180, C/R.7.119 TBC		Ongoing Ongoing Committed 2027-28 2025-26	45,630 3,600 22,200 22,000 12,000	45,630 - - -	- - - -		- - - -	3,600 22,200 22,000 12,000
	Total - Adult Social Care		-		105,430	45,630	-	-	-	59,800
B/C.2 B/C.7.001 B/C.7.002	Capital Programme Variation Variation Budget Capitalisation of Interest Costs			Ongoing Ongoing	- 940	-	- -	-	- -	- 940
	Total - Capital Programme Variation		-		940	-	-	-	-	940
	TOTAL BUDGET				106,370	45,630	-	-	-	60,740