



Detailed Finance Tables

Revenue: 2024-29 & Capital: 2024-34

Business Plan Section 3



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 contrasts 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 ring-fenced 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.

Section 3 - A: Children, Education & Families

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
26,285	Director of Commissioning							
615	Children in Care Placements	30,459	-1,097	29,362	36,620	41,029	46,073	51,157
	Commissioning Services	635	-20	615	615	615	615	615
26,900	Subtotal Director of Commissioning	31,094	-1,117	29,977	37,235	41,644	46,688	51,772
	Director of Children & Safeguarding							
3,740	Strategic Management - Children & Safeguarding	3,905	-	3,905	3,969	4,036	4,104	4,175
3,445	Safeguarding and Quality Assurance	4,134	-540	3,594	3,705	3,821	3,940	4,063
10,147	Fostering & Supervised Contact Services	10,822	-327	10,495	10,582	10,930	11,291	11,664
3,501	Corporate Parenting	10,783	-7,014	3,769	3,896	4,026	4,161	4,300
4,679	Integrated Front Door	5,251	-345	4,906	5,076	5,252	5,433	5,621
8,656	Children's Disability Service	10,169	-782	9,387	9,796	10,218	10,654	11,115
204	Support to Parents	2,239	-2,019	220	232	244	257	271
5,516	Adoption	6,493	-649	5,844	6,047	6,257	6,474	6,699
	- Legal Proceedings	-	-	-	-	-	-	-
1,534	Youth Offending Service	2,969	-1,338	1,631	1,704	1,779	1,857	1,937
5,463	Family Safeguarding	5,874	-184	5,690	6,050	6,233	6,421	6,616
9,988	Targetted Support Service	10,672	-328	10,344	10,934	11,283	11,643	12,016
56,872	Subtotal Director of Children & Safeguarding	73,311	-13,525	59,786	61,990	64,078	66,237	68,479
	Director of Education							
1,233	Strategic Management - Education	3,128	-112	3,016	2,840	4,388	4,437	4,489
995	Early Years Service	3,165	-2,143	1,023	1,064	1,106	1,148	1,193
1,014	School Improvement Service	1,590	-665	925	1,047	1,087	1,128	1,171
488	Virtual School	1,954	-1,421	533	567	602	638	676
-77	Outdoor Education (includes Grafham Water)	2,140	-2,216	-77	-77	-77	-77	-77
-32	Cambridgeshire Music	1,702	-1,727	-25	-25	-25	-25	-25
-300	ICT Service (Education)	1,999	-2,299	-300	-300	-300	-300	-300
3,991	Redundancy & Teachers Pensions	4,860	-605	4,255	4,353	4,454	4,556	4,660
	<i>SEND Specialist Services (0 - 25 years)</i>							
4,732	SEND Specialist Services	5,050	-92	4,958	5,132	5,311	5,494	5,685
10	Alternative Provision and Inclusion	746	-	746	749	752	755	758
	<i>0-19 Place Planning & Organisation Service</i>							
765	0-19 Organisation & Planning	1,771	-992	779	827	865	897	938

Section 3 - A: Children, Education & Families

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
189	Education Capital	193	-	193	196	200	203	206
20,809	Home to School Transport - Special	25,795	-191	25,604	28,732	32,253	36,081	40,248
1,949	Children in Care Transport	2,302	-	2,302	2,341	2,427	2,515	2,607
11,211	Home to School Transport - Mainstream	12,839	-169	12,670	13,202	13,828	14,475	15,145
46,977	Subtotal Director of Education	69,236	-12,632	56,603	60,649	66,870	71,926	77,375
	Executive Director							
-939	Executive Director CEF	-480	-85	-565	-450	-419	-388	-355
	- Central Financing	-	-	-	-	-	-	-
	- Schools Financing	-	-	-	-	-	-	-
129,811	Children, Education & Families Budget Total	173,161	-27,360	145,801	159,424	172,173	184,463	197,271

Section 3 - A: Children, Education & Families

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
Director of Commissioning								
Children in Care Placements	26,285	2,002	2,214	-	546	-1,685	-	29,362
Commissioning Services	615	-	-	-	-	-	-	615
Subtotal Director of Commissioning	26,900	2,002	2,214	-	546	-1,685	-	29,977
Director of Children & Safeguarding								
Strategic Management - Children & Safeguarding	3,740	166	-	-	-	-	-	3,905
Safeguarding and Quality Assurance	3,445	149	-	-	-	-	-	3,594
Fostering & Supervised Contact Services	10,147	549	-	-	-	-200	-	10,495
Corporate Parenting	3,501	168	-	-	100	-	-	3,769
Integrated Front Door	4,679	226	-	-	-	-	-	4,906
Children's Disability Service	8,656	379	140	318	-	-96	-10	9,387
Support to Parents	204	16	-	-	-	-	-	220
Adoption	5,516	328	-	-	-	-	-	5,844
Legal Proceedings	-	-	-	-	-	-	-	-
Youth Offending Service	1,534	97	-	-	-	-	-	1,631
Family Safeguarding	5,463	236	-	200	-	-200	-9	5,690
Targetted Support Service	9,988	449	-	-	-	-65	-27	10,344
Subtotal Director of Children & Safeguarding	56,872	2,763	140	518	100	-561	-46	59,786
Director of Education								
Strategic Management - Education	1,233	59	-	-	1,500	223	-	3,016
Early Years Service	995	50	-	-	-	-19	-4	1,023
School Improvement Service	1,014	48	-	-	-	-49	-89	925
Virtual School	488	45	-	-	-	-	-	533
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-	-77
Cambridgeshire Music	-32	-	-	-	-	-	7	-25
ICT Service (Education)	-300	-	-	-	-	-	-	-300
Redundancy & Teachers Pensions	3,991	264	-	-	-	-	-	4,255
<i>SEND Specialist Services (0 - 25 years)</i>								
SEND Specialist Services	4,732	226	-	-	-	-	-	4,958
Alternative Provision and Inclusion	10	4	-	733	-	-	-	746
<i>0-19 Place Planning & Organisation Service</i>								
0-19 Organisation & Planning	765	22	-	-	-	-	-7	779
Education Capital	189	4	-	-	-	-	-	193
Home to School Transport - Special	20,809	1,649	2,210	1,327	-	-390	-	25,604
Children in Care Transport	1,949	170	-	250	-	-67	-	2,302
Home to School Transport - Mainstream	11,211	822	195	653	-	-212	-	12,670

Section 3 - A: Children, Education & Families

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
Subtotal Director of Education	46,977	3,366	2,405	2,963	1,500	-514	-93	56,604
Executive Director								
Executive Director CEF	-939	-42	-	500	-	-	-85	-566
Central Financing	-	-	-	-	-	-	-	-
Schools Financing	-	-	-	-	-	-	-	-
Children, Education & Families Budget Total	129,811	8,088	4,759	3,981	2,146	-2,760	-224	145,801

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	155,431	173,161	186,199	198,988	211,339	
A/R.1.003	Permanent Virement - PVs	409	-	-	-	-	Change in expenditure budgets (compared to published 2023-28 Business Plan) as advised during the budget preparation period and permanent in-year changes made during 2023-24.
A/R.1.005	Arts Council Grant decrease	-7	-	-	-	-	Decrease in spend funded from Arts Council (Music Grant) for 2024-25 as a result of changes to grant level.
A/R.1.006	Public health grant Increase	161	-	-	-	-	Change in the budget for CEF that is funded by public health grant
A/R.1.007	Transfer of 2023-24 pay award funding - CEF	2,955	-	-	-	-	This allocates funding permanently for the cost for the 2023-24 pay award.
A/R.1.008	Support to Care Leavers - Council Tax Exemption Scheme	45	-	-	-	-	Transfer permanent funding to support council tax exemption scheme for eligible care leavers to CEF.
A/R.1.009	Centralisation of Legal Budgets	-2,142	-	-	-	-	Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	156,852	173,161	186,199	198,988	211,339	
2	INFLATION						
A/R.2.001	Children in Care placements inflation	2,696	1,432	1,482	1,533	1,587	Net inflation across the relevant Children in Care budgets is currently forecast at 7% for 2024/25.
A/R.2.002	Home to School Transport inflation	2,627	1,270	1,315	1,361	1,408	Forecast pressure for inflation relating to transport. This is estimated at 8% for 2024/25
A/R.2.003	CEF inflation - miscellaneous other budgets	205	54	54	55	55	Forecast pressure from inflation relating to miscellaneous other budgets.
A/R.2.004	Staff pay inflation	2,655	2,012	2,079	2,150	2,222	Assumed 5% increase for 2024-25 and 3.5% per annum thereafter
2.99	Subtotal Inflation	8,183	4,768	4,930	5,099	5,272	

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
3	DEMOGRAPHY AND DEMAND						
A/R.3.001	Funding for rising numbers and need of Children in Care	2,214	3,897	3,897	3,897	3,897	Additional budget required to provide care for children who become looked after due to an increase in the complexity of need and shortage of suitable placements.
A/R.3.002	Children with Disabilities	140	150	160	170	182	Additional funding required for the increase in Direct Payment packages provided for children and young people with disabilities under the age of 18 years.
A/R.3.003	Home to school transport mainstream	195	201	207	214	221	Additional funding required to provide home to school transport for pupils attending mainstream schools. This additional funding is required due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2024-25.
A/R.3.004	Funding for Home to School Special Transport demand	2,210	2,439	2,692	2,971	3,279	Additional funding required to provide transport to education provision for children and young people with special educational needs (SEN). The additional funding is needed as there are increasing numbers of children with SEN and there is a trend towards increasingly complex needs, often requiring bespoke transport solutions.
3.99	Subtotal Demography and Demand	4,759	6,687	6,956	7,252	7,579	
4	PRESSURES						
A/R.4.001	Additional residential disability in house provision	241	-	-	-	-	- Funding for increased capacity within in house residential disability service.
A/R.4.002	Employee costs in Community Support Services	77	-	-	-	-	- Funding to support increased staffing costs within the Community Support Service in Children's Disability.
A/R.4.004	Contract costs previously grant funded	200	-	-	-	-	- Funding for Family Safeguarding services previously funded from grant which has now ceased.
A/R.4.006	Children in Care (CiC) Transport	250	-	-	-	-	- Additional funding to reflect in year pressures on CiC Transport.
A/R.4.007	Dedicated Schools Grant Contribution to Combined Budgets	733	-	-	-	-	- Based on historic levels of spend, an element of the Dedicated Schools Grant (DSG) spend is retained centrally and contributes to the overall funding for the LA. Following national changes, these historic commitments/arrangements have been reduced over time. This pressure removes the final remaining contribution to combined budgets.

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.4.008	SEND Capacity	310	-51	-68	-191	-	- Additional capacity in Statutory Assessment Team and SEND Admissions to meet statutory responsibilities.
A/R.4.009	SEND Capacity - Funded through Reserves	-310	51	68	191	-	- Above proposal funded through reserves.
A/R.4.010	Children's Social Care Capacity and Decoupling	500	-	-	-	-	- Additional investment to support required structure post decoupling and to increase capacity in Integrated Front Door.
A/R.4.011	Children in Care Placements Pressure	3,100	-	-	-	-	- Additional funding to reflect in year pressures on CiC Placements.
A/R.4.012	Children in Care Placements pressure - reserves funding	-3,100	3,100	-	-	-	- Reserves funding for CiC pressure.
A/R.4.013	Home to School Transport Pressure	1,980	-	-	-	-	- Additional funding to reflect in year pressures on Home to School Transport
4.99	Subtotal Pressures	3,981	3,100	-	-	-	
5	PRIORITIES & INVESTMENTS						
A/R.5.001	Leaving Care Local Offer	100	-	-	-	-	- Local offer to support Cambridgeshire care leavers.
A/R.5.002	Residential Strategy	546	1,365	273	-	-	- We will be developing a residential strategy that will enable us to better meet the needs of children coming into our care. The priority will be to increase local capacity for children in care through a combined approach of commissioning, market engagement, needs analysis and investment in Council provided homes. Aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the Local Authority area. Linked to Savings proposal A/R.6.011.
A/R.5.003	Free School Meals holiday voucher scheme	3,000	-	-	-	-	- Since December 2020, the council has funded (via grant and core funding) a holiday voucher scheme to support families on low income to feed their children during the holidays. The investment of £3m will mean that annually 21,000 eligible children will receive up to £135 over the 6 holidays of the academic year. This represents a £45 reduction from previous rounds where we funded £180. The scheme will continue to support those children age 2 to 19 who meet our low income criteria – typically those families accessing universal credit earning less than £7,400. We will provide a supermarket voucher which will allow parents to select one of 10 supermarkets. Part funded from reserves see A/R.5.004

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.5.004	Free School Meals holiday voucher scheme - reserves funding	-1,500	-	1,500	-	-	Reserves part funding for extension of Free School Meal holiday voucher scheme (see A/R.5.003)
5.99	Subtotal Priorities & Investments	2,146	1,365	1,773	-	-	
6	SAVINGS						
A/R.6.001	Children's Disability operational savings	-96	-	-	-	-	Operational savings across Children's Disability
A/R.6.003	Targeted Support operational savings	-65	-	-	-	-	Operational savings across Targeted Support services.
A/R.6.004	Family Safeguarding Service	-200	-	-	-	-	Operational savings in non-staffing budgets across the Family Safeguarding service.
A/R.6.005	Social Care and Education Transport	-582	-171	-	-	-	Due to the increasing costs of providing social and education transport, the Passenger Transport team will produce savings by reviewing high-cost single routes and moving them to shared travel arrangements where suitable, optimising high volume routes to ensure best value and consistent management of decision making through policy.
A/R.6.006	Efficiencies resulting from implementation of new IT system	223	-223	-	-	-	Deferred saving as a result of delay in implementation of a new IT system within Education.
A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	-	-	-	-	Due to a lack of suitable and local placements for our children in care, particularly those with more complex needs, there is a forecast overspend on our budget of 3.1m. We will carry out reviews of the high-cost placements with a focus on step-down provision where needed / appropriate and carry out negotiations with providers. Alongside this, we will invest in training, to support social workers and foster carers, around challenging and complex behaviour and develop a programme to recruit emergency foster carers.
A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	-	-	-	-	Review commissioning processes for unregulated placements.
A/R.6.009	Early Years Service contract savings	-19	-	-	-	-	Savings will arise from the retendering of a contract from April 2024.

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.6.010	Home to School Transport	-87	-63	-	-	-	Additional savings target added to workstream 4 of the Transport Transformation Strategy (Policy and Decision Making) directly linked to a) the review and making safe of walking routes and b) the amendment of transport policy to align with statutory duties.
A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	-2,175	-870	-	-	We will be developing a residential strategy that will enable us to better meet the needs of children coming into our care. The priority will be to increase local capacity for children in care through a combined approach of commissioning, market engagement, needs analysis and investment in Council provided homes. Aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the Local Authority area. Linked to Investment proposal A/R.5.002.
A/R.6.012	School Improvement Service operational savings	-49	-	-	-	-	Operational savings as a result of review and reduction of vacant post.
A/R.6.013	Corporate Parenting	-200	-250	-	-	-	Work to be undertaken within other teams, with members of staff moved to vacancies within these teams. This service is not one that exists in a standalone way in other councils. The saving is phased to allow a temporary investment in front door services to manage demand.
6.99	Subtotal Savings	-2,760	-2,882	-870	-	-	
	TOTAL GROSS EXPENDITURE	173,161	186,199	198,988	211,339	224,190	
7	FEES, CHARGES & RING-FENCED GRANTS						
A/R.7.001	Previous year's fees, charges & ring-fenced grants	-27,262	-27,360	-26,775	-26,815	-26,876	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
A/R.7.002	Changes to Fees and Charges from previous year	382	-	-	-	-	Adjustment for permanent changes to income expectation from decisions made in 2023-24, and adjustments to budgets made as a result of splitting out any Dedicated Schools Grant budgets from these tables.
A/R.7.004	Fees and charges inflation	-95	-17	-40	-61	-43	Increase in external charges to reflect inflationary increases.
A/R.7.101	Early Years additional income	-4	-	-	-	-	Increase in subscription income

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.7.102	School Improvement Service	-47	-	-	-	-	- Increased subscription income
A/R.7.103	Children's Targeted Support	-15	-	-	-	-	- Additional income target
A/R.7.104	Children's Disability - increase in external income	-10	-	-	-	-	- Income from training to external providers
A/R.7.105	Educational Safeguarding additional income	-7	-	-	-	-	- Additional income from subscriptions
A/R.7.201	Change in Public Health Grant	-309	602	-	-	-	- Change in ring-fenced Public Health grant, including reflecting expected treatment as a corporate grant from 2025-26, due to anticipated removal of ring-fence.
A/R.7.202	Arts Council Funding (Music Grant)	7	-	-	-	-	- Arts Council Funding (Music Grant) anticipated decrease in revenue grant for 2024-25
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-27,360	-26,775	-26,815	-26,876	-26,919	
	TOTAL NET EXPENDITURE	145,801	159,424	172,173	184,463	197,271	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
A/R.8.001	Budget Allocation	-145,801	-159,424	-172,173	-184,463	-197,271	Net spend funded from general grants, business rates and Council Tax.
A/R.8.002	Fees & Charges	-20,174	-20,191	-20,231	-20,292	-20,335	Fees and charges for the provision of services.
A/R.8.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board Good Practice Grant.
A/R.8.015	Staying Put Implementation Grant	-210	-210	-210	-210	-210	DfE funding to support young people to continue to live with their former foster carers once they turn 18
A/R.8.016	Unaccompanied Asylum Seeking Children (UASC)	-3,700	-3,700	-3,700	-3,700	-3,700	Home Office funding to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children

Section 3 - A: Children Education & Families

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
A/R.8.018	Pupil Premium Grant	-1,364	-1,364	-1,364	-1,364	-1,364	Deployment of Pupil Premium Grant to support the learning outcomes of care experienced children
A/R.8.019	Arts Council Grant (Music)	-810	-810	-810	-810	-810	Cambridgeshire Music grant from the Arts Council
A/R.8.401	Public Health Funding	-602	-	-	-	-	Funding transferred to Service areas where the management of Public Health functions is undertaken by other County Council officers, rather than directly by the Public Health Team.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-173,161	-186,199	-198,988	-211,339	-224,190	

Section 3 - A: Children, Education and Families

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
A/C.01 A/C.01.021	Basic Need - Primary Confidential Scheme - Primary School	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places Community facilities - Children's Centre		Committed	19,749	602	200	12,000	6,600	347	-	-
A/C.01.029	Confidential Scheme - Primary School	Expansion of provision in Sawtry: Primary Basic Need requirement 210 places with 2FE core. Early Years Basic Need 52 places		Committed	11,714	204	200	7,600	3,600	110	-	-
A/C.01.040	Ermine Street Primary, Alconbury, Phase 2	Expansion to 3 form entry school (Phase 2): Basic Need requirement 210 places		Committed	3,300	766	2,400	134	-	-	-	-
A/C.01.043	Confidential Scheme - Primary School	Expansion of 1 form entry school with 1 form entry Early Years: Basic Need requirement 210 places Early Years Basic Need 26 places (alternative site)		Committed	6,000	641	2,997	2,005	357	-	-	-
A/C.01.044	Confidential Scheme - Primary School	New 2 form entry school: Basic Need requirement 420 places Early Years requirement 52 places		2028-29	12,030	-	-	-	-	-	340	11,690
A/C.01.056	Confidential Scheme - Primary School	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places		2025-26	13,500	-	-	400	8,900	3,900	300	-
A/C.01.069	Confidential Scheme - Primary School	Expansion of 0.5 form of entry: Basic Need requirement 60 places		Committed	1,000	10	-	-	50	940	-	-
A/C.01.071	Kennett Primary School	Relocation of existing provision. Includes expansion of 1 form of entry with 2 form entry core. Basic Need requirement 210 places Early Years requirement 26 places		Committed	10,123	5,419	4,500	204	-	-	-	-

Section 3 - A: Children, Education and Families

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
A/C.01.073	Confidential Scheme - Primary School	New 3 form entry school with 3 form entry Core and 52 place Early Years provision: Basic Need requirement 630 places Early Years Basic Need 78 places		Committed	4,250	425	3,600	225	-	-	-	-
A/C.01.077	Confidential Scheme - Primary School	New 3 form entry school with 3 form entry Core and 52 place Early Years provision: Basic Need requirement 630 places Early Years Basic Need 78 places		Committed	19,521	1,472	500	11,000	6,100	449	-	-
A/C.01.080	Confidential Scheme - Primary School	Expansion to 120 pupils & internal works and new hall: Basic Need requirement 15 places		Committed	1,898	274	1,500	124	-	-	-	-
A/C.01.081	Confidential Scheme - Primary School	Expansion of school from 270 to 330 permanent places.		Committed	2,500	50	1,100	1,300	50	-	-	-
A/C.01.083	Confidential Scheme - Primary School	To combine separate budget lines in the Business Plan for three schools to support a review of primary school places in the area, as three individual expansion proposals are not considered to be the most effective or value for money approach to meeting Basic Need.		2024-25	9,657	-	20	250	6,000	3,200	187	-
A/C.01.084	Confidential Scheme - Primary School	Expansion to 2 form entry with 48 Early Years places: Basic Need requirement 105 places Early years requirement 24 places		Committed	4,000	50	750	3,100	100	-	-	-
	Total - Basic Need - Primary				119,242	9,913	17,767	38,342	31,757	8,946	827	11,690
A/C.02	Basic Need - Secondary											
A/C.02.007	Confidential Scheme - Secondary School	New 4 form entry school (with 6 form of entry core facilities) (Phase 1): Basic Need requirement 600 places		Committed	34,680	350	1,200	25,000	7,700	430	-	-
A/C.02.009	Confidential Scheme - Secondary School	New 4 form entry school (with 8 form entry core facilities): Basic Need requirement 600 places		Committed	37,027	500	15,000	20,800	727	-	-	-

Section 3 - A: Children, Education and Families

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
A/C.02.014	Northstowe Secondary, phase 2	Additional capacity for Northstowe as all through age range school: Basic Need secondary requirement 600 places Post 16 provision 400 places Basic Need primary requirement 630 places Early Years requirement 78 places		Committed	53,450	24,114	24,100	5,236	-	-	-	-
A/C.02.015	Sir Harry Smith Community College	Expansion of 2 form entry: Basic Need requirement 300 places		Committed	9,991	9,921	70	-	-	-	-	-
A/C.02.016	Cambourne Village College Phase 3b	New 2 form entry secondary places with new 350 place sixth form provision: Basic Need requirement 650 places		Committed	35,820	34,802	1,018	-	-	-	-	-
A/C.02.017	Confidential Scheme - Secondary School	Expansion of 1 form entry: Basic Need requirement 150 places		Committed	1,000	250	745	5	-	-	-	-
A/C.02.018	Confidential Scheme - Secondary School	0.5 form entry expansion: Basic Need requirement 75 places		Committed	1,380	58	1,300	22	-	-	-	-
	Total - Basic Need - Secondary				173,348	69,995	43,433	51,063	8,427	430	-	-
A/C.03	Basic Need - Early Years											
A/C.03.003	Local Authority Maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure the Council meets its statutory obligation. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.		Ongoing	8,531	6,031	1,040	1,460	-	-	-	-
	Total - Basic Need - Early Years				8,531	6,031	1,040	1,460	-	-	-	-
A/C.04	Adaptations											
A/C.04.008	Duxford Community C of E Primary School Rebuild	Rebuild of Duxford Primary School after fire left preschool, reception, year 1 and year 2 class bases and ancillary rooms including offices, toilets, stores, entrance lobby's either completely destroyed or deemed uninhabitable as a result of structural damage and contamination by asbestos debris, fire, water and smoke.		Committed	7,953	7,646	307	-	-	-	-	-

Section 3 - A: Children, Education and Families

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
A/C.04.010	Townley Primary Permanent Accommodation	The proposal is to remove the mobile classroom currently on the school's site and replace it with a permanent extension to the school to accommodate the Foundation Stage 3-5 year olds.		Committed	1,600	642	908	50	-	-	-	-
A/C.04.012	Confidential Scheme - Secondary School	Additional playing field provision.		2024-25	400	-	400	-	-	-	-	-
A/C.04.013	Confidential Scheme - Primary School	To provide one multi-purpose teaching space at the school, initially for wraparound care.		Committed	892	70	820	2	-	-	-	-
Total - Adaptations					10,845	8,358	2,435	52	-	-	-	-
A/C.05	Condition & Maintenance											
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.		Ongoing	24,000	-	3,250	3,250	2,500	2,500	2,500	10,000
Total - Condition & Maintenance					24,000	-	3,250	3,250	2,500	2,500	2,500	10,000
A/C.07	Schools Managed Capital											
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		Ongoing	7,020	-	780	780	780	780	780	3,120
Total - Schools Managed Capital					7,020	-	780	780	780	780	780	3,120
A/C.08	Specialist Provision											
A/C.08.003	SEND Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with (Special Educational Needs and Disabilities) SEND in line with decisions taken by the County Resourcing Panel.		Ongoing	150	-	150	-	-	-	-	-
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site will not be available for future use.		2025-26	4,000	-	-	50	2,970	950	30	-

Section 3 - A: Children, Education and Families

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
A/C.08.007	Samuel Pepys Special School	Expansion to 165 places.		Committed	10,720	5,528	4,947	245	-	-	-	-
A/C.08.010	Confidential Scheme - Specialist Provision	The proposal is to create an additional 200 Special Educational Needs places across Cambridgeshire.		2024-25	2,535	-	355	2,155	25	-	-	-
A/C.08.011	New SEMH Provision Wisbech	Social Emotional Mental Health (SEMH) provision: SEMH Provision 30 additional places		Committed	17,785	16,801	984	-	-	-	-	-
A/C.08.012	Confidential Scheme - Specialist Provision	Expansion of existing special school to create 50 additional places.		Committed	8,000	303	4,800	2,850	47	-	-	-
A/C.08.013	Swavesey Village College - Martin Bacon Academy satellite	Provision of 40 spaces at the Swavesey Village College site.		Committed	1,300	590	710	-	-	-	-	-
A/C.08.014	Confidential Scheme - Specialist Provision	Provision of a special unit within mainstream schools which offers children and young people access to mainstream education alongside specialist support: SEMH provision in two schools - 10 places each		Committed	1,740	300	905	535	-	-	-	-
A/C.08.015	Confidential Scheme - Specialist Provision	Expansion of existing special school to create 60 additional places.		Committed	4,674	250	3,100	1,308	16	-	-	-
A/C.08.016	Alconbury Weald Prestley Wood SEND	Provision of new 150 place Area Special School, co-located with the new Alconbury Weald Secondary Academy.		Committed	37,800	32,518	5,000	282	-	-	-	-
	Total - Specialist Provision				88,704	56,290	20,951	7,425	3,058	950	30	-
A/C.09 A/C.09.001	Site Acquisition & Development Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Ongoing	750	-	150	150	150	150	150	-
	Total - Site Acquisition & Development				750	-	150	150	150	150	150	-

Section 3 - A: Children, Education and Families

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
A/C.10 A/C.10.001	Temporary Accommodation Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Ongoing	6,300	-	550	550	550	550	550	3,550
	Total - Temporary Accommodation				6,300	-	550	550	550	550	550	3,550
A/C.11 A/C.11.003	Children Support Services Buildings & Capital Team Capitalisation	Salaries for the Buildings and Capital Team are to be capitalised on an ongoing basis. These are budgeted as one line, but are eventually capitalised against individual schemes.		Ongoing	6,650	-	850	850	850	850	650	2,600
A/C.11.004	Housing Adaptations - Disabled Facilities grant top up	Contribution of funding towards high-cost housing adaptations to assist families with a disabled child / children and where an adaptation is required in the family home in order to meet the children's assessed housing needs.		2024-25	1,128	-	113	203	203	203	203	203
A/C.11.005	Children's Residential Services Capacity	A phased development of four residential children's homes (providing up to 10 placements), for direct access by Cambridgeshire County Council, for our children and young people in care.		2024-25	1,743	-	786	957	-	-	-	-
	Total - Children Support Services				9,521	-	1,749	2,010	1,053	1,053	853	2,803
A/C.14 A/C.14.001	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	-44,905	-	-16,707	-14,500	-5,933	-2,235	-854	-4,676

Section 3 - A: Children, Education and Families

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
A/C.14.002	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	2,844	-	1,213	1,061	512	58	-	-
A/C.14.003	Environment Fund Transfer	Reallocation of Environment Fund in order to support some of the Net Zero-Emission Building (NZEB) costs incurred by school schemes.		Committed	-3,499	-3,499	-	-	-	-	-	-
	Total - Capital Programme Variation				-45,560	-3,499	-15,494	-13,439	-5,421	-2,177	-854	-4,676
	TOTAL BUDGET				402,701	147,088	76,611	91,643	42,854	13,182	4,836	26,487

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Basic Need	42,475	18,151	12,479	9,599	150	940	-	1,156
Capital Maintenance	24,800	600	3,450	3,250	2,500	2,500	2,500	10,000
Devolved Formula Capital	7,020	-	780	780	780	780	780	3,120
Specific Grants	33,532	20,364	9,312	3,793	63	-	-	-
Total - Government Approved Funding	107,827	39,115	26,021	17,422	3,493	4,220	3,280	14,276
Locally Generated Funding								
Agreed Developer Contributions	113,854	45,719	19,452	22,945	12,418	4,512	409	8,399
Anticipated Developer Contributions	6,598	18	902	4,130	1,532	16	-	-
Prudential Borrowing	172,293	61,007	30,236	46,246	25,411	4,434	1,147	3,812
Other Contributions	2,129	1,229	-	900	-	-	-	-
Total - Locally Generated Funding	294,874	107,973	50,590	74,221	39,361	8,962	1,556	12,211
TOTAL FUNDING	402,701	147,088	76,611	91,643	42,854	13,182	4,836	26,487

Section 3 - A: Children, Education and Families

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01	Basic Need - Primary									
A/C.01.021	Confidential Scheme			Committed	19,749	90	9,082	-	-	10,577
A/C.01.029	Confidential Scheme			Committed	11,714	220	2,029	-	-	9,465
A/C.01.040	Ermine Street Primary, Alconbury, Phase 2			Committed	3,300	-	3,290	-	-	10
A/C.01.043	Confidential Scheme			Committed	6,000	237	728	-	-	5,035
A/C.01.044	Confidential Scheme			2028-29	12,030	1,156	10,874	-	-	-
A/C.01.056	Confidential Scheme			2025-26	13,500	-	13,500	-	-	-
A/C.01.069	Confidential Scheme			Committed	1,000	990	-	-	-	10
A/C.01.071	Kennett Primary School			Committed	10,123	2,240	4,090	-	-	3,793
A/C.01.073	Confidential Scheme			Committed	4,250	1,603	171	-	-	2,476
A/C.01.077	Confidential Scheme			Committed	19,521	842	10,591	-	-	8,088
A/C.01.080	Confidential Scheme			Committed	1,898	674	-	-	-	1,224
A/C.01.081	Confidential Scheme			Committed	2,500	1,000	39	-	-	1,461
A/C.01.083	Confidential Scheme			2024-25	9,657	300	7,789	-	-	1,568
A/C.01.084	Confidential Scheme			Committed	4,000	-	2,176	-	-	1,824
	Total - Basic Need - Primary				119,242	9,352	64,359			45,531
A/C.02	Basic Need - Secondary									
A/C.02.007	Confidential Scheme			Committed	34,680	2,060	6,863	-	-	25,757
A/C.02.009	Confidential Scheme			Committed	37,027	-	16,257	-	-	20,770
A/C.02.014	Northstowe Secondary, phase 2			Committed	53,450	15,430	26,100	-	-	11,920
A/C.02.015	Sir Harry Smith Community College			Committed	9,991	2,393	3,338	-	-	4,260
A/C.02.016	Cambourne Village College Phase 3b			Committed	35,820	12,441	14,100	-	-	9,279
A/C.02.017	Confidential Scheme			Committed	1,000	-	-	-	-	1,000
A/C.02.018	Confidential Scheme			Committed	1,380	30	1,069	-	-	281
	Total - Basic Need - Secondary				173,348	32,354	67,727			73,267
A/C.03	Basic Need - Early Years									
A/C.03.003	Local Authority Maintained Early Years Provision			Ongoing	8,531	1,600	346	168	-	6,417
	Total - Basic Need - Early Years				8,531	1,600	346	168		6,417
A/C.04	Adaptations									
A/C.04.008	Duxford Community C of E Primary School Rebuild			Committed	7,953	-	6	1,061	-	6,886
A/C.04.010	Townley Primary Permanent Accommodation			Committed	1,600	800	-	-	-	800
A/C.04.012	Confidential Scheme			2024-25	400	-	400	-	-	-
A/C.04.013	Confidential Scheme			Committed	892	-	892	-	-	-
	Total - Adaptations				10,845	800	1,298	1,061		7,686

Section 3 - A: Children, Education and Families

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.05	Condition & Maintenance									
A/C.05.001	School Condition, Maintenance & Suitability			Ongoing	24,000	24,000	-	-	-	-
	Total - Condition & Maintenance		-		24,000	24,000	-	-	-	-
A/C.07	Schools Managed Capital									
A/C.07.001	School Devolved Formula Capital			Ongoing	7,020	7,020	-	-	-	-
	Total - Schools Managed Capital		-		7,020	7,020	-	-	-	-
A/C.08	Specialist Provision									
A/C.08.003	SEND Pupil Adaptations			Ongoing	150	-	-	-	-	150
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision			2025-26	4,000	-	-	-	-	4,000
A/C.08.007	Samuel Pepys Special School			Committed	10,720	2,812	-	-	-	7,908
A/C.08.010	Confidential Scheme			2024-25	2,535	-	-	-	-	2,535
A/C.08.011	New SEMH Provision Wisbech			Committed	17,785	4,914	-	-	-	12,871
A/C.08.012	Confidential Scheme			Committed	8,000	8,000	-	-	-	-
A/C.08.013	Swavesey Village College - Martin Bacon Academy satellite			Committed	1,300	1,300	-	-	-	-
A/C.08.014	Confidential Scheme			Committed	1,740	1,740	-	-	-	-
A/C.08.015	Confidential Scheme			Committed	4,674	3,571	-	900	-	203
A/C.08.016	Alconbury Weald Prestley Wood SEND			Committed	37,800	10,364	4,000	-	-	23,436
	Total - Specialist Provision		-		88,704	32,701	4,000	900	-	51,103
A/C.09	Site Acquisition & Development									
A/C.09.001	Site Acquisition, Development, Analysis and Investigations			Ongoing	750	-	-	-	-	750
	Total - Site Acquisition & Development		-		750	-	-	-	-	750
A/C.10	Temporary Accommodation									
A/C.10.001	Temporary Accommodation			Ongoing	6,300	-	-	-	-	6,300
	Total - Temporary Accommodation		-		6,300	-	-	-	-	6,300
A/C.11	Children Support Services									
A/C.11.003	Buildings & Capital Team Capitalisation			Ongoing	6,650	-	-	-	-	6,650
A/C.11.004	Housing Adaptations - Disabled Facilities grant top up			2024-25	1,128	-	-	-	-	1,128
A/C.11.005	Children's Residential Services Capacity			2024-25	1,743	-	-	-	-	1,743
	Total - Children Support Services		-		9,521	-	-	-	-	9,521

Section 3 - A: Children, Education and Families

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.14	Capital Programme Variation									
A/C.14.001	Variation Budget			Ongoing	-44,905	-	-17,278	-	-	-27,627
A/C.14.002	Capitalisation of Interest Costs			Ongoing	2,844	-	-	-	-	2,844
A/C.14.003	Environment Fund Transfer			Committed	-3,499	-	-	-	-	-3,499
	Total - Capital Programme Variation			-	-45,560	-	-17,278	-	-	-28,282
	TOTAL BUDGET				402,701	107,827	120,452	2,129	-	172,293

Section 3 - B: Adults, Health & Commissioning

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Executive Director							
-32,517	Executive Director - Adults, Health & Commissioning	14,668	-52,968	-38,300	-38,988	-39,653	-39,615	-39,575
3,324	Performance & Strategic Development	3,471	-16	3,455	3,554	3,656	3,762	3,871
514	Principal Social Worker	539	-	539	558	577	597	618
-28,678	Subtotal Executive Director	18,678	-52,984	-34,306	-34,876	-35,419	-35,255	-35,086
	Service Director – LDP and Prevention							
379	Service Director – LDP and Prevention	353	-28	325	244	252	259	267
11,070	Prevention & Early Intervention	12,491	-1,085	11,406	11,811	12,230	12,662	13,109
2,340	Transfers of Care	2,463	-	2,463	2,555	2,651	2,749	2,851
2,899	Autism and Adult Support	4,301	-137	4,163	4,849	5,474	6,149	6,880
	<i>Learning Disabilities</i>							
7,095	Head of Service	7,315	-309	7,006	1,244	1,171	1,106	1,051
46,496	LD - City, South and East Localities	53,033	-2,584	50,449	39,732	41,826	44,765	48,079
44,044	LD - Hunts and Fenland Localities	49,984	-2,216	47,768	37,527	39,517	42,313	45,465
15,095	LD - Young Adults Team	16,953	-392	16,562	12,956	13,401	14,345	15,407
9,316	In House Provider Services	9,944	-285	9,659	8,423	8,693	8,971	9,260
-29,464	NHS Contribution to Pooled Budget	-	-33,353	-33,353	-0	-0	-0	-0
109,272	Subtotal Service Director – LDP and Prevention	156,837	-40,389	116,448	119,341	125,214	133,320	142,370
	Service Director – Care & Assessment							
831	Service Director - Care & Assessment	871	-	871	902	934	966	1,000
5,231	Assessment & Care Management	5,504	-43	5,461	5,633	5,812	5,996	6,187
1,529	Safeguarding	1,589	-	1,589	1,634	1,680	1,728	1,778
1,998	Adults Finance Operations	2,098	-10	2,088	2,154	2,224	2,295	2,369
	<i>Older People's and Physical Disabilities Services</i>							
33,791	Older Peoples Services - North	53,507	-15,009	38,498	42,132	46,403	50,965	55,836
37,161	Older Peoples Services - South	60,046	-17,653	42,393	46,333	50,691	55,480	60,604
5,667	Physical Disabilities - North	7,317	-758	6,560	7,203	7,896	8,628	9,399
6,466	Physical Disabilities - South	8,593	-1,120	7,473	8,193	8,969	9,788	10,653
92,674	Subtotal Service Director – Care & Assessment	139,525	-34,594	104,931	114,184	124,607	135,847	147,825
	Service Director - Commissioning							
1,038	Service Director - Commissioning	1,006	-21	985	1,105	1,289	1,479	1,674
2,587	Adults Commissioning - Staffing	2,915	-	2,915	3,004	3,097	3,192	3,291

Section 3 - B: Adults, Health & Commissioning

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
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	8,297	-6,059	2,239	2,383	2,468	2,557	2,647
	<i>Mental Health</i>							
3,698	Mental Health - Staffing	4,022	-57	3,966	4,091	4,220	4,355	4,493
2,760	Mental Health Commissioning	3,306	-549	2,757	2,998	3,107	3,219	3,334
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
42,212	Subtotal Service Director - Commissioning	58,351	-15,065	43,286	45,734	48,430	51,487	54,639
215,480	Adults, Health & Commissioning Budget Total	373,391	-143,032	230,359	244,383	262,832	285,398	309,747

Section 3 - B: Adults, Health & Commissioning

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	541	-	-	-	-161	-45	11,406
Transfers of Care	2,340	123	-	-	-	-	-	2,463
Autism and Adult Support	2,899	218	1,058	-	6	-5	-13	4,163
<i>Learning Disabilities</i>								
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	109,272	9,018	5,353	-64	-93	-3,091	-3,947	116,448
Service Director – Care & Assessment								
Service Director - Care & Assessment	831	41	-	-	-	-	-	871
Assessment & Care Management	5,231	230	-	-	-	-	-	5,461
Safeguarding	1,529	60	-	-	-	-	-	1,589
Adults Finance Operations	1,998	89	-	-	-	-	-	2,088
<i>Older People's and Physical Disabilities Services</i>								
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	92,674	6,812	5,401	3,195	246	-2,545	-852	104,931
Service Director - Commissioning								
Service Director - Commissioning	1,038	444	-	-	12	-509	-	985
Adults Commissioning - Staffing	2,587	119	-	-	209	-	-	2,915
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
Integrated Community Equipment Service	2,101	106	34	-	-	-	-2	2,239
<i>Mental Health</i>								
Mental Health - Staffing	3,698	168	-	-	-	100	-	3,966

Section 3 - B: Adults, Health & Commissioning

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
Mental Health Commissioning	2,760	274	-	-	8	-75	-210	2,757
Adult Mental Health	6,967	567	758	-	18	-157	-10	8,143
Older People Mental Health	8,464	777	523	-	21	-382	-21	9,382
Subtotal Service Director - Commissioning	42,212	3,233	1,315	-	285	-2,034	-1,725	43,286
Adults, Health & Commissioning Budget Total	215,480	19,295	12,069	3,131	548	-10,806	-9,358	230,359

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	339,882	373,391	355,793	376,105	399,892	
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.
B/R.1.010	Centralisation of Legal Budgets	-181	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	345,309	340,038	355,793	376,105	399,892	
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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	427	207	194	207	211	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	23,140	10,155	10,858	11,660	12,503	
3	DEMOGRAPHY AND DEMAND						
B/R.3.001	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.
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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.
B/R.3.007	Funding for additional demand for Community Equipment	34	35	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	

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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
B/R.5.004a	Commissioning manager to manage Learning Disability voids	53	-	-	-	-	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	-	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

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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	-	-	-	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	-	-	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	-	-	-	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
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

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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 choice 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. To secure delivery of this saving the Self-Directed Support Programme has been reviewed to re-focus on delivery over the course of 2024/25 and 2025/26 with clear timescales and responsibilities set. This work will cover a range of activities including market shaping and development activities, improvement of processes and systems, practice improvements, a focus on the use of direct payments as part of the transition process from children's to adults' services and further development of Individual Service Funds.
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.
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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.
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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.
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

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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.
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 accommodation provision.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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.
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.6.035	Care Home Trusted Assessor service	-69	-	-	-	-	Savings on decommissioning of current service provision and restructuring to an alternative delivery model which has been brought in-house.
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	373,391	355,793	376,105	399,892	425,463	
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

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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
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.

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
B/R.7.103	Adult Social Care Market Sustainability and Improvement Fund	-1,192	-	-	-	-	- 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	-143,032	-111,409	-113,272	-114,493	-115,715	
	TOTAL NET EXPENDITURE	230,359	244,384	262,833	285,399	309,748	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
B/R.8.001	Budget Allocation	-230,359	-244,383	-262,832	-285,398	-309,747	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.
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

Section 3 - B: Adults, Health & Commissioning

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
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	-373,391	-355,793	-376,105	-399,892	-425,463	

Section 3 - B: Adults, Health and Commissioning

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.	TBC	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

Section 3 - B: Adults, Health and Commissioning

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.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 £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £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
TOTAL FUNDING	106,370	816	14,481	20,205	10,670	15,005	15,005	30,188

Section 3 - B: Adults, Health and Commissioning

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.1	Adult Social Care									
B/C.1.001	Disabled Facilities Grant			Ongoing	45,630	45,630	-	-	-	-
B/C.1.002	Integrated Community Equipment Service			Ongoing	3,600	-	-	-	-	3,600
B/C.1.003	Independent Living Service : East Cambridgeshire	A/R.6.180, C/R.7.119		Committed	22,200	-	-	-	-	22,200
B/C.1.004	Independent Living Services	TBC		2027-28	22,000	-	-	-	-	22,000
B/C.1.005	Specialist Accommodation Schemes			2025-26	12,000	-	-	-	-	12,000
	Total - Adult Social Care				105,430	45,630	-	-	-	59,800
B/C.2	Capital Programme Variation									
B/C.7.001	Variation Budget			Ongoing	-	-	-	-	-	-
B/C.7.002	Capitalisation of Interest Costs			Ongoing	940	-	-	-	-	940
	Total - Capital Programme Variation				940	-	-	-	-	940
	TOTAL BUDGET				106,370	45,630	-	-	-	60,740

Section 3 - C: Place & Sustainability

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-270	Executive Director Executive Director P&S	667	-2,083	-1,416	-1,348	-1,310	-1,323	-1,173
-270	Subtotal Executive Director	667	-2,083	-1,416	-1,348	-1,310	-1,323	-1,173
73	Highways & Transport Director - Highways Maintenance	78	-	78	82	87	91	95
7,232	Highways Maintenance	11,624	-186	11,438	18,514	19,224	19,638	20,118
495	Highways Asset Management	961	-456	505	513	520	527	534
3,075	Winter Maintenance	3,262	-	3,262	3,339	3,450	3,552	3,671
10,874	Subtotal Highways & Transport	15,926	-643	15,284	22,448	23,280	23,807	24,419
2	Project Delivery Director - Project Delivery	1	-	1	1	1	0	0
529	Project Delivery	603	-61	542	552	563	574	585
10,164	Street Lighting	13,064	-3,990	9,075	7,830	7,430	7,533	7,656
10,695	Subtotal Project Delivery	13,669	-4,050	9,619	8,383	7,993	8,107	8,241
780	Transport, Strategy and Policy Director - Transport, Strategy & Development	155	-	155	178	202	227	252
296	Traffic Management	3,558	-3,427	132	26	27	34	47
466	Road Safety	1,034	-536	499	638	663	689	716
105	Transport Strategy and Policy	106	-	106	108	109	110	112
-	- Highways Development Management	1,736	-1,736	-	-	-	-	-
300	Park & Ride	1,249	-949	300	300	300	1,375	1,375
-	- Parking Enforcement	7,003	-7,003	-	-	-	-	-
1,948	Subtotal Transport, Strategy and Policy	14,843	-13,651	1,192	1,250	1,302	2,435	2,502
189	Planning, Growth & Environment Director - Planning, Growth & Environment	198	-	198	204	211	218	225
1,139	Planning and Sustainable Growth	2,003	-710	1,293	1,329	1,372	1,413	1,358
836	Natural and Historic Environment	1,586	-580	1,006	979	1,020	1,060	1,104
44,812	Waste Management	50,352	-4,191	46,161	46,378	46,850	48,102	49,110
46,975	Subtotal Planning, Growth & Environment	54,139	-5,481	48,658	48,889	49,452	50,792	51,797

Section 3 - C: Place & Sustainability

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-719	Community Safety and Regulatory Service							
	Registration & Citizenship Services	1,299	-1,964	-665	-637	-630	-639	-630
2,158	Coroners	3,604	-1,284	2,320	2,383	2,506	2,662	2,782
715	Trading Standards	739	-27	713	770	770	770	770
2,154	Subtotal Community Safety and Regulatory Service	5,641	-3,275	2,367	2,516	2,646	2,792	2,922
	Climate Change & Energy Service							
123	Climate and Energy Services	354	-194	160	187	216	245	275
-3,815	Energy Services	2,214	-5,278	-3,063	-5,337	-4,154	-3,078	-3,166
-3,692	Subtotal Climate Change & Energy Service	2,568	-5,472	-2,904	-5,149	-3,938	-2,834	-2,891
68,684	Place & Sustainability Budget Total	107,453	-34,654	72,799	76,989	79,425	83,778	85,817

Section 3 - C: Place & Sustainability

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 P&S	-270	-14	-	-	-	-75	-1,057	-1,416
Subtotal Executive Director	-270	-14	-	-	-	-75	-1,057	-1,416
Highways & Transport								
Director - Highways Maintenance	73	5	-	-	-	-	-	78
Highways Maintenance	7,232	1,050	-	396	2,910	-150	-	11,438
Highways Asset Management	495	10	-	-	-	-	-	505
Winter Maintenance	3,075	187	-	-	-	-	-	3,262
Subtotal Highways & Transport	10,874	1,253	-	396	2,910	-150	-	15,284
Project Delivery								
Director - Project Delivery	2	-1	-	-	-	-	-	1
Project Delivery	529	13	-	-	-	-	-	542
Street Lighting	10,164	-160	-	48	-	-977	-	9,075
Subtotal Project Delivery	10,695	-148	-	48	-	-977	-	9,619
Transport, Strategy and Policy								
Director - Transport, Strategy & Development	780	25	-	-650	-	-	-	155
Traffic Management	296	-6	-	-	-	-	-158	132
Road Safety	466	38	-	-	-	-	-5	499
Transport Strategy and Policy	105	1	-	-	-	-	-	106
Highways Development Management	-	-	-	-	-	-	-	-
Park & Ride	300	-	-	-	-	-	-	300
Parking Enforcement	-	-	-	-	-	-	-	-
Subtotal Transport, Strategy and Policy	1,948	57	-	-650	-	-	-163	1,192
Planning, Growth & Environment								
Director - Planning, Growth & Environment	189	9	-	-	-	-	-	198
Planning and Sustainable Growth	1,139	55	-	100	-	-	-	1,293
Natural and Historic Environment	836	46	-	125	-	-	-	1,006
Waste Management	44,812	769	-	580	-	-	-	46,161
Subtotal Planning, Growth & Environment	46,975	878	-	805	-	-	-	48,658
Community Safety and Regulatory Service								
Registration & Citizenship Services	-719	-46	-	-	-	-	100	-665
Coroners	2,158	245	45	-	-60	-	-68	2,320

Section 3 - C: Place & Sustainability

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
Trading Standards	715	-	-	-	-	-	-3	713
Subtotal Community Safety and Regulatory Service	2,154	199	45	-	-60	-	29	2,367
Climate Change & Energy Service								
Climate and Energy Services	123	37	-	-	-	-	-	160
Energy Services	-3,815	6	-	-278	561	-	462	-3,063
Subtotal Climate Change & Energy Service	-3,692	43	-	-278	561	-	462	-2,904
Place & Sustainability Budget Total	68,684	2,269	45	321	3,411	-1,202	-729	72,799

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	105,757	107,453	114,807	116,219	119,552	
C/R.1.001	Base Adjustments	510	-	-	-	-	- Adjustment for permanent changes to base budget from decisions made in 2023-24.
C/R.1.002	Permanent Virements	-1,126	-	-	-	-	- Virements making permanent changes to budgets during 2023-24
C/R.1.003	Transfer of Function - Domestic Violence Services	-3,357	-	-	-	-	- The movement of services between Directorates during 2023-24.
C/R.1.004	Public Health Grant Uplift	89	-	-	-	-	- The increase in base budget relating to the increase in Public Health grant.
C/R.1.005	Traveller Liaison Post Adjustment	-50	-	-	-	-	- Moving Budget for Traveller Liaison post to S&P
C/R.1.006	Transfer of 2023-24 pay award funding – P&S	735	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
C/R.1.007	Centralisation of Legal Budgets	-214	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	102,344	107,453	114,807	116,219	119,552	
2	INFLATION						
C/R.2.001	P&S Inflation - miscellaneous other budgets	929	550	845	1,409	1,170	Inflation calculated for other budgets not separately listed
C/R.2.002	Electricity Inflation	-286	-1,031	-176	-61	-97	Corporate assumption on electricity inflation applied.
C/R.2.003	Highways Contract Inflation	1,050	285	411	379	444	Update to previous estimate for 24/25 based on the latest inflation figures.
C/R.2.004	Staff pay inflation	707	531	549	567	587	Assumed 5% increase for 2024-25 and 3.5% thereafter
C/R.2.005	Additional inflation relating to Coroner contracts for body transportation	126	-	-	-	-	Coroner's transportation contract procured every three years and this reflects a one off adjustment for the new contract.
C/R.2.006	Real Living Wage for Place and Sustainability staff	8	-	-	-	-	- Estimate of the impact of the Real Living Wage.
2.99	Subtotal Inflation	2,534	335	1,629	2,294	2,104	

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
3	DEMOGRAPHY AND DEMAND						
C/R.3.001	Coroner Service - Pathologist demand referrals	45	47	51	51	51	Demand for Coroner Services is expected to continue to rise due to the increasing population size, and the number of referrals increasing into the service.
3.99	Subtotal Demography and Demand	45	47	51	51	51	
4	PRESSURES						
C/R.4.012	Additional waste disposal costs due to enhanced environmental requirements	3,311	-2,353	-933	-	-	Additional waste disposal costs due to enhanced environmental requirements. £2.731m of this pressure funding comes from reserves as shown below at C/R.4.050
C/R.4.022	Swaffham Prior Community Heat Scheme - operating costs	-129	-73	11	-	-	The Council has built a community heat scheme using ground source and air source heat pumps to provide renewable heat to homes and buildings in Swaffham Prior and cut carbon emissions. Capital Project reference C/C.5.013. These are the operating costs for the project.
C/R.4.023	Babraham Smart Energy Grid - operating costs	8	19	22	-37	-	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. These are the expected operating costs.
C/R.4.024	St Ives Smart Energy Grid - operating costs	16	1	13	-13	-	The Council is building a Smart Energy Grid at the St Ives Park & Ride site. These are the expected operating costs.
C/R.4.026	North Angle Solar Farm, Soham - operating costs	-173	10	10	-34	-	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. Capital project reference C/C.5.019. These are the operating costs for the project.
C/R.4.032	Guided Busway 5 yearly maintenance	-	-	-	1,075	-	Guided Busway 5 yearly maintenance - this includes work on white lining, resurfacing, anti skid and solar studs.
C/R.4.033	Streetlighting - Illuminated bollards and signs	36	-	-	-	-	There has been a requirement to update the street lighting stock since the contract was let. This required some changes to our assets resulting in a new pressure.
C/R.4.034	PFI streetlighting contractual energy adjustment	12	-9	-42	-	-	Following changes to the street lighting stock since the contract was let, it is required to re-adjust the energy calculation linked to the number of assets on the network.

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.4.035	Highways Maintenance Demand Growth due to network extension through development and transport infrastructure	196	65	65	-	-	Highways - New Road adoptions and active travel support
C/R.4.036	Highways - Safety & reactive Maintenance	200	200	200	-	-	Increasing safety and reactive maintenance as the asset deteriorates as a result of aging infrastructure and increasing wear.
C/R.4.038	Removal of temporary funding for Busway defects	-650	-	-	-	-	Guided Busway defects - reversal of temporary funding allocated in 2022-23.
C/R.4.050	Waste disposal costs due to enhanced environmental requirements - Transfer from Reserves	-2,731	2,048	683	-	-	Funding from earmarked and specific risk reserves to meet the pressure in C/R.4.012
C/R.4.051	Archaeological Service - revision of base budget to reflect net cost of service	125	-	-	-	-	Addressing underlying pressure due to reduction in income and increase in demand and services.
C/R.4.052	Minerals and Waste Local Plan review	100	-	-	-	-100	Required to produce and review a Minerals and Waste Local Plan.
4.99	Subtotal Pressures	321	-92	29	991	-77	
5	PRIORITIES & INVESTMENTS						
C/R.5.044	Removal of temporary funding for Coroner staff to address the backlog	-60	-	-	-	-	Planned reversal of temporary funding in the 2022-27 business plan.
C/R.5.115	St Ives Smart Energy Grid - Interest Costs	347	-5	-5	-5	-6	The Council is building a Smart Energy Grid at St Ives Park & Ride site. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.116	Babraham Smart Energy Grid - Interest Costs	225	-5	-4	-4	-5	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.119	Swaffham Prior Community Heat Scheme - Interest Costs	149	-5	-4	-5	-4	These are the expected borrowing costs associated with the scheme, to be repaid using income from the sale of renewable energy to homeowners and the sale of carbon credits. Capital project reference C/C.5.013

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.5.121	North Angle Solar Farm, Soham - Interest Costs	-160	1,168	-16	-15	-16	The Council is installing a solar park facility at North Angle Farm, Soham, capital project reference C/C.5.019. These are the expected borrowing costs associated with the scheme to be repaid using income from the sale of energy.
C/R.5.130	Removal of one off investment for Weedkilling savings	-40	-	-	-	-	Planned reversal of a temporary investment in 2023-24
C/R.5.131	Removal of one off investment for gritting savings	-50	-	-	-	-	Planned reversal of a temporary investment in 2023-24
C/R.5.133	Climate Change and Net Zero Programme Phase 2	399	57	-456	-	-	The Climate Change and Environment Strategy covers three key themes: mitigation (which includes our Net Zero ambition), adaptation to climate change, and enhancing natural assets. The enabling work for the programme is funded through the Just Transition Fund which has brought together the governance, data, skills and policy development to enable the organisation to deliver the required change across the organisation. The additional funding for Phase 2 of the programme will focus on embedding the required change across the council with a focus on delivery of projects to further reduce carbon emissions, improve natural assets and to support communities and businesses.
C/R.5.134	Climate Change and Net Zero - Just Transition funding	-399	-57	456	-	-	Just Transition Fund funding for Climate Change and Net Zero Programme Phase 2
C/R.5.135	Investment in highways including footpaths, roads, drainage, lighting, signals, signage, lining and structures	3,000	3,000	-	-	-	Our recent Quality of Life survey highlighted the importance of our highways to local residents, but also showed a very low level of satisfaction with the state of roads, pavements and cycleways. We are proposing to invest 3m to target roads, pavements and cycleways in poor repair, making improvements for road users, businesses and communities. This will be focussing on improving safety, the road user experience and supporting active travel. £1m new revenue investment in 24/25 and £2m in 25/26 onwards plus £2m in 24/25 and £4m in 25/26 onwards to fund the capital financing costs of the £40m capital investment in Highways maintenance. Linked to capital proposal C/C.3.025.
5.99	Subtotal Priorities & Investments	3,411	4,153	-29	-29	-31	
6	SAVINGS						
C/R.6.060	Reversal of Capitalisation of highways investment	-	3,500	-	-	-	Planned reversal back to revenue of costs that were capitalised for several years in the 2022-27 business plan
C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	-	-	-	-	Develop and implement a materials recycling facility for highways.

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.6.221	Street lighting energy savings	-977	-414	-268	26	41	Capital investment has been made for an LED replacement programme that will save on energy costs
C/R.6.231	Management efficiencies	-75	-175	-	-	-	Review to identify management efficiencies.
6.99	Subtotal Savings	-1,202	2,911	-268	26	41	
TOTAL GROSS EXPENDITURE		107,453	114,807	116,219	119,552	121,640	
7	FEES, CHARGES & RING-FENCED GRANTS						
C/R.7.001	Previous year's fees, charges & ring-fenced grants	-34,431	-34,654	-37,818	-36,794	-35,774	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
C/R.7.002	Fees and charges inflation	-265	-49	-105	-155	-114	Additional income for increases to fees and charges in line with inflation.
C/R.7.006	Changes to fees, charges & ring-fenced grants	816	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2023-24.
C/R.7.102	Review and re-baselining of P&S income	-400	250	-	-	150	Ensuring our income budgets match expected income over the five year medium-term
C/R.7.128	St Ives Smart Energy Grid - Income Generation	14	-76	15	8	7	This is the revenue expected to be generated from the Smart Energy Grid at St Ives Park & Ride site, through the sale of energy to customers.
C/R.7.129	Babraham Smart Energy Grid - Income Generation	-79	-141	45	3	-55	The Council is building a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. This is the expected revenue generation from selling electricity to customers.
C/R.7.132	Swaffham Prior Community Heat Scheme - Income Generation	-65	74	-138	-45	32	Swaffham Prior Community Heating Scheme will generate income from clean heat sales to customers and income from renewable heat incentive. Capital scheme reference C/C.5.013.

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Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.7.133	North Angle Solar Farm, Soham - Income Generation	592	-3,245	1,229	1,217	-69	The proposal is to construct a 39MW DC / 29.4MW AC solar farm on an area of approximately 200 acres of Rural Estate property in Soham. This is the revenue expected to be generated from selling electricity to the national grid. Capital scheme reference C/C.5.019.
C/R.7.134	Income from the Light Blue Fibre Ltd	-	-	11	-8	-	Joint venture with the University of Cambridge to produce a commercial income from digital infrastructure assets.
C/R.7.140	Recharge for shared regulatory services with Peterborough City Council	-68	-46	-58	-	-	A recharge is made to Peterborough City Council for the cost of these services, which is increased in line with inflation.
C/R.7.141	Registration - Ceremony Refunds	25	-3	-2	-	-	We expect to need to provide some refunds for ceremony bookings.
C/R.7.143	Increased income from registration services	-125	-	-	-	-	Increased income resulting from higher capacity for ceremonies.
C/R.7.145	Planning Performance income / Pre-application income	-	-10	-	-	-	Increase of pre-application charges and additional service level agreement (SLA) income.
C/R.7.146	Archaeological service income	-	-70	-	-	-	SLAs with district councils to reflect changes following Levelling Up Bill.
C/R.7.147	Connecting Cambridgeshire - additional funding	-16	-11	27	-	-	Funding to cover overhead and staffing costs
C/R.7.148	Review of services at the household Recycling Centres	-	-10	-	-	-	Review of Services at the Household Recycling Centres to include potential trade waste options.
C/R.7.150	Application of Parking Surplus	-512	-	-	-	-	Parking surplus to support effective traffic management.
C/R.7.202	Change in Public Health Grant	-53	173	-	-	-	Change in ring-fenced Public Health grant to reflect change of function and expected treatment as a corporate grant from 2024-25 due to assumed removal of ring-fence.
C/R.7.203	Surplus income other parking fees and permits	-129	-	-	-	-	Additional income from updated parking fees and permit charges.
C/R.7.204	Street works permitting fees	-158	-	-	-	-	Increased number of applications for Temporary Traffic Regulation Orders (TTROs).

Section 3 - C: Place & Sustainability

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
C/R.7.205	Registrars	200	-	-	-	-	Reduction in income due to statutory fees not being uplifted for several years, reduction in customers due to the financial climate and suitability of venues.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-34,654	-37,818	-36,794	-35,774	-35,823	
	TOTAL NET EXPENDITURE	72,799	76,989	79,425	83,778	85,817	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
C/R.8.001	Budget Allocation	-72,799	-76,989	-79,425	-83,778	-85,817	Net spend funded from general grants, business rates and Council Tax.
C/R.8.002	Fees & Charges	-27,707	-31,044	-30,020	-29,000	-29,049	Fees and charges for the provision of services.
C/R.8.003	PFI Grant - Street Lighting	-3,944	-3,944	-3,944	-3,944	-3,944	PFI Grant from DfT for the life of the project.
C/R.8.004	PFI Grant - Waste	-2,570	-2,570	-2,570	-2,570	-2,570	PFI Grant from DEFRA for the life of the project.
C/R.8.005	Bikeability Grant	-260	-260	-260	-260	-260	DfT funding for the Bikeability cycle training programme.
C/R.8.006	Public Health Grant	-173	-	-	-	-	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	-107,453	-114,807	-116,219	-119,552	-121,640	

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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
C/C.1 C/C.1.002	Integrated Transport Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.		Ongoing	125	-	25	25	25	25	25	-
C/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.		Ongoing	4,475	-	895	895	895	895	895	-
C/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.		Ongoing	3,000	-	600	600	600	600	600	-
C/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.		Ongoing	2,725	-	545	545	545	545	545	-
C/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.		Ongoing	6,750	-	1,350	1,350	1,350	1,350	1,350	-
C/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton cycle route.		Committed	1,279	287	992	-	-	-	-	-
C/C.1.021	A14 - Local Authority contribution	CCC's £26m funding agreement with Department for Transport for the A14 upgrade.		Committed	26,000	2,080	1,040	1,040	1,040	1,040	1,040	18,720
C/C.1.024	Dry Drayton to A1307 link cycle route	Provision of a non-motorised user (NMU) cycle route, linking up the village of Dry Drayton with the NMU routes alongside the new stretch of the A1307.		Committed	300	104	196	-	-	-	-	-
	Total - Integrated Transport				44,654	2,471	5,643	4,455	4,455	4,455	4,455	18,720

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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
C/C.2	Operating the Network											
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Allows the highway network throughout the county to be maintained. With the significant backlog of works to our highways well documented, this fund is crucial in ensuring that we are able to maintain our transport links.		Ongoing	35,250	-	7,050	7,050	7,050	7,050	7,050	-
C/C.2.002	Rights of Way	Allows improvements to our Rights of Way network which provides an important local link in our transport network for communities.		Ongoing	1,175	-	235	235	235	235	235	-
C/C.2.004	Bridge strengthening	Bridges form a vital part of the transport network. With many structures to maintain across the county it is important that we continue to ensure that the overall transport network can operate and our bridges are maintained.		Ongoing	11,735	-	2,347	2,347	2,347	2,347	2,347	-
C/C.2.005	Traffic Signal Replacement	Traffic signals are a vital part of managing traffic throughout the county. Many signals require to be upgraded to help improve traffic flow and ensure that all road users are able to safely use the transport network.		Ongoing	3,890	-	778	778	778	778	778	-
C/C.2.006	Smarter Travel Management - Integrated Highways Management Centre	The Integrated Highways Management Centre (IHMC) collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the IHMC provides information to ensure that the impact on our transport network is mitigated and managed.		Ongoing	915	-	183	183	183	183	183	-
	Total - Operating the Network				52,965	-	10,593	10,593	10,593	10,593	10,593	-
C/C.3	Highways & Transport											
C/C.3.002	Footpaths and Pavements	Additional funding for surface treatments, such as footway repairs, and deeper treatments, including resurfacing and reconstruction.		Ongoing	20,000	-	4,000	4,000	4,000	4,000	4,000	-
C/C.3.004	Pothole Funding	Additional funding for Potholes.		Ongoing	40,985	15,840	7,829	4,329	4,329	4,329	4,329	-

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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
C/C.3.006	Guided Busway	Guided Busway construction contract retention payments.		Committed	149,813	147,066	2,747	-	-	-	-	-
C/C.3.009	Wheatsheaf Crossroads	Scheme to deliver traffic signals at the Wheatsheaf Crossroads, Bluntisham.		Committed	6,795	1,775	5,020	-	-	-	-	-
C/C.3.010	St Neots Future High Street Fund	St Neots Future High Street Fund.		Committed	7,905	2,381	5,524	-	-	-	-	-
C/C.3.011	March Future High Street Fund	March Future High Street Fund.		Committed	6,853	4,857	1,996	-	-	-	-	-
C/C.3.012	Cambridge Cycling Infrastructure	Cambridge Cycling Infrastructure.		Committed	4,690	4,487	203	-	-	-	-	-
C/C.3.014	St Ives local improvements	Delivery of St Ives local improvement schemes.		Committed	2,300	1,285	1,015	-	-	-	-	-
C/C.3.015	A141 and St Ives Improvements Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A141 in the area of St Ives.		Committed	5,805	2,733	3,072	-	-	-	-	-
C/C.3.016	A10 Ely to A14 Improvement Scheme	Funding is being provided by the CPCA to CCC for the delivery of the Outline Business Case to further investigate and develop options for improvements to the A10 between Ely and A14.		Committed	3,803	2,271	1,532	-	-	-	-	-
C/C.3.017	A14 De-trunking	Funding allocated to fund the on-going costs of the former parts of the A14.		Committed	24,750	750	4,000	4,000	4,000	4,000	4,000	4,000
C/C.3.018	Street Lighting LED	Scheme to reduce street lighting energy costs.		Committed	13,283	100	7,099	6,084	-	-	-	-
C/C.3.019	Highways materials recycling	Capital investment to achieve savings on material recycling.		Committed	2,500	300	2,200	-	-	-	-	-
C/C.3.021	March Area Transport Study	Identification and delivery of transport improvement in March.		Committed	3,329	2,952	377	-	-	-	-	-
C/C.3.023	Southern Busway Widening	Improvements to the southern section of the Cambridgeshire Guided Busway.		Committed	2,891	450	2,441	-	-	-	-	-
C/C.3.024	Soham-Wicken travel link	Active travel link between Wicken and Soham for non-motorised users.		Committed	1,230	306	924	-	-	-	-	-

Section 3 - C: Place and Sustainability

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
C/C.3.025	Further Highways Prioritisation	<p>Prioritisation of resources to target assets in poor repair directly affecting road user safety, improving road user experience, and targeting assets that support active travel.</p> <p>Carriageway preventative treatments to reduce need for more costly interventions in future years for the roads treated.</p> <p>Indicative plans for investment: Preventative and planned carriageway maintenance and Improvements Yr 1: £6.6m, Yr 2: £8.8m Improvement to soil affected roads Yr 1: £3m, Yr 2: £2m Preventative and planned footways maintenance and improvement Yr 1: £2m, Yr 2: £1.5m Preventative and planned cycleways maintenance and improvement Yr 1: £2m, Yr 2: £1m Road marking and signage improvements for network safety Yr 1: £1.5m, Yr 2: £0.5m Drainage system capacity improvements to reduce road flooding Yr 1: £2m, Yr 2: £3m Public rights of way improvements to support active travel and leisure access to nature Yr 1: £0.5m, Yr 2: £0.5m Traffic management signal technology improvement Yr 1: £1m, Yr 2: £1.5m Structures maintenance Yr 1: £1m, Yr 2: £1m Enabling resources and intelligence Yr 1: £0.4m, Yr 2: £0.2m</p>	C/R.5.135	2024-25	40,000	-	20,000	20,000	-	-	-	-
C/C.3.026	Additional highways maintenance allocation	Additional highways maintenance work funded by reallocated funds from HS2.		2023-24	4,728	2,364	2,364	-	-	-	-	-
C/C.3.027	Essential works on guided busway	Guided busway works including Infill and CCTV installation plus design work for future drainage and platform survey work.		2024-25	950	-	950	-	-	-	-	-
C/C.3.028	Step survey and works	STEP survey and resultant works		2024-25	1,250	-	250	250	250	250	250	-
Total - Highways & Transport					343,860	189,917	73,543	38,663	12,579	12,579	12,579	4,000

Section 3 - C: Place and Sustainability

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
C/C.4 C/C.4.002	Planning Growth and Environment Waste – Household Recycling Centre (HRC) Improvements	To deliver Household Recycling Centre (HRC) improvements by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. New facilities are proposed in the Greater Cambridge area and in March where planning permissions for the existing sites are due to expire. Capital works are required to maintain/upgrade other HRCs in the network as population growth places additional pressure on the existing facilities.		Committed	7,424	1,140	5,521	763	-	-	-	-
C/C.4.003	Waterbeach Waste Treatment Facilities	Amendments to the Waterbeach waste treatment facilities following changes to the Industrial Emissions Directive to reduce emissions to levels which are able to meet the sector specific Best Available Technique conclusions (BATc) and comply with new Environmental Permit conditions issued by the Environment Agency.		Committed	20,367	2,029	18,338	-	-	-	-	-
C/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1	Reallocation and funding of cost cap for Northstowe Phase 1.		2024-25	834	-	834	-	-	-	-	-
	Total - Planning Growth and Environment				28,625	3,169	24,693	763	-	-	-	-
C/C.5 C/C.5.013	Climate Change & Energy Service Swaffham Prior Community Heat Scheme	A ground breaking scheme enabling the residents of Swaffham Prior to decarbonise their heating and hot water. The project comprises an energy centre located at Goodwin Farm supplying heat via a network of underground pipes that runs through the village connecting to homes and businesses.	C/R.7.110	Committed	14,170	11,440	2,730	-	-	-	-	-

Section 3 - C: Place and Sustainability

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
C/C.5.015	Babraham Smart Energy Grid	The project is to develop a high level assessment, then an Investment Grade Proposal for a renewable energy scheme on the Babraham Park and Ride site. This project at Babraham will look to build on the skills developed in the St Ives project to replicate on other Park and Ride sites. A 2.1 MW solar canopy project is proposed at the High Level Assessment stage.	C/R.7.107	Committed	8,596	7,309	1,287	-	-	-	-	-
C/C.5.019	North Angle Solar Farm	40 MW Solar Farm located at North Angle, to sell directly to the grid and provide energy to the local Swaffham Prior Heat Network.		Committed	30,849	27,371	3,478	-	-	-	-	-
C/C.5.021	Decarbonisation Fund	An investment in the decarbonisation of Council owned and occupied buildings (approximately 69 buildings). All Council buildings will be taken off fossil fuels (primarily oil and gas) and will be replaced with low carbon heating solutions such as Air or Ground Source Heat Pumps. This investment is expected to be recouped in full from savings delivered on the Council's energy bills.		Committed	11,664	6,606	495	4,563	-	-	-	-
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	School low carbon heating element of the decarbonisation fund - see decarbonisation fund for more detailed description.		Committed	3,047	748	1,919	380	-	-	-	-
C/C.5.021b	Decarbonisation Fund - Education Capital	Education capital element of the decarbonisation fund - see main decarbonisation fund project for more details.		Committed	3,499	3,499	-	-	-	-	-	-
C/C.5.023	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.		Committed	500	167	167	166	-	-	-	-
	Total - Climate Change & Energy Service				72,325	57,140	10,076	5,109	-	-	-	-

Section 3 - C: Place and Sustainability

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
C/C.6 C/C.6.002	Connecting Cambridgeshire Investment in Connecting Cambridgeshire - Fixed Connectivity	Promoting and facilitating commercial coverage and managing gap funded intervention contract to increase full fibre and Superfast broadband coverage across Cambridgeshire and Peterborough.		Committed	10,875	9,890	985	-	-	-	-	-
C/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity	Working with government and commercial operators to improve 2G, 4G and 5G coverage across the county.		Committed	1,365	1,150	215	-	-	-	-	-
C/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi	Increasing the provision of free public access Wi-fi in public buildings, community and village halls and in city and town centres across Cambridgeshire and Peterborough.		Committed	605	480	125	-	-	-	-	-
C/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams	Using connectivity, advanced data techniques and emerging technologies across a range of work streams in Cambridgeshire and Peterborough to help meet growth and sustainability challenges and support the local economy.		Committed	1,702	1,647	55	-	-	-	-	-
C/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery	"Keeping Everyone Connected" Covid-19 response and recovery programme supporting businesses and communities to access connectivity and digital technologies. Staff and support costs (including specialist legal, technical and data services) to deliver all elements of the Connecting Cambridgeshire programme.		Committed	4,728	4,168	560	-	-	-	-	-
C/C.6.007	Investment in Connecting Cambridgeshire - CORE Project	Cambridgeshire Open RAN Ecosystem (CORE) project funded by the Open Networks Ecosystem grant to help the county to be at the forefront of 5G technology, to drive economic prosperity and benefit our communities.		Committed	7,014	3,500	3,514	-	-	-	-	-
	Total - Connecting Cambridgeshire				26,289	20,835	5,454	-	-	-	-	-

Section 3 - C: Place and Sustainability

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
C/C.7 C/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	-76,105	-	-30,810	-13,840	-8,213	-8,213	-8,213	-6,816
C/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	3,162	-	984	284	120	147	170	1,457
	Total - Capital Programme Variation				-72,943	-	-29,826	-13,556	-8,093	-8,066	-8,043	-5,359
	TOTAL BUDGET				495,775	273,532	100,176	46,027	19,534	19,561	19,584	17,361

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Department for Transport Specific Grants	221,334	109,975	28,365	25,837	18,117	18,117	18,117	2,806
	37,120	25,366	10,911	843	-	-	-	-
Total - Government Approved Funding	258,454	135,341	39,276	26,680	18,117	18,117	18,117	2,806
Locally Generated Funding								
Agreed Developer Contributions	20,891	19,489	1,402	-	-	-	-	-
Anticipated Developer Contributions	12,042	3,940	3,131	308	671	671	-	3,321
Prudential Borrowing	170,544	90,598	48,756	18,687	338	365	1,059	10,741
Other Contributions	33,844	24,164	7,611	352	408	408	408	493
Total - Locally Generated Funding	237,321	138,191	60,900	19,347	1,417	1,444	1,467	14,555
TOTAL FUNDING	495,775	273,532	100,176	46,027	19,534	19,561	19,584	17,361

Section 3 - C: Place and Sustainability

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.1	Integrated Transport									
C/C.1.002	Air Quality Monitoring			Ongoing	125	125	-	-	-	-
C/C.1.011	Local Infrastructure improvements			Ongoing	4,475	3,475	-	1,000	-	-
C/C.1.012	Safety Schemes			Ongoing	3,000	3,000	-	-	-	-
C/C.1.015	Strategy and Scheme Development work			Ongoing	2,725	2,725	-	-	-	-
C/C.1.019	Delivering the Transport Strategy Aims			Ongoing	6,750	6,750	-	-	-	-
C/C.1.020	Bar Hill to Northstowe cycle route			Committed	1,279	43	1,236	-	-	-
C/C.1.021	A14 - Local Authority contribution			Committed	26,000	-	-	1,000	-	25,000
C/C.1.024	Dry Drayton to A1307 link cycle route			Committed	300	175	-	125	-	-
	Total - Integrated Transport			-	44,654	16,293	1,236	2,125	-	25,000
C/C.2	Operating the Network									
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths			Ongoing	35,250	33,750	-	-	-	1,500
C/C.2.002	Rights of Way			Ongoing	1,175	1,175	-	-	-	-
C/C.2.004	Bridge strengthening			Ongoing	11,735	11,735	-	-	-	-
C/C.2.005	Traffic Signal Replacement			Ongoing	3,890	3,890	-	-	-	-
C/C.2.006	Smarter Travel Management - Integrated Highways Management Centre			Ongoing	915	915	-	-	-	-
	Total - Operating the Network			-	52,965	51,465	-	-	-	1,500
C/C.3	Highways & Transport									
C/C.3.002	Footpaths and Pavements			Ongoing	20,000	20,000	-	-	-	-
C/C.3.004	Pothole Funding			Ongoing	40,985	33,635	-	-	-	7,350
C/C.3.006	Guided Busway			Committed	149,813	94,667	29,510	9,282	-	16,354
C/C.3.009	Wheatsheaf Crossroads			Committed	6,795	-	500	250	-	6,045
C/C.3.010	St Neots Future High Street Fund			Committed	7,905	-	-	7,905	-	-
C/C.3.011	March Future High Street Fund			Committed	6,853	-	-	6,853	-	-
C/C.3.012	Cambridge Cycling Infrastructure			Committed	4,690	93	4,597	-	-	-
C/C.3.014	St Ives local improvements			Committed	2,300	-	-	2,300	-	-
C/C.3.015	A141 and St Ives Improvements Scheme			Committed	5,805	5,805	-	-	-	-
C/C.3.016	A10 Ely to A14 Improvement Scheme			Committed	3,803	3,803	-	-	-	-
C/C.3.017	A14 De-trunking			Committed	24,750	24,750	-	-	-	-
C/C.3.018	Street Lighting LED			Committed	13,283	-	-	-	-	13,283
C/C.3.019	Highways materials recycling			Committed	2,500	-	-	-	-	2,500
C/C.3.021	March Area Transport Study			Committed	3,329	3,329	-	-	-	-
C/C.3.023	Southern Busway Widening			Committed	2,891	-	-	2,891	-	-
C/C.3.024	Soham-Wicken travel link			Committed	1,230	100	-	1,130	-	-
C/C.3.025	Further Highways Prioritisation	C/R.5.135		2024-25	40,000	-	-	-	-	40,000
C/C.3.026	Additional highways maintenance allocation			2023-24	4,728	4,728	-	-	-	-

Section 3 - C: Place and Sustainability

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.3.027	Essential works on guided busway			2024-25	950	-	-	950	-	-
C/C.3.028	Step survey and works			2024-25	1,250	-	-	1,250	-	-
	Total - Highways & Transport				343,860	190,910	34,607	32,811	-	85,532
C/C.4	Planning Growth and Environment									
C/C.4.002	Waste – Household Recycling Centre (HRC) Improvements			Committed	7,424	-	435	-	-	6,989
C/C.4.003	Waterbeach Waste Treatment Facilities			Committed	20,367	-	-	-	-	20,367
C/C.4.004	Reallocation and funding of cost cap for Northstowe Phase 1			2024-25	834	-	-	-	-	834
	Total - Planning Growth and Environment				28,625	-	435	-	-	28,190
C/C.5	Climate Change & Energy Service									
C/C.5.013	Swaffham Prior Community Heat Scheme	C/R.7.110		Committed	14,170	608	-	-	-	13,562
C/C.5.015	Babraham Smart Energy Grid	C/R.7.107		Committed	8,596	193	-	-	-	8,403
C/C.5.019	North Angle Solar Farm			Committed	30,849	-	-	-	-	30,849
C/C.5.021	Decarbonisation Fund			Committed	11,664	4,723	-	-	-	6,941
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme			Committed	3,047	-	-	-	-	3,047
C/C.5.021b	Decarbonisation Fund - Education Capital			Committed	3,499	-	-	-	-	3,499
C/C.5.023	Oil Dependency Fund			Committed	500	-	-	-	-	500
	Total - Climate Change & Energy Service				72,325	5,524	-	-	-	66,801
C/C.6	Connecting Cambridgeshire									
C/C.6.002	Investment in Connecting Cambridgeshire - Fixed Connectivity			Committed	10,875	6,067	-	3,108	-	1,700
C/C.6.003	Investment in Connecting Cambridgeshire - Mobile Connectivity			Committed	1,365	1,365	-	-	-	-
C/C.6.004	Investment in Connecting Cambridgeshire - Public Access WiFi			Committed	605	605	-	-	-	-
C/C.6.005	Investment in Connecting Cambridgeshire - Smart Work Streams			Committed	1,702	1,702	-	-	-	-
C/C.6.006	Investment in Connecting Cambridgeshire - Programme Delivery			Committed	4,728	1,863	-	2,265	-	600
C/C.6.007	Investment in Connecting Cambridgeshire - CORE Project			Committed	7,014	7,014	-	-	-	-
	Total - Connecting Cambridgeshire				26,289	18,616	-	5,373	-	2,300
C/C.7	Capital Programme Variation									
C/C.7.001	Variation Budget			Ongoing	-76,105	-24,354	-3,345	-6,465	-	-41,941
C/C.7.002	Capitalisation of Interest Costs			Ongoing	3,162	-	-	-	-	3,162
	Total - Capital Programme Variation				-72,943	-24,354	-3,345	-6,465	-	-38,779
	TOTAL BUDGET				495,775	258,454	32,933	33,844	-	170,544

Section 3 - D: Finance & Resources

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Executive Director of Finance & Resources							
-98	Executive Director	-75	-1	-76	-60	-44	-26	-7
173	Finance & Resources Miscellaneous	190	-	190	191	194	198	198
75	Subtotal Executive Director of Finance & Resources	115	-1	114	131	150	172	191
	Customer & Digital Services							
2,416	Customer Services	2,861	-306	2,555	2,562	2,620	2,712	2,810
12,221	IT Services	13,075	-1,085	11,990	12,653	14,136	14,412	14,649
14,637	Subtotal Customer & Digital Services	15,936	-1,391	14,545	15,215	16,756	17,124	17,459
	Finance & Procurement							
329	Service Director of Finance & Procurement	329	-	329	329	329	329	329
2,516	Professional Finance	3,043	-323	2,719	2,810	2,900	2,990	3,086
918	Procurement	1,096	-44	1,052	1,086	1,096	1,131	1,168
76	CCC Finance Operations	187	-107	80	86	92	96	102
2,421	Insurance Fund	2,611	-67	2,544	2,140	2,288	2,736	2,786
2,312	Lead Authority Services	4,658	-2,197	2,461	2,548	2,658	2,773	2,890
202	External Audit	202	-	202	202	202	202	202
8,773	Subtotal Finance & Procurement	12,124	-2,738	9,386	9,201	9,563	10,257	10,562
	Property Services							
7,291	Facilities Management	9,272	-2,599	6,673	4,683	3,858	3,907	3,946
1,066	Property Services	1,112	-	1,112	1,153	1,195	1,239	1,284
373	Property Compliance	406	-14	392	401	411	421	431
-5,034	County Farms	746	-5,509	-4,763	-4,777	-4,843	-4,913	-4,979
908	Strategic Assets	1,066	-18	1,048	1,029	1,060	1,092	1,125
4,604	Subtotal Property Services	12,602	-8,140	4,463	2,490	1,681	1,746	1,806
	Investment Activity							
-4,825	Property Investments	4,515	-9,695	-5,179	-5,406	-5,633	-5,824	-6,019
-574	Company Dividends & Fees	-	-574	-574	-574	-574	-574	-574
-6,133	This Land	2,437	-8,628	-6,191	-6,220	-5,617	-4,305	-1,695
-214	Contract Efficiencies & Other Income	-214	-	-214	-274	-364	-364	-364
-1,078	Collective Investment Funds	-1,078	-100	-1,178	-1,213	-1,248	-1,283	-1,318

Section 3 - D: Finance & Resources

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
-239	Renewable Energy Investments	885	-1,310	-425	-370	-346	-346	-346
-13,062	Subtotal Investment Activity	6,546	-20,306	-13,760	-14,056	-13,781	-12,695	-10,315
-	Greater Cambridge Partnership							
-	City Deal with Greater Cambridge Partnership	431	-431	-	-	-	-	-
-	Subtotal Greater Cambridge Partnership	431	-431	-	-	-	-	-
15,027	Finance & Resources Budget Total	47,753	-33,006	14,747	12,980	14,369	16,604	19,703

Section 3 - D: Finance & Resources

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 of Finance & Resources								
Executive Director	-98	22	-	-	-	-	-	-76
Finance & Resources Miscellaneous	173	17	-	-	-	-	-	190
Subtotal Executive Director of Finance & Resources	75	38	-	-	-	-	-	114
Customer & Digital Services								
Customer Services	2,416	121	-	-	96	-138	60	2,555
IT Services	12,221	418	-	-	40	-572	-117	11,990
Subtotal Customer & Digital Services	14,637	539	-	-	136	-710	-57	14,545
Finance & Procurement								
Service Director of Finance & Procurement	329	-	-	-	-	-	-	329
Professional Finance	2,516	105	-	98	-	-	-	2,719
Procurement	918	43	-	-	69	22	-	1,052
CCC Finance Operations	76	4	-	-	-	-	-	80
Insurance Fund	2,421	173	-	-	-	-50	-	2,544
Lead Authority Services	2,312	141	-	38	-	-30	-	2,461
External Audit	202	-	-	-	-	-	-	202
Subtotal Finance & Procurement	8,773	466	-	136	69	-58	-	9,386
Property Services								
Facilities Management	7,291	-12	-	208	-	-514	-300	6,673
Property Services	1,066	47	-	-	-	-	-	1,112
Property Compliance	373	19	-	-	-	-	-	392
County Farms	-5,034	29	-	-	-	-	242	-4,763
Strategic Assets	908	40	-	-	100	-	-	1,048
Subtotal Property Services	4,604	123	-	208	100	-514	-58	4,463
Investment Activity								
Property Investments	-4,825	-	-	-	-35	-	-319	-5,179
Company Dividends & Fees	-574	-	-	-	-	-	-	-574
This Land	-6,133	-	-	-	-	-	-58	-6,191
Contract Efficiencies & Other Income	-214	-	-	-	-	-	-	-214
Collective Investment Funds	-1,078	-	-	-	-	-	-100	-1,178
Renewable Energy Investments	-239	-	-	-	-10	-	-176	-425
Subtotal Investment Activity	-13,062	-	-	-	-45	-	-653	-13,760
Greater Cambridge Partnership								
City Deal with Greater Cambridge Partnership	-	-	-	-	-	-	-	-
Subtotal Greater Cambridge Partnership	-	-	-	-	-	-	-	-
Finance & Resources Budget Total	15,027	1,166	-	344	260	-1,282	-768	14,747

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	55,354	47,753	46,213	48,148	49,425	
D/R.1.001	Base Adjustments in 2023-24	-8,128	-	-	-	-	- Adjustments in budget preparation stage for 2023-24.
D/R.1.002	Permanent virements in 2023-24	-955	-	-	-	-	- Permanent virements carried out during 2023-24 since the last business plan exercise.
D/R.1.003	Transfer of 2023-24 pay award funding – F&R	915	-	-	-	-	- This allocates funding permanently for the cost for the 2023-24 pay award.
D/R.1.004	Centralisation of Legal Budgets	-55	-	-	-	-	- Centralisation of legal budgets to Strategy & Partnerships.
1.99	REVISED OPENING GROSS EXPENDITURE	47,131	47,753	46,213	48,148	49,425	
2	INFLATION						
D/R.2.001	General inflation F&R	689	199	231	264	211	The total non staffing expenditure inflation allocation is based on different inflation indicators for each budget type.
D/R.2.002	Staffing inflation	825	620	641	663	685	Staff inflation estimated as 5% in 2024-25 and 3.5% thereafter.
D/R.2.003	Gas & Electricity inflation	-214	-476	-93	-15	-31	Future expectations for gas and electricity inflation: Year1: -5.3%, Year 2: -20%, Year 3: -4.3%, Year 4: -1.6%, Year5: -2.5%
2.99	Subtotal Inflation	1,300	343	779	912	865	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
D/R.4.001	Insurance - claims management capacity	38	-5	-	-	-	- The claims management capacity needs increasing in order to process the influx of recent claims.
D/R.4.002	Finance staffing - responding to statutory duties	98	-	-	-	-	- Enhanced corporate finance capacity to meet statutory duties and compliance in VAT and statutory accounts (aligned to auditor changeover).
D/R.4.003	New Shire Hall electricity re-basing	208	-	-	-	-	- Higher than budgeted electricity costs are being incurred for New Shire Hall
4.99	Subtotal Pressures	344	-5	-	-	-	

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
5	PRIORITIES & INVESTMENTS						
D/R.5.001	Procurement Capacity	69	-	-25	-	-	- Continuous development and workforce succession planning opportunities, especially linked to Procurement policy changes nationally.
D/R.5.003	Signal Boost at New Shire Hall	40	-	-	-	-	- The mobile phone signal in New Shire Hall is not sufficient in order to use mobile phone handsets.
D/R.5.004	Increased demand upon the corporate contact centre	96	-30	-32	-	-	- Additional staffing is required for the increasing use of the contact centre.
D/R.5.005	Renewable energy interest costs	-10	-	-	-	-	- This change is required in order to amend the associated borrowing costs to be repaid as per the original investment.
D/R.5.006	Commercial Investments - Interest Costs	-35	-35	-35	-35	-35	- The Council has a portfolio of commercial property investments. This change is required in order to amend the associated borrowing costs to be repaid using rental income generated from the leases of these properties.
D/R.5.007	Property data functions	50	-	-	-	-	- Investment is required for improving data functions
D/R.5.008	Enhancing the new property database	50	-50	-	-	-	- Redesign and develop property systems in Concerto.
D/R.5.009	ITDS Capital to Revenue Funding	-	500	1,300	-	-	- A shift from capital to revenue funding is required for Information Technology & Digital Service (ITDS) programmes over the next 3 financial years, due to the nature of IT services changing to cloud based systems.
5.99	Subtotal Priorities & Investments	260	385	1,208	-35	-35	
6	SAVINGS						
D/R.6.001	Mobile phone re-procurement	-200	-	-	-	-	- Savings due to the recent re-procurement of the mobile phone contract.
D/R.6.002	Systems & Licences efficiencies	-161	-	-	-	-	- Savings are expected from re-procurement and review pf budget for licenses and purchased systems

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-	-	-	-	- Peterborough City Council children's social care contract ends- 4FTE roles to be deleted.
D/R.6.004	IT & Digital staff reduction	-126	-52	-62	-	-	- A reduction in staffing is expected over the next 3 years.
D/R.6.006	Multi Functional Device re-procurement	-40	-	-	-	-	- Saving from the recent re-procurement of the MFD contract.
D/R.6.008	Insurance provision adjustment	-50	-450	100	400	-	- Temporarily adjusting the Insurance fund to reflect actuarial assessment, with the expectation it will increase in later years.
D/R.6.009	Shared services - automation and system benefits	-	-14	-	-	-	- Savings from increased automation are expected
D/R.6.010	Salary sacrifice	-30	-	-	-	-	- Following review of payroll impact of salary sacrifice schemes.
D/R.6.011	Property rationalisation	-414	-1,787	-	-	-	- We have a number of office buildings around the county which have low levels of use. As part of a property rationalisation programme, we are reviewing the number and types of buildings within our portfolio. This will increase the use of the buildings that we retain and deliver savings through the release of buildings no longer required.
D/R.6.013	Telephony	-45	-	-	-	-	- Savings made from recent re-procurement of the telephone contract.
D/R.6.014	Contract Savings	-	-60	-90	-	-	- The ability to renegotiate or procure to achieve contractual savings is expected over the medium term.
D/R.6.015	Procurement saving delivery	22	-	-	-	-	- Delivery of 2023-24 £22k saving in Procurement budget (saving is F/R.6.003)
D/R.6.016	Property - facilities management	-100	100	-	-	-	- Reduction of maintenance versus plans across our whole estate for one year.
6.99	Subtotal Savings	-1,282	-2,263	-52	400	-	
	TOTAL GROSS EXPENDITURE	47,753	46,213	48,148	49,425	50,255	

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
7	FEES, CHARGES & RING-FENCED GRANTS						
D/R.7.001	Previous Year's Fees and Charges & Ring-Fenced Grants	-36,029	-33,006	-33,233	-33,779	-32,821	Opening income budget
D/R.7.002	Fees and charges inflation	-134	-48	-139	-86	-71	Uplift in external charges to reflect inflation pressures on the costs of services.
D/R.7.003	Changes to Fees and Charges from previous year	3,925	-	-	-	-	Adjustments during detailed budget build and permanent virements made in 2023-24
D/R.7.004	Treasury financial investments	-100	-	-	-	-	An increase in return in investments is expected to continue, therefore a budget adjustment is required to increase the income.
D/R.7.005	IT & Digital Service - shared service saving	-117	-	-	-	-	Additional income received from PCC as a result of the 2022 restructure to a shared service.
D/R.7.006	Blue Badge scheme	-53	-53	-2	-2	-	Additional income received above the budget for the Blue Badge scheme.
D/R.7.007	This Land	-58	-29	603	1,312	2,610	Between 2018 and 2021 the council advanced loans to its wholly owned housing company This Land Ltd to enable that business to purchase and develop land to benefit the residents of Cambridgeshire. The loans are due to be repaid, in line with the loan agreements, Over the period that the loans have been repaid, the council has received a net income of around £6m per year., without which further savings would have had to have been found from other council services.
D/R.7.008	Castle Court car park income	-300	100	-	-	-	Re-instating the budget for the car park. The car park has continued to be provided since we vacated the site and with the expansion of the underground car park are receiving additional income.
D/R.7.009	Customer Services PCC Children's Social Care	113	-	-	-	-	Income received from Peterborough City Council will end due to the contact ending for Children's Social Care.
D/R.7.105	Renewable Energy Soham - Income Generation	-176	55	24	-	-	Income generation resulting from capital investment in solar farm at Soham.
D/R.7.115	Student Accommodation - Income Generation	-62	-65	-65	-65	-65	Estimated annual rent increase.

Section 3 - D: Finance & Resources

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
D/R.7.116	Leisure Park - Income Generation	-146	-	-	-	-	Estimated change in annual rent.
D/R.7.117	Supermarket Site - Income Generation	-71	-116	-121	-126	-130	Estimated annual change in rent income
D/R.7.118	Business Park - Income Generation	-40	-34	-29	-	-	Estimated annual change in rent income
D/R.7.119	Independent Living Service: East Cambridgeshire	-	-	-730	-	-	Rent received from the lease of the new building.
D/R.7.155	Kingsbridge - Income Generation	-	-12	-12	-	-	Estimated annual change in rent income.
D/R.7.156	Biodiversity Net Gain Offset	242	-25	-75	-75	-75	A temporary income stream was included in 2023-24's budget that is partly reversed here. Alongside this, a smaller, ongoing income stream is expected from biodiversity net gain work on the council's property estate.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-33,006	-33,233	-33,779	-32,821	-30,552	
	TOTAL NET EXPENDITURE	14,747	12,980	14,369	16,604	19,703	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
D/R.8.001	Budget Allocation	-14,747	-12,980	-14,369	-16,604	-19,703	Net spend funded from general grants, business rates and Council Tax.
D/R.8.002	Fees & Charges	-33,006	-33,233	-33,779	-32,821	-30,552	Fees and charges for the provision of services
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-47,753	-46,213	-48,148	-49,425	-50,255	

Section 3 - D: Finance and Resources

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
D/D.1 D/C.1.007	Information Technology IT Strategy	Implementation of the IT Strategy to support sharing of services across Cambridgeshire and Peterborough. To include:- Operations- Business Systems- Digital Engagement		Committed	5,939	4,939	1,000	-	-	-	-	-
D/C.1.008	IT Digital Service	Funding for IT and Digital capital projects. The list of projects include those for Operations, Digital and Business Systems (DBS), and Customer Optimisation and Digital Engagement (CODE). Each project is required to have a business case which outlines what will be delivered, estimated cost, anticipated resource requirements, and timescale. The projects are presented to the ITDS Gating meeting for approval to proceed once SRO approval is gained.		2024-25	2,500	-	1,000	1,500	-	-	-	-
	Total - Information Technology				8,439	4,939	2,000	1,500	-	-	-	-
D/D.3 D/C.3.003	Property Services Building Maintenance	This budget is used to carry out replacement of failed elements and maintenance refurbishments.		Ongoing	6,000	-	600	600	600	600	600	3,000
D/C.3.004	Condition Survey Works	Condition surveys have reviewed the structural, mechanical & electrical and internal finishes of corporate buildings. The surveys are reviewed by the Property Services team to determine priority and criticality. Indicative costs are applied to each element of work. The scheme intends to make the necessary repairs to bring buildings back to a decent standard, taking into account statutory requirements, property health & safety and compliance.		Committed	2,836	1,686	1,150	-	-	-	-	-
D/C.3.013	Wisbech Adventure Playground	Funding received from the Youth Investment Fund Pilot Grant (DCMS) for costs associated with site preparation and construction of a youth & community centre.		Committed	915	150	765	-	-	-	-	-
	Total - Property Services				9,751	1,836	2,515	600	600	600	600	3,000

Section 3 - D: Finance and Resources

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
D/D.4 D/C.2.001	Strategic Assets Housing schemes	The Council is a major landowner in Cambridgeshire and this provides an asset capable of generating both revenue and capital returns. CCC has moved from being not only a seller of sites, but also a developer of sites, through a Housing Company. CCC is continuing to make the best use of its sites with development potential in a co-ordinated and planned manner, developing them for a range of options, generating capital receipts to support site development and also significant revenue and capital income to support services and communities.		Committed	135,720	135,720	-	-	-	-	-	-
D/C.4.001	Lower Portland Farm	To replenish the rural portfolio with agricultural land that has the opportunity for diversification in renewable energy projects, commercial and residential development whilst receiving regular income from agricultural land let to tenant farmers. Long term (10 years) plan to obtain planning permissions for development leading to a significant increase in value across 68 acres of agricultural land.		Committed	3,741	3,644	-	97	-	-	-	-
D/C.4.006	County Farms investment (Viability)	To invest in projects which protect and improve the County Farms Estate's revenue potential, asset value and long term viability.		Ongoing	5,000	-	500	500	500	500	500	2,500
D/C.4.008	Community Hubs - East Barnwell	Provision of a replacement community centre, children's nursery and library on a site owned by Cambridge City Council in the Abbey ward as part of a regeneration project led by the City Council which includes the existing community centre and library.		Committed	1,259	481	778	-	-	-	-	-
D/C.4.013	Local Plans & Development	Promotion of sites through the Local Development Framework process: investigating site options including feasibilities, option appraisals and obtain outline planning permission (where appropriate) as part of maximising the value of a property asset prior to disposal.		Ongoing	3,137	537	450	450	450	450	300	500
D/C.4.014	Confidential Scheme - County Farms	Investment in infrastructure - to erect two grain stores in order to improve the infrastructure on the holdings of two farms.		Committed	450	20	430	-	-	-	-	-
D/C.4.015	Confidential Scheme - County Farms	The proposal is demolition of the existing house that has been deemed structurally beyond economical repair and to replace it with a new dwelling.		Committed	563	7	556	-	-	-	-	-

Section 3 - D: Finance and Resources

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
D/C.4.016	Confidential Scheme - County Farms	The road is not maintained by CCC Highways, but CCC is required to provide a suitable access to the tenants and the solar farm. The road is in a very poor state of repair in places and an overhaul of the roadway is required.		2024-25	350	-	350	-	-	-	-	-
	Total - Strategic Assets				150,220	140,409	3,064	1,047	950	950	800	3,000
D/D.6 D/C.6.001	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	-5,943	-	-2,122	-881	-434	-434	-392	-1,680
D/C.6.002	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	112	-	90	22	-	-	-	-
	Total - Capital Programme Variation				-5,831	-	-2,032	-859	-434	-434	-392	-1,680
	TOTAL BUDGET				162,579	147,184	5,547	2,288	1,116	1,116	1,008	4,320

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Specific Grants	915	150	765	-	-	-	-	-
Total - Government Approved Funding	915	150	765	-	-	-	-	-
Locally Generated Funding								
Capital Receipts	46,251	5,851	-	400	4,000	4,000	4,000	28,000
Prudential Borrowing	-11,778	13,992	4,782	1,888	-2,884	-2,884	-2,992	-23,680
Prudential Borrowing (Repayable)	-	113,851	-	-	-27,879	-36,846	-49,126	-
Other Contributions	127,191	13,340	-	-	27,879	36,846	49,126	-
Total - Locally Generated Funding	161,664	147,034	4,782	2,288	1,116	1,116	1,008	4,320
TOTAL FUNDING	162,579	147,184	5,547	2,288	1,116	1,116	1,008	4,320

Section 3 - D: Finance and Resources

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/D.1	Information Technology									
D/C.1.007	IT Strategy			Committed	5,939	-	-	-	-	5,939
D/C.1.008	IT Digital Service			2024-25	2,500	-	-	-	-	2,500
	Total - Information Technology				8,439	-	-	-	-	8,439
D/D.3	Property Services									
D/C.3.003	Building Maintenance			Ongoing	6,000	-	-	-	-	6,000
D/C.3.004	Condition Survey Works			Committed	2,836	-	-	-	-	2,836
D/C.3.013	Wisbech Adventure Playground			Committed	915	915	-	-	-	-
	Total - Property Services				9,751	915	-	-	-	8,836
D/D.4	Strategic Assets									
D/C.2.001	Housing schemes			Committed	135,720	-	-	127,191	5,851	2,678
D/C.4.001	Lower Portland Farm			Committed	3,741	-	-	-	-	3,741
D/C.4.006	County Farms investment (Viability)			Ongoing	5,000	-	-	-	-	5,000
D/C.4.008	Community Hubs - East Barnwell			Committed	1,259	-	-	-	-	1,259
D/C.4.013	Local Plans & Development			Ongoing	3,137	-	-	-	-	3,137
D/C.4.014	Confidential Scheme			Committed	450	-	-	-	-	450
D/C.4.015	Confidential Scheme			Committed	563	-	-	-	-	563
D/C.4.016	Confidential Scheme			2024-25	350	-	-	-	-	350
	Total - Strategic Assets				150,220	-	-	127,191	5,851	17,178
D/D.6	Capital Programme Variation									
D/C.6.001	Variation Budget			Ongoing	-5,943	-	-	-	-	-5,943
D/C.6.002	Capitalisation of Interest Costs			Ongoing	112	-	-	-	-	112
	Total - Capital Programme Variation				-5,831	-	-	-	-	-5,831
D/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing			Ongoing	-	-	-	-	40,400	-40,400
	TOTAL BUDGET				162,579	915	-	127,191	46,251	-11,778

Section 3 - E: Strategy & Partnerships

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Executive Director: Strategy & Partnerships							
152	Executive Director: Strategy & Partnerships	-5	-	-5	-5	-5	-7	-8
247	Chief Executive's Office	262	-4	258	269	277	286	296
840	Communications	949	-87	862	901	941	982	1,026
190	Elections	190	-	190	190	190	190	190
2,080	Human Resources	2,299	-123	2,176	2,249	2,324	2,401	2,481
2,129	Learning & Development	2,388	-159	2,229	2,708	2,788	2,870	2,955
300	Local Assistance Scheme	300	-	300	300	300	300	300
5,939	Subtotal Executive Director: Strategy & Partnerships	6,383	-373	6,011	6,611	6,815	7,023	7,240
	Legal & Governance							
496	Internal Audit	655	-14	641	664	686	707	731
4,090	Legal & Governance Services	4,117	-	4,117	4,150	4,181	4,352	4,527
1,053	Information Management	1,161	-39	1,122	1,185	1,254	1,331	1,415
458	Democratic & Member Services	505	-23	482	534	588	644	701
1,035	Members' Allowances	1,115	-	1,115	1,115	1,115	1,115	1,115
7,132	Subtotal Legal & Governance	7,554	-76	7,478	7,648	7,824	8,149	8,489
	Policy & Communities							
1,834	Policy, Insight & Programmes	2,133	-246	1,887	3,671	3,803	3,938	4,079
162	Emergency Planning	339	-68	272	279	286	294	302
1,995	Subtotal Policy & Communities	2,473	-314	2,159	3,949	4,089	4,232	4,381
	Communities Employment & Skills							
32	Strategic management - Communities and Partnerships	-276	-	-276	-237	-198	194	236
4,141	Public Library Services	5,079	-784	4,295	4,426	4,611	4,741	4,881
-	- Cambridgeshire Skills	2,300	-2,300	-	-	-	-	-
427	Archives	477	-52	425	426	427	442	458
126	Cultural Services	365	-233	131	136	140	145	149
1,267	Communities Service	1,288	-55	1,233	1,233	1,233	1,233	1,233
68	Changing Futures	800	-722	77	84	91	98	106
2,068	Domestic Abuse and Sexual Violence Service	3,296	-1,163	2,133	2,231	2,283	2,337	2,393
8,129	Subtotal Communities Employment & Skills	13,328	-5,309	8,019	8,298	8,587	9,190	9,456
23,196	Strategy & Partnerships Budget Total	29,738	-6,071	23,667	26,506	27,314	28,595	29,566

Section 3 - E: Strategy & Partnerships

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: Strategy & Partnerships								
Executive Director: Strategy & Partnerships	153	-4	-	-	-	-154	-	-5
Chief Executive's Office	247	12	-	-	-	-	-	259
Communications	840	54	-	-	-	-32	-	862
Elections	190	-	-	-	-	-	-	190
Human Resources	2,080	97	-	-	-	-	-	2,176
Learning & Development	2,129	100	-	-	-	-	-	2,229
Local Assistance Scheme	300	-	-	-	-	-	-	300
Subtotal Executive Director: Strategy & Partnerships	5,940	258	-	-	-	-186	-	6,012
Legal & Governance								
Internal Audit	496	27	-	-	60	-	58	641
Legal & Governance Services	4,090	170	-	-	-	-143	-	4,117
Information Management	1,053	69	-	-	-	-	-	1,122
Democratic & Member Services	458	24	-	-	-	-	-	482
Members' Allowances	1,035	47	-	33	-	-	-	1,115
Subtotal Legal & Governance	7,132	338	-	33	60	-143	58	7,478
Policy & Communities								
Policy, Insight & Programmes	1,834	168	-	-	-	-115	-	1,887
Emergency Planning	162	10	-	-	100	-	-	272
Subtotal Policy & Communities	1,995	178	-	-	100	-115	-	2,159
Communities Employment & Skills								
Strategic management - Communities and Partnerships	32	52	-	-	-	-360	-	-276
Public Library Services	4,141	154	-	-	-	-	-	4,295
Cambridgeshire Skills	-	-	-	-	-	-	-	-
Archives	427	18	-	-	-	-	-20	425
Cultural Services	126	6	-	-	-	-	-	131
Communities Service	1,267	-0	-	-	-	-34	-	1,233
Changing Futures	68	9	-	-	-	-	-	77
Domestic Abuse and Sexual Violence Service	2,068	67	-	-	-	-	-2	2,133
Subtotal Communities Employment & Skills	8,129	306	-	-	-	-394	-22	8,019
Strategy & Partnerships Budget Total	23,196	1,080	-	33	160	-838	36	23,667

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
4	PRESSURES						
E/R.4.001	Member allowances - additional committee	33	-	-	-	-	- Costs associated with the new Assets and Procurement Committee.
E/R.4.002	Libraries - Impact of new communities	-	-	55	-	-	- Growth reflecting increased demand in South Cambs from new development in Waterbeach where a new library is estimated to open in 2026-27.
4.99	Subtotal Pressures	33	-	55	-	-	
5	PRIORITIES & INVESTMENTS						
E/R.5.001	Internal Audit - establishment	60	-	-	-	-	- Investment is required to fund the internal audit function.
E/R.5.002	Learning & Development - Children's Academy	400	-	-	-	-	- Continuation of the academy in year 2 funded from reserves and in year 3 to continue with base budget. The academy is designed to strengthen our approach to recruitment and retention of social workers and our commitment to establishing excellent practice in our current and future workforce and is considered as part of the improvement programme of work within Children's Services. Links to E/R.5.003
E/R.5.003	Learning & Development - Children's Academy funding from reserves	-400	400	-	-	-	- Funding from reserves to continue the academy in 2024-25. Links to E/R.5.002
E/R.5.004	Communities - Migration post and Communities	150	-	-	-150	-	- Temporary investment in Communities team funded from reserves. Links to E/R.5.005
E/R.5.005	Communities investments funding from reserves.	-150	-	-	150	-	- Communities drawdown from Ukraine grant reserve. Links to E/R.5.004
E/R.5.006	Anti poverty investment	2,191	-2,191	-	-	-	- In the light of the expected ending of the Household Support Fund by Government this investment will be used to develop an Anti-Poverty Strategy and action plan. This will target investment where it can be most effective in helping people out of poverty including ensuring people can take full advantage of the range of support that continues to be available to them, simplifying processes and removing organisational barriers so people can access support more easily

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
E/R.5.007	Anti poverty draw down from reserves	-2,191	2,191	-	-	-	- Drawdown from reserves for anti-poverty work. Links to E/R.5.006
E/R.5.008	Libraries Plus	1,320	-1,320	-	-	-	- To invest in creating suitable spaces to deliver a broader range of services from our libraries to meet the needs of our communities and employees: making them more accessible; creating trusted spaces that wider services can utilise to further enhance engagement with local communities; improving health, well-being, literacy and access to skills, information and advice.
E/R.5.009	Just Transition Funding - Libraries Plus	-1,320	1,320	-	-	-	- Funding from reserves for investment E/R.5.008
E/R.5.010	Expansion of emergency planning team	100	-	-	-	-	- The council has a need to ensure it is fully prepared for potential emergencies that may impact on our services, which requires further funding allocation to this team.
5.99	Subtotal Priorities & Investments	160	400	-	-	-	
6	SAVINGS						
E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-	-	-	-	- Vacant posts following the restructure of services. It is proposed not to recruit to these posts.
E/R.6.002	Legal Services efficiencies	-125	-125	-125	-	-	- We expect to be able to deliver savings across all legal services spend throughout the council with more active contract management and oversight. This may involve centralising the legal budgets to some degree.
E/R.6.003	Time Credits contract	-34	-	-	-	-	- Completing the ending of the Council's support for this scheme
E/R.6.004	Communication - staff and media system	-32	-	-	-	-	- Deletion of a post and small reduction in media monitoring system
E/R.6.005	Review of service delivery aligned to grant income	-	-277	-	-	-	- Restructuring to account for significant reduction in grant funding
E/R.6.006	Use of grant reserve	-350	-	-	350	-	- Contribution from Ukraine grant reserve to the costs faced by this directorate in managing the Homes for Ukraine scheme locally and providing additional support. Totals £1.05m over three years.

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
E/R.6.007	S&P Assistant Director budget	-10	-	-	-	-	- Reduction in management costs.
E/R.6.008	Support arrangements review	-18	-	-	-	-	- We have consolidated support for directors into a single service, which has resulted in a small efficiency.
E/R.6.010	Service Director: Policy & Communities post	-154	-	-	-	-	- Remove vacant Service Director of Policy & Communities post.
6.99	Subtotal Savings	-838	-402	-125	350	-	
	TOTAL GROSS EXPENDITURE	29,738	32,272	33,107	34,407	35,392	
7	FEES, CHARGES & RING-FENCED GRANTS						
E/R.7.001	Previous year's fees, charges & ring-fenced grants	-5,251	-6,071	-5,766	-5,793	-5,812	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.
E/R.7.002	Fees & Charges inflation (S&P)	-35	-5	-13	-19	-14	Increase in external charges to reflect inflationary increases.
E/R.7.003	Changes to Fees and Charges from previous year PVs	-821	-	-	-	-	Adjustment for changes to fees, charges & ring-fenced grants reflecting decisions made in 2023-24.
E/R.7.004	Partnership income	-20	-14	-14	-	-	- New income generation from a partnership with ancestry.com.
E/R.7.005	Internal Audit reduction in income	58	-	-	-	-	- Insecure income from Pathfinder Legal and Lead Authorities audit work.
E/R.7.006	Victim services grant ending	-	277	-	-	-	- Victim Service grant is due to cease.
E/R.7.007	Change in Public Health Grant	-2	47	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-6,071	-5,766	-5,793	-5,812	-5,826	
	TOTAL NET EXPENDITURE	23,667	26,506	27,314	28,595	29,566	

Section 3 - E: Strategy & Partnerships

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
E/R.8.001	Budget Allocation	-23,667	-26,506	-27,314	-28,595	-29,566	Net spend funded from general grants, business rates and council tax
E/R.8.002	Fees and Charges	-3,944	-3,686	-3,713	-3,732	-3,746	Fees and charges made for the provision of services
E/R.8.003	Adult Learning and Skills SFA Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ringfenced contribution for the provision of skills services
E/R.8.004	Public Health Grant	-47	-	-	-	-	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	-29,738	-32,272	-33,107	-34,407	-35,392	

Section 3 - E: Strategy and Partnerships

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
E/C.1	Policy & Communities											
E/C.1.001	Capitalisation of Policy, Design and Delivery Team	Funding the Policy, Design and Delivery Team from capital instead of revenue, by using the flexibility of capital receipts direction.		Ongoing	11,889	10,207	1,682	-	-	-	-	-
E/C.1.009	Library Improvement Fund	Refurbishment of two libraries as a pilot for a new flexible community space as part of the Future Libraries initiative.		Committed	389	209	173	7	-	-	-	-
E/C.1.010	Darwin Green Library	New library provision to meet community needs and provide a welcoming central venue for the community.		Committed	152	52	100	-	-	-	-	-
E/C.1.011	Sackville House Library Expansion	This capital scheme will help to provide an efficient and excellent library service to the people of Cambourne that reflects the growing size of the community and the varied uses libraries play. Enhancing the use of Sackville house and adapting to meet the needs of the current workforce.		Committed	582	61	521	-	-	-	-	-
E/C.1.012	Cherry Hinton Library	Improvements to Cherry Hinton Library.		Committed	55	10	45	-	-	-	-	-
E/C.1.013	Library Minor Works	Minor upgrade works needed to existing libraries across the county.		Committed	85	23	62	-	-	-	-	-
	Total - Policy & Communities				13,152	10,562	2,583	7	-	-	-	-
E/C.6	Capital Programme Variation											
E/C.6.001	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	-773	-	-773	-	-	-	-	-

Section 3 - E: Strategy and Partnerships

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
E/C.6.002	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	-	-	-	-	-	-	-	-
	Total - Capital Programme Variation				-773	-	-773	-	-	-	-	-
	TOTAL BUDGET				12,379	10,562	1,810	7	-	-	-	-

Funding	Total Funding £000	Previous Years £000	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Later Years £000
Government Approved Funding								
Specific Grants	373	193	173	7	-	-	-	-
Total - Government Approved Funding	373	193	173	7	-	-	-	-
Locally Generated Funding								
Agreed Developer Contributions	292	85	207	-	-	-	-	-
Anticipated Developer Contributions	396	61	335	-	-	-	-	-
Ring-Fenced Capital Receipts	11,302	10,207	1,095	-	-	-	-	-
Other Contributions	16	16	-	-	-	-	-	-
Total - Locally Generated Funding	12,006	10,369	1,637	-	-	-	-	-
TOTAL FUNDING	12,379	10,562	1,810	7	-	-	-	-

Section 3 - E: Strategy and Partnerships

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 £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
E/C.1	Policy & Communities									
E/C.1.001	Capitalisation of Policy, Design and Delivery Team			Ongoing	11,889	-	-	-	11,889	-
E/C.1.009	Library Improvement Fund			Committed	389	373	-	16	-	-
E/C.1.010	Darwin Green Library			Committed	152	-	152	-	-	-
E/C.1.011	Sackville House Library Expansion			Committed	582	-	582	-	-	-
E/C.1.012	Cherry Hinton Library			Committed	55	-	55	-	-	-
E/C.1.013	Library Minor Works			Committed	85	-	85	-	-	-
	Total - Policy & Communities			-	13,152	373	874	16	11,889	-
E/C.6	Capital Programme Variation									
E/C.6.001	Variation Budget			Ongoing	-773	-	-186	-	-587	-
E/C.6.002	Capitalisation of Interest Costs			Ongoing	-	-	-	-	-	-
	Total - Capital Programme Variation			-	-773	-	-186	-	-587	-
	TOTAL BUDGET				12,379	373	688	16	11,302	-

Section 3 - F: Public Health

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Children Health							
7,632	Children 0-5 PH Programme	11,161	-3,315	7,846	7,846	7,846	7,846	7,846
1,734	Children 5-19 PH Programme - Non Prescribed	2,511	-778	1,734	1,734	1,734	1,734	1,734
341	Children Mental Health	341	-	341	341	341	341	341
441	Drug & Alcohol Misuse – Young People	460	-	460	460	460	460	460
350	Children's Weight Management	328	-	328	328	328	328	328
169	Childrens Integrated Lifestyles	227	-58	169	169	169	169	169
10,667	Subtotal Children Health	15,028	-4,150	10,878	10,878	10,878	10,878	10,878
	Drugs & Alcohol							
4,939	Drug & Alcohol Misuse	6,118	-1,179	4,939	4,939	4,939	4,939	4,939
4,939	Subtotal Drugs & Alcohol	6,118	-1,179	4,939	4,939	4,939	4,939	4,939
	Sexual Health & Contraception							
3,720	SH STI testing & treatment - Prescribed	5,606	-1,816	3,791	3,791	3,791	3,791	3,791
1,086	SH Contraception - Prescribed	1,086	-	1,086	1,086	1,086	1,086	1,086
392	SH Services Advice Prevention/Promotion - Non-Prescribed	423	-31	392	392	392	392	392
5,198	Subtotal Sexual Health & Contraception	7,115	-1,847	5,268	5,268	5,268	5,268	5,268
	Behaviour Change / Preventing Long Term Conditions							
2,219	Integrated Lifestyle Services	3,087	-867	2,219	2,219	2,219	2,219	2,219
-	Post Covid weight management services	-	-	-	-	-	-	-
664	Smoking Cessation GP & Pharmacy	664	-	664	664	664	664	664
704	NHS Health Checks Programme - Prescribed	704	-	704	704	704	704	704
242	Other Health Improvement	246	-4	242	242	242	242	242
3,830	Subtotal Behaviour Change / Preventing Long Term Conditions	4,701	-871	3,830	3,830	3,830	3,830	3,830
	General Prevention Activities							
1	General Prevention Activities	1	-	1	1	1	1	1
87	Falls Prevention	87	-	87	87	87	87	87
88	Subtotal General Prevention Activities	88	-	88	88	88	88	88

Section 3 - F: Public Health

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
214	Adult Mental Health & Community Safety Adult Mental Health & Community Safety	417	-203	214	214	214	214	214
214	Subtotal Adult Mental Health & Community Safety	417	-203	214	214	214	214	214
-25,060	Public Health Directorate Public Health Directorate Staffing and Running Costs	3,302	-28,519	-25,216	2,591	2,591	2,591	2,591
125	Health in All Policies	-	-	-	-	-	-	-
	- Household Health & Wellbeing Survey	-	-	-	-	-	-	-
	- Social Marketing Research and Campaigns	-	-	-	-	-	-	-
	- Enduring Transmission Grant	-	-	-	-	-	-	-
	- Contain Outbreak Management Fund	-	-	-	-	-	-	-
-24,935	Subtotal Public Health Directorate	3,302	-28,519	-25,216	2,591	2,591	2,591	2,591
0	Public Health Budget Total	36,768	-36,768	-0	27,807	27,807	27,807	27,807

Section 3 - F: Public Health

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
Public Health Directorate								
Public Health Directorate Staffing and Running Costs	-25,060	259	-	-	-	-27	-389	-25,216
Health in All Policies	125	-	-	-	-	-125	-	-
Household Health & Wellbeing Survey	-	-	-	-	-	-	-	-
Social Marketing Research and Campaigns	-	-	-	-	-	-	-	-
Enduring Transmission Grant	-	-	-	-	-	-	-	-
Contain Outbreak Management Fund	-	-	-	-	-	-	-	-
Subtotal Public Health Directorate	-24,935	259	-	-	-	-152	-389	-25,216
Public Health Budget Total	0	563	-	-	-	-174	-389	0

Section 3 - F: Public Health

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
6	SAVINGS						
F/R.6.001	Health in all Policies	-125	-	-	-	-	The additional budget requirement added in the previous business plan is not needed to deliver on Health in All Policies as it is being addressed through existing capacity
F/R.6.002	Public Health savings	-27	-	-	-	-	Public Health business planning for 2024-25 pulls together outstanding underspends and options for savings across several service areas. These will have minimal disruption as they are largely from services which are already underspending as a result of savings already made.
F/R.6.003	Savings from recommissioning of contracts	-22	-106	-110	-115	-120	Savings from recommissioning of contracts.
6.99	Subtotal Savings	-174	-106	-110	-115	-120	
	TOTAL GROSS EXPENDITURE	36,768	36,793	36,818	36,843	36,868	
7	FEES, CHARGES & RING-FENCED GRANTS						
F/R.7.001	Previous year's fees, charges, other income & ring-fenced grants	-34,488	-36,768	-8,986	-9,011	-9,036	Fees and charges expected to be received for services provided and Public Health ring-fenced grant from Government.
F/R.7.002	Fees, Charges & Ring-fenced Grants base adjustments	-2,338	-	-	-	-	Base adjustments advised through the budget preparation process and increase in Public Health Grant 2023-24
F/R.7.003	Base Adjustments	447	-	-	-	-	Increase in 2023-24 Public Health grant to be spent outside of the Public Health Directorate
F/R.7.200	Increased contribution from PCC	-25	-25	-25	-25	-25	Inflation on shared posts costs with Peterborough City Council
F/R.7.201	Increase in Public Health grant	-386	-	-	-	-	Application of increase in the Public Health grant for 2024-25 to cover Agenda for Change uplifts and other provider inflationary pressures.
F/R.7.202	Change in spend funded by Public Health Grant	22	27,807	-	-	-	Reduction in spend within the Public Health Directorate in 2024-25, and assumption that the Public Health grant ring-fence will remain in place until 2024-25 but be removed thereafter.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-36,768	-8,986	-9,011	-9,036	-9,061	

Section 3 - F: Public Health

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
	TOTAL NET EXPENDITURE	-	27,807	27,807	27,807	27,807	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
F/R.8.001	Budget Allocation	-	-27,807	-27,807	-27,807	-27,807	Net spend funded from general grants, business rates and Council Tax or reserves.
F/R.8.101	Public Health Grant	-27,807	-	-	-	-	Direct expenditure funded from Public Health grant. As the ring-fence is assumed to be removed in 2025-26, the grant will be treated corporately and replaced with budget allocation for Public Health services.
F/R.8.102	Fees, Charges and Other Income	-8,961	-8,986	-9,011	-9,036	-9,061	Income generation (various sources).
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-36,768	-36,793	-36,818	-36,843	-36,868	

Section 3 - G: Capital Financing

Table 1: Revenue - Summary of Net Budget by Operational Division

Budget Period: 2024-25 to 2028-29

Net Revised Opening Budget 2023-24 £000	Policy Line	Gross Budget 2024-25 £000	Fees, Charges & Ring-fenced Grants 2024-25 £000	Net Budget 2024-25 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
38,142	Capital Financing Costs Capital Financing Costs	54,910	-13,838	41,072	45,382	47,557	45,108	42,262
38,142	Subtotal Capital Financing Costs	54,910	-13,838	41,072	45,382	47,557	45,108	42,262
38,142	Capital Financing Budget Total	54,910	-13,838	41,072	45,382	47,557	45,108	42,262

Section 3 - G: Capital Financing

Table 2: Revenue - Net Budget Changes by Operational Division

Budget Period: 2024-25

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Savings £000	Income Adjustments £000	Net Budget £000
Capital Financing Costs								
Capital Financing Costs	38,142	-	-	2,902	2,346	-	-2,318	41,072
Subtotal Capital Financing Costs	38,142	-	-	2,902	2,346	-	-2,318	41,072
Capital Financing Budget Total	38,142	-	-	2,902	2,346	-	-2,318	41,072

Section 3 - G: Capital Financing

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
1	OPENING GROSS EXPENDITURE	49,783	54,910	58,254	59,311	54,713	
G/R.1.001	Financing base adjustments	-121	-	-	-	-	Adjustments to the base budget to reflect updated position in 2023-24
1.99	REVISED OPENING GROSS EXPENDITURE	49,662	54,910	58,254	59,311	54,713	
2	INFLATION						
2.99	Subtotal Inflation	-	-	-	-	-	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
G/R.4.001	Recharge of interest receivable	3,522	-3,853	-916	-1,752	-3,816	Interest received on some deposited cash is recharged to other budgets. This decreases over time as those balances are used up by relevant service area.
G/R.4.002	Minimum Revenue Provision	-542	3,681	1,655	-841	-893	The council is required to provide for a portion of the cost of debt-financed capital schemes each year, so that over time we have enough provided to repay the cost of borrowing.
G/R.4.003	Technical and other	-78	-	-	-	-	Other costs relating to financing debt charges, such as brokerage fees.
4.99	Subtotal Pressures	2,902	-172	739	-2,593	-4,709	
5	PRIORITIES & INVESTMENTS						
G/R.5.001	Borrowing costs	3,623	5,226	-3	-2,784	-3,412	Change in borrowing costs as a result of changes to levels of prudential borrowing in the capital programme and the cost of that borrowing.
G/R.5.002	Repayment of interest from invest to save schemes	-1,277	-1,710	321	779	1,063	Capital schemes that generate a revenue return are recharged the cost of their borrowing once the income stream begins
5.99	Subtotal Priorities & Investments	2,346	3,516	318	-2,005	-2,349	

Section 3 - G: Capital Financing

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
6	SAVINGS						
6.99	Subtotal Savings	-	-	-	-	-	
	TOTAL GROSS EXPENDITURE	54,910	58,254	59,311	54,713	47,655	
7	FEES, CHARGES & RING-FENCED GRANTS						
G/R.7.001	Previous year's fees & charges	-11,520	-13,838	-12,872	-11,754	-9,605	Previous year's fees and charges for the provision of services rolled forward.
G/R.7.002	Interest receivable	-2,318	966	1,118	2,149	4,212	We receive interest on cash balances we hold. Over time we expect this to go down due to interest rates reducing and us using up excess cash in place of borrowing.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-13,838	-12,872	-11,754	-9,605	-5,393	
	TOTAL NET EXPENDITURE	41,072	45,382	47,557	45,108	42,262	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
G/R.8.101	Budget Allocation	-41,072	-45,382	-47,557	-45,108	-42,262	Net spend funded from general grants, business rates and Council Tax.
G/R.8.102	Fees and Charges	-13,838	-12,872	-11,754	-9,605	-5,393	Income from interest receivable
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-54,910	-58,254	-59,311	-54,713	-47,655	

Section 3 - H: Corporate & Funding Items

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 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000
	Corporate Items							
9,879	Cambridgeshire and Peterborough Combined Authority levy	10,077	-	10,077	10,279	10,485	10,695	10,905
442	Environment Agency levy	454	-	454	466	478	490	502
-	Corporate reserves contributions	-2,780	-200	-2,980	-2,381	-2,438	-290	655
1,603	Central holding and miscellaneous accounts	999	-739	260	1,249	1,498	1,497	1,497
11,924	Subtotal Corporate Items	8,750	-939	7,811	9,613	10,023	12,392	13,559
	<i>UNIDENTIFIED SAVINGS REQUIRED TO BALANCE BUDGET</i>				-26,533	-49,105	-75,047	-99,261
11,924	Corporate & Funding Items Budget Total	8,750	-939	7,811	-16,920	-39,082	-62,655	-85,702

Section 3 - H: Corporate & Funding Items

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
Corporate Items								
Cambridgeshire and Peterborough Combined Authority levy	9,879	198	-	-	-	-	-	10,077
Environment Agency levy	442	12	-	-	-	-	-	454
Corporate reserves contributions	-	-	-	-2,780	-	-	-200	-2,980
Central holding and miscellaneous accounts	1,603	-722	-	-	-92	-500	-29	260
Subtotal Corporate Items	11,924	-512	-	-2,780	-92	-500	-229	7,811
Corporate & Funding Items Budget Total	11,924	-512	-	-2,780	-92	-500	-229	7,811

Section 3 - H: Corporate & Funding Items

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
4	PRESSURES						
H/R.4.001	Use of corporate reserves	-6,539	-2,381	-2,438	-291	655	Corporate use of reserves towards budget gap. This is the absolute value of reserves used each year as they are reversed out in the base adjustments section above in the following year. Some of this reserves usage is planned, phased draw-down of the covid grant reserve; offsetting that is movement on the taxation volatility reserve, which offsets one off collection fund movements.
H/R.4.002	Impact of collection fund changes on reserves	3,759	-	-	-	-	As a matter of course, the one off impact of changes to council tax or business rates collection funds (the difference between estimate and actual tax collected) is charged to or added to the local taxation volatility reserve. This prevents one-off impacts to our budget; over time, any excess in this reserve may be released. This line is reversed by the base adjustment above.
4.99	Subtotal Pressures	-2,780	-2,381	-2,438	-291	655	
5	PRIORITIES & INVESTMENTS						
H/R.5.001	Legacy transformation funded schemes	-92	-	-	-	-	The final unwinding of funding for schemes that were transformation funded in previous business plans
5.99	Subtotal Priorities & Investments	-92	-	-	-	-	
6	SAVINGS						
H/R.6.001	Reducing the level of bad debt provision	-500	250	250	-	-	Temporarily reducing the level of bad debt provision by investment in debt recovery capacity.
6.99	Subtotal Savings	-500	250	250	-	-	
	IMBALANCE	-	-26,533	-22,573	-25,942	-24,214	
	TOTAL GROSS EXPENDITURE	8,750	-16,920	-39,082	-62,655	-85,702	
7	FEES, CHARGES & RING-FENCED GRANTS						
H/R.7.001	Previous year's fees, charges & ring-fenced grants	-	939	-	-	-	Previous year's fees and charges for the provision of services and ring-fenced grant funding rolled forward.

Section 3 - H: Corporate & Funding Items

Table 3: Revenue - Overview

Budget Period: 2024-25 to 2028-29

Ref	Title	2024-25 £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	Description
H/R.7.002	Public Health Grant Reserve Drawdown	-200	200	-	-	-	- A contribution from the Public Health grant reserve is made for eligible services
H/R.7.003	Change in Public Health Grant 2023-24	-710	-	-	-	-	- Change in Public Health Grant 2023-24
H/R.7.004	Change in Public Health Grant	-29	739	-	-	-	- Change in ring-fenced Public Health grant to reflect expected contribution from Public Health to budget gap, and thereafter the expected removal of the grant ringfence.
7.99	Subtotal Fees, Charges & Ring-fenced Grants	-939	1,878	-	-	-	
	TOTAL NET EXPENDITURE	7,811	-15,042	-39,082	-62,655	-85,702	

FUNDING SOURCES							
8	FUNDING OF GROSS EXPENDITURE						
H/R.8.001	Budget Allocation	-7,811	16,920	39,082	62,655	85,702	Budget allocation for these lines, a positive number indicates a council-wide budget gap which is referenced above.
H/R.8.002	Public Health Funding	-739	-	-	-	-	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.
H/R.8.004	Public Health Reserve	-200	-	-	-	-	- A contribution from the Public Health grant reserve is made for eligible services
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-8,750	16,920	39,082	62,655	85,702	