

# STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE



**Tuesday, 17 December 2024**

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

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**

**New Shire Hall, Alconbury Weald, Huntingdon, PE28 4YE**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

1. **Apologies for Absence and Declarations of Interest**  
*Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)*
2. **Minutes - 31st October and 28th November 2024 and Action Log** **5 - 26**
3. **Public Questions and Petitions**

### **KEY DECISIONS**

4. **Integrated Finance Monitoring Report for Period 7 2024-25** **27 - 94**

### **OTHER DECISIONS**

<b>5.</b>	<b>Business Planning and Budget Setting 2025-26 – 2029-30</b>	<b>95 - 416</b>
<b>6.</b>	<b>Treasury Management Quarter Two Update 2024-25</b>	<b>417 - 434</b>
<b>7.</b>	<b>Corporate Performance Report</b>	<b>435 - 456</b>
<b>8.</b>	<b>Agenda Plan and Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels</b>	<b>457 - 468</b>

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

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

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

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

Date: 31st October 2024

Time: 10.00a.m. to 1.50p.m.

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

Present: Councillors Ambrose Smith, Batchelor (substituting for Councillor Whelan), Boden, Costello (substituting for Councillor Corney), Count, Dupré, Goldsack, Howitt, McDonald, Meschini (Vice-Chair), Murphy, Sanderson, Slatter (substituting for Councillor Nethsingha) and Wilson

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

Apologies were received from Councillors Corney, Nethsingha, Sharp and Whelan. There were no declarations of interest.

### 217. Minutes – 9th July 2024 and Action Log

The minutes of the meeting held on 9th July 2024 were agreed unanimously as a correct record and signed by the Chair, and the Action Log was noted.

### 218. Petitions and Public Questions

No petitions or public questions were received.

### 219. Integrated Finance Monitoring Report for Period 5 2024-25

The Committee was informed that there was a forecast overspend of £9.6m in the revenue budget primarily due to pressures in looked after children placement costs, home to school transport, waste disposal costs, and delays in income generation from renewable energy schemes and investments. Some of this pressure was off set in lower than expected spend in Adult Social Care and additional funding from grants and business rates. There was also a cumulative £50m plus deficit projected in the Dedicated Schools Grant (DSG) budgets particularly in relation to high needs spend, and the council was continuing to work with government on the safety valve intervention programme. It was noted that a balanced financial position was forecast for the Capital Programme. Members attention was then drawn to the recommendations.

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

- queried whether the Government's budget presented on 30 October had impacted on the DSG budgets. It was noted that officers were still analysing the implications of the Chancellor's budget statement and would provide Members with a briefing in November, and following the local government settlement in December. **Action Required.**

- highlighted continued concerns about the limited time available for submitting amendments to recommendations. The Vice-Chair noted the comments raised and reported that she would try and identify a solution. **Action Required.**
- expressed concern that repeated actions to reduce the risk of debt write offs did not appear to stop them happening again. The Chair of Adults and Health Committee reported that officers were working intensively to reduce such risks which was having an effect, as well as balancing debt recovery against fairness and sensitivity. He highlighted the importance of being open about the difficult financial position facing the council.

It was resolved unanimously:

- a) To note changes in capital grants and contributions, and to agree capital budget changes including funding from prudential borrowing where appropriate, as set out in section 4.5.1 of annex A;
- b) To delegate to the Chief Executive, in consultation with the Chair and Vice Chair of the committee, to draw-down up to £1.6m from earmarked reserves to cover the legal costs and preparation of the case relating to the guided busway prosecution;
- c) To draw-down up to £674k for temporary posts and capacity in the Human Resources service and Policy, Insight and Change service to support the delivery of the council's Change Strategy contingent upon the Change Strategy being approved by the committee which was being considered as another item on the agenda;
- d) To authorise draw-down of £400k from the Public Health grant reserve to support the mitigation of risks if Drug and Alcohol Grants end in March 2025; and
- e) To authorise the write-offs of three customer accounts totalling £165k following the exhaustion of recovery actions, as set out in sections 5.3.6 and 5.3.7 of annex A.

## 220. Waterbeach Train Station Relocation – Funding Agreement

The Committee was informed of the Greater Cambridge Partnership's (GCP) project to relocate Waterbeach Station to serve the Waterbeach New Town. Planning conditions meant that none of the 4,500 homes on the western section of the new town could be occupied before the station was complete and open for use. The cost of the project was £43.3m with £20m from the GCP City Deal budget, and £23.35m from developer contributions. In the meantime, Homes England had agreed to forward grant fund the delivery of the station and associated construction haul road, which would be repaid by the developers of the new town. It was proposed that the County Council, as the accountable body for the GCP, enter into a long term funding agreement with Homes England, which would extend beyond the life of the GCP, to receive the grant funding. Attention was drawn to the procurement process and the need to retain the project to the agreed budget. It was noted that any overspend against the proposed budget would sit with the GCP.

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

- queried why the project was double the cost of the new station at Soham. Members were informed that the current estimates had been evaluated by GCP rail specialists and checked by Homes England. It was also noted that £6m would be used to fund the construction of the haul road and £5m to cover future risks.
- questioned whether there would be a change to timetabling. Information on how many trains currently stopped at Waterbeach and Cambridge North every hour, particularly during peak times, was also requested. It was important to identify trains which could stop at the stations in the future, as this project would increase usage for trains currently at capacity. The GCP's Assistant Director, Strategy and Programme agreed to provide a written response. **Action Required.**
- queried the difference between a repayable grant and a loan. It was noted that Homes England terminology used in the funding agreement had been adopted, which would negate the need for the Council and the GCP, in cash terms, to borrow. It was noted that Homes England would take the indexation from the developer contributions.
- confirmed that Homes England would carry all the risk in relation to receiving funding from the developer.
- welcomed the project and the positive steps to remove the Council from all risks. However, concern was expressed about the amount of funding needed to make any changes to the rail network. There was also concern that the capacity of the rail network sometimes made it impossible to deliver the original aims of a project.
- highlighted the need for better integration between buses and train stations, and for car parking at stations such as Waterbeach in order to serve a number of rural villages.

It was resolved unanimously to:

- (a) Approve, for the County Council's part, to receive funding from Homes England by way of repayable grant of up to £23.35m to forward fund the delivery of the station and haul road, with repayment by the developers of the Waterbeach New Town;
- (b) Delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice Chair of the Committee, to agree the final terms and execute documents to enable this funding approach; and
- (c) Note that the total budget, which would be agreed formally by the Greater Cambridge Partnership Executive Board, would now total £43.35m, with £20m from the Greater Cambridge City Deal.

## 221. Business Planning and Budget setting 2025-26 – 2029-30

The Committee considered a report on business planning and budget setting which formed part of a suite of reports for next year and the next five years. Attention was drawn to the current financial position showing a budget gap of £23.5m for 2025-26, projected at full Council in February, which had grown to just under £40m, as well as large gaps for future years. The Council would be analysing the outcome of the Chancellor's budget, and the local government finance settlement when announced, particularly in relation to need and deprivation. Members were advised of local and national pressures set out in the table at section 3.5, and were reminded that the reserves position would be presented in the Section 151 officer's report. The business plan timetable was set out in section 4 of the report culminating in consideration by full Council on 11 February 2025. Engagement would take place from 4 November to 2 December 2024 and consultation from 9 December 2024 to 9 January 2025.

Councillor Count moved an amendment, seconded by Councillor Goldsack, to add the following wording at the end of recommendation b):

"....with the inclusion of an additional new question to the business planning engagement questions on page 121 of the agenda pack, as follows -

- 6) Would you support a revised business plan proposal, that requires no increase in Council Tax 0%?
- ☐ Yes
  - ☐ No
  - ☐ Unsure;...."

He highlighted the need for an honest consultation which gave residents a voice and the option to identify a preference at either end of the Council Tax increase spectrum. In response, Members highlighted that the current question explained the reasons for what an increase of up to 4.99% meant whilst the consequences of the question set out in the amendment were not clear, which was misleading. The mover of the amendment drew attention to the reference for a "revised business plan proposal", to reflect the fact there would be changes. Another Member highlighted the impact of the Chancellor's budget on small businesses and the affordability of an increase of 4.99% in Council Tax, it was therefore important to give the public an alternative. On being put to the vote, the amendment was lost.

One Member suggested that this meeting should have been delayed by a few weeks to allow for consideration of the Chancellor's budget. Attention was also drawn to the 2% efficiency savings being imposed by the government and the impact on local government. The Chair reported that the meeting had been rearranged to avoid the Local Government Association Conference which itself had been rearranged to avoid the general election. The Chief Executive added that it was not clear at this point how the 2% target allocated to government spending departments would impact on local government but the impact would be reflected in reports to the next meeting.

Another Member queried whether the engagement questions should ask for the responder's gender or services they experience. It was noted that the profile questions



had been kept succinct as the Council already had the Quality of Life Survey data. The Chief Executive added that the questions had been designed in accordance with the Council's Consultation and Engagement Strategy, observed the requirements in the Gunning Principles, and had been approved by the Monitoring Officer.

It was resolved to:

- a) Approve the process and timelines for setting the Business Plan and Budget 2025-26 to 2029-30;
- b) Approve the plans for engagement and consultation with residents and key stakeholders; and
- c) Delegate any amendments requested by the committee to the Executive Director of Finance and Resources, and Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee.

## 222. Quality of Life Survey Results 2024

The Committee received the results of the Quality of Life Survey for 2024 which provided an insight into the experiences of residents across Cambridgeshire, as part of the Council's commitment to be an evidence-led organisation. This second Quality of Life Survey had been conducted in partnership with the Combined Authority, South Cambridgeshire District Council and Cambridge Ahead. Attention was drawn to the key findings which showed overall a high level of satisfaction across a range of quality of life metrics including happiness. However, some residents such as young people had scored lower than average. The information from the survey would provide evidence to support the Council's business planning process and the delivery of the Change Strategy.

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

- highlighted the importance of this annual report, which had informed last year the provision of funding into improving crisis support and assisting voluntary organisations to help support people with mental health issues. It was acknowledged that there was still a mental health crisis for young people. Another Member reminded Members of their responsibility for children in care and care leavers and the need to avoid any reduction in financial support.
- expressed concern that half of respondents were having to cut back on heating and a quarter were having to cut back on nutritious food, which reinforced the importance of the Council's anti-poverty actions. The increasing concerns about climate change were also a strong endorsement of the Council's actions in this area.
- acknowledged that some services were not universal which meant they did not necessarily receive a rating so it was important to consider last year's results and user satisfaction surveys.

- acknowledged that there were no easy answers to the problem of loneliness which had increased and remained higher than the national average. It was hoped that integrating neighbourhood care closer to communities would assist.
- expressed concern that the results of last year's survey relating to roads and pavements had not been actioned. This year's survey again showed all services receiving a satisfaction score of over 50% except road and pavement maintenance. It was noted that parts of East Cambridgeshire had been without an active Local Highway Officer (LHO) for 18 months, and a Local Member highlighted a recent issue in his Division and queried whether the roads and pavements had been maintained in his area.
- acknowledged that loneliness was indeed a challenge but the inability of residents in rural communities to go out due to trip hazards presented by paths did not help. Another Member commented that there were more than 20 programmes in the Capital Programme for footway resurfacing in South Cambridgeshire. It was noted that for the first time paths and roads were being scanned and reported publicly.
- highlighted the fact that the Council had choices it could make in relation to funding but the only way improvements to roads and pavements could be delivered was if Council Tax was increased to the maximum. There was also no mention of this area in press releases issued on the survey by the Council. The Vice-Chair highlighted the recent amount of investment in Highways which exceeded what had taken place in the last 15 years.
- suggested that there should be a re-evaluation of priorities following the survey. It was noted that the highest dissatisfaction in relation to highways was in Fenland, which was twice as high compared to Cambridge City because of the way funding had been allocated. Concern about the highway issues in Fenland was highlighted by a Local Member, which was creating significant anger in the District.
- highlighted the importance of the "golden thread" from the results of the survey to what could be done rather than just looking at ups and downs each year. This could involve working with partners or doing things differently but there were some things which were difficult to address and might involve continued representations to government. This needed to be considered against a backdrop of years of neglect and very expensive infrastructure particularly in relation to Fen roads. The Council had spent a significant amount on highways which was beginning to have an effect but it needed a fairer funding settlement to make a significant impact.
- queried whether the survey was representative. The Chief Executive explained that the survey had involved 5,500 direct interviews with 1,100 people in each of the five districts. It was statistically significant, undertaken by an independent market research company experienced in this area and did not involve interviewing the same people each year. There were 1,200 responses in addition following the publication of the survey on the Council's website.

It was resolved to unanimously to note the key findings from the 2024 Quality of Life Survey and consider the implications of these findings for the council's Strategic Framework ambitions and Business Plan and Budget setting process.

## 223. Strategic Framework - Update

The Committee considered an updated version of the Strategic Framework to include insights from the 2024 Quality of Life Survey and further progress the Council had made toward its seven ambitions.

One Member drew attention to the Chief Executive's Forward and the phrase "Everything we do as a council and the services we provide or commission from other bodies is of huge importance to all the people across Cambridgeshire". It was felt this phrase was unhelpful in prioritising what mattered to people and what they needed, as the majority of people did not feel services were important if they did not affect them directly. It was suggested that the Council needed to reprioritise what was important to the public such as roads and pavements rather than what it thought was best for them.

In response, there was concern about generalising that a service did not matter to people who did not use it. However, it was important to talk in terms which people could relate to by detailing everyday experiences. It was acknowledged that people did not necessarily understand the importance of Adult and Children's Social Care if they or their family was not directly receiving this service.

Another Member welcomed continuing aspirations for change set out in the Framework, but acknowledged that there was more work to be done.

It was resolved to:

- a) Approve the newly updated Strategic Framework 2023-28 (Appendix 1); and
- b) Delegate any amendments to the Strategic Framework, approved by the committee, to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance committee.

## 224. Our Future Council – Change Strategy

The Chief Executive introduced 'Our Future Council' which was a strategy fundamentally important for the development of the organisation as a whole. This strategy complemented the Strategic Framework, as it highlighted the need to reform and evolve many services and the way the Council operated. It was noted that the process of change had evolved over a number of years, and particularly following the decoupling of services from Peterborough City Council to focus primarily on Cambridgeshire. A change strategy was proposed rather than a transformation one, as transformation was generally used to disguise cuts to services and rarely happened without some form of change. Attention was drawn to the significant programmes and projects of cross-cutting and council-wide change set out in section 3.7 of the report. Progress of the strategy including the delivery of all the major change programmes would be reported to the committee on a regular basis.

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

- highlighted the need for culture change, as part of the Change Strategy.

- welcomed the outside in perspective by taking into account the needs of residents but queried how the experience of residents could be tested and considered against internal pressures. It was noted that this information would be addressed by the Customer Engagement Programme, and there were opportunities to build on existing information such as the Quality of Life Survey. However, the Council also needed to carry out real time satisfaction surveys using technology and other forms, as well as test the redesign of services with groups of residents across Cambridgeshire via a user panel.
- highlighted the need to take digital exclusion into account when changing how people accessed services. It was noted that officers working on the Digital, Data and Technology Change Programme had been informed of the need for a digital by design approach to include everyone not simply the users of technology; this might involve face to face contact and telephony. The Council also had an equalities duty which included undertaking equality impact assessments when making changes to services. Members were reminded of the work currently taking place to improve digital literacy across the county, and the location of officers in venues in communities, which would be developed to provide a more joined up service with District Council partners.
- expressed concern that reports to committees were introduced in the name of officers rather than Members, as it was felt this was a failure to take ownership and responsibility for policies. However, the Chief Executive's decision to take ownership of this report was welcomed as it was about delivery. The Chief Executive reminded Members that under a committee system, elected members did not have executive decision making powers and that decisions were made by cross-party committees, upon receipt of professional and technical reports from council officers. He also confirmed that he had discussed the development of the strategy with the members of the Joint Administration. Another Member highlighted the need for a requirement for Executive Directors to consult Chairs and Vice-Chairs about any major proposals in their area.
- highlighted the costs involved in decoupling from Peterborough City Council which has been passed to residents.
- welcomed the principles for change set out in the report and an outcome driven approach. However, the programme area relating to "Commissioning and Commercial" needed to take into account the aspiration for a more mixed economy with a more developed relationship with the voluntary and community sector.

It was resolved:

- a) Approve the 'Our Future Council' change strategy (Appendix 1); and
- b) Delegate any amendments to this strategy, approved at the committee, to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance committee.

## 225. Engagement and Consultation Strategy Refresh

The Committee considered a refreshed Engagement and Consultation Strategy which aimed to clarify the approach the Council would take to engagement and consultation. Understanding the perspective of residents underpinned the Council's commitment to be closer to its communities as set out in the Strategic Framework. Attention was drawn to the key objectives, which had informed the review of the strategy. This new strategy was aligned to organisational processes to ensure effective, transparent, and legally compliant engagement and consultation activities. Members were advised of the next steps to deliver the strategy set out in section 3.2 of the report. It was noted that the Consultation Guidance document for officers had been refreshed and a further review of the strategy would take place in 2025 with a focus on engagement activity.

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

- highlighted the need for examples to indicate the scale of consultation expected, and how many people were required to object to a proposal before it was not pursued. It was noted that the purpose of the survey would determine the size of the statistical sample. The Advisory Panel would also advise officers on such issues. Members were reminded that engagement and consultation was used to inform decision making.
- highlighted the need for examples when it might not be appropriate for Councillors to be involved. Officers agreed to provide examples in the future on a case by case basis. This prompted concern from another Member about the abstract nature of the strategy. One Member advised officers to avoid underestimating the ability of Members to crystallise feedback and get quality input from residents. Another Member drew attention to the importance of surveys conducted by Local Members with the assistance of officers.
- questioned the value of consultation, which often attracted very low response rates, as many people did not believe authorities would take their views into account. There was also consultation fatigue particularly in the south of the county. It was therefore suggested that the Council should just comply with the legal minimum particularly when there was no procedural legitimate expectation that a decision could lead to judicial review.
- highlighted the need for clarity in relation to who conducted consultations on behalf of the Council, as often this needed to be carried out by a professional organisation in this field.
- highlighted the lack of self-analysis in the report identifying where the Council could improve.
- suggested the need to consider how consultation could be conducted in relation to commercial bidding processes. The Chair confirmed that such processes would not be covered by the strategy.

It was resolved to:

- a) Approve this Engagement and Consultation Strategy; and
- b) Delegate any further amendments to the strategy, agreed by the committee, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee.

## 226. Performance Management Framework Refresh

Members were reminded that the refreshed Performance Management Framework had been deferred from the last meeting to review page 4 in relation to risk mitigation, to bring it in line with the Council's Risk Management Policy, which was about managing and not mitigating risk. This refreshed framework would update the Council's approach to performance at both Directorate level, as well as realigning policy and service committees to report and scrutinise performance at a more strategic level. This work had been informed by best practice produced by the Local Government Association and the Centre for Governance and Scrutiny and would also enable the Council to work alongside the Office for Local Government. The Committee would be presented quarterly with an organisational-wide balanced scorecard, and there would also be an annual performance report which would be published. It was noted that the Committee would not receive the current key performance indicators going forward if the Framework was approved.

It was resolved unanimously to:

- a) Approve the refreshed Performance Management Framework; and
- b) Delegate any further amendments to the Performance Management Framework, agreed by the committee, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee.

## 227. Corporate Performance Report

The Committee received an update on the performance monitoring information for the 2024/25 quarter 1 period, to 30th June. Members were reminded that Directorates were currently looking at the way they presented their scores cards to Policy and Service Committees and whether they had the right selection of indicators, which would then be considered by individual committees.

One Member expressed concerned regarding Indicator 182: Proportion of Freedom of Information (FOI) requests responded to within statutory timescale. It was queried whether it was also a problem for the Council's statistical neighbours. **Action Required.** The Chief Executive acknowledged the concerns and highlighted the fact that 445 requests had been submitted during this last quarter.

It was also questioned how Members could report on behalf of their residents, failings in responses to FOI requests, and whether there was performance information on how such requests were managed. The Committee was informed that the Performance

Management Framework recognised the need for qualitative as well as quantitative measures. The Change Strategy covered the provision of effective quality assurance measures within services. There was also a corporate complaints process to address issues the public felt the Council had got wrong. It was important the Council acknowledged when it had made mistakes and apologised at the earliest possible opportunity. This process was currently being strengthened to take into account recent Local Government Ombudsman recommendations. It was noted that the Chief Executive carried out a random dip sample of FOI responses before they were issued and it was acknowledged that the quality of draft responses could vary at times.

Another Member queried whether a different rating was needed to reflect when red indicators were out of kilter from the last quarter.

It was resolved unanimously to note performance information and act, as necessary.

## 228. Corporate Risk Register

The Committee considered the Corporate Risk Register (CRR). Attention was drawn to table 1 which provided an overview of the current status of the risks on the CRR, including information on the current risk compared to the scores at the previous report, and the direction of travel for each risk shown as a RAG rating. The key change was the increase in the residual risk score for Risk 3 “Risk that the Council does not have enough budget to deliver agreed short and medium-term objectives” from 12 in June to 16 in October, which was above the Council’s risk appetite. Members noted that the main reason for this change was the continued increase in the Dedicated Schools Grant (DSG) High Needs Budget. Since the previous report, risk 5 “failure of corporate governance” had been retitled to “serious failure of corporate governance” to reflect the focus on aspects of the risk which had potential for a significant impact on the organisation. Members were informed that the candidate for the post of Corporate Risk Manager had withdrawn so the post was being readvertised.

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

- welcomed the improvements to the reporting process being made by the Head of Internal Audit and Risk Management.
- queried in relation to risk 3 whether one of the actions should be changing short and medium-term objectives. The Executive Director of Finance and Resources officer clarified that the movement of this risk was primarily due to the current treatment of the DSG deficit, as the statutory override was ending on 31 March 2026. Officers were currently lobbying for clarification on the override position with a response expected in December 2024 and March 2025. The Executive Director of Finance and Resources would provide the committee with a Section 25 report at its January meeting which would address financial risk reserves. It was noted that the controls were considered adequate within the current framework but there was a significant issue which was outside the control of the local authority.
- queried why a review of short and medium-term objectives was not included as a possible control for consideration in the CRR, as there was a difference strategically and financially in the Council providing its mandatory services and its objectives.

The Chief Executive acknowledged the point made and suggested the need for a review by the risk owner. **Action Required.**

- suggested that a trigger relating to horizon scanning was missing to reflect a substantial budget change from central government. The Section 151 officer reported that this point was covered by triggers 1 and 7 but agreed to review in order to improve clarity in relation to this issue. **Action Required.**

It was resolved unanimously to note the Corporate Risk Register.

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

The Committee considered its agenda plan, training plan, appointments to outside bodies and internal advisory groups and panels, and the appointment of a Member Technology Champion.

One Member queried whether it was possible for the committee, with its overarching role, to instruct a policy and service committee to revise its agenda plan. This was in relation to a motion considered by Council in July with a report scheduled to come to committee in November 2025. The Chief Executive confirmed that the Monitoring Officer would provide a response and if necessary it would be referred to Constitution and Ethics Committee. **Action Required.**

It was resolved unanimously to note the agenda plan and training plan and appoint Councillor Beckett as the Member Technology Champion.

Chair



## SPECIAL STRATEGY, RESOURCES & PERFORMANCE COMMITTEE: MINUTES

Date: 28 November 2024

Time: 2.00p.m. to 3.08p.m.

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

Present: Councillors Ambrose Smith, Gay, Gowing, Hathorn, Meschini, Murphy, Nethsingha (Chair), Slatter, Wilson and Wood

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

There were no apologies for absence.

It was noted that Members who were Councillors for both the County Council and District Councils (or Cambridge City Council) were deemed to be conflicted and would be unable to make decisions in respect of this matter from a County Council only perspective. For this reason, “twin hatted” Members had been excluded from this meeting.

### 231. Exclusion of Press and Public

It was resolved unanimously that the press and public be excluded from the meeting on the grounds that the agenda contained exempt information under Paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed - information relating to the financial or business affairs of any particular person (including the authority holding that information), and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

### 232. Waste Private Finance Initiative (PFI) Update

Members considered an update report on Waste Private Finance Initiative (PFI) contract issues.

It was resolved unanimously to agree the recommendations set out in the report.

Chair



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

This is the updated action log as of 9th December 2024 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 31st October 2024					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
219.	Integrated Finance Monitoring Report for Period 5 2024-25	M Hudson	Provide Members with a briefing on the Chancellor's budget statement and following the local government settlement in December.	December 2024 - A briefing on the Chancellor's statement was issued, as well as on the MHCLG Policy Statement issued 28 November 2024. The Provisional Settlement though is not expected until 19 December 2024 after which a briefing will be provided, as well as an update to Strategy, Resources and Performance in January 2025.	Ongoing
		Councillor Meschini E Duncan	Consider whether a solution can be identified to address continued concerns about the limited time available for submitting amendments to recommendations.	This item will be considered as part of the ongoing review of the Constitution on the Constitution and Ethics Committee workplan.	Ongoing
		Chief Executive	To delegate to the Chief Executive, in consultation with the Chair and Vice Chair of the committee, to draw-down up to £1.6m from earmarked reserves to cover the legal costs and preparation of the case relating	Delegated authority has been exercised by the Chief Executive to draw-down from the earmarked reserve to ensure appropriate legal costs are funded as the case proceeds.	In progress



228.	Corporate Risk Register	M Hudson	The owner of risk 3 to consider why a review of short and medium-term objectives was not included as a possible control for consideration in the CRR, as there was a difference strategically and financially in the Council providing its mandatory services and its objectives.	December 2024 – Risk 3 updated for points raised and continued consideration of the medium to longer term will be assessed alongside further announcements on the Funding Review expected from Government 19 December 2024.	Ongoing
		M Hudson	To review the clarity of a trigger relating to horizon scanning to reflect a substantial budget change from central government.	Funding consultation expected 19 December after which point a clearer view can be taken and the action addressed.	Ongoing
	Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels	E Duncan	The Monitoring Officer to clarify whether it was possible for the committee, with its overarching role, to instruct a policy and service committee to revise its agenda plan. This was in relation to a motion considered by Council in July with a report scheduled to come to committee in November 2025.	Strategy, Resources and Performance Committee can request that another Policy and Service Committee consider an item, it is not able to instruct a committee to do so as the Policy and Service Committees set their own workplan.	Complete

## Minutes of 9th July 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
203.	Minutes – 26th March 2024 and Action Log	M Hudson	Reopen action below (197 – second action) relating to energy projects.	<p>The Executive Director of Finance and Resources to share further updates to the Audit and Accounts Committee.</p> <p>October 2024 - a consultancy report on lessons learned from a review of the north angle solar farm project has been issued as final by Internal Audit and noted in the report going to, and available to, the October Audit and Accounts Committee. In addition, a briefing was prepared for Environment and Green Investment Committee members and issued in September. It is understood this is being followed up and further clarifications are pending.</p> <p>December 2024 – A further update was provided to the Audit &amp; Accounts Committee.</p>	Complete
205.	Integrated Finance Monitoring Report for year ending 31 March 2024	M Hudson S Howarth	Briefing note on what the review of forecasting methodology for the high needs block was likely to involve, as well as a briefing on the cost of home to school transport.	December 2024 – Work is ongoing around deeper dives into both areas following Government funding announcements and latest forecasts and response being co-ordinated.	Ongoing
206.	Integrated Finance Monitoring Report for the period	M Hudson S Howarth	The Chair agreed to update the Councillor Boden with more information if possible on the	October 2024 – At this stage officers are still working with advisors on a full business case appraisal and determining options and actions.	Ongoing

	ending 31 May 2024		timing of the figures for waste management for the remainder of the year.	<p>As such further progress will be reported through both future Finance Monitoring Reports and the Business and Budget Planning papers reported to this and a special Environment and Green Investment Committee at the end of November 2024.</p> <p>December 2024 – A separate report was issued and considered by the Strategy, Resources and Performance Committee. This remains ongoing.</p>	
213.	Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels, and the Appointment of Member Champions	M Hudson	To defer the appointment of a Member Technology Champion to provide more information on the role.	<p>October 2024 - This is a matter for the committee to appoint a Champion. The role will seek to champion the change strategy around both Customer Engagement and the Data, Digital and Technology Programmes. Promoting our work and confidence with communities, partners and other stakeholders.</p> <p>December 2024 – A member champion, Cllr Beckett has been appointed and officers will work with him to develop cross Cambridgeshire forums.</p>	Complete

## Minutes of 26th March 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
197.	Integrated Finance Monitoring Report for the period ending 31 January 2024	M Hudson M Purbrick	The Chair asked officers to check if an in depth report on the Safety Valve Programme had been presented to Children and Young People Committee	The Department for Education has agreed that the County Council can resubmit its forecast in the Autumn. Once this revised position has been agreed a full update report will be shared with the Children and Young People Committee. An	Complete

			and for any reports to be circulated, and if that was not the case for a detailed briefing note to be circulated.	<p>update will also be provided to the Strategy, Resources and Performance Committee via the Integrated Financial Management Report at the same point in the committee cycle.</p> <p>There is a full report going to Children and Young People Committee on 26th November 2024 and the report will be published in advance of that meeting. It will include updates from the revised submission assuming that DfE have made a decision in that time.</p> <p>December 2024 – A separate report was presented to the Children and Young People Committee in November 2024.</p>	
		M Hudson F Jordan/ D Allatt	The Executive Director of Finance and Resources agreed to investigate whether the deep dive analysis of the energy projects had been considered by E&GI Committee and to circulate the reports and other briefing notes to the committee.	<p>A detailed overview of the energy projects (<a href="#">Report</a>) was discussed at the Assets and Procurement Committee in November 2023 - <a href="#">Minutes</a></p> <p>This report covers the operational status and financial metrics for the completed, in construction and in development energy schemes, as well as commentary on governance, performance, procurement and key learning points. The report also references individual committee reports concerning the projects. Subsequent specific updates to project financials have continued to be received at Environment and Green Investment Committee and Strategy, Resources and Performance Committee, as appropriate.</p>	Complete



				<p>The report and information relating to actions arising was e-mailed to the committee on 24 June 2024.</p> <p>October 2024 – A further briefing was issued to the Environment and Green Investment Committee in September 2024.</p> <p>December 2024 – the matter was raised and noted also at the last Audit and Accounts Committee.</p>	
		M Hudson	<p>Risk 8 – The Council is a victim of cyber-crime. The Executive Director of Finance and Resources agreed to provide a written response in relation to all the actions set out on page 132, and to provide written response to the comments raised at the meeting.</p>	<p>A number of these items will be addressed at the Risk Workshop with members, and following that any other matters raised at the workshop and previously will be responded to.</p> <p>October 2024 – A workshop was held with councillors to cover more details as requested. Further updates will be reported to Strategy, Resources and Performance Committee throughout 2025, in particular relating to the Cyber Assessment Framework for Local Government recently launched by Government.</p> <p>December 2024 – The Council will be undertaking a peer review and will feedback the response from that alongside the update on actions for the Summer of 2025.</p>	Ongoing



## Integrated Finance Monitoring Report for Period 7 2024-25

To: Strategy, Resources and Performance Committee

Meeting Date: 17 December 2024

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: Yes

Forward Plan ref: 2024/027

**Executive Summary:** This report presents financial information setting out the current financial position of the council and projections for year-end as at period 7 (end of October). The report covers revenue and capital budgets, and balance sheet items including borrowing and reserves.

**Recommendation:** Strategy, Resources and Performance Committee is recommended:

- a) To note the changes in capital grants and contributions, set out in 4.5.1 of annex A.
- b) To agree to add the March BMX Pump track to the 2024-25 capital programme at a cost of £100k, funded by external contributions, set out in 4.5.2 of annex A.
- c) To confirm that additional capital funding will not be allocated to the Alconbury Weald Secondary School scheme and that consequently the design is not altered to add a sprinkler system, set out in 4.5.3 of annex A.
- d) To agree to draw down of £448k from the elections sinking fund reserve, by the County Returning Officer, to fund cyclical advance payments to district councils for their role in the county council elections in 2025, as set out in section 5.1.3 of annex A

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

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

## 2. Background

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

## 3. Main Issues

- 3.1 The detailed Integrated Finance Monitoring Report for period 7 (October 2024) is at Annex A. The Finance and Resources and Strategy and Partnerships Finance Monitoring Report for the same period, covering services that are broadly within this committee's remit, is at Annex B.
- 3.2 The report records that the council still has a forecast overspend, now approximately £7.5m for the year. While this is an improvement from the £9.6m forecast in period 5, being further through the year the options for further mitigation are reducing. The report sets out the drivers of that forecast overspend and existing mitigations, as well as setting out the position of the capital programme, the council's balance sheet, and the savings tracker.
- 3.3 As well as noting the general report, there are specific recommendations in sections 4 and 5. These relate to capital budget changes.

## 4. Alternative Options Considered

- 4.1 The report sets out the alternatives to the recommendations. Recommendations b and c relate to requested additions to the capital programme, noting that recommendation b is fully funded while the underlying change requested by the policy and service committee for recommendation c is not.

## 5. Conclusion and reasons for recommendations

- 5.1 The report sets out the reasons for the recommendations. These are to ensure that the council is using latest estimates for budgeting, proactively responding to latest information and limiting revenue costs.

## 6. Significant Implications

### 6.1 Finance Implications

This report provides the latest financial information for the council and so has a direct impact on scrutiny and on wider decision making.

### 6.2 Legal Implications

There are no significant implications within this category.

### 6.3 Risk Implications

There are no significant implications within this category.

### 6.4 Equality and Diversity Implications

There are no significant implications within this category.

### 6.5 Climate Change and Environment Implications (Key decisions only)

There are no significant implications within this category.

## 7. Source Documents

Place and Sustainability Finance Monitoring Report (Period 5)

Children, Education and Families FMR (Period 5)

Adults and Public Health FMR (Period 5)

Finance & Resources and Strategy and Partnerships FMR (Period 5)

[Report to Children and Young People Committee on Alconbury Weald Secondary School on 26 November](#)



# Integrated Finance Monitoring Report

## 2024-25 Period 7, October 2024

### Contents

Section	Item	Description
1	Executive Summary	A high-level summary of key information covering both revenue and capital.  Narrative on key issues in affecting the financial position, both corporately and across the directorates.
2	Revenue Budget	Provides a more detailed summary of the revenue position by directorate, and updates on certain key revenue items.
3	Revenue Funding Changes	This section highlights any new in-year changes to revenue budgets or funding that have taken place or that are proposed for agreement by committee.
4	Capital Programme	Provides a detailed summary of the capital position by directorate, as well as capital variations budgets and capital funding changes.  Any changes to funding or budgets for the capital programme that are proposed for noting or agreement by Committee will be reported here.
5	Balance Sheet	Key information about the council's balance sheet, including reserves, borrowing and debt.
6	Treasury Management	Update on the council's treasury management position. At the end of Q2 and Q4 this will form a separate report as it requires consideration by Full Council.
Appx 1	Revenue – commentaries on exceptions	Detailed commentaries on forecast revenue variances by exception
Appx 2	Capital – commentaries on exceptions	Detailed commentaries on forecast capital variances by exception
Appx 3	Savings Tracker 2024-25	Each quarter, the council's savings tracker is produced to give an update of the position of savings agreed in the Business Plan.
Appx 4	Reserves and provisions	Schedule of reserves held
Appx 5	Budget transfers between directorates / areas	Breakdown of movements between directorates /areas in 2023-24
Appx 6	Revenue summary comparison to last year's outturn position	A revenue budget summary table that compares the current position to last year's net budget and outturn variance

## 1. Executive Summary

- 1.1 This report is the consolidated management accounts for the council and presents financial information to assess progress in delivering the council's business plan.

The council's financial accounts are produced annually and are available on our [website](#).

The council's total service budgets for 2024-25 are:

- Revenue: £539m net budget
- Capital: £166m (with a total programme of over £1bn)

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

The table below shows the key forecast information by directorate:

Directorate/Area	Forecast Revenue Budget Variance £000	Forecast Revenue Budget Variance %	Forecast Net Capital Budget Variance £000	Forecast Net Capital Budget Variance %
Children, Education & Families – non-DSG	7,431	5%	-	-%
Adults, Health & Commissioning	-5,388	-2%	-	-%
Place & Sustainability	1,929	3%	-	-%
Finance & Resources	5,109	35%	-	-%
Strategy & Partnerships	496	2%	-	-%
Capital Financing	532	1%	-	-%
Corporate & Funding Items	-2,576	-39%	-	-%
<b>Net Spending Total (+ overspend / - underspend)</b>	<b>7,534</b>	<b>1%</b>	<b>-</b>	<b>-%</b>
Children, Education & Families – DSG	18,427	-	-	-

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

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



## 1.2 Key Issues

- 1.2.1 The council overspent by £1.2m on its £501m net revenue budget in 2023-24. In the context of substantial pressures in children's social care, waste disposal and the achievement of income generation targets, this was a positive year-end position, resulting in a lower draw-down from reserves than expected. Nevertheless, like many councils nationally we are reporting pressures in the budget for 2024-25, which have worsened as the year has progressed.
- 1.2.2 At period 7, the council is forecasting an overspend of £7.5m on its revenue budget (1%). This is a reduction from the last report to Committee which forecast a £9.6m overspend (Period 5). The overspend remains due to the key pressure areas of:
- looked after children placement costs
  - home to school transport
  - waste disposal costs
  - income generation from renewable energy schemes and investments
- 1.2.3 The first two areas are being reported across a wide range of upper tier councils and are seen as demand in the main driven from national legacy decisions not supported by additional funding, for example policy related to Education, Care and Health Plans for young people, and waste disposal. Locally, decisions taken around renewable energy and commercial investment income assumptions which did not equate to the events that unfolded have added additional costs and lowered the forecast income. To address these areas the council is taking actions as set out further in this report, such as opening its own children's residential provision, lobbying alongside other county councils for changes to Special Educational Needs and Disabilities (SEND) policy and funding, reassessing the current waste Private Finance Initiative contract, and finalising connection to its renewable energy sites. However, those actions will take time to rectify the current position.
- 1.2.4 This is an improved forecast since the previous public report at period 5. Since that period, mitigations have been identified through further growth funding in older people's service not being required, through additional business rates income and through lower spend in recent months on staffing. Despite that improvement, the forecast pressure is still serious and would still deplete our general reserves below their minimum level. As a result, the whole council is currently identifying further mitigations, with tighter spending controls being implemented over non-pay spend (to complement the workforce spending controls that have been in place for some time). At this point though it is assumed general reserves are having to be recovered through the business planning process.
- 1.2.5 The overspend position in the Children, Education and Families directorate continues to be extremely challenging. National issues around the cost of placements for looked after children with the highest needs are impacting us, with constrained supply of places driving costs up. This position has continued to worsen over the course of the year – despite work to achieve better value for money on placements, children with high needs continue to require placements and the national supply issue continues to worsen. We are now also forecasting an overspend on home to school transport budgets, both for mainstream and SEND. Costs of routes in the new academic year are higher than expected, partly due to

constrained supply in the local market and high inflation in prices, and the still high numbers of SEND children requiring transport mean that an overspend is likely.

- 1.2.6 Adults, Health & Commissioning is continuing to forecast an underspend resulting from growth throughout the year in older people services being significantly below the level allowed for in the budget. This is a shift from the trends we had been seeing during, and in the period immediately following, the covid pandemic. This is a position mirrored in other councils locally and in the wider region, but the causes are not fully known. The underspend in that service is being partly offset by pressures in services for people for learning disabilities and mental health which are seeing increased growth. Demand for adult social care services continues to be complex and varies month to month, and savings delivery in 2024-25 has been below target. We are also continuing to feel pressures with the provider market, relating to increasing fee rates, and constrained supply of certain types of care.
- 1.2.7 The forecast overspend in Place & Sustainability continues to be driven by two key causes. Firstly, waste management costs are higher as a result of the treatment facilities at Waterbeach being non-operational as it is currently not in compliance with some government regulations and therefore waste needing to be diverted through more costly routes. Strategic options to address this issue have been assessed and an overall strategy will be recommended to members to consider this year, and throughout the year the pressure has reduced through activity-driven costs being lower than expected. Secondly, energy scheme income is forecast to be lower than budgeted. In part this is due to delays with some schemes, but predominantly is due to a reduced expectation of energy prices for electricity sold following recent changes in the energy market. These same changes do result in some partial mitigations in the cost of energy used in our buildings and to power our streetlights. The directorate is also expecting to overachieve on income budgets relating to highways development control and street-works, which can be used to fund certain services.
- 1.2.8 Pressures in the Finance & Resources directorate relate primarily to lower than expected income from the council's investments, particular in its wholly owned housing company This Land. It is prudent to forecast a pressure in this area, as by year-end the current position of the company will be clearer following the submission of its full business plan and its subsequent review by the council. This may necessitate support to the company or a further earmarked reserve provision by the council, otherwise this forecast overspend will be unwound.
- 1.2.9 Where forecast overspends are judged to be likely to have an impact on next year's budget, these will be allowed for as part of the business planning process, which will increase the budget gap and therefore the savings requirement.
- 1.2.10 The council is forecasting a £18.4 million overspend in year on high needs spend. This is part of the Safety Valve programme and the council has worked to submit a revised plan to recover an in-year position over the medium-term to the Department for Education. This is an increase in the forecast following analysis of spend so far this year.

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

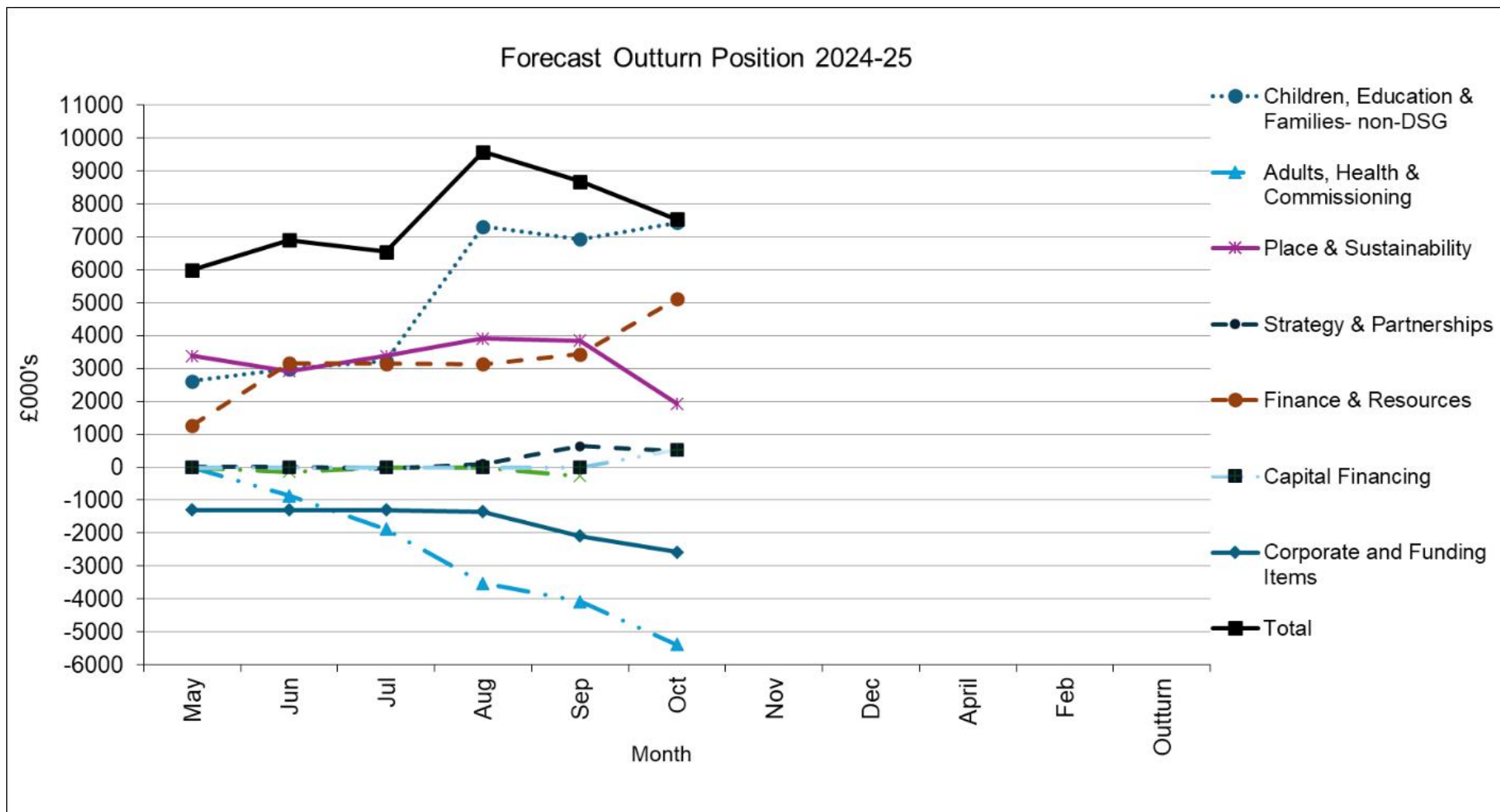
## 2 Revenue Budget

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

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

Notes on this table:

1. The actuals figures are net.
2. Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
3. Line 8 shows ring-fenced budgets, with any outturn variance treated separately to core council budgets. The balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2.



## 2.2 Dedicated Schools Grant

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

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

2.2.2 Within the DSG budgets spent and commissioned directly by the council, there is significant pressure particularly on high needs spend. This table shows a summary of the position of the council's Dedicated Schools Grant position before further action:

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

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

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

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

## 2.3 Savings Tracker

2.3.1 The Savings Tracker is a reporting tool for summarising delivery of planned revenue savings. Within the Tracker, the forecast delivery of savings is shown against the original saving approved in the 2023-28 Business Plan. The

Tracker is completed at the end of each quarter and reported in the next IFMR going to committee. It is important to note the relationship between the reported savings projections and the overall revenue financial position reported in this report. As pressures arise in-year, further mitigation and/or additional savings will be required to deliver a balanced position.

2.3.2 Currently, the council is on track to deliver £18m of savings against its original plan of £34m. Savings that are off track have commentaries in the detailed savings tracker. These will form part of directorates' forecast outturn position, and in many cases will have been mitigated by other actions. The Chief Executive has impressed upon and continues to remind all Executive Directors about the importance of discharging their responsibilities as budget holders and accountable officers for the delivery of the savings agreed by Council.

2.3.3 Blue rated savings (savings that will overachieve) total £2.3m. Green rated savings total £11.3m. Black savings (ones that will not achieve any of the original target) total £10.7m and require mitigations by relevant departments. The Savings Tracker as at the end of quarter 2 is included as [Appendix 3](#) to this report. A number of the black savings are related to adult social care which have been offset by identified mitigations.

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

RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000
Blue	-2,327	-2,075	Green	-11,298	0	Amber	-2,758	1,691
RAG Status	Total Original Savings £000	Total Forecast Variance £000	RAG Status	Total Original Savings £000	Total Forecast Variance £000	Total Original Savings £000	Total Forecast Variance £000	
Red	-6,551	5,350	Black	-10,741	10,741	-33,675	15,707	

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

### **3      Revenue Funding Changes**

There are no funding updates this month.



## 4 Capital Programme

### 4.1 Capital programme financial position

Previous Forecast Variance £000	Directorate	Gross 2024-25 Budget £000	Capital Variations 2024-25 Budget £000	Net 2024-25 Budget £000	Actuals £000	Net Forecast Outturn Variance £000	Forecast Outturn Variance %	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
0	Place & Sustainability	100,979	-30,605	70,374	32,328	0	0.0%	586,964	0
0	Children, Education & Families	84,385	-12,348	72,037	46,496	0	0.0%	403,204	-416
0	Adults, Health & Commissioning	6,615	-75	6,540	5,060	-616	-9.4%	116,040	-473
0	Strategy & Partnerships	4,485	-1,532	2,953	822	0	0.0%	16,675	0
0	Finance & Resources	19,606	-3,275	16,331	6,871	0	0.0%	191,991	0
0	Outturn adjustment	-	-	-	-	616	-	-	-
<b>0</b>	<b>Total</b>	<b>216,070</b>	<b>-47,835</b>	<b>168,235</b>	<b>91,577</b>	<b>0</b>	<b>0.0%</b>	<b>1,314,874</b>	<b>-889</b>

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place & Sustainability capital figures do not include the Greater Cambridge Partnership.
4. The columns setting out budgets and forecast variances for total schemes show financial information for all schemes in a service block across all financial years.
5. The outturn adjustment column reflects that, while one directorate is reporting an overall forecast underspend, we do not at this stage expect a net underspend across the council as other directorates are not yet fully using the capital variations budget

## 4.2 Capital variations budgets

4.2.1 A summary of the use of the 2024-25 capital programme variations budgets by services is shown below. These variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

### 4.2.2 Capital variations summary

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

4.3 Key capital budget variances are identified by exception and commented upon in appendix 2.

Key variances are those forecast to be in excess of +/-£500k

## 4.4 Capital Funding

4.4.1 This table sets out changes to funding for capital schemes in-year.

Funding Source	Business Plan Budget £m	Rolled Forward Funding £m	Revised Phasing £m	Additional/ Reduction in Funding £m	Revised Budget £m	Forecast Outturn Funding £m	Funding Variance £m	Total Scheme Budget £000	Total Scheme Forecast Outturn Variance £000
Department for Transport (DfT) Grant	28.4	7.2	-0.7	-0.3	34.4	30.9	-3.5	232.1	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	12.5	12.5	0.0	42.5	0.0
Capital Maintenance Grant	3.5	2.1	0.0	0.4	5.9	5.0	-0.9	26.2	0.0
Devolved Formula Capital	0.8	2.1	0.0	-0.0	2.8	2.8	0.0	7.0	0.0
Specific Grants	26.2	1.9	-5.1	-5.2	17.8	16.0	-1.8	149.3	0.0
S106 Contributions & Community Infrastructure Levy	25.4	22.1	-17.1	0.3	30.8	30.7	-0.1	148.4	-0.1
Capital Receipts	1.1	0.0	0.0	0.4	1.5	1.8	0.3	17.6	0.0
Other Contributions	7.6	3.6	-13.7	11.9	9.4	9.4	0.0	212.7	0.0
Revenue Contributions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Prudential Borrowing	93.2	-0.2	-45.9	6.0	53.1	59.0	6.0	479.2	-0.8
<b>TOTAL</b>	<b>198.6</b>	<b>38.8</b>	<b>-82.6</b>	<b>13.4</b>	<b>168.2</b>	<b>168.2</b>	<b>0.0</b>	<b>1,314.9</b>	<b>-0.9</b>

Notes: The 'rolled forward funding' column reflects the difference between the anticipated 2023-24 year-end position used at the time of building the initial Capital Programme budget, as incorporated within the 2024-25 Business Plan, and the actual 2023-24 year-end position.

## 4.5 Capital Funding Changes

4.5.1 The table below sets out funding change requests for capital schemes (where the change is greater than £250k) following review and refresh of project business cases:

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

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

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

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

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

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

## 5 Balance Sheet

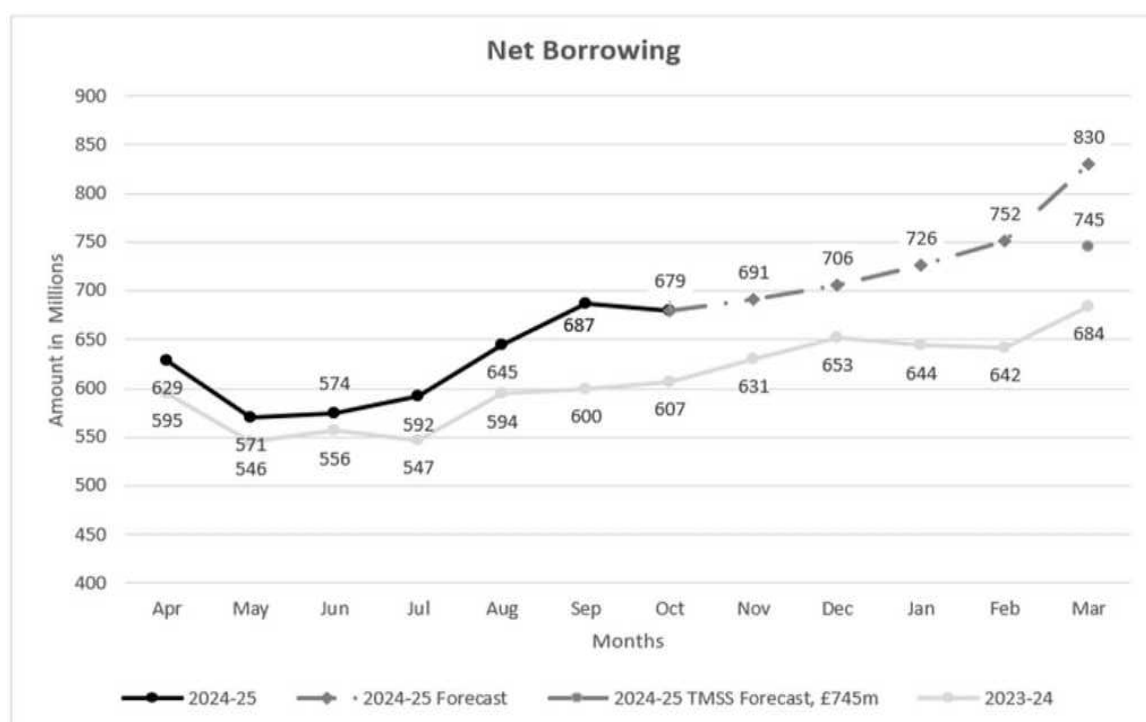
### 5.1 Reserves

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

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

### 5.2 Borrowing

- 5.2.1 The graph below shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of October 2024, investments held totalled £125.2m (excluding all 3rd party loans and This Land) and gross borrowing totalled £804.4m, equating to a net borrowing position of £679.2m. We estimated by year end we would have borrowing of £745m in the Treasury Management Strategy Statement (TMSS), part of the business plan.



5.2.2 Based on latest cash flow projections and capital spend forecasts, we are expecting to be above the level of borrowing forecast in the Treasury Management Strategy. The actual operational boundary for borrowing set by council is £1.13bn so we remain well within the authorised limit. This higher level of borrowing is partly why there is no forecast underspend on the capital financing budget. Cash flow challenges with the NHS and with our high needs deficit reduce the internal borrowing that the council has historically relied on to keep external borrowing down.

### 5.3 General Balance Sheet

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

	Measure	Target	Year to date at the end of October 2024
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	80%	77%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£16.1m	£16.98m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£7.1m	£25.08m
4	% of invoices registered on ERP within 2 working days	98.0%	99.8%

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

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

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

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

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

- Social Care debt increase has slowed and starting to see signs of improvement with a slight reduction over the last two months, even though revenue raised is higher than 2023-24.
- Backlog in financial assessments has been reduced and is moving towards business-as-usual levels.
- Wide ranging process improvements have been identified and implemented or in the process of being implemented, this includes our handling of estates for deceased clients and where we are providing services for people who lack capacity to make decisions about their own property and finances.
- Improved staff performance within the council's Debt Team, which has improved during 2024/25 through a significant increase in recovery actions completed each month.
- Internal communications between Adults Finance team and the Debt team have been improved with the implementation of Halo which has inbuilt workflow and a reporting facility that will provide further MI to facilitate future improvements.



- Increased digital approach to be implement over the next few months following procurement of paperless direct debit and SMS reminder solutions. The solutions will improve engagement and assist with the customer journey in respect of signing up to pay by direct debit.
- Additional external recovery options have been identified and implemented which provide the council with a wider offering to tackle unpaid debt.
- Increased resources have been funded and are either in place or currently being recruited.
- Increased training, support and guidance across Council teams with involvement in client contributions

5.3.5 The high level of sundry debt relates mainly to income due from the NHS (circa £22m). There are ongoing discussions about the amounts due to the council for pooled budgets, mainly the learning disability partnership, for both 2023-24 and 2024-25. The council has a strong contractual case for this income.

## **6 Treasury Management**

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

## Appendix 1 – Revenue – commentaries on exceptions

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

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
1	Updated	Adults, Health & Commissioning	Executive Director - Adults, Health & Commissioning	-36,294	684	2%	<p>The Executive Director policy line holds a range of budgets applicable across the Directorate. This includes the following budgets with forecast variances:</p> <p>i) the savings target for review of in house provision for which the review work is underway but no firm plans are yet in place to deliver savings or additional income creating a £1m pressure in year;</p> <p>ii) the council's share of Learning Disability funding held outside of the pooled budget shared with Health. This includes a budget for an additional £2.6m of funding from the NHS as a contribution to LD costs. The work to confirm revised contributions to LD costs is progressing but no changes in funding arrangements will now take place until 25-26;</p> <p>iii) the vacancy factor budget for the Adults, Health and Commissioning Directorate is forecast to over recover by £400k based on vacancies in the first half of the year;</p> <p>iv) priorities around the use of external grant funding have been revisited to reflect latest spend estimates which has released £1,031k of grant monies to contribute to care pressures; and</p> <p>v) £1m of the contingency budget held back awaiting the outcome of inflation awards has now been released; and</p> <p>vi) the staff pay awards have now largely been finalised releasing an underspend of £340k across Adults, Health and Commissioning.</p>
2	Updated	Adults, Health & Commissioning	Autism and Adult Support	4,105	-627	-15%	<p>The 24-25 budget for the Autism and Adult Support Service included additional demand funding in recognition of the fact the service has been clearing its substantial waiting list. However, the assessments</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							and reviews completed so far indicate that fewer people on the waiting list will require placements than was originally anticipated. Therefore, the projections for new demand in 24-25 have been revised down by £328k. Additionally, a number of placements have ended since the budget was set in February 2024, delivering a saving of ~£220k. The forecast also assumes a £63k increase in repayments of unused direct payments.
3	Unchanged	Adults, Health & Commissioning	Learning Disabilities	101,429	2,134	2%	Learning Disability service is currently forecasting an overspend of £2.1m. The budget is pooled between the council and the NHS, with shares of 77% and 23% respectively. The service is currently going through the process of dissolving the pooled budget which could cause short term financial pressures. There is significant risk around the savings targets attached to the budget of £2.9m all of which have active workstreams and this is adding an estimated £500k to cost pressures at the current time. Cost pressures are also being shown through increase in complexity of need of current people receiving care over and above that expected, while demand for new people coming into service has also started to increase following a reduction during last year and the beginning part of this year. Pressures within the provider market continue to be seen through some requests for higher than budgeted uplifts, negotiations are being managed with these providers on an individual basis.
4	Updated	Adults, Health & Commissioning	Older People's and Physical Disabilities	93,795	-10,490	-13%	Older People's and Physical Disabilities services are forecasting a £10.49m underspend. Demand increased significantly during 2023-24, and this was reflected in the budget set for 2024-25. However, net activity levels are significantly lower than expected for the year to date, especially for care homes and domiciliary care. This is the main component of the reported underspend position. The budget assumes

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							in-year savings delivery of £2.3m. Current progress suggests we will underachieve against this savings target by £850k. There remains uncertainty regarding income from clients contributing to the cost of their care, which increased considerably over the past year. This appears to be continuing in the current year and we are forecasting an underspend of £2.6m. However, uncertainties remain regarding the potential impact of increasing levels of adult social care debt.
5	Updated	Adults, Health & Commissioning	Mental Health	23,725	2,727	12%	Mental Health services are forecasting an overspend of £2.727m for October. This is being driven by an increasing number of high-cost, complex community-based cases within Adult Mental Health. This includes a significant number of transition cases coming through from Children's. Demand pressures on Older People Mental Health bed-based care have reduced this month, but a residual overspend from higher numbers of placements in the first half of the year remains. There is an additional pressure of £192k following closure of a supported living unit where clients were not able to be supported in similar provision due to complexity of need. The budget assumed £0.5m in-year savings delivery; an expected under-achievement of £386k is reflected in the forecast. There is a forecast overspend of £654k against income from clients contributing to the cost of their care, reflecting the expected impact of increasing levels of adult social care debt.
6	Updated	Adults, Health & Commissioning	Public Health Directorate	-24,129	-248	-1%	The reported underspend for the public health service is due to in year vacancies following the recruitment pause during the restructure consultation and further staffing changes as a result of the separation of public health from a shared service. Internal processes have been followed and recruitment for essential roles is underway. The newly appointed Director of Public Health, who takes up post in January 2025, will be reviewing the requirements and structure within the

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							Public Health service. In addition, £96k of the 2024/25 grant uplift is committed in 2025/26 but remains unallocated for 2024/25 on a one off basis.
7	Updated	Children, Education & Families	Children in Care Placements	32,462	7,000	22%	The increased £7m forecast overspend is primarily due to a small number of young people in very high-cost placements. If forecast to year-end, these placements would result in a more significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and therefore we do not expect these to continue for the full year.
8	Updated	Children, Education & Families	Integrated Front Door	4,190	1,500	36%	The Integrated Front Door and Assessment service is forecasted to overspend by £1.5million in FY 2024-25. Additional agency staff has been recruited in MASH and Assessment's whilst the current structures are being reviewed. There are high levels of agency staff both within and over budgeted establishment, which is more expensive than employing permanent staff.
9	Updated	Children, Education & Families	Executive Director CEF	3,433	-1,360	-40%	The Vacancy Factor for Children Education Families (CEF) is currently forecast to overachieve by £750k. Following the confirmation of the national pay award, and the decision by Staffing and Appeals Committee for locally determined pay scales, there is an underspend of £610k against the allowance made in the budget for pay inflation.
10	Unchanged	Children, Education & Families	Home to School Transport – Special	25,080	2,090	8%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.
11	Unchanged	Children, Education & Families	Home to School Transport – Mainstream	13,374	671	5%	The revised £2.7m forecast across mainstream and SEND transport is a result of a continuing increase in demand and complexity of need.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
12	New	Children, Education & Families	Strategic Management - Education	3,115	-1,500	-48%	Underspend of £1.5m to reflect the continuation of the Household Support Fund which has released core funding previously identified to provide Free School Meal vouchers during school holidays which will instead be funded from the Household Support Fund grant.
13	Updated	Children, Education & Families (DSG)	SEND Financing – DSG	-14,686	16,000	109%	The revised forecast DSG deficit is reflective of continuing pressures and increasing demand within the High Needs Block (HNB).
14	Unchanged	Children, Education & Families (DSG)	Schools Financing - DSG	2,907	-2,270	-78%	Budgeted underspend on the DSG Central Schools Services Block (CSSB) to mitigate HNB pressures.
15	Updated	Place & Sustainability	Highways Development Management (HDM)	0	-1,687	0%	Forecast income for Highways Development Management (HDM) team in 2024-25 is assessed based on income generated in 2023-24 and in first three months of 2024-25. Further: <ul style="list-style-type: none"> <li>• Bond rates (and by extension S.38 fees) increased (as of April 2024) by 15-20% dependent on nature of infrastructure. The increase in rates is proportionate to inflation in construction costs as benchmarked by Milestone.</li> <li>• More robust planning of pre-application fee recovery to take place.</li> <li>• More robust fee recovery for developer temporary directional signs to take place.</li> <li>• Potential S.184 income to facilitate new S01/S02 roles.</li> <li>• Gradual realisation of the commuted sum policy of April 2023 as sites come through the development pipeline.</li> <li>• Interim / consultant fees should drop by around ~£200,000 in 2024-25.</li> </ul>
16	Updated	Place & Sustainability	Energy Services	-2,069	4,479	217%	Across the energy schemes there is a forecast variance shortfall of £4,479k, explanations are below: <b>St Ives:-</b> The project is forecasting an overall £183k saving to the council this year due to the project delay. This is made up of a saving

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

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The input electricity costs have been high during 2023 and 2024 as the heat network is drawing electricity from the grid plus unexpected noise limitations on the ground source heat pump operations reduced RHI income as an interim position. By end of November these issues will be resolved preventing limitations on the ground source heat operations and the use of grid electricity. To date 68 homes are connected, a further 11 are underway to be connected by December and the forecast is a total of 95 homes by March 2025. The home connections are not yet on track as the business case forecast was 130 but all efforts are underway to increase sign ups now some key issues are close to resolution.
17	Updated	Place & Sustainability	Street Lighting	8,999	-645	-7%	The forecast saving reflects reduced expected energy savings to be achieved by the delayed installation of LED lanterns starting in Autumn 2024 as part of the County Councils LED lantern replacement project. This budget forecast has also been reduced to reflect the forecasted reduction in expenditure due to lower than expected energy inflation figures, which were included in the budget for 2024-25.
18	New	Place & Sustainability	Executive Director	-391	-584	-149%	Forecast vacancy savings exceed the budget set in the Business Plan which also offsets the delivery of management efficiencies in 24-25 which will now be delivered in full for 25-26. In addition, the approved inflationary uplift in staff pay is less than the amount budgeted for in the Business Plan and this creates an additional underspend for P&S.
19	New	Place & Sustainability	Highways Maintenance	10,877	570	5%	The Highways Material Recycling Facility is not being developed and so the early feasibility costs previously charged to capital have been transferred to revenue. In addition, the budgeted revenue savings



Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							from this scheme will not be achieved. This is being mitigated through increased level of income from highway development control.
20	New	Place & Sustainability	Traffic Management	71	-644	-912%	The forecast is due to additional income from road closures and openings, and utility companies staying on highways for extended time. This has improved following a review of the TTRO orders forecast. This is partly offset with the loss of income from providing Tables and Chairs licences.
21	Updated	Finance & Resources	This Land	-6,191	5,774	93%	The council is due to receive the annual business plan from This Land which will provide a detailed overview of the company's outlook and performance. A few external factors have given rise to delays the company's current business plan deliverables, and therefore there is a risk to the level of interest payments in 2024/25 and it is prudent to provide for this.
22	Updated	Finance & Resources	Facilities Management	6,671	932	14%	<p>This is comprised of:</p> <ul style="list-style-type: none"> <li>- A pressure for service charges of £79k in relation to the council's use of external properties</li> <li>- A higher cost of maintaining the estate than forecast and a one-off investment for asset tagging, has resulted in a further pressure of £907k is forecast.</li> <li>- The estimated saving for buildings allocated in the Accommodation Improvement Programme (approved in October 2024) is £54k at this stage. However, there are several buildings expected to make a saving of £39k which are not in the programme, off setting this pressure.</li> <li>- There is a pressure for the pool car contract of £54k.</li> </ul>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							To offset these pressures the service has identified: - A saving of £330k for electricity and gas is forecast based on the unit price reducing and current usage - There is additional income of £100k expected for the Shire Hall site car park. Noting the current cost of the old Shire Hall site amounts to £483k, which will be funded from reserves.
23	Updated	Strategy & Partnerships	Legal & Governance	2,522	650	17%	The cost of legal work from April – September is currently higher than the 6-month budget. The budget includes a saving of £125k that won't be achieved. The forecast anticipates a reduction in the current rate of expenditure in the coming months. Targeted action is in place for reducing spend in areas that are seeing pressures that are demand led (Children and Adults), working to reduce the cost of disbursements and external legal fees, reviewing caseloads, and implementing constraints to access to legal support.
24	Updated	Corporate & Funding Items	Central holding and miscellaneous accounts	1,022	-926	-91%	Grant funding has been applied, in line with grant conditions, to corporate costs.
25	Unchanged	Corporate & Funding Items	Corporate Grants	-16,656	-1,313	-7%	Corporate grants from DLUHC which we are due to receive during 2024-25 that are greater than budgeted for. £1.3m relates to Business Rates Compensation grant, which was unexpectedly higher than the figure in the final local government finance settlement.
26	New	Capital Financing	Capital Financing	40,070	532	1%	The cost of financing borrowing for the council's capital programmes is expected to increase by £532k in 2024-25, due to taking out borrowing earlier than anticipated to support our cashflow position, and at slightly elevated rates above those forecast.

## Appendix 2 – Capital – commentaries on exceptions

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

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	New	P&S	Additional Highways Maintenance (HS2 allocation)	4.7	2.8	0.6	Phasing	50% of this budget was originally profiled for spend in 25/26, however due to network condition and site-specific safety issues further work has been undertaken in 24/25 to mitigate safety and other risks to the authority of delaying work until 25/26. This has allowed us to deliver more work in year under existing traffic management / road closures delivering better value for money.
1b	Updated	P&S	Carriageway & Footway Maintenance incl Cycle Paths	36.7	7.2	-0.9	Phasing	Underspends related to specific projects delivered for lower than budgeted and other projects needing to move to 25/26 to allow more time to develop design proposals.
1c	Updated	P&S	A14 De-trunking	24.8	8.6	-2.4	Phasing	<p>The 24-25 contained an allowance of 30% for risk and optimism bias due to CCC not knowing what state the asset would be in when handover from National Highways was completed. This hasn't yet been applied to the figure in the FMR, which has now been adjusted to account for this.</p> <p>Of the total amount Structures have been assigned c.£3.2m for spend in 24-25 of the £8.5m, following a check and challenge of this budget, it has emerged that most schemes will be in development &amp; design through 24-25 and will not be ready for delivery until 25-26 FY. £750k identified for spend in 24-25 from this</p>

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
								budget.
1d	Updated	P&S	Soham Wicken Non-Motorised Users	1.2	1.0	-0.7	Phasing	Planned construction start date has been delayed pending further survey work and licencing requirements for protected species along the route. Work is anticipated to commence later in 24-25, with completion early in 25.26.
1e	Updated	P&S	Active Travel 4 - Extension	1.1	1.1	-0.5	Phasing	Additional time required to conclude design detail and consultation; construction anticipated to extend into FY 25-26.
1f	Unchanged	P&S	Safety Schemes	2.8	0.6	-0.5	Phasing	The safety schemes budget has been identified as a critical fund for the International Road Assessment Programme (iRAP). The iRAP report has been delayed and is now due to be published for the December Committee Cycle. Once the iRAP report has been analysed and schemes identified this fund will be used to begin the programme of small works around the iRAP aspirations of creating safer roads and roads side supporting our Vision Zero values.
1g	Unchanged	P&S	March Future High Street Fund and Broad Street	7.9	3.0	0.8	Phasing	Work on site progressing well with scheme anticipated for completion in October 2024. Construction budget underspend being used to bring forward additional ancillary improvements as part of the scheme in 24-25.
2a	Updated	CEF	Littleport Community Primary	6.0	4.2	-2.7	Phasing	Planning delays and authorisation for the project has caused delays. Start on site now expected early January 2025 with expected completion late October 25. Kitchen works carried out in holidays in 2025.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
2b	Updated	CEF	Darwin Green (North West Fringe) secondary	34.7	1.0	-0.8	Phasing	Slippage due to lack of progress in design. Anticipated that only 75% of MS2 would be completed by 31st March. No tender issued for contractor appointment as yet, Scheme will be delivered for 2027 completion.
2c	Updated	CEF	LA Early Years Provision	8.5	1.6	-1.0	Phasing	Teversham scheme delayed due to planning and conditions. Start date tentatively agreed January 2025. Tender costs of construction works are lower than estimated.
2d	Updated	CEF	Townley Primary	1.6	1.4	-0.7	Phasing	Delays due to highways work required and the timing of this. Further slippage due to delay in authorising the project spend. Completion now slipped to July 2025.
2e	Unchanged	CEF	Highfields Littleport - Expansion	8.0	2.8	-0.6	Phasing	Slippage due to revised start on site from November 2024 to January 2025 due to redesign, omission of alterations and for increased externals due to requirement for turning circle.
3a	New	AHC	Independent Living Service: East Cambridgeshire	22.2	0.5	-0.5	Phasing	We continue to wait for the NHS to approve the Heads of Terms before considering our next steps in the Ely Independent Living Service project. As there has been no progress in the past months, the planned capital expenditure in 2024-25 will be rephased to 2025-26.  Additionally, updated estimates for the construction costs have reduced the total scheme budget by £473k.
4a	New	S&P	Community Fund	5.1	1.7	-1.0	Phasing	10 programmes will not be completed this year, including funding towards Fenstanton Village Hall of £500k and therefore the funding needs rephasing.
5a	New	F&R	Condition Survey Works	4.3	2.5	-0.8	Phasing	Three schemes linked to the Accommodation Improvement Programme have been put on hold until decisions have been made on the future use. There is also an amount of rephasing needed for planned work.

Ref	Directorate/ Committee	Commentary vs previous month	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
5b	New	F&R	Wisbech Adventure Playground (The Spinney)	1.5	0.9	-0.7	Phasing	The scheme budget has now been revised and has increased by £590k from the original business case, Due to delays with procurement and securing the additional grant funding, this scheme will need to be re-phased into 2025-26.

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

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2023-24 cfwd	A/R.6.188 (2022-23)	Micro-enterprises Support	-103	0	103	100%	Black	Initial estimates of cost savings were based on early capacity hours from a small-scale pilot undertaken. However, the ability to achieve these savings has been limited by the reducing uptake of direct payments which act as an access point to these services. Mitigations have been agreed in October 2024 to address this with the aim of realising savings from 2025/26 onwards
AHC	A&H	2023-24 cfwd	A/R.6.195 (2022-23)	Increased support for carers	-24	-24	0	0%	Green	Expecting to deliver to target
AHC	A&H	2023-24 cfwd	A/R.6.200 (2023-24)	Expansion of Direct Payments	-6	-6	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2023-24 cfwd	A/R.6.206 (2023-24)	LD mid-cost range placement review (links to A/R.5.025)	-53	-53	0	0%	Green	Expecting to deliver to target
AHC	A&H	2024-25 saving	B/R.6.002	Expansion of Direct Payments	-32	-32	0	0%	Green	Savings to be realised Q3 - Q4
AHC	A&H	2024-25 saving	B/R.6.003	Decommissioning of block contracts for car rounds providing homecare	-2,473	-2,473	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.004	Mental Health section 75 vacancy factor	-50	-50	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.005	Learning Disability mid-cost range placement review	-264	-352	-88	-33%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.006	Mental Health supported accommodation	-137	-34	103	75%	Amber	There has been a delay in re-opening the framework which means the saving will only be partially delivered in 2024/25.
AHC	A&H	2024-25 saving	B/R.6.007	Learning Disability Voids Saving	-300	-320	-20	-7%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.008	Reduction in 1 day of care	-456	-456	0	0%	Green	Occurred February 2024. Saving shared with the ICB.
AHC	A&H	2024-25 saving	B/R.6.009	Mental Health residential and community	-357	-171	186	52%	Amber	There has been a delay in establishing the new model of residential care and good homecare market capacity has meant that very limited off framework placements are being made reducing the in year savings opportunity

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.010	Block beds void management	-380	-320	60	16%	Green	Our improvements from Q2 are starting to deliver which is why savings projection has increase. Further improvements are expected during Q3.
AHC	A&H	2024-25 saving	B/R.6.011	Reablement surplus following restructure	-91	-91	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.012	Historic saving from ending of Lifelines service	-70	-70	0	0%	Green	Saving delivered
AHC	A&H	2024-25 saving	B/R.6.013	Prevent, reduce and delay needs presenting - reablement	-525	-330	195	37%	Red	The element of this saving that relates to services for Older People is expecting to deliver to target. However, further work is required on the element of the saving related to Learning Disabilities which is a saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.015	Prevention Agenda - Digital Innovation	-300	0	300	100%	Black	Further development of plans required to deliver saving
AHC	A&H	2024-25 saving	B/R.6.016	Learning Disability Low Cost placement review	-169	-361	-192	-114%	Blue	Expecting to over deliver and contributing to other LD savings that are not forecast to deliver in full. Saving shared with the ICB
AHC	A&H	2024-25 saving	B/R.6.017	Learning Disability Vehicle Fleet Reduction	-50	-150	-100	-200%	Blue	Forecasting over-delivery
AHC	A&H	2024-25 saving	B/R.6.018	Learning Disability Respite Utilisation	-247	-156	91	37%	Amber	Saving shared with the ICB; Revised process being co-produced with providers, improved utilisation will begin in Q2. Utilisation has risen to over 70% and on track to meeting the business case target.
AHC	A&H	2024-25 saving	B/R.6.019	Learning Disability Negotiation with providers	-585	-400	185	32%	Red	Saving shared with the ICB; the volume of negotiations increased in Q2 as expected, however the transaction work is taking longer than planned. Expectation that additional benefits will be realised the next quarter.
AHC	A&H	2024-25 saving	B/R.6.020	Learning Disability Cambridgeshire Outreach	-260	-57	203	78%	Amber	Saving shared with the ICB; Approach is being finalised, updated forecast savings will be available in the next quarter.
AHC	A&H	2024-25 saving	B/R.6.021	Learning Disability Enablement	-391	0	391	100%	Black	Pilot is due to start in September, initial pilot will be evaluated at the end of January 2025 to enable forecast savings going forward, which will be available in Q4. Saving shared with the ICB. Other LD savings which are overdelivering are in part setting off the shortfall in delivery of this saving.
AHC	A&H	2024-25 saving	B/R.6.024	Prevention Agenda - All Age Locality Strategy	-177	0	177	100%	Black	Further development of plans required based on an independent review being undertaken.
AHC	A&H	2024-25 saving	B/R.6.025	Mental Health Recommissioning Supported Accommodation	-75	0	75	100%	Black	The cost of alternative placements has outweighed the original saving identified due to level of assessed complexity.



Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 saving	B/R.6.027	Review discharge pathways - Pathway 3, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.028	Review discharge pathways - Pathway 3, Reduce homecare	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.029	Review discharge pathways - Pathway 2, Reduce bed based care	-400	0	400	100%	Black	Delivery of savings has been delayed and further work is required to secure the delivery of this saving. Forecast savings will be updated as work progresses.
AHC	A&H	2024-25 saving	B/R.6.030	Review in house services - Cost avoidance / efficiencies and new opportunities	-300	0	300	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.031	Review in house services - supported living	-400	0	400	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.032	Review in house services - Respite / residential	-300	0	300	100%	Black	Review of in house services is underway and expected to complete in September. Forecast savings will be updated based on the outcomes of the review work.
AHC	A&H	2024-25 saving	B/R.6.033	Extra Care	-350	-700	-350	-100%	Blue	Delivered additional savings to plan
AHC	A&H	2024-25 saving	B/R.6.034	Advocacy contract recommissioning	-128	-128	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.035	Care Home Trusted Assessor service	-69	-69	0	0%	Green	Delivered
AHC	A&H	2024-25 saving	B/R.6.036	Adults, Health and Commissioning vacancy factor	-560	-960	-400	-71%	Blue	Vacancy factor expected to exceed target in 2024/25
AHC	A&H	2024-25 saving	B/R.6.037	Day Opportunities	-260	-101	159	61%	Amber	Saving shared with the ICB; Approach is being finalised, forecast savings have started in Q2 from using current under-utilised capacity.
AHC	A&H	2022-23 cfwd	A/R.7.113 (2022-23)	Learning Disability Partnership Pooled Budget - cost share	-1,125	0	1,125	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025
AHC	A&H	2024-25 income	B/R.7.005a	Learning Disability Partnership Pooled Budget - cost share	-1,469	0	1,469	100%	Black	For this year this saving will not be achieved as the end date of the Section 75 Agreement is end of March 2025
AHC	A&H	2024-25 income	B/R.7.005b	Increased ICB contributions - share of demand, inflation, investments and savings	-2,420	-2,420	0	0%	Green	Forecasting delivery against plan

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
AHC	A&H	2024-25 income	B/R.7.006	Increased income from reducing Financial Assessments backlog	-931	-931	0	0%	Green	Savings achieved. Procurement complete to outsource financial assessment activity which has delivered saving to plan.
AHC	A&H	2024-25 saving	F/R.6.001	Health in all Policies	-125	-125	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.002	Public Health savings	-27	-27	0	0%	Green	Complete
AHC	A&H	2024-25 saving	F/R.6.003	Savings from recommissioning of contracts	-22	-22	0	0%	Green	Complete
AHC	A&H	2024-25 income	F/R.7.200	Increased contribution from PCC	-25	0	25	100%	Black	Increased contribution will not be achieved following separation from PCC but nor will additional costs be incurred which it was due to fund.
CEF	CYP	2024-25 saving	A/R.6.001	Children's Disability operational savings	-96	-96	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.003	Targeted Support operational savings	-65	-65	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.004	Family Safeguarding Service	-200	-200	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.005	Social Care and Education Transport	-582	0	582	100%	Black	Continuing increases in demand and complexity of need have result in additional cost pressures across transport budgets.
CEF	CYP	2024-25 saving	A/R.6.007	Children in Care Placements High-Cost Placements Review	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs of high cost placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down provision.
CEF	CYP	2024-25 saving	A/R.6.008	Children in Care Placements Unregulated Placements reduction in costs	-250	0	250	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who are unable to step down from the current provision. These packages are reviewed weekly.
CEF	CYP	2024-25 saving	A/R.6.009	Early Years Service contract savings	-19	-19	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.010	Home to School Transport	-87	-87	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.011	Residential Strategy - Children in Care placements Saving	-435	0	435	100%	Black	Budget adjustments made based on investment and savings assuming a January 2025 start however project rescope and revised start date Jan 2026 which will need to be reflected in 25/26 Business Plan.
CEF	CYP	2024-25 saving	A/R.6.012	School Improvement Service operational savings	-49	-49	0	0%	Green	On Track
CEF	CYP	2024-25 saving	A/R.6.013	Corporate Parenting	-200	-200	0	0%	Green	On Track

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Children in Care Placements	-1,000	0	1,000	100%	Black	Despite efforts to drive down costs from unregistered placements the budget is still showing a pressure relating to a small cohort of Young People who present with complex needs and requires a high level of support.
CEF	CYP	2023-24 cfwd	A/R.6.255 (2023-24)	Careers Education Information Advice and Guidance	-45	-45	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.101	Early Years additional income	-4	-4	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.102	School Improvement Service	-47	0	47	100%	Green	
CEF	CYP	2024-25 income	A/R.7.103	Children's Targeted Support	-15	-15	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.104	Children's Disability - increase in external income	-10	-10	0	0%	Green	On Track
CEF	CYP	2024-25 income	A/R.7.105	Educational Safeguarding additional income	-7	-7	0	0%	Green	On Track

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2023-24 cfwd	B/R.6.220 (2023-24)	Highways Materials Recycling	-100	0	100	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> <li>- We are talking about a temporary facility in March at this time which is restricted by planning and licencing, in particular impacting productivity due to constraints on scale.</li> <li>- An operational facility should the business case stack up will not be in place until August at the earliest. We would then need a programme of revenue funded work which would align to the material being produced, (note this could be difficult as the majority of this work is to some extent reactive with specific timescales for completion).</li> <li>- The rest of the work where this material would be used is capitally funded, so any savings allocated to the use of this recycled material would result in more work being done on site, rather than a revenue saving.</li> <li>- Any revenue subsidised by making use of income through selling of the material to third parties only comes should we have plans for a larger scale operation and is dependent on a full business case being produced which provides certainty around the market for the product given the upfront investment required.</li> </ul> <p>Business case from provider received and not viable at current time. Briefing note sent to FJ and signed off. No further works at current time. Scheme closed down.</p>

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2024-25 saving	C/R.6.220	Highways recycling of waste to reduce waste disposal costs	-150	0	150	100%	Black	<p>This package of work has been taken on by Project Delivery from February 24 and we are working up a detailed business case with the supply chain to validate assumptions made in business planning.</p> <p>Key risk to this projected saving:</p> <ul style="list-style-type: none"> <li>- We cannot proceed presently with dewatering at the current time as there is a need for a permanent setup which drains into a third parties system.</li> <li>- There is not enough space within the depot footprint for this facility in March plus room to store road planings for recycling (on a scale needed to make cold recycling process more viable commercially).</li> <li>- There would be a saving in the cost of disposal of non-hazardous waste as opposed to hazardous should a solution come online at a later date.</li> <li>- The aspirations on both options was to have a super depot which had enough space for permanent facilities.</li> </ul> <p>Business case from provider received and not viable at current time. Briefing note sent to FJ and signed off. No further works at current time. Scheme closed down.</p>
P&S	H&T	2024-25 saving	C/R.6.221	Street lighting energy savings	-977	-86	891	91%	Red	<p>The energy calculation in the previous forecast was based upon has been updated taking account of the rates on the new energy framework. The current projections are that the energy costs will reduce by c.50% hence the reduction in return on investment. This risk has always been key to business case in relation to payback, clearly this can fluctuate throughout the year, but this is the latest information available to CCC.</p> <p>Delay to LED programme now due to start in late November due to slow DoV sign of by PFI provider. Although the LEDs will not make the whole saving, the reduction in electricity costs means that there is not actually an overall pressure this year.</p>
P&S	H&T, E&GI, CSMI	2024-25 saving	C/R.6.231	Management efficiencies	-75	0	75	100%	Black	Savings from restructure no longer being met through staff arrangements, to be replaced by vacancy savings for the team.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	H&T	2024-25 income	C/R.7.102	Review and re-baselining of P&S income	-400	-400	0	0%	Green	
P&S	E&GI	2023-24 cfwd	C/R.7.106 (2023-24)	St Ives Smart Energy Grid - Income Generation	-116	-34	82	71%	Amber	The project is due to energise towards end of November 2024 to export electricity to the grid until the private wire is connected. Wholesale electricity prices have reduced since last year reflecting market changes which has contributed to income reductions.
P&S	E&GI	2023-24 cfwd	C/R.7.107 (2023-24)	Babraham Smart Energy Grid - Income Generation	-462	-40	422	91%	Amber	Two thirds of the smart energy grid is complete and the final third is under construction. The timeline for energisation is delayed by c3 weeks to late February 2025 due to long lead items needing to be reordered following a spate of thefts. A major project milestone in connecting the private wire customer was substantively completed in early October.
P&S	E&GI	2023-24 cfwd	C/R.7.109 (2023-24)	North Angle Solar Farm, Soham - Income Generation	-3,943	-150	3,793	96%	Red	The wholesale electricity price forecasts for exporting electricity to the grid reduced at the end of 2023 impacting income forecasts by almost 50%. In addition, there was an initial delay connecting the private wire and NASF to the distribution network, which has impacted the overall income forecasts for 24/25. This is the mobilisation of a significant solar array. The contractor has since had 2 further delays to commissioning the asset, which have reduced forecast income further.
P&S	E&GI	2023-24 cfwd	C/R.7.110 (2023-24)	Swaffham Prior Community Heat Scheme - Income Generation	-521	-235	286	55%	Red	69 homes are now connected and further connections will be made this financial year, which is projected to be a total of 94 homes in total. Progress by contractors has been slower than anticipated but is still anticipated to meet the year end target, if later in the year than forecast originally.
P&S	CSMI	2024-25 income	C/R.7.140	Recharge for shared regulatory services with Peterborough City Council	-68	-68	0	0%	Green	On track
P&S	CSMI	2024-25 income	C/R.7.143	Increased income from registration services	-125	-100	25	20%	Amber	Additional revenue from new bespoke ceremonies, and statutory fee increases is helping offset a downturn in funding from Approved Venues, these having been adversely affected by the economic climate, and is outside the control of the council.

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
P&S	E&GI	2024-25 income	C/R.7.147	Connecting Cambridgeshire - additional funding	-16	-16	0	0%	Green	On track
P&S	H&T	2024-25 income	C/R.7.150	Application of Parking Surplus	-512	-512	0	0%	Green	Changes to be implemented in March 24
P&S	H&T	2024-25 income	C/R.7.203	Surplus income other parking fees and permits	-129	-129	0	0%	Green	Changes to be implemented in April 24
P&S	H&T	2024-25 income	C/R.7.204	Street works permitting fees	-158	-704	-546	-346%	Blue	Income predicted to roll forward on same basis as in 2023/24 with current high levels of applications for street works / TTROs. Based on income up to end of Sept 2024.
F&R	SRP	2023-24 cfwd	C/R.6.108 (2023-24)	New IT System	-70	0	70	100%	Black	Saving to be met in 2025-26 due to overlap with current system. Pressure to be absorbed in the remaining ITDS budget.
F&R	SRP	2023-24 cfwd	C/R.7.116 (2023-24)	Cromwell Leisure - Income Generation	-84	0	84	100%	Black	Rental increase is not as expected and operating some vacant units.
F&R	SRP	2023-24 cfwd	C/R.7.120 (2023-24)	County Farms - Agricultural Rent	-46	-46	0	0%	Green	Rental income is now on budget.
F&R	SRP	2023-24 cfwd	C/R.7.156 (2023-24)	Biodiversity Net Gain Offset	-86	-86	0	0%	Green	Sale of Units continue to be marketed.
F&R	SRP	2024-25 saving	D/R.6.001	Mobile phone re-procurement	-200	-200	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.002	Systems & Licences efficiencies	-161	-161	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.003	Contact Centre staff working on PCC Children's Social Care	-138	-138	0	0%	Green	Posts removed, saving achieved.
F&R	SRP	2024-25 saving	D/R.6.004	IT & Digital staff reduction	-126	-126	0	0%	Green	
F&R	SRP	2024-25 saving	D/R.6.006	Multi Functional Device re-procurement	-40	-40	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.008	Insurance provision adjustment	-50	-50	0	0%	Green	On Track
F&R	SRP	2024-25 saving	D/R.6.010	Salary sacrifice	-30	-30	0	0%	Green	This has been achieved, savings from salary sacrifice schemes.
F&R	SRP	2024-25 saving	D/R.6.011	Property rationalisation	-414	-54	360	87%	Amber	Accommodation Improvement Programme going through tranche 1 approval governance process and when approved at committee in October will deliver savings this financial year but not full year savings, these will be achieved fully the following year.
F&R	SRP	2024-25 saving	D/R.6.013	Telephony	-45	-45	0	0%	Green	The new contract is in place, saving has been achieved.
F&R	SRP	2024-25 saving	D/R.6.016	Property - facilities management	-100	0	100	100%	Black	Saving for maintenance is unachievable from the revenue budget due to change in supplier and backlog of work in progress accrual.
F&R	SRP	2024-25 income	D/R.7.004	Treasury financial investments	-100	-100	0	0%	Green	On Track

Directorate	Committee	Type	Business Plan Reference	Title	Planned Savings 2024-25 £000	Forecast Savings £000	Variance from Plan £000	% Variance	RAG	Public Forecast Commentary
F&R	SRP	2024-25 income	D/R.7.005	IT & Digital Service - shared service saving	-117	0	117	100%	Black	Shared service arrangement ends in October, this saving is no longer achievable. Pressure to be absorbed in the remaining ITDS budget
F&R	SRP	2024-25 income	D/R.7.006	Blue Badge scheme	-53	-53	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.007	This Land	-58	0	58	100%	Black	Wider risk to This Land income in 2024-25; considered at SR&P committee in July
F&R	SRP	2024-25 income	D/R.7.008	Castle Court car park income	-300	-400	-100	-33%	Blue	Additional income from the car park has been realised in the first 5 months of the year
F&R	SRP	2024-25 income	D/R.7.105	Renewable Energy Soham - Income Generation	-176	-455	-279	-159%	Blue	Income generated from the solar farm has exceeded the income target.
F&R	SRP	2024-25 income	D/R.7.115	Student Accommodation - Income Generation	-62	0	62	100%	Black	Accommodation fully booked but need for reinvestment to meet a number of planned and reactive maintenance issues.
F&R	SRP	2024-25 income	D/R.7.116	Leisure Park - Income Generation	-146	0	146	100%	Black	Rental increase is not as expected and managing and marketing the empty units.
F&R	SRP	2024-25 income	D/R.7.117	Supermarket Site - Income Generation	-71	-71	0	0%	Green	On Track
F&R	SRP	2024-25 income	D/R.7.118	Business Park - Income Generation	-40	-40	0	0%	Green	On Track
F&R	SRP	2023-24 cfwd	F/R.6.109 (2023-24)	Cambs 2020 Operational Savings	-455	0	455	100%	Black	This saving will not be achieved until the site is handed over.
F&R	SRP	2024-25 saving	H/R.6.001	Reducing the level of bad debt provision	-500	-500	0	0%	Green	Forecast on track at this stage; good progress with debt improvement programme, however multi-factored impacts and billing rising to social care clients. Close monitoring and target has been quantified to different segments
S&P	SRP	2024-25 saving	E/R.6.001	Deletion of vacant posts in Policy, Insight & Programmes	-115	-115	0	0%	Green	Savings built into budget for 2024-25, posts have been removed.
S&P	SRP	2024-25 saving	E/R.6.002	Legal Services efficiencies	-125	0	125	100%	Black	Ongoing higher than budgeted legal spend, similar to previous years
S&P	CSMI	2024-25 saving	E/R.6.003	Time Credits contract	-34	-34	0	0%	Green	Contract ended 31.03.2024. Target achieved.
S&P	SRP	2024-25 saving	E/R.6.004	Communication - staff and media system	-32	-32	0	0%	Green	Savings have been delivered into budget for 2024-25, post has been removed.
S&P	CSMI, SRP	2024-25 saving	E/R.6.006	Use of grant reserve (Ukraine)	-350	-350	0	0%	Green	Grant has been allocated to appropriate budget codes
S&P	SRP	2024-25 saving	E/R.6.007	S&P Assistant Director budget	-10	-10	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.008	Support arrangements review	-18	-18	0	0%	Green	On track
S&P	SRP	2024-25 saving	E/R.6.010	Service Director: Policy & Communities post	-154	-154	0	0%	Green	Savings built into budget for 2024-25, post has been removed.
S&P	SRP	2024-25 income	E/R.7.004	Partnership income (ancestry.com)	-20	0	20	100%	Black	Saving delayed until 25/26 due to indexing issues at ancestry.com. Pressure will be managed within the service for 24/25.



Key to RAG ratings

<b>Total saving</b>	<b>Over £500k</b>	<b>£100-500k</b>	<b>Below £100k</b>
Black	100% non-achieving	100% non-achieving	100% non-achieving
Red	Percentage variance more than 19%	-	-
Amber	Under-achieving by 14% to 19%	Percentage variance more than 19%	Percentage variance more than 19%
Green	Percentage variance less than 14%	Percentage variance less than 19%	Percentage variance less than 19%
Blue	Over-achieving	Over-achieving	Over-achieving

## Appendix 4 – Reserves and provisions

This section shows the reserves available to the council:

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Oct 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
<b>General Reserve</b>	<b>30,314</b>	<b>0</b>	<b>30,314</b>	<b>22,960</b>	Committed over the medium-term
<b>Strategic Framework Priorities Reserves</b>					
Improvement programme reserves					
<i>Just Transition Fund</i>	10,573	-1,461	9,112	6,741	
<i>Change &amp; Digital Reserve</i>	3,556	-114	3,441	2,475	
<i>Ukraine grant reserve</i>	4,912	0	4,912	4,412	
<i>Other service change reserves</i>	812	0	812	782	Reserves committed by business plan to support revenue position over medium-term
Improvement programme subtotal	<b>19,853</b>	<b>-1,575</b>	<b>18,278</b>	<b>14,410</b>	
Investment reserves	2,690	-156	2,534	1,996	
Invest to save reserves	537	-214	323	129	
MTFS support	8,924	-33	8,892	5,936	
<b>Strategic Framework Priorities Reserves Total</b>	<b>32,005</b>	<b>-1,978</b>	<b>30,027</b>	<b>22,470</b>	
<b>Risk Reserves</b>					This is per the business plan and links to historic changes in minimum revenue provision calculation and matching that against risks.  Links to safety valve agreement
Risk contingencies					
<i>This Land Credit Loss &amp; Equity Offset</i>	8,600	0	8,600	8,600	
<i>This Land minimum revenue provision risk</i>	1,456	0	1,456	1,456	
<i>Revaluation &amp; Repair (Buildings)</i>	2,940	0	2,940	2,940	
<i>Local taxation volatility &amp; appeals account</i>	3,868	0	3,868	3,868	
<i>High Needs Block Offset</i>	8,185	0	8,185	6,125	
<i>Adults Risk Reserve</i>	7,011	0	7,011	6,611	
<i>Children's risk reserve</i>	3,263	-16	3,247	3,200	
<i>Major infrastructure cost reserve</i>	15,227	9,961	25,188	21,097	
Risk contingencies subtotal	<b>50,550</b>	<b>9,945</b>	<b>60,495</b>	<b>53,897</b>	
Specific legal/contractual risks reserves	18,436	-27	18,409	12,932	
Funding Review Shortfall Reserve	7,415	0	7,415	7,415	

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Oct 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
Risk - Smoothing	3,328	0	3,328	3,327	<p>Movement is grant carry-forwards automatically transferring to revenue</p> <p>Segregated by regulations, eg parking</p> <p>Cyclical spend, eg elections</p> <p>Section 106 funding is applied to applicable capital schemes at year-end.</p>
Insurance Reserve	5,210	0	5,209	5,160	
<b>Risk Reserves Total</b>	<b>84,940</b>	<b>9,917</b>	<b>94,856</b>	<b>82,731</b>	
<b>Ringfenced Reserves</b>					
Ringfenced contribution	27,944	-9,546	18,398	12,692	
Ringfenced - Unusable	0	0	0	0	
Ringfenced account	2,906	0	2,906	1,917	
Ringfenced - Developer Fund / Commuted Sum	2,278	-31	2,248	2,165	
<b>Ringfenced Reserves Total</b>	<b>33,128</b>	<b>-9,577</b>	<b>23,552</b>	<b>16,773</b>	
<b>Sinking Fund</b>	3,819	-146	3,673	2,301	
<b>Unallocated</b>	0	0	0	0	
<b>Unusable</b>	360	0	360	274	
<b>Total Revenue Reserves</b>	<b>184,565</b>	<b>-1,783</b>	<b>182,782</b>	<b>147,510</b>	
Children, Education and Families	15,827	0	15,827	6,739	
Adults, Health and Commissioning	33	0	33	0	
Place & Sustainability	26,194	-412	25,782	150	
Finance and Resources	895	377	1,272	394	
Corporate	33,380	-5	33,376	21,066	
<b>Capital Useable Reserves subtotal</b>	<b>76,330</b>	<b>-40</b>	<b>76,290</b>	<b>28,349</b>	
<b>Reserves Grand Total</b>	<b>260,895</b>	<b>-1,822</b>	<b>259,072</b>	<b>175,859</b>	

Provisions on the balance sheet are:

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

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

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

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
<b>Opening Budgets as per Business Plan</b>	<b>176,260</b>	<b>-27,360</b>	<b>410,162</b>	<b>-179,801</b>	<b>107,453</b>	<b>-34,654</b>	<b>30,140</b>	<b>-6,070</b>	<b>47,752</b>	<b>-33,005</b>	<b>54,910</b>	<b>-13,838</b>	<b>8,259</b>	<b>-939</b>
Adjustments during detailed budget build to reflect inputs made by budget managers	2,862	-3,048	2,783	-1,853	1,221	-1,221	402	-402	-1,012	904			-841	200
In Service Virements between gross and income budgets	276	-276	1,999	-1,999	949	949	207	-207	-42	-42				
Transfer of contract budget reporting line	194		-194											
Post reporting line transfer		73	-73											
Adjust Legal budget P&S with Waste					100		-100							
Transfer of function			-7				7							
Energy Scheme capital financing budget correction					1,001						-1,001			
Adjust/Correct Public Health MoU funding	85	-99				14								
Correction								-1		1				
<b>Current budget</b>	<b>179,677</b>	<b>-30,710</b>	<b>414,671</b>	<b>-183,653</b>	<b>110,724</b>	<b>-36,810</b>	<b>30,655</b>	<b>-6,680</b>	<b>46,698</b>	<b>-32,059</b>	<b>53,909</b>	<b>-13,838</b>	<b>7,419</b>	<b>-739</b>

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

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

Directorate: Finance & Resources and Strategy & Partnerships  
 Subject: Finance Monitoring Report – October (period 7)

## Contents

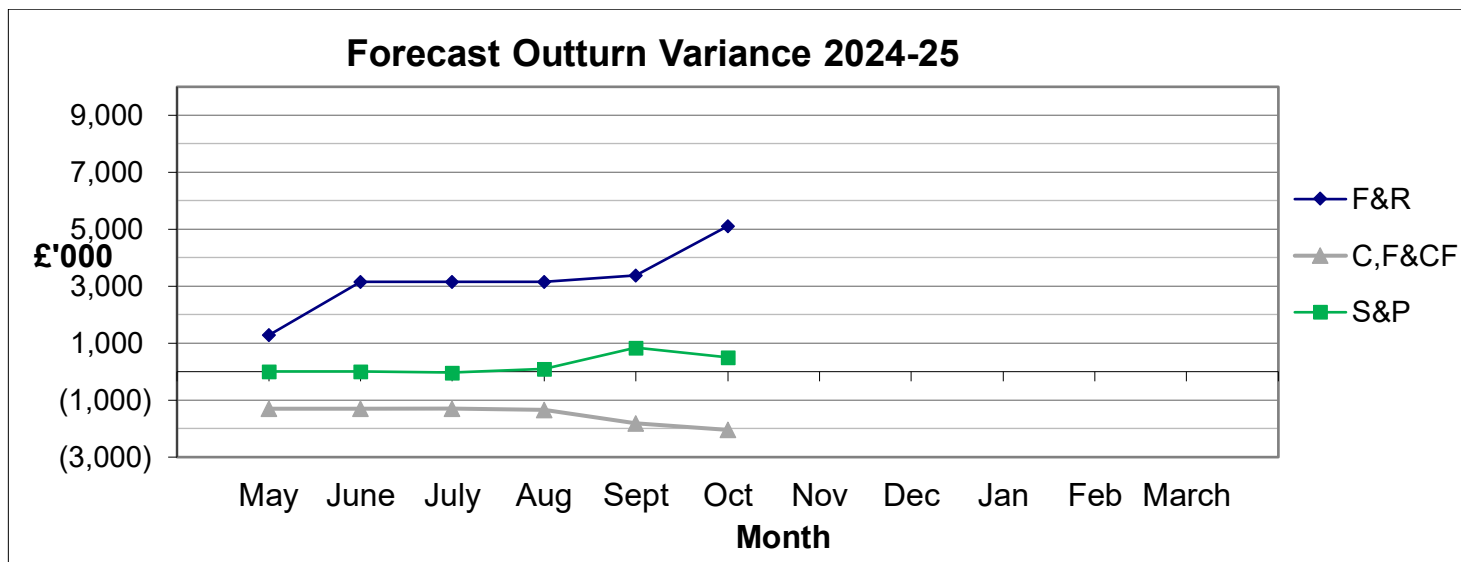
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	Summary of the latest position on delivery of savings
4	Technical Note	Explanation of technical items that are included in some reports
Appx 1a	Service Level Financial Information	Detailed financial tables for within Finance & Resources main budget headings
Appx 1b	Service Level Financial Information	Detailed financial tables for within Strategy & Partnerships main budget headings
Appx 1c	Service Level Financial Information	Detailed financial tables for within Corporate, Funding & Capital Financing main budget headings
Appx 2	Capital Appendix	This contains more detailed information about the capital programme, including funding sources and variances from planned spend.
Appx 3	Technical Appendix	Each quarter, this will contain technical financial information showing: Grant income received Budget virements Earmarked & Capital reserves

# 1. Revenue Executive Summary

## 1.1 Overall Position

At the end of October 2024, Finance & Resources is projected to be £5.109m overspent; Strategy & Partnerships £496k overspent; and Corporate, Funding & Capital Financing £2,044m underspent.

## 1.2 Summary of Revenue position by Directorate



### 1.2.1 Finance and Resources

Forecast Outturn Variance (Previous) £000	Service Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actual to date £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-244	Executive Director of Finance & Resources	1,283	0	1,283	135	-459	-35.8%
-519	Customer & Digital Services	14,834	-1,245	13,589	11,949	-510	-3.8%
98	Finance & Procurement	11,618	-2,492	9,126	4,980	121	1.3%
866	Property Services	12,558	-8,202	4,356	4,383	969	22.2%
3,188	Investment Activity	6,407	-20,120	-13,714	-7,722	4,988	-36.4%
<b>3,389</b>	<b>Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,640</b>	<b>13,724</b>	<b>5,109</b>	<b>34.9%</b>



### 1.2.2 Strategy and Partnerships

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-84	Executive Director: Strategy & Partnerships	7,731	-471	7,261	3,525	-263	-3.4%
507	Legal & Governance	7,184	-78	7,105	4,302	634	8.9%
220	Policy & Communities	15,741	-6,131	9,610	2,806	125	1.3%
<b>643</b>	<b>Total</b>	<b>30,656</b>	<b>-6,680</b>	<b>23,976</b>	<b>10,634</b>	<b>496</b>	<b>2.1%</b>

### 1.2.3 Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-0	Capital Financing	53,909	-13,838	40,070	3,807	532	1.3%
-784	Corporate Items	7,418	-739	6,680	3,286	-923	-13.8%
-1,301	General funding sources	0	-539,264	-539,264	-322,556	-1,653	-0.3%
<b>-2,084</b>	<b>Total</b>	<b>61,327</b>	<b>-553,841</b>	<b>-492,514</b>	<b>-315,463</b>	<b>-2,044</b>	<b>-0.4%</b>

## 2. Capital Executive Summary

At the end of October 2024, the capital programme forecast is expected to be as per the budget. The level of slippage and underspend in 2024-25 is currently anticipated to be £3,946m and as such has not yet exceeded the Capital Variation Budget. A forecast outturn will not be reported unless this happens.

Details of the currently forecasted capital variances can be found in [Appendix 2](#).

## 3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans. The quarter two tracker is reported separately to committee.

## 4. Technical note

On a quarterly basis, a technical financial appendix will be included as [Appendix 3](#). This appendix covers:

- Grants that have been received by the service, and where these have been more or less than expected.
- Budget movements (virements) into or out of the directorate from other directorates, to show why the budget might be different from that agreed by Full Council.
- Service earmarked reserves – funds held for specific purposes that may be drawn down in-year or carried-forward – including use of funds and forecast draw-down.

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

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Executive Director of Finance &amp; Resources</b>									
-244	SRP	1	Executive Director	1,283	0	1,283	135	-459	-36%
<b>-244</b>			<b>Executive Director of Finance &amp; Resources Total</b>	<b>1,283</b>	<b>0</b>	<b>1,283</b>	<b>135</b>	<b>-459</b>	<b>-36%</b>
<b>Customer &amp; Digital Services</b>									
-34	SRP		Customer Services	2,215	-253	1,962	1,037	-35	-2%
-486	SRP	8	IT Services	12,619	-992	11,627	10,912	-475	-4%
<b>-519</b>			<b>Customer &amp; Digital Services Total</b>	<b>14,834</b>	<b>-1,245</b>	<b>13,589</b>	<b>11,949</b>	<b>-510</b>	<b>-4%</b>
<b>Finance &amp; Procurement</b>									
0	SRP		Service Director of Finance & Procurement	329	0	329	168	0	0%
0	SRP		Professional Finance	2,839	-305	2,534	1,417	0	0%
0	SRP		Procurement	1,047	-44	1,004	569	0	0%
7	SRP		CCC Finance Operations	215	-145	70	42	6	8%
0	SRP		Insurance Fund	2,544	0	2,544	2,260	0	0%
0	SRP		Lead Authority Services	4,442	-1,998	2,444	1,028	-52	-2%
90	SRP	11	External Audit	202	0	202	-504	167	83%
<b>98</b>			<b>Finance &amp; Procurement Total</b>	<b>11,618</b>	<b>-2,492</b>	<b>9,126</b>	<b>4,980</b>	<b>121</b>	<b>1%</b>
<b>Property Services</b>									
829	SRP	2	Facilities Management	9,070	-2,399	6,671	5,151	932	14%
1	SRP		Property Services	1,061	0	1,061	688	1	0%
36	SRP		Property Compliance	400	-19	382	162	36	9%
0	SRP		County Farms	996	-5,759	-4,763	-2,134	-0	0%
0	SRP		Strategic Assets	1,031	-25	1,005	517	0	0%
<b>866</b>			<b>Property Services Total</b>	<b>12,558</b>	<b>-8,202</b>	<b>4,356</b>	<b>4,383</b>	<b>969</b>	<b>22%</b>

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Investment Activity</b>									
40	SRP		Property Investments	4,436	-9,618	-5,182	-5,820	40	-1%
0	SRP		Company Dividends & Fees	0	-627	-627	0	0	0%
3,974	SRP	4	This Land	2,374	-8,565	-6,191	399	5,774	-93%
-0	SRP		Contract Efficiencies & Other Income	-110	0	-110	-58	-0	0%
-371	SRP	3	Collective Investment Funds	-1,178	0	-1,178	-983	-371	-31%
-455	SRP	7	Renewable Energy Investments	885	-1,310	-425	-1,261	-455	107%
<b>3,188</b>			<b>Investment Activity Total</b>	<b>6,407</b>	<b>-20,120</b>	<b>-13,714</b>	<b>-7,722</b>	<b>4,988</b>	<b>-36%</b>
<b>3,389</b>			<b>Overall Finance &amp; Resources Total</b>	<b>46,699</b>	<b>-32,059</b>	<b>14,640</b>	<b>13,724</b>	<b>5,109</b>	<b>35%</b>

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

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
-5	SRP	14	Executive Director: Strategy & Partnerships	1,121	0	1,121	181	-225	-20%
0	SRP		Chief Executive's Office	255	-3	252	159	0	0%
-20	SRP		Communications	807	0	807	460	-20	-2%
0	SRP		Elections	190	0	190	0	0	0%
0	SRP		Human Resources	2,300	-220	2,080	1,147	14	1%
-59	SRP		Learning & Development	2,758	-248	2,510	1,429	-32	-1%
0	CSMI		Local Assistance Scheme	300	0	300	150	0	0%
<b>Legal &amp; Governance</b>									
0	SRP		Internal Audit	592	-15	577	255	1	0%
520	SRP		Legal & Governance Services	3,865	0	3,865	2,654	650	17%
-13	SRP		Information Management	1,105	-41	1,063	523	-13	-1%
0	SRP		Democratic & Member Services	472	-22	450	244	-0	0%
0	SRP		Members' Allowances	1,150	0	1,150	627	-4	0%
<b>507</b>			<b>Legal &amp; Governance Total</b>	<b>7,184</b>	<b>-78</b>	<b>7,105</b>	<b>4,302</b>	<b>634</b>	<b>9%</b>
<b>Policy &amp; Communities</b>									
95	SRP		Policy, Insight & Programmes	1,876	-176	1,701	1,974	0	0%
0	SRP		Emergency Planning	334	-72	262	98	0	0%
<b>Communities, Libraries &amp; Skills</b>									
0	CSMI		Strategic Management - C,L&S	-322	0	-322	-1,371	0	0%
125	CSMI	6	Public Library Services	4,633	-525	4,108	2,337	125	3%
0	CSMI		Cambridgeshire Skills	2,780	-2,780	0	-301	-0	0%
0	CSMI		Archives	455	-49	406	261	0	0%
0	CSMI		Cultural Services	357	-231	126	51	0	0%
0	CSMI		Communities Service	1,606	-372	1,233	-321	-0	0%

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
0	CSMI		Changing Futures	778	-710	68	-864	-0	0%
0	CSMI		Domestic Abuse and Sexual Violence Service	3,243	-1,215	2,028	943	-0	0%
<b>125</b>			<b>Communities, Libraries &amp; Skills Total</b>	<b>13,530</b>	<b>-5,883</b>	<b>7,647</b>	<b>735</b>	<b>125</b>	<b>2%</b>
<b>220</b>			<b>Policy &amp; Communities Total</b>	<b>15,741</b>	<b>-6,131</b>	<b>9,610</b>	<b>2,806</b>	<b>125</b>	<b>1%</b>
<b>643</b>			<b>Overall Strategy &amp; Partnerships Total</b>	<b>30,656</b>	<b>-6,680</b>	<b>23,976</b>	<b>10,634</b>	<b>496</b>	<b>2%</b>

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

Forecast Outturn Variance (Previous)  £000	Committee	Note	Budget Line	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
<b>Capital Financing</b>									
-0	SRP	12	Capital financing costs and minimum revenue provision	53,909	-13,838	40,070	3,807	532	1%
<b>-0</b>			<b>Capital Financing Total</b>	<b>53,909</b>	<b>-13,838</b>	<b>40,070</b>	<b>3,807</b>	<b>532</b>	<b>1%</b>
<b>Corporate Items</b>									
0	SRP		Cambridgeshire and Peterborough Combined Authority levy	10,077	0	10,077	10,076	-1	0%
0	SRP		Environment Agency levy	454	0	454	458	4	1%
0	SRP		Corporate reserves contributions	-4,874	0	-4,874	-4,874	-0	0%
-784	SRP	9	Central holding and miscellaneous accounts	1,761	-739	1,023	-2,374	-926	-91%
<b>-784</b>			<b>Corporate and Funding Items Total</b>	<b>7,418</b>	<b>-739</b>	<b>6,680</b>	<b>3,286</b>	<b>-923</b>	<b>-14%</b>
<b>General funding sources</b>									
0	SRP		Council Tax Precept	0	-397,617	-397,617	-238,570	0	0%
12	SRP	13	Business Rates	0	-76,535	-76,535	-44,084	-340	-0%
-1,313	SRP	5	Corporate grants	0	-65,084	-65,084	-39,873	-1,313	-2%
0	SRP		Revenue support grant	0	-28	-28	-28	0	0%
<b>-1,301</b>			<b>Total general funding for net budget</b>	<b>0</b>	<b>-539,264</b>	<b>-539,264</b>	<b>-322,556</b>	<b>-1,653</b>	<b>0%</b>
<b>-2,084</b>			<b>Overall Corporate, Funding &amp; Capital Financing Total</b>	<b>61,327</b>	<b>-553,841</b>	<b>-492,514</b>	<b>-315,463</b>	<b>-2,044</b>	<b>0%</b>

## Appendix 2 – Capital Position

### 2.1 Capital Expenditure

Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024-25  £000	Actual Spend (Oct)  £000	Forecast Outturn Variance (Oct)  £000
<b>Finance and Resources</b>										
<b>1,000</b>	SRP	IT Strategy	5,881	0	1,364	0	-58	2,306	825	-375
<b>1,000</b>	SRP	IT Digital Service	2,500	0	0	0	0	1,000	189	0
-	SRP	IT Education System Replacement	2,281	0	1,845	0	-640	1,205	677	0
-	SRP	IT Infrastructure refresh	1,074	0	325	0	375	700	9	0
<b>450</b>	SRP	Local Plans & Development Funding	3,137	0	0	0	0	450	94	0
<b>600</b>	SRP	Building Maintenance	6,000	0	68	0	0	668	276	0
<b>1,150</b>	SRP	Condition Survey Works	4,308	0	0	-134	1,472	2,488	184	-793
-	SRP	Investment in the CCC asset portfolio	5,398	0	71	0	0	71	32	0
-	SRP	Asbestos Management Surveys (Schools)	135	0	26	0	-17	9	-1	0
<b>765</b>	SRP	Wisbech Adventure Playground (The Spinney)	915	0	139	0	0	904	10	-704
	SRP	Library Privacy Pods	167	0	0	0	167	167	0	0
	SRP	Accommodation Improvement Programme (AIP)	1,850	0	0	0	824	824	0	-388
<b>495</b>	SRP	Decarbonisation Fund - Council buildings low carbon heating	11,664	0	521	-111	0	905	111	-71
<b>500</b>	SRP	County Farms Investment	5,000	0	110	0	0	610	315	0
<b>778</b>	SRP	Community Hubs - East Barnwell	1,436	0	18	-698	0	98	0	-97



Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024-25  £000	Actual Spend (Oct)  £000	Forecast Outturn Variance (Oct)  £000
-	SRP	Mill Farmhouse	563	0	258	0	0	258	120	0
-	SRP	Lower Portland Farm	3,741	0	128	0	0	128	0	0
430	SRP	Farms- Confidential Scheme	450	0	20	0	0	450	0	-350
350	SRP	Farms- Confidential Scheme	350	0	0	0	0	350	33	0
556	SRP	Farms- Confidential Scheme	563	0	7	-188	0	375	0	-300
-	SRP	Housing Scheme	142,020	0	0	0	6,300	6,300	4,000	0
-	SRP	Reducing borrowing - use of capital receipts	-750	0	0	0	-750	-750	0	0
-2,122	SRP	Capital Programme Variations Budget	-7,394	0	0	-1,153	0	-3,275	0	3,078
90	SRP	Capitalisation of Interest Budget	112	0	0	0	0	90	0	0
6,042			191,401	0	4,900	-2,284	7,673	16,331	6,871	0
<b>Strategy and Partnerships</b>										
1,682	CSMI	Capitalisation of Policy, Design and Delivery Team	11,889	-	-	-	-	1,682	0	0
-	CSMI	Community Fund	5,071	-	1,641	71	-	1,712	566	-1,039
62	CSMI	Library Minor Works	85	-	0	-	-	62	1	-42
173	CSMI	EverySpace - Library Improvement Fund	389	-	134	7	-	314	205	0
100	CSMI	Darwin Green Library	208	-	51	-207	56	0	0	0
45	CSMI	Cherry Hinton Library	55	-	5	-	-	50	51	6
521	CSMI	Sackville House Library	582	-	37	-	-	558	-1	-181
	CSMI	March BMX Pump Track	-		-	-	107	107	0	0
-773	CSMI	Capital Programme Variations Budget	-1,604	-	-	-759	-	-1,532	0	1,256
1,810			16,675	0	1,868	-888	163	2,953	822	0

## 2.2 Capital Variations Budget

Variation budgets are set annually and reflect an estimate of the average variation experienced across all capital schemes, and reduce the overall borrowing required to finance our capital programme. There are typically delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when rephasing exceeds this budget.

## 2.3 Capital Funding

Original 2024-25 Funding Allocation as per Business Plan  £000	Source of Funding	Budget Carried- forward 2024-25  £000	Budget Revisions 2024-25  £000	Revised Budget for 2024-25  £000	Forecast Spend - Outturn (Oct)  £000	Forecast Variance - Outturn (Oct)  £000
<b>Finance and Resources</b>						
1,241	Grant Funding	139	167	1,547	686	-861
4,801	Prudential Borrowing	4,761	4,447	14,009	14,870	861
-	Other Contributions	-	375	375	375	0
-	Capital Receipts	-	400	400	400	0
<b>6,042</b>		<b>4,900</b>	<b>5,389</b>	<b>16,331</b>	<b>16,331</b>	<b>0</b>
<b>Strategy and Partnerships</b>						
1,095	Capital Receipts	-	5	1,100	1,406	306
173	Grant Funding	17	7	297	297	0
542	Developer Contributions	210	-195	557	616	59
-	Prudential Borrowing	1,641	-649	992	627	-365
-	Revenue Contributions			7	7	0
<b>1,810</b>		<b>1,868</b>	<b>-725</b>	<b>2,953</b>	<b>2,953</b>	<b>0</b>

## Appendix 3 –Technical Appendix

**3.1** The table below outlines the additional Finance & Resources and Strategy & Partnerships grant income, which is not built into base budgets.

Grant	Awarding Body	Amount £'000
<b><u>Finance &amp; Resources</u></b>		
Grants as per Business Plan		
Public Health Grant	Central government	739
External Audit Costs	Central government	40
County Farms	Rural Payment Agency	5
<b>Total Non-Baselined Grants 24-25</b>		<b>784</b>
<b><u>Strategy &amp; Partnerships</u></b>		
Grants as per Business Plan		
Household Support Fund	Central government	3,581
Adult skills Core FY 22-23 (includes FCFJ)	CPCA	2,038
Homes for Ukraine (Thankyou payments)	Central government	2,000
Homes for Ukraine (Tariff)	Central government	1,000
Housing First - MHCLG RSI	Central government	236
Victim Services Grant Agreement - IDVA's	Police & Crime Commissioner (OPCC)	213
Adult Skills Multiply Grant FY 22-23	CPCA	200
The Library Presents	Arts Council	177
Adult skills ESFA FY 22-23	ESFA	155
DA Perpetrator Interventions Fund	OPCC	106
Medium Risk Duty IDVA & BSA	OPCC	65
Crime and Disorder Reduction Grant	OPCC	60
ASYE Child and Family Services	Skills for care	41
Know Your Neighbourhood (KYN) Project	Arts Council	35
ASYE for Social Workers in Adult Services	Skills for care	32
Museum Partnership	SHARE	27
New Burdens: Data Transparency Funding	Central government	13
Workforce Development Fund 20-21	Skills for care	5
Library On - Cirros Cloud Printing Solution	The British Library Board	3
<b>Total Non-Baselined Grants 24-25</b>		<b>9,986</b>

### 3.2 Virements and Budget Reconciliation

(Virements between Finance & Resources and Strategy & Partnerships and other service blocks)

#### Budget movements for Finance & Resources

	Eff. Period	£000	Notes
<b>Budget as per Business Plan</b>		14,747	
Multiple	Apr	-107	Post BP, pre initial budget load adjustments
<b>Budget 2024-25</b>		<b>14,640</b>	

#### Budget movements for Strategy & Partnerships

	Eff. Period	£000	Notes
<b>Budget as per Business Plan</b>		24,066	
Multiple	Apr	4	Post BP, pre initial budget load adjustments
Waste Disposal including PFI	June	-100	Adjust Waste Legal budget to P&S
Learning & Development	July	7	Transfer budget to L&D team to cover cost of DoLS Signatory Training 24-25
<b>Budget 2024-25</b>		<b>23,976</b>	

### 3.3 Earmarked Reserve Schedule

£000	2024-25 Opening Balance	Movements in 2024-25	Balance at Quarter 2	Forecast at year-end	Notes
<b>Finance &amp; Resources</b>					
<b>Strategic Framework Priorities Reserves:</b>					
Directorate priorities	391	-26	365	231	For temporary resources and IT equipment.
Business systems reserve	812	0	812	782	For future investments into shared systems within the lead authority services.
Invest to save reserves	245	-50	195	0	Local taxation counter-fraud work
<b>Corporate risk reserves relating to services in this directorate:</b>					
This Land minimum revenue provision risk	802	654	1,456	1,456	As per the business plan and links to historic changes in minimum revenue provision calculation and matching that against risks.
Insurance Fund	5,210	0	5,210	5,160	Reserve as per actuary report.
External audit cost risk	83	0	83	0	For additional costs incurred in 2024-25 related to previous years.
<b>Ringfenced Reserves:</b>					
EastNet reserve	161	0	161	81	Partnership funding for re-investment into EastNet.
Property sinking fund	962	0	962	196	For investing in commercial buildings.
<b>Earmarked Reserved Relating to F&amp;R</b>	<b>8,667</b>	<b>578</b>	<b>9,244</b>	<b>7,907</b>	
<b>Strategy &amp; Partnerships</b>					
<b>Strategic Framework Priorities Reserves:</b>					
Cambridgeshire Skills reserve	579	0	579	463	Contingency for grant funded service.
Directorate priorities	21	0	21	6	Temporary resources and H&S equipment.
Other investment reserves	4,912	0	4,912	4,412	Homes for Ukraine grant reserve.
<b>Corporate risk reserves relating to services in this directorate:</b>					
Other risk reserves	91	0	91	46	Service specific risk contingencies.
<b>Ringfenced Reserves:</b>					
Library Engage Funds	9	0	8	7	Donations to individual Libraries to be used for local activities.
B&IPC Centre	177	0	177	0	Funding from District Partners for SME start up support
Elections sinking fund	452	0	452	4	To fund 2025 election work undertaken by a district council.
<b>Earmarked Reserved Relating to S&amp;P</b>	<b>1,328</b>	<b>4,912</b>	<b>6,240</b>	<b>4,938</b>	



## Business Planning and Budget Setting 2025-26 – 2029-30

To:	Strategy, Resources and Performance
Meeting Date:	17 December 2024
From:	Chief Executive and Executive Director of Finance and Resources
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Executive Summary:	<p>This report sets out the draft 2025-30 Business Plan and Budget, which includes a progress update on the council's Strategic Framework and seven ambitions, an overview of its new strategy for changing the way the council will operate in future years, a summary of resident views obtained via the council's ongoing engagement activity, an overview of directorate plans, and detailed proposals for achieving a legal budget.</p>
Recommendation:	<p>The Strategy, Resources and Performance Committee is asked to consider the draft 2025-30 Business Plan and Budget, including:</p> <ul style="list-style-type: none"><li>i. Medium Term Financial Strategy (Appendix 1a)</li><li>ii. Financial Tables 1-5 (Appendix 1b)</li><li>iii. Capital Strategy (Appendix 1c)</li><li>iv. Fees and Charges (Appendix 2)</li><li>v. Engagement Survey Results (Appendix 3).</li></ul>

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

- 1.1. The Strategic Framework 2023-28 sets out the council's high-level approach for achieving the vision of a greener, fairer and more caring Cambridgeshire through seven 'ambitions':
- **Ambition 1:** Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes
  - **Ambition 2:** Travel across the county is safer and more environmentally sustainable
  - **Ambition 3:** Health inequalities are reduced
  - **Ambition 4:** People enjoy healthy, safe and independent lives through timely support that is most suited to their needs
  - **Ambition 5:** People are helped out of poverty and income inequality
  - **Ambition 6:** Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised
  - **Ambition 7:** Children and young people have opportunities to thrive.
- 1.2. As the primary statement of the council's priorities, the Strategic Framework is the main reference point for everything the council plans and delivers for local communities. The refreshed Strategic Framework, approved at Strategy, Resources and Performance Committee in October 2024, sets out the progress the council has made towards delivering the seven ambitions since they were launched in April 2023 (see Section 2.2 of this report).
- 1.3. The council aims to achieve these ambitions by becoming 'Closer to Communities', working with residents and partner organisations to make services more responsive to the diverse people and places across Cambridgeshire. Doing this effectively requires the council to be an evidence-led, listening organisation that is responsive to resident priorities. The annual Quality of Life Survey enables the council to have an ongoing dialogue with residents so it can understand what matters most to Cambridgeshire's people and communities. The insights generated from this annual survey, together with resident feedback from the council's budget engagement and consultation exercises, inform the development of the council's business planning priorities and allows it to track delivery progress of the seven ambitions.
- 1.4. The draft 2025-30 Business Plan and Budget presented in this report details how the council will continue to deliver its seven ambitions, respond to resident feedback and set a legal budget. These plans include an overview of how the council will allocate its budget over the coming five years, subject to funding from the Local Government Finance Settlement for 2025-26 due on 19 December 2024 and the outcomes of the anticipated Comprehensive Spending Review in Spring 2025. The plans also include proposals for the 2025-26 council tax precept, proposals for capital spend, the risks and reserves position, and investment and savings proposals generated by the council's five directorates for the coming five years.
- 1.5. Like most councils across the country, the financial outlook for Cambridgeshire County Council is increasingly challenging, with pressures on budgets having increased significantly in recent years. Rising demand for services, growing complexity of need in the local population, as well as high rates of inflation and difficult market conditions for some of the services and supplies the council buys or commissions have created a 'perfect storm' that is stretching the council's available funding like never before. An ever more uncertain world is also exacerbating these financial pressures, with geopolitical instability creating unpredictable impacts on the global economy and rapid technological change reshaping producer and consumer behaviour and expectations. In response to these challenging



circumstances, the council recognises that 'business as usual' is no longer sustainable if the organisation is to be kept on a stable footing and avoid the fate of other local authorities that have been forced to declare effective bankruptcy.

- 1.6. To this end, Strategy, Resources and Performance Committee approved the 'Our Future Council' change strategy in October 2024. This strategy sets out a long-term vision for reshaping the way the council operates through a set of 'Solid Foundation' and 'Innovation' principles. These principles offer the basis for a new approach to reform the council, with a focus on cross-cutting, organisation-wide opportunities that will improve the efficiency, effectiveness and productivity of its services. 'Our Future Council' will help enable the council to remain financially sustainable over the medium to long term and retain the capability and capacity to deliver its ambitions.
- 1.7. Taken together, the draft 2025-30 Business Plan and Budget and 'Our Future Council' change strategy will enable the council to deliver an annual increase of 6.1% in the revenue budget in 2025-26, whilst also closing its projected £39 million budget gap for the next financial year and ensuring the organisation can adapt to the complex and changing world around it. In considering and proposing the draft 2025-30 Business Plan and Budget, Strategy, Resources and Performance Committee will start the process of scrutiny through policy and service committees, with feedback presented back to Strategy, Resources and Performance Committee at its next meeting on 28 January 2025. At this meeting the Strategy, Resources and Performance Committee will also be asked to consider the results of Phase 2 of the council's budget engagement and consultation exercise and details of the Local Government Finance Settlement. Strategy, Resources and Performance Committee will then make a recommendation to Full Council on 11 February 2025 for debate and decisions to be made in respect of the 2025-30 Business Plan and Budget, Capital Programme, Treasury Management Strategy and the level of allocated and General Reserves to be held.

## 2. Responding to the council's context

- 2.1 In 2024-25 Cambridgeshire County Council has a net budget of £538 million. This budget funds services as diverse as social care for older people and those with learning disabilities, highways maintenance, strategic planning, education, special educational needs and disability (SEND), waste disposal, public health, protecting children and young people at risk of harm, improving the local natural environment, delivering a range of community-based services, including libraries, and maintaining the historic archives of the county. The plans presented in this report project growth of £32.8 million in the 2025-26 revenue budget, representing a 6.1% increase on 2024-25, allowing the council to continue investing in much-valued local services. This projected growth relies on the outcome of the Local Government Finance Settlement for 2025-26, with numbers currently estimated based on available information.
- 2.2 Through the services it directly provides, commissions and provides in partnership with other local organisations, the council strives to realise its vision of a greener, fairer and more caring Cambridgeshire by delivering the seven ambitions of its Strategic Framework. Over the course of the last year, the council has made significant progress on these ambitions, with achievements including:
  - **Ambition 1:** Reduced the council's scope 1 and 2 (direct) carbon emissions by 42% from 2018-19 to 2023-24, with 25 council building heating systems replaced with low carbon heating, saving an estimated 435 tCO<sub>2</sub>e per annum. In the same period, the council's scope 3 (indirect) emissions have reduced by 39%

- **Ambition 2:** Delivered on the record investment in Highways and Transport the council made for 2024-25, with major carriageway schemes completed at Padgetts Road (Christchurch), Branch Bank (Ely), Conington Road (Fenstanton), Croydon Hill (Croydon), and Tennis Court Road (Cambridge)
- **Ambition 3:** Commissioned a community-based Healthy Child Programme and launched Healthier Futures, a programme that identifies those most at risk of cardiovascular disease, inviting them to be weighed, have NHS Health Checks alongside blood pressure and cholesterol levels checks and commence treatment if necessary
- **Ambition 4:** Provided over 5,000 hours of homecare capacity through our Care Together programme by creating 49 additional care micro-enterprises, which consist of local people supported to set up their own small businesses that provide their neighbours with personalised care and support, amongst other services that support independence at home
- **Ambition 5:** Worked closely with partners to launch the Cambridgeshire Poverty Strategy Commission, led by a group of independent commissioners responsible for developing recommendations about future interventions to address the root causes of poverty by engaging those with lived experience
- **Ambition 6:** Launched the March Library EverySpace, an innovative and inclusive Government grant-funded modification of the library space that aims to help local people connect, share, create and discover together with accessible, dementia-friendly and autism-friendly design at the heart of the project
- **Ambition 7:** Developed, commissioned and recommissioned services to support the health and wellbeing of children and young people, including support for parents of children with mental health issues, a service to address childhood anxiety and school absenteeism, and a new School-aged Health Improvement and Prevention Service.

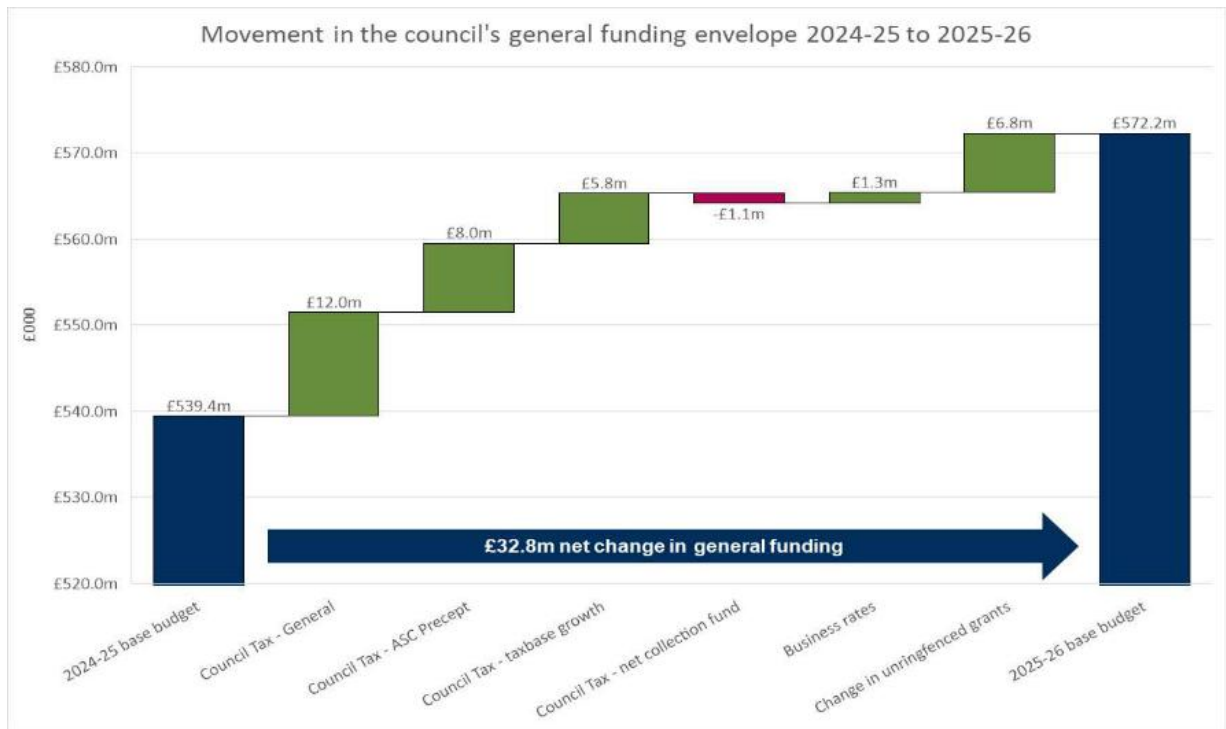
2.3 Looking forward to the next financial year and beyond, the council will continue to make capital and revenue investments that further progress the delivery of its seven ambitions. To this end, the draft 2025-30 Business Plan and Budget contains proposals including, but not limited to:

- **Ambition 1:** £8.7 million capital investment to deliver upgraded household waste recycling centres in March and Milton, up to £6.8 million capital investment across school and council buildings for low-carbon heating and an additional £308k revenue investment to enable ongoing delivery of the Climate Change and Environment Strategy
- **Ambition 2:** £20 million capital and £1 million revenue investments into the county's 4,500 miles of highways network, footpaths, cycleways and drainage systems in 2025-26, plus an additional £20 million capital in 2026-27
- **Ambition 3:** Over £450k investment into children's centres to deliver services to families within their local communities and almost £100k investment into highways, using evaluation to explore options for safer cycling and walking options, to increase active travel across the county
- **Ambition 4:** Over £35 million revenue investment in adult social care over the next three years to support the local care sector, including £20 million over three years to stabilise the workforce by paying care workers the Real Living Wage

- **Ambition 5:** £2.2 million revenue investment to support the Cambridgeshire Poverty Strategy Commission and respond to its recommendations with evidence-based interventions to address the root causes of poverty. Extending the Household Support Fund to deliver income maximisation and holiday school food vouchers, supporting those who are suffering the impacts of the cost-of-living crisis
- **Ambition 6:** £1 million capital investment to deliver the East Barnwell Community Centre, a community redevelopment scheme including a new library and pre-school, in partnership with Cambridge City Council. £1.3 million revenue investment to create more flexible spaces for use of library facilities by communities and residents, and £350k capital investment for the mobile library fleet
- **Ambition 7:** £26 million capital investment in new primary school builds and expansions, £17 million capital investment in secondary schools to provide 2,500 new places, and £8 million capital investment to create additional high needs education places. £1.3 million revenue investment to create two in-county residential homes for children with complex needs, reducing dependence on expensive out of county provision.

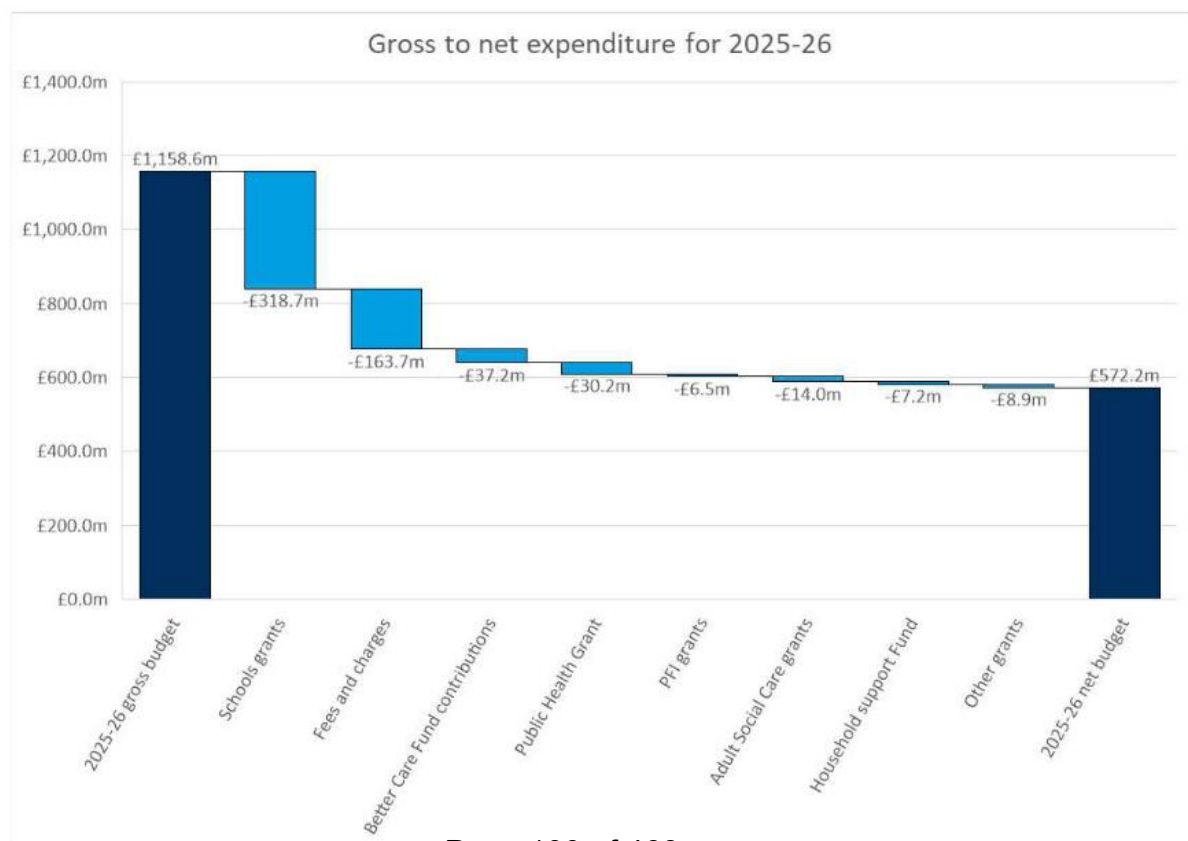
- 2.4 To fund the services the council provides, it raises revenue from a variety of sources, including council tax from residents, business rates, grants from central government and fees and charges for certain services. The makeup of the council's revenue base has changed significantly during recent years. Whereas in 2010 central government grants accounted for over a third of the budget, the council is now much more reliant on locally generated funding through council tax and business rates, with these now forming over 87% of the net budget. The council is currently forecasting a £32.8 million increase in general funding for 2025-26, comprising income resulting from increased council tax (and an increase in the underlying taxbase), increased business rates income and estimates regarding government grant levels.
- 2.5 The level of government grants is only estimated at this stage since they will be confirmed in the Local Government Finance Settlement due on 19 December 2024. Several announcements were made regarding local government funding in the Policy Statement issued by the Ministry for Housing, Communities and Local Government on 28 November 2024. The Policy Statement gave some indications of changes through new or ended grants and confirmed council tax increase limits, but it has not provided sufficient detail to estimate likely funding impacts on Cambridgeshire County Council. Government has indicated it will revise distribution methodologies for grants, potentially more heavily weighting towards deprivation, which could be less favourable to the council.

Chart 2.1 - Movement in the council's general funding envelope 2024-25 to 2025-26



- 2.6 The totality of the council's gross budget, including schools and services funded by specific grants, is expected to be over £1.1 billion for 2025-26. Within that there are adjustments to the base totalling £16 million – items that adjust the opening position before pressures and savings. These are generally technical in nature, relating to funding sources, and make the starting budget more. The chart below shows how this gross budget has specific funding sources netted off to give the council's net budget:

Chart 2.2 - Gross to net expenditure for 2025-26



2.7 Each year councils in England are required to set a legal budget. This means the council must ensure the money it plans to spend will not exceed the money it expects to raise in revenue and after taking account of expected movements in reserves. Achieving this has become more difficult in recent years owing to several interrelated issues that are having a major impact on local councils across the country:

- Demand for services and increasing complexity of need: people are living longer, and this creates a larger ageing population where more people live with multiple, long-term conditions that require support from health and social care services, while in the younger population special educational needs continue to rise alongside mental health needs. This increasing complexity of need is exacerbated by health inequalities, which particularly affect a 'county of contrasts' like Cambridgeshire, where life expectancy differs both between males and females and between the north and south of the county.
- Inflation: inflation affects the cost of everything in the economy, meaning it also affects the cost to the council of providing and commissioning services. This does not just have an impact on the council's supply chain and contracts but also council staff pay.
- Market failures: markets such as children in care placements have become deeply dysfunctional through combinations of high demand, insufficient supply, provider profiteering and diminished council negotiating power.

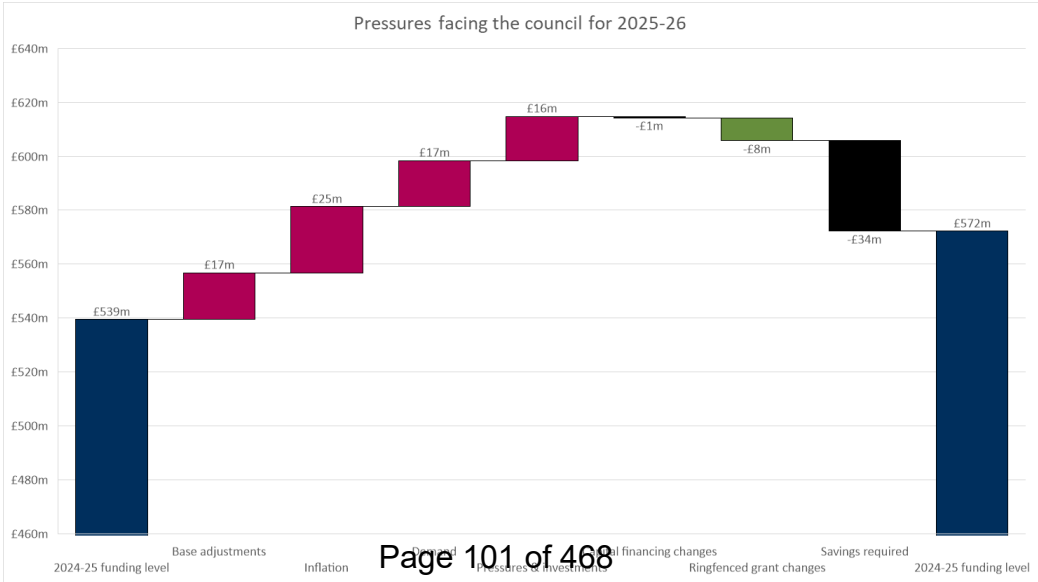
2.8 As a result of these pressures, the 2024-29 Business Plan had these budget gaps in for 2025-29:

Table 2.1 - Opening medium-term budget gaps

Year	2025-26	2026-27	2027-28	2028-29
Budget gap per 2024-29 business plan	£23.4 million	£25.7 million	£30.0 million	£24.6 million

2.9 Following updates to pressure projections, we reported a projected budget gap of £39 million for 2025-26 in an update to Strategy, Resources and Performance Committee on 31 October 2024, an increase of £16 million from the previous business plan forecasts. Whilst the budget of the council is increasing year on year, allowing it to continue investing in important local services, the budget is not growing fast enough to keep pace with the pressures arising from the issues described at 2.7. Latest estimates now show over £75 million of cost pressures, offset by a £32.8 million increase in our general funding and £8.5 million increase in ringfenced grants, giving a gap to find of £34.2 million for 2025-26.

Chart 2.3 - Pressures facing the council for 2025-26



- 2.10 The overall impact of the additional investments the council is making and the compound pressures set out in the table above means that, to secure a legal budget, the council is required to find efficiencies/savings or additional income of £34 million for 2025-26.
- 2.11 To achieve this sustainably, the council will need to change the way it operates at an organisation-wide level so it can drive maximum economic, social and environmental value from the services it provides and commissions. The 'Our Future Council' change strategy, referenced at 1.6 and described in more detail below, will provide the foundation of this new approach over the medium to long term. In addition, each of the council's five directorates have developed proposals for the coming years which will allow the council to continue investing in priorities that will deliver its ambitions whilst making savings through careful recalibration of the way services are provided.
- 2.12 These proposals will enable the council to get the most out of every pound it spends, including actions to stabilise key workforce challenges, reduce fragmentation of provision, prevent the escalation of need, improve the efficiency and effectiveness of delivery and refocus services on what must be delivered to ensure the council fulfils its statutory duties. The details of these directorate plans can be found in Section 4 of this report. Having proposed these plans, the budget gap for 2025-26 has now been closed.

Table 2.2 - How the legal budget is arrived at

	£million	£million
Pressures, investments and adjustments	75.5	
<b>Budget Changes</b>		<b>75.5</b>
Less funding changes:		
Change in ringfenced grants		-8.5
Change in general grants	-6.8	
Proposed Council Tax increase	-20.1	
Council Tax taxbase and collection fund	-4.6	
Business rates income	-1.3	
<b>General funding increase</b>		<b>-32.8</b>
<b>Funding envelope changes</b>		<b>-41.3</b>
Total gap to find		34.2
Savings identified	-32.6	
Changes in income, excluding schools	-1.3	
Add: reverse out previous year reserves budget	11.8	
Less: reserves use	-12.1	
<b>Total Gap remaining</b>		<b>0.0</b>

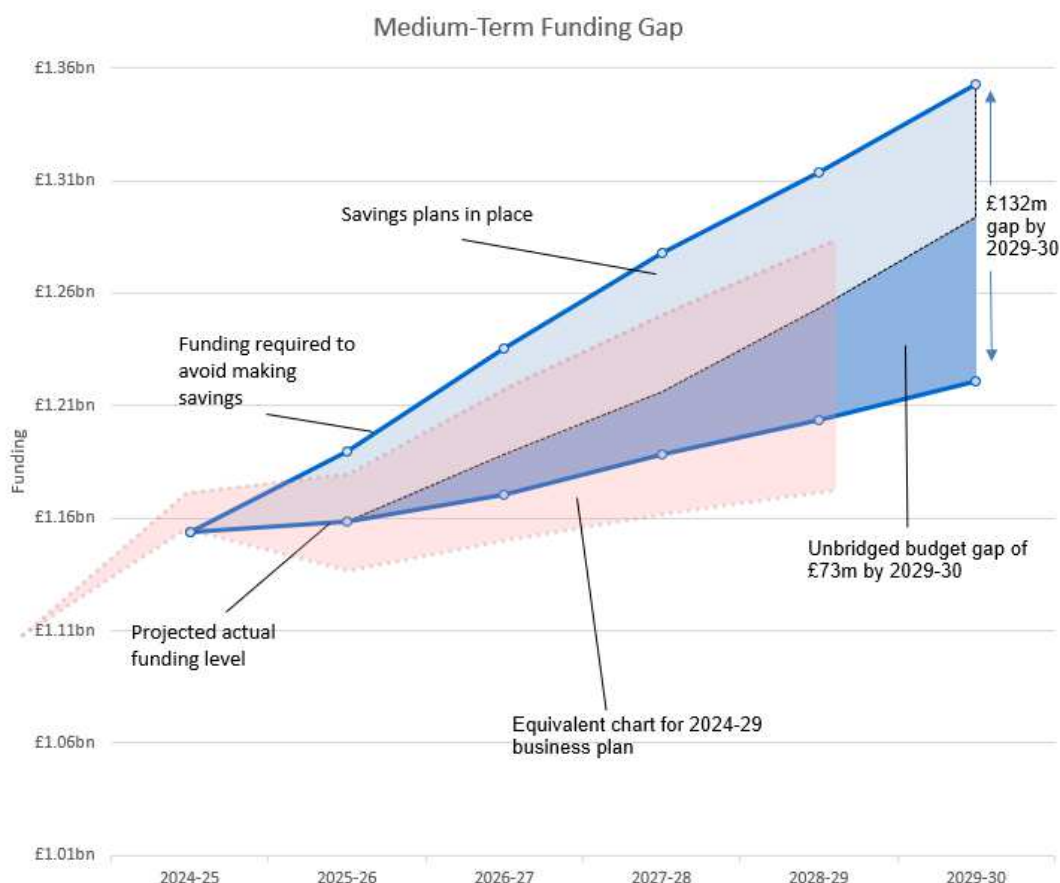
- 2.13 While we have a legal budget position for 2025-26, there are budget gaps remaining in future years:

Table 2.3 - Revised medium-term budget gaps

Year	2026-27	2027-28	2028-29	2029-30
Latest unidentified savings gap	£17.7 million	£10.2 million	£21.8 million	£23.6 million

- 2.14 This means that the medium-term picture for the council shows an overall funding gap of £132 million over the next five years, of which £73 million is not yet addressed:

Chart 2.4 - Medium-term funding gap



- 2.15 The significance of this financial challenge, together with the increasing instability described at 1.5, means the council must be more strategic in the way it plans to secure long-term financial sustainability whilst also improving resident outcomes and enhancing public trust in the organisation. The foundations of this work have already been put in place through the separation of legacy arrangements for joint leadership and service delivery with Peterborough City Council. This has enabled the county council to refocus on the specific needs of Cambridgeshire and created space to develop a vision for reforming the organisation at an accelerated rate.
- 2.16 The 'Our Future Council' change strategy provides this high-level vision for future-proofing the council through cross-organisational innovation, allowing the council to better navigate the uncertainties of the future and support it to adapt to emerging risks and opportunities. For example, challenges such as Cambridgeshire's population growth and the rising service demand it brings cannot be managed without thinking differently about how such services are delivered, and new technologies like artificial intelligence might be more effectively harnessed to achieve this. Likewise, central government's intentions to pursue further devolution of powers to local government could open up a range of new duties and powers for councils, whilst mooted local government reorganisation could result in fundamental structural reforms.
- 2.17 At the heart of 'Our Future Council' is a set of design principles that will shape how the council moves from its current position to its desired future state. The design principles consist of eight 'Solid Foundation Principles' and four 'Innovation Principles'. The 'Solid Foundation Principles' represent the essentials of good governance, organisational culture and resource allocation needed to be a well-managed council. The 'Innovation Principles' –

Preventative, Place-based, Digital and Collaborative – provide a framework for the council to use in developing plans to change its services.

- 2.18 While the ‘Solid Foundation Principles’ will be used to create a secure and enduring environment in which effective change can be pursued, the ‘Innovation Principles’ will be applied to the parts of the council where they will deliver the highest cross-organisational impact, such as the council’s culture, workforce, service design, partnership arrangements and use of physical assets and corporate resources. As concepts these principles reinforce each other, and in application they will often overlap to form an integrated approach to innovation. Their strategic value lies in the guide to decision making and prioritisation of work they provide when identifying opportunities for improving the efficiency, productivity and effectiveness of council services.
- 2.19 Underpinning the implementation of the strategy will be a centrally coordinated portfolio management structure overseen by the Change Board, chaired by the Chief Executive. The ‘Our Future Council’ portfolio will bring together programmes and projects of cross-cutting and council-wide change with high potential for embedding the ‘Innovation Principles’ and delivering financial and non-financial benefits for the council. Initially, the ‘Our Future Council’ portfolio will comprise five programmes, each led by a Senior Responsible Officer appointed by the Chief Executive and drawn from the Corporate Leadership Team:
- **Assets:** Maximising the use of the council’s property assets to support efficient working and effective service provision
  - **Commercial and Commissioning:** Ensuring the council’s commercial and commissioning activity meets the needs of our residents, delivers best value from public money and takes an active role in the economic development of the area
  - **Customer Engagement/Experience:** Reviewing how the council engages with residents across the county to ensure access to services is easy, designed around resident needs and achieves the right outcome without repeat referrals or contacts
  - **Digital, Data and Technology:** Building the required foundations to leverage the use of data and technology into the council to improve customer experience and drive efficiencies in service delivery
  - **Target Operating Model:** Redesigning how the council operates to deliver services to mainstream learning from the council’s ‘Closer to our Communities’ pilots, breaking down disciplinary and professional silos to improve outcomes for residents.
- 2.20 Effective performance management is essential for monitoring implementation of the change strategy. The refreshed Performance Management Framework approved at Strategy, Resources and Performance Committee in October 2024 sets out how the council will provide joined up and transparent accountability for delivering ‘Our Future Council’, linking together service and committee performance reporting with risk management and change delivery.
- 2.21 Embedding the real, long-lasting organisational change that ‘Our Future Council’ seeks to deliver requires an energised workforce and organisational culture that embraces change, innovation and continuous improvement as part of the council’s new ‘business as usual’. The council’s People Strategy and new organisational values are key to supporting the workforce and culture on which the organisation depends as it heads into the future.
- 2.22 The People Strategy, refreshed in 2023, aims to ensure Cambridgeshire’s residents get the most talented, skilled and committed people to deliver services with and for them, and in turn that the people who work for the council benefit from being part of an inclusive, supportive, progressive and values-led organisation. The strategy commits to attracting, appreciating, developing and supporting the people who work for the council, detailing how these commitments benefit employees and enable the council to achieve its seven ambitions.



- 2.23 In 2024 the council refreshed its organisational values, launching 'Our CARE Values'. These values underpin 'Our Future Council' by reinforcing the 'Solid Foundation Principles' at the levels of organisational culture and expected behaviours, supporting the organisation to have a workforce that is Collaborative, Accountable, Respectful and focused on Excellence. With people whose contributions, skills, knowledge and experience are valued in this way, and who take pride in the kind of culture the People Strategy and CARE values commit the council to having, the 'Future Council' vision becomes more attainable.

### 3. Listening to residents

- 3.1 Whilst the Strategic Framework sets out the council's long-term vision for Cambridgeshire, and 'Our Future Council' articulates a vision for how the organisation will change over the coming years, the council must remain responsive to the needs and priorities of residents and communities when making decisions about the way it spends public money. The refreshed Engagement and Consultation Strategy, approved at Strategy, Resources and Performance Committee in October 2024, reaffirms the council's approach to being an evidence-led organisation that ensures ongoing dialogue with its stakeholders to inform policy development, budget proposals and longer-term strategic planning.
- 3.2 The draft 2025-30 Business Plan and Budget presented in this report has been informed and shaped by the needs and priorities of residents, captured through both the council's annual Quality of Life Survey and Phase 1 of its budget engagement and consultation exercise. The Quality of Life Survey generates insight into the experience of residents across Cambridgeshire, including 'hard to reach' groups, with a particular focus on feeding contextual evidence into the business planning process and tracking the impact of the council's progress on the seven ambitions.
- 3.3 In the second annual Quality of Life Survey, undertaken in 2024, overall levels of happiness remain high for Cambridgeshire residents, with 72% of respondents reporting high or very high levels of happiness and fewer residents reporting struggles with mental and physical health. Residents continue to feel positive about their local community, and Cambridgeshire is seen a good place to raise children, particularly by parents.
- 3.4 Despite the overall positive responses, some residents report often feeling lonely, with results higher than national comparator averages. This is particularly the case for younger residents, who are more likely to report mental health struggles and feelings of loneliness. The cost of living remains residents' highest concern, with 87% of respondents concerned, and those impacted continue to adapt their behaviours towards heating and nutritious food as a result. Four out of five residents report concerns about climate change and in particular want to see the council do more to protect and enhance the natural environment.
- 3.5 The council is already working closely with communities and partners in the local public and private sectors to address these concerns. For example:
- 3.5.1 To support the mental health of young people, the council commissioned Nessie in Ed, an organisation that provides mental health support for children and young people, to deliver a programme of work to support schools and families with children who are experiencing social anxiety related to poor school attendance.
- 3.5.2 To help combat loneliness, the council has launched 'Know Your Neighbourhood', which encourages volunteering and people joining local groups and events, with over 800 people in Chatteris and March (Fenland being one of the 27 areas with the highest rates of loneliness and isolation nationally).
- 3.5.3 To help with the cost of living, the council used the Household Support Fund to deliver more than £10 million in direct support to households struggling financially, including

income maximisation advice and holiday school food vouchers.

3.5.4 To further action on climate change, the council has worked with community flood groups across Cambridgeshire and given grants to Alconbury Weston, Tilbrook, Hilton, Eltisley, Ramsey, Caxton, Cottenham, Landbeach and Broughton for watercourse improvement works to help them respond to this growing risk.

3.6 Phase 1 of the council's dedicated budget engagement and consultation exercise was undertaken between 4 November and 2 December 2024 and invited residents and stakeholders to learn more about the business planning process and share their priority areas for council spending and views on council tax. There were 154 responses to the survey. A summary report of the engagement survey results can be found in Appendix 3.

3.6.1 52% of respondents supported an increase in council tax of up to 4.99% to maintain or improve essential services, recognising the current financial pressures faced by the council and supporting the delivery of the council's vision to be greener, fairer and more caring.

3.6.2 To support the council to be greener, 40% of residents felt supporting growth in active and sustainable travel should be the top priority for the council. A two-year increased investment in highways amounting to £42 million agreed last year has enabled the council to invest in footpaths and cycleways as well as active travel and road safety. In addition, proposals detailed below include an extra £20 million investment in highways for 2026-27.

3.6.3 Respondents felt that the top priority for creating a fairer council was to support vulnerable residents through targeted schemes, with 30% of respondents ranking this as the top priority. Proposals for 2025-26 include targeted schemes such as continuing to commission support through the Household Support Fund that help people maximise their income and gain access to household goods through the Local Assistance Scheme.

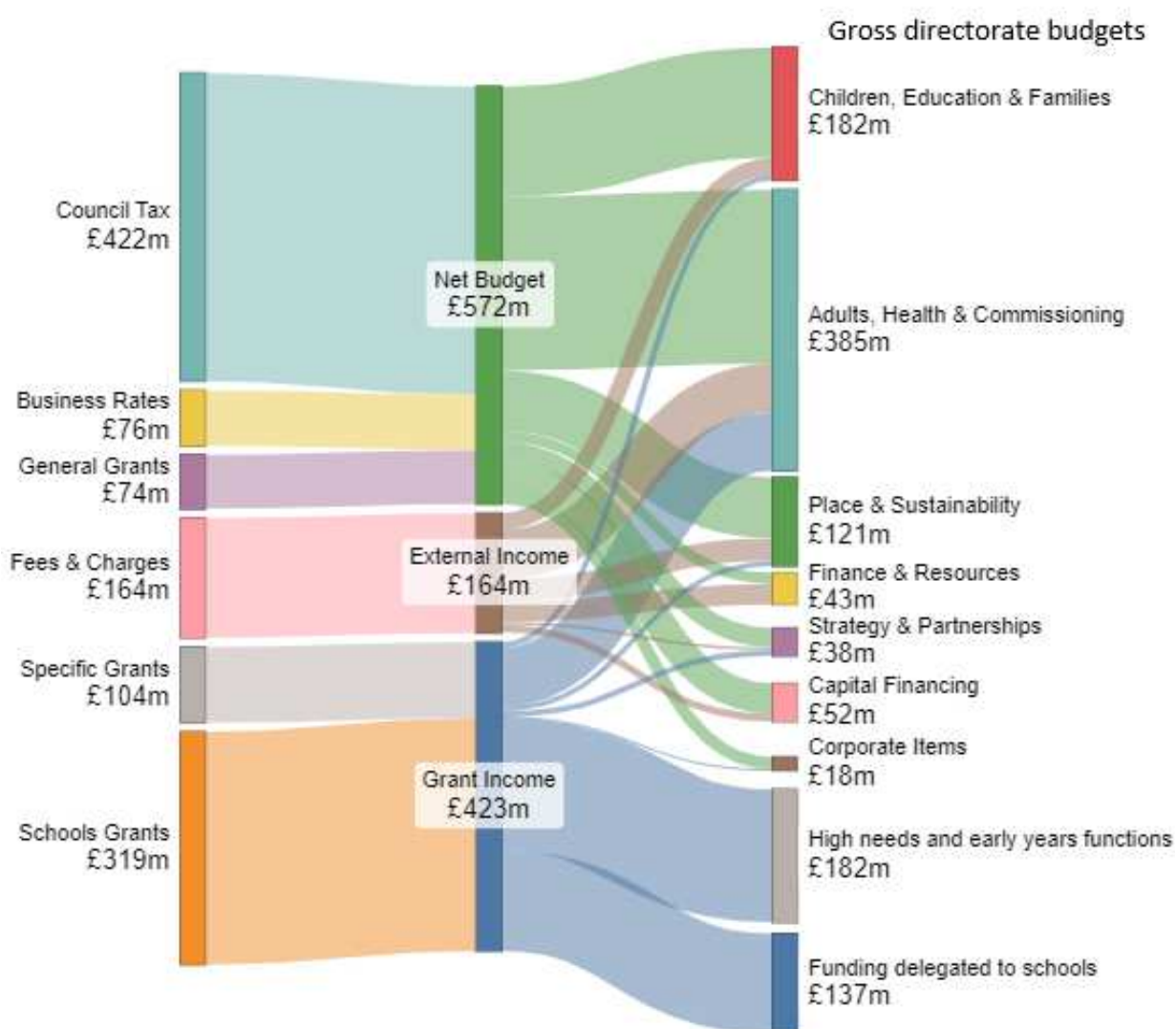
3.6.4 42% of respondents felt that prioritising early support to help people remain independent and living at home for longer should be the highest priority to make the council more caring. Prevention is a key 'Innovation Principle' of the council's change strategy as it supports the council to achieve many of its ambitions. As detailed in the proposals below, prevention supports vulnerable residents to maintain independence. The continued investment in 'Home First' is an example of the council's commitment to older people.

3.7 Through engagement with residents, their concerns and priorities have been listened to and shared across the organisation. The council is committed to delivering improved outcomes for residents, aligned to the ambitions of the council, and the delivery of key services. Insight from engagement has enabled the organisation to reaffirm priority areas and to develop proposals for investment and savings that address the issues faced by residents whilst delivering the ambitions of the council.

## 4. Directorate overview

- 4.1 Whilst the council begins to implement its longer-term vision for cross-cutting, organisational change via 'Our Future Council' as detailed at 2.11, the council's directorates have a range of savings, income and investment proposals that will enable them to continue delivering the seven ambitions and begin aligning activity to the principles of 'Our Future Council'. These proposals are responsive to the evidence base generated by the Quality of Life Survey, demographic insights and feedback from the budget engagement exercise and will enable the council to set a legal budget. The proposed 2025-30 Business Plan and Budget includes £64 million total of savings and income proposals and £9.8 million of investments related to the seven ambitions.

Chart 4.1 – Overall budget summary



### Children, Education and Families Directorate

- 4.2 Overall, it is proposed that Children, Education and Families will receive a £182.7 million gross budget in 2025-26, including total growth of £16.16 million. This budget will support continued investment in the wider range of services that Children, Education and Families deliver and commission, including a proposed additional £9 million for children who become looked after, £4.7 million to support home to school transport services, £900k to increase capacity in SEND to improve the timeliness of assessments, and £340k to increase direct payment packages for children and young people with disabilities. Through these services the directorate will further realise the aim of Strategic Framework Ambition 7.

- 4.3 The delivery of services for children and families takes place against an extremely challenging national context. Councils across the country are continuing to face unrelenting growth for SEND interventions owing to legislative changes in the 2014 Children and Families Act, as well as the after-effects of the Covid-19 pandemic. In Cambridgeshire, between 2020 and 2024 there was a 70% increase in children with Education, Health and Care Plans (EHCPs), which in turn has driven cost increases in home to school transport of some 93% and in autism services of 293% over the same period. These pressures have forced 93 councils, including Cambridgeshire County Council, into special arrangements with the Department for Education to manage significant budget deficits that nationally amount to some £3.16 billion. Additional funding for SEND announced at the Autumn Budget is welcome, but it is not yet clear how this will be allocated, and it does not represent a sustainable long-term solution.
- 4.4 In addition, there have been unprecedented increases in the cost of providing Children in Care placements owing to well-publicised market failures and profiteering by some private providers. Whilst central government has recently committed to addressing these issues nationally through a policy reset of children's social care, the pressure felt locally has been acute, with the cost of placements rising by 42% between 2020 and 2024. Many of these placements have also been made outside of the county, which can be detrimental to achieving positive outcomes for these children and young people. Both the national crisis in SEND and the failed market for Children in Care are symptoms of a broken system that requires urgent Government action to fix.
- 4.5 To support children and young people in Cambridgeshire to achieve better outcomes, the directorate proposes to redesign the way services are delivered so that it gets the basics right and reduces service fragmentation, prioritising the reinvestment of resources into early intervention. By doing this the directorate will reduce demand and complexity of need over the medium to long term, improving outcomes for children and families by supporting more of them to make positive changes that avoid statutory interventions. To achieve this, the directorate will use data and insight more effectively so that it can support greater independence at an early stage, and it will also better join up services around the distinctive places of Cambridgeshire. This will ensure services align to the Place-Based 'Innovation Principle' of 'Our Future Council' and bring more services 'Closer to Communities'.
- 4.6 For example, a £490k investment is proposed to increase capacity at its integrated front door and extend improved multi-agency safeguarding support to families in East Cambridgeshire. This will enable the directorate to signpost more children and families into early intervention support offered by Targeted Support Services and prevent the escalation of need. This will be reinforced with a proposed review of Targeted Support Services to create district-based structures that break down professional boundaries across council teams, allowing those on the front line to respond more flexibly to emerging needs with a wider range of interventions. This more effective way of structuring council services will save £1 million over 2025-26 and 2026-27.
- 4.7 Where children do need to come into the care of the council, the directorate is committed to better serving their needs through increased local residential capacity. At present too many Children in Care are looked after in independent children's homes that are out of county. These placements are high cost, more difficult to quality assure and do not optimise outcomes for children. A proposed new Residential Strategy will aim to reduce this dependence, backed with a £2.6 million investment over the next two years to deliver a more integrated approach to commissioning, market engagement, needs analysis and provision of in-county, council-owned homes for those with complex needs. Through this the directorate proposes almost £5 million in savings in placement costs over 2025-26 and 2026-27.

- 4.8 In education, the directorate will embed a new approach to SEND, promoting more effective partnership working with local schools and academy trusts so that more children can remain in education settings closer to home. For example, new significant capital investment proposals in Enhanced Resource Bases will offer better support to children with additional needs in mainstream educational settings, allowing them to develop friendships and connections in their local school community and reduce travel time. For those who do need to travel to access specialist provision, it is proposed that home to school transport routes will be comprehensively reviewed with expert support to ensure transport is appropriate to need and routes are effectively optimised. A range of new capital investments will enable the council to begin the delivery of new school building projects to accommodate the growing population of the county. The detailed finance tables show several schemes to provide primary, secondary and specialist school places. The names of some of these schemes are only shown in the confidential tables due to the procurement stage/commercial sensitivity.

Table 4.1 – Children, Education and Families budget position 2025-26

Heading	2025-26 £000	Comments
<b>Opening gross budget</b>	<b>176,260</b>	
Base adjustments	3,044	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening gross budget</b>	<b>179,304</b>	
Inflation	5,960	A range of inflationary increases including uplifts for Children in Care placements and home to school transport, which have very constrained provider markets, as well as staffing inflation
Demography and Demand	7,041	Rising numbers and complexity of Children in Care and children requiring transport (particularly children with SEND)
Pressures	5,553	Reflecting 2024-25 overspend positions in the directorate, as well as impact of national insurance changes
Investments	650	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below
Use of Reserves	-3,049	Temporary funding for pressures
Savings	-12,794	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below
<b>Closing gross budget</b>	<b>182,665</b>	
<b>Opening income budget</b>	<b>-27,360</b>	
Income base adjustments	-2,763	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening income budget</b>	<b>-30,123</b>	
Income inflation	-74	
Income generation	-205	
Income grant changes	-1,230	
<b>Closing income budget</b>	<b>-31,632</b>	
<b>Closing net budget</b>	<b>151,033</b>	
Total growth	16,155	
Change in gross budget	3,361	
Change in net budget	2,133	
Change in net budget %	1.4%	

Table 4.2 – Highlights of proposed Children, Education and Families investments and savings 2025-26 – 2027-28

Proposal and table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
CEF Service Redesign Work - Integrated Front Door / Multi-Agency Safeguarding Hub (Table 3 - A/R.4.011)	490			Additional funding required for essential posts within the Multi Agency Safeguarding Hub (MASH) and for the East Cambridgeshire Assessment Team to be made permanent to ensure demand can be met within this area and manageable caseloads across all Assessment Teams across Cambridgeshire.
Review of Targeted Support Services (Table 3 - A/R.7.028)	-833	-167		Application of organisational design principles and improved empowerment of professionals within the Targeted Support Service and workforce redesign.
Residential Strategy Investment (Table 3 - A/R.5.002)	650	1,950		Continued development of our Children's Residential Strategy that will enable the council to better meet the needs of children coming into its care with increased local residential capacity. By reducing the numbers of children looked after in high cost independent and out of county homes the council will save on placement costs. This investment is linked to children's placement savings A/R.7.011
Residential Strategy - Children in Care placements (Table 3 A/R.7.011)	-1,231	-3,693		The council recognises the high cost of children's care placements as a national matter to address. However, in the meantime it proposes increase placement capacity at new homes in Cambridgeshire. This is forecast to reduce weekly care costs significantly as reported to CYP Committee in July 2024. These savings linked to the Residential Strategy investment A/R.5.002
Children in Care placements demand (Table 3 - A/R.3.001)	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

Proposal and table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
SEND capacity (Table 3 – A/R.4.010)	920	-200		Required investment to increase capacity in SEND Services and the Statutory Assessment Team
Home to School Transport - Special demand (Table 3 – A/R.3.004)	2739	3081	3465	Additional funding required to provide home to school transport for pupils attending special schools due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2025-26 and growing complexity of need
Home to School: Central costs & Logistics Review (Table 3 - A/R.7.078)	-833	-1250	-2000	Savings achieved through a comprehensive review of the Home to School Transport Service, with an external and expert input. The planning assumption is that 10% of the Home to School Transport budget will be saved over 3 years

### **Adults, Health, Commissioning Directorate (including Public Health)**

- 4.9 Overall, it is proposed that Adults, Health, Commissioning, including Public Health, will receive a £385 million gross budget in 2025-26, including total growth of £31.97 million. This budget will support continued investment in services for older people and working age adults with care and support needs to maintain existing eligibility thresholds, as well as a range of public health services that aim to address the wider determinants of health. This includes proposals for an additional £3 million of funding for local care providers, £2.1 million to meet demand for care amongst older people accessing both domiciliary and residential care, £4.8 million to help meet the rising levels of complexity amongst people with a learning disability and £3.9 million for working age and older people with mental health needs. Public health commissions services to improve physical health such as support to people to quit smoking, health checks for older adults and sexual health services, as well as health and wellbeing services in partnership with local NHS organisations. Through these services the council will further realise the aims of Strategic Framework Ambition 3 and 4.
- 4.10 As with children and families, services for working age adults and older people with care and support needs are under significant pressure owing to wider social and national policy challenges. On average, people are living longer than in the past, meaning a greater proportion of the population is reaching old age and very old age than in previous decades. Similarly, thanks to advancements in medical care and social attitudes, people with conditions previously considered life-limiting are also living longer than they would have done in the past. In Cambridgeshire, between 2011 and 2021, the 50-59 population grew by 22% and the 70+ population grew by 33%. The impact of this on the council is significant – for example, between 2020 and 2024 the cost of providing services for older people and people with physical disabilities increased by 64%.
- 4.11 Whilst people's improved longevity is to be celebrated, the national policy framework for adult social care services has not kept pace with this change and remains broadly designed for the needs of the twentieth century. Successive national governments have proposed to address these fundamentally important challenges but have all failed to deliver any



meaningful reform. The latest White Paper ('People at the Heart of Care') is unlikely to be implemented in full, leaving major unanswered questions about how services should be provided and funded into the future. This presents councils with ongoing difficulties in the coming years as populations continue to live longer and place increasing demand on services. Looking forward, in Cambridgeshire, the 65+ age group is forecast to grow by 12.7%, and the 80+ age group to grow by 25% by 2030.

- 4.12 These challenges are exacerbated by the health inequalities in the overall population, which create pressures of their own on a range of public services throughout peoples' lives, and which store up future demand for older persons services as people live fewer years in good health. For example, health outcomes differ significantly between areas of Cambridgeshire, with parts of Fenland, Cambridge City and Huntingdonshire having higher levels of deprivation and income inequality compared to areas in South and East Cambridgeshire, resulting in poorer outcomes in life expectancy, physical activity, children's health and higher levels of loneliness and obesity.
- 4.13 To respond effectively to the challenges of changing demographics, health disparities and demand for care support, the directorate wants everyone to live well as they age and lead a good life. This means thinking differently about services, so they place a greater emphasis on prevention and early intervention as well as embedding the 'Closer to Communities' ethos into the way services are delivered. Through better use of data and by listening to the voices of local people, the directorate will more effectively identify and address health inequalities, facilitating more active management of potential future demand growth.
- 4.14 Engagement with residents has highlighted that people prioritise supporting people to remain living at home and remain as independent as possible. The directorate will take every opportunity to support this aspiration, proposing improvement to its self-service offer through a more dynamic information, advice and guidance offer that empowers people with the knowledge they require to make informed decisions when planning for their future. It is also proposed that the 'Home First' philosophy will continue to ensure that people are supported with short-term interventions in their own home to aid the recovery of independence. For example, the Reablement Service provides short term support for up to six weeks to help people regain their independence after an illness or a stay in hospital, preventing the need to go into longer term care support. The directorate proposes creating greater capacity and flow in the service to allow more reablement activity to be undertaken and support more people to continue living in their own homes for longer whilst saving £465k.
- 4.15 Central to the 'Home First' approach is increased locality-based delivery of services. The Care Together programme has demonstrated the power of place-based models of care by supporting the establishment of micro-provider organisations, with 41 care micro-enterprises currently providing over 4,000 hours of care capacity per week in Cambridgeshire, strengthening the local provider market and delivering care 'Closer to Communities'. Learning and evaluation from the Care Together programme will be used to inform and develop the new, place-based operating model set out in 'Our Future Council', mainstreaming this principle into the council's service design.
- 4.16 The directorate proposes to continue the use of strengths-based approaches in its practice to maximise people's independence and prevent, reduce or delay the need for long-term care, but where people do require longer-term care, it will be appropriate to their need and effectively reviewed as required. The Quality of Life Survey highlighted mental health as a concern for residents, and the directorate proposes a significant capital investment in independent living services and specialist accommodation schemes, with over £30 million to provide accommodation for people with complex needs. This will result in proposed savings in the revenue budget by enabling people to be more independent, including through independent living services in East Cambridgeshire and an improved

accommodation model for working age adults with a learning disability or autism.

- 4.17 Because most care services are delivered by third party providers, the directorate has a crucial role to play in shaping the local social care market, ensuring it has the resilience and capability to effectively meet local need. Central to this is a proposed £30 million+ investment over the next five years to build a strong, stable and skilled workforce through a commitment to pay the Real Living Wage to care staff. In 2025-26, Real Living Wage will rise by 5% to £12.60 p/h, which will enable providers who are contracted with the council to effectively compete for staff in a market that has a national shortage of workers whilst also supporting care workers themselves with pay that reflects the immense value of their contribution to Cambridgeshire. The directorate proposes to continue investing in the development of its own social care workforce over the coming years, growing 'in-house' experience through increasing social worker apprentice capacity and reducing the dependence on short-term and temporary staffing, with a proposed £149k investment in 2025-26.
- 4.18 The directorate also proposes a £523k investment to better manage contract outcomes, including costs, through increasing capacity in the contracts management and brokerage team. This will support placement decisions by assisting families with better information about different options and give a greater focus to contract management, improving value for money and standards. By maximising efficiencies across commissioned services, return on investment on contracts and by shifting the focus towards preventative contract management to design out inefficiencies, the directorate proposes savings of £1.8 million over 2025-26.
- 4.19 Over the last financial year there has been lower than expected older people's demand pressures in Adults, Health, Commissioning. This has allowed the re-baselining of projections for 2025-26 and a proposed reduction in spend by £9.6 million. Whilst this is welcome, further work is required to ensure these figures are prudent, meaning further data analysis will be undertaken to understand the underlying drivers of this emerging trend, especially considering the projected future growth and ageing of the county's population.

Table 4.3 – Adults, Health and Commissioning budget position 2025-26

Heading	2025-26 £000	Comments
<b>Opening gross budget</b>	<b>410,161</b>	
Base adjustments	-35,721	Predominantly due to the ending of the learning disability pooled budget with the NHS – spend funded by NHS income is taken out
<b>Revised opening gross budget</b>	<b>374,440</b>	
Inflation	12,756	A range of inflationary increases including uplifts to support social care providers and Real Living Wage increases for care workers. These will support continued stability of the local care market and allow care providers to effectively compete for workers
Demography and Demand	10,050	A range of demography and demand increases that reflect the growing need for services that support working age adults and older adults with care and support needs, including domiciliary care, residential and nursing care, mental health, learning disabilities, physical

Heading	2025-26 £000	Comments
		disabilities and autism
Pressures	8,231	A range of proposals to offset pressures including provision for increases in National Insurance Contributions in the provider market
Investments	-1,643	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These will support the directorate through invest to save activity by increasing short term capacity in certain areas to deliver future efficiency and productivity gains that will improve service user experience and outcomes
Capital financing changes	0	
Use of Reserves	2,576	A range of revenue proposals set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below that will deliver savings through improved ways of working, more efficient structures, re-baselined demand and more effective contracting
Savings	-21,144	
<b>Closing gross budget</b>	<b>385,266</b>	
<b>Opening income budget</b>	<b>-179,800</b>	Predominantly due to the ending of the learning disability pooled budget with the NHS – income from the NHS is taken out
Income base adjustments	36,385	
<b>Revised opening income budget</b>	<b>-143,415</b>	
Income inflation	-2,483	
Income generation	-260	
Income grant changes	-770	
<b>Closing income budget</b>	<b>-146,928</b>	
<b>Closing net budget</b>	<b>238,338</b>	
Total growth	31,970	
Change in gross budget	10,826	
Change in net budget	7,977	
Change in net budget %	3.5%	

Table 4.4 – Highlights of proposed Adults, Health, Commissioning investments and savings  
2025-26 – 2027-28

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Adult social care providers inflation (Table 3- B/R.2.001)	3,060	3,290	3,430	Investment in funding to meet general inflation factors relating to care providers.
National Insurance Provider Pressure (Table 3 –	5,395			Increased cost to adult social care as a result of NI changes - to be funded from re-baselining of adult social care

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
B/R.4.003)				inflation, the impact of the increase on people who pay the full cost for their care and an additional corporate contribution
Client contributions inflation (Table 3 - B/R.8b.003)	-2,404	-2,116	-1,717	Client contributions inflation has been increased to reflect changes in pension / benefit levels and the impact of the NI changes on full costed income
Impact of increases in the Real Living Wage on adult social care contracts (Table 3 - B/R.2.002)	7,742	5,889	6,254	The Real Living Wage will rise by 5% to £12.60 in 2025-26. This will have an impact on the cost of purchasing care from external providers, so investment is proposed to meet that need. Real Living Wage pressures in later years are expected to follow OBR estimates and assume a 3% increase each year
Re-baselining ASC inflation opening position for 2025-26 (Table 3 - B/R.7.065)	-1,600			£1.6 million of inflation budget not used in 2024-25 being used to offset the costs in relation to employer NI contributions
Re-baselining of Older People Demand (Table 3 - B/R.7.053)	-9,600			Re-baselining budget for 2025-26 to reflect position seen in 2024-25. Net growth for 2025-26 and beyond is still budgeted for
Contract Management and brokerage - Invest to save (Table 3 - B/R.5.009)	523			Links to B/R.7.045 - invest to save by better managing contract outcomes, including costs, through increasing capacity in the contracts management and brokerage team. This will support placement decisions to have a greater focus through the contract management team, alongside developing the commercial aspects to deliver value for money and drive up standards
Contract Management and Brokerage (Table 3 - B/R.7.045)	-750	-1,090		Invest to save. Maximise efficiencies across commissioned services along with maximising return on investment in those contracts. Shifting the focus away from preventative contract management to design out inefficiencies thus driving up standards and outcomes, alongside focusing on quality and delivery against the contract

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Mental Health Supported Accommodation (Table 3 - B/R.7.006)	-267			Retendering of the mental health supported accommodation framework and increasing local capacity to more effectively meet needs locally and reduce expensive off framework spend or out of county placements
Independent Living Services (Table 4 – B/C.1.003)	-	9,943	11,322	Development of a range of independent living service accommodation in East Cambridgeshire, with additional capital investment planned across the county in future years (Table 4 B/C.1.004)
Specialist Accommodation Schemes (Table 4 – B/C.1.005)	3,000	6,000	3,000	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

#### **Place and Sustainability Directorate**

- 4.20 Overall, it is proposed the Place and Sustainability Directorate will receive a £121 million gross budget in 2025-26, including total growth of £11 million. This budget will support continued investment in services the directorate delivers and commissions, including waste disposal, flood risk management, nature and biodiversity management, highways maintenance, road safety, active travel, major infrastructure delivery and implementation of the 'Connecting Cambridgeshire' programme to enhance local digital connectivity on behalf of the Cambridgeshire and Peterborough Combined Authority. Through these services the council will further realise the aims of Strategic Framework Ambition 1, 2 and 6.
- 4.21 The delivery of services by Place and Sustainability takes place against a backdrop of an increasing national focus on the role of local government in achieving central government's missions to drive economic growth and support the transition to Net Zero. Much of this activity will be delivered in partnership with the Cambridgeshire and Peterborough Combined Authority (CPCA), District Councils, Greater Cambridge Partnership, local business and institutions. The recently published CPCA 'Shared Ambition' document sets out a framework of 14 joint commitments across these partner organisations to drive economic growth and development across Cambridgeshire and Peterborough until 2050. The 'Shared Ambition' will form the basis of a new 'Local Growth Plan' for the region that will be submitted to central government to support a new National Industrial Strategy. Closely linked to this is heightened central government interest in the growth of Cambridge, which will see the creation of a development corporation to drive forward ambitious house building targets for the city. As such the directorate will be leading on the production of an Economic Framework for the county council to clarify and confirm its strategic role with partners.
- 4.22 The work of the directorate impacts on the lives of everyone living, working, learning and travelling through Cambridgeshire every day. For example, the directorate is responsible for maintaining over 4,600km of carriageway, 2,936km of footways and cycleways, 950 road bridges, 142 pedestrian and cycle bridges, 108,751 gullies and 54,286 streetlights across the county and each year repairs around 60,000 potholes. The highway network is a key enabler of economic growth and enables places and communities to prosper. However,

historic underinvestment has resulted in a significant backlog of repairs and persistent resident concerns about road maintenance. To address these issues, the directorate is proposing investment of over £56 million in Cambridgeshire's highways in 2025-26.

- 4.23 To enable this, the proposed Budget and Business Plan includes growth of £3 million in revenue for 2025-26. £2 million of this growth will be used to support an additional £20 million of investment in planned capital maintenance. £500k will be invested in the redesign of the core highways maintenance function to improve the customer experience, responsiveness and performance of this key frontline service. The remaining £500k will be allocated to improve the day-to-day delivery of drainage, flood resilience, tree, vegetation and weed management.
- 4.24 The additional £20 million in capital spend will be allocated to highway improvements and will target roads, pavements, drainage and flood resilience systems, bridges, safety barriers, traffic signals, public rights of way and cycleways. A revised and more transparent prioritisation process has now been implemented to ensure this investment is targeted to areas most in need. The additional investment will support a significant improvement programme in the delivery of highways services, with a new focus on utilising digital technology to improve customer service.
- 4.25 Whilst there is significant investment proposed the directorate is also focusing on being efficient and effective, through a further redesign of its services. The directorate expects to increase income by almost £3 million over 2025-26 – 2026-27 through increases in fees and demand for StreetWorks permits, parking management and for developers accessing Highways Development Control, to ensure the council is managing the implications that economic growth will have on the highway. In addition, the directorate expects to be able to drive contract efficiencies of £500k by working with its highway's contractors.
- 4.26 The most significant environmental service the directorate manages is waste disposal. Each year the council manages the disposal of around 320,000 tonnes of household waste, which is just under 500kg per person, and spends £50 million per annum on this single responsibility alone. Recycling, reuse, recovery and composting in the county is above average rates, currently sitting at 54%. However, the directorate is reviewing these services to ensure the best value for money for residents, whilst also improving the long-term environmental performance of our waste disposal arrangements. A strategic review of the current waste contract is currently being undertaken, with the potential to drive significant savings over 2026-27 and 2027-28.
- 4.27 As the council continues the journey to Net Zero for Cambridgeshire by 2045, work to respond to climate change through decarbonisation, enhancing the natural environment and improving water management continue. The directorate has enabled the council to reduce its direct carbon emissions by 42% and has several major energy projects that will provide income to the council. By drawing on this experience the council will now focus on supporting local communities to develop local green energy generation projects by working with local groups to implement schemes. The council also plans to deliver significant upgrades in the county's electric vehicle charging infrastructure over the coming three years through a multi-million-pound central government grant, and it is also investing £6 million in streetlighting to cut its own energy costs through the installation of LED bulbs.
- 4.28 Some of the services the directorate provides are regulatory in nature, supporting and protecting residents and the environment – for example, trading standards, planning, registration services, historic environment and the coroner's service. In relation to planning the directorate will seek to represent the needs of local people through its role as a statutory consultee. For Nationally Significant Infrastructure Projects (NSIPs), this involves working with applicants to develop their proposals to ensure they come forward in the best ways possible for the local community, including through presenting Local Impact Reports

(LIR), and negotiating Section 106 funding and community legacy funding through legal agreements.

- 4.29 The directorate will continue to strive to deliver effective customer services to those residents receiving these services and ensure it performs its regulatory function in line with the relevant statutory duties. Furthermore, the delivery of key services, projects and initiatives will be designed in a way to support and respond to change within the population so that we can support the council's aim of being 'Closer to Communities'.

Table 4.5 – Place and Sustainability budget position 2025-26

Heading	2025-26 £000	Comments
<b>Opening gross budget</b>	<b>107,453</b>	
Base adjustments	4,266	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening gross budget</b>	<b>111,719</b>	
Inflation	4,166	A range of inflationary increases including uplifts to the waste PFI contract and higher land-fill tax burden
Demography and Demand	47	A demography and demand increase for the Coroner Service arising from local population growth
Pressures	676	A range of proposals to offset pressures including increased costs related to income generating council energy projects, as well as National Insurance Contributions
Investments	3,675	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These build on similar investments made in 2024-25, and will support further improvement in the highways, safety improvements, the road user experience and Active Travel. This also fund the capital financing costs of the £40 million capital investment in highways maintenance
Use of Reserves	2,423	
Savings	-1,692	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These include redesigning management and service structures, lower energy costs and contracting efficiencies in highways
<b>Closing gross budget</b>	<b>121,014</b>	
<b>Opening income budget</b>	<b>-34,654</b>	
Income base adjustments	-1,410	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening income budget</b>	<b>-36,064</b>	
Income inflation	-414	
Income generation	-1,884	Income generation from council owned energy projects, as well as increased fees for Highways

Heading	2025-26 £000	Comments
		Development Management and StreetWorks permit applications from third party contractors
Income grant changes	7	
<b>Closing income budget</b>	<b>-38,355</b>	
<b>Closing net budget</b>	<b>82,659</b>	
Total growth	10,987	
Change in gross budget	9,295	
Change in net budget	9,860	
Change in net budget %	13.5%	

Table 4.6 – Highlights of proposed Place and Sustainability investments and savings 2025-26 – 2027-28

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Waste (Table 3 - C/R.2.005, C/R.2.006, C/R.4.012, C/R.6.136 C/R.7.235)	7,585	-4,238	-3,957	These numbers relate to a number of separate lines in Table 3 relating to Landfill Tax, PFI Contract Inflation, Additional Waste Disposal Costs and Potential Savings from review of the current Waste arrangements. A strategic review of options is currently being undertaken with the aim of presenting a recommended option in March 2025
Energy Projects income (Table 3 - C/R.8c.128, C/R.8c.129, C/R.8c.132, C/R.8c.133)	703	38	28	Reduced income expectation from energy schemes due to price changes (partly offset by lower prices the council is paying for its own energy). Net income is still delivered by the schemes and they will continue to deliver income for the long-term
Net Zero and Environment (Table 3 - C/R.5.136, C/R.5.133)	308	-617	-90	This relates to continued investment from the Just Transition Fund to enable ongoing delivery of the Net Zero, climate change, nature and flood risk projects within the Climate Change and Environment Strategy
Highways Investment (Table 3 - C/R.5.135)	3,000	3,000		This investment will support further improvements in the highway and will target roads, pavements, drainage systems, public rights of way and cycleways in poor repair. This



Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
				would be on top of further investment made in 2024-25. This will focus on road user safety, active travel and will be based on a planned maintenance approach. This will enable £20 million of capital investment and a further £1 million of revenue investment in 2025-26 onwards, plus £2 million in 2024-25 and a further £2 million in 2025-26 onwards to fund the capital financing costs of the £40 million capital investment in highways maintenance
Street Lighting Savings (Table 3 - C/R.7.221)		-301	72	Capital investment is planned to replace lighting with LED lights that will deliver savings on energy
Contract Efficiencies (Table 3 - C/R.7.236)	-534			Whilst a budget has been allocated for contract inflation, the highways service will work with its contractors to deliver efficiencies to enable the saving to be delivered
Investment for Income (Table 3 - C/R.5.137, C/R.5.138)	331			Proposed investment in the street works team and Highways Development team to enable enhanced income to be generated
Income (Table 3 - C/R.8c.150, C/R.8c.151, C/R.8c.154)	-2,727	-200		Increased income from StreetWorks, highways development control and pricing to enable full cost recovery for existing resident parking schemes

### **Finance and Resources Directorate**

- 4.30 Overall, it is proposed that Finance and Resources will receive a £47.7 million gross budget in 2025-26. This budget will support continued investment in services the directorate delivers and commissions, including finance, procurement, property services, county farms, the Customer Contact Centre and IT and digital services. Through these services the directorate will further realise the aims of all seven of the Strategic Framework Ambitions, whilst also playing a key role in driving forward the cross-cutting change programmes set out in 'Our Future Council'.
- 4.31 Proposals set out by the directorate for the coming years will support the council to address several legacy issues. These include action to address the financial risks associated with the council's directly owned companies and commercial ventures, which will be placed on a stronger financial footing with strengthened governance. The directorate will also complete the decoupling of core IT and digital services from the shared arrangements with

Peterborough City Council. Whilst these actions create cost pressures in the immediate term, they will improve the council's financial position over the medium term and ensure that a service supporting critical infrastructure is more responsive to the needs of Cambridgeshire County Council and is able to accelerate change.

- 4.32 The directorate will continue to ensure that its estate is 'right sized' for operations, with carbon neutrality and flexible use built into the approach. Whilst there are cost pressures arising from building maintenance to ensure the safety of the council's complex property estate, a review of the council's estate was started in 2024 and revenue savings of £985k will be achieved from estate consolidation in 2025-26. This work will continue over the coming years with an increased scope that takes account of more council-owned property assets and is responsive to the principles of 'Our Future Council' by facilitating the move towards enhanced place-based models of service delivery.
- 4.33 'Our Future Council' will also drive forward the deployment and delivery of services through greater use of data, digital and technology. This will support council services to drive efficiency and productivity by getting more out of the data it holds, becoming digital-by-design and empowering the workforce with new tools and technologies. A blended channel strategy will provide multiple ways for residents to contact the council (online, by phone, or in person), anchoring services in the diverse places of the county so they are 'Closer to Communities', whilst guarding against the risks of digital exclusion. This will improve the customer experience by embedding a 'no wrong front door' approach that will speed up the resolution of enquiries and service requests and ensure the council is more responsive to trends emerging from resident complaints.

Table 4.7 –Finance and Resources budget position 2025-26

Heading	2025-26 £000	Comments
<b>Opening gross budget</b>	<b>47,753</b>	
Base adjustments	-1,045	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening gross budget</b>	<b>46,708</b>	
Inflation	387	
Demography and Demand	0	
Pressures	1,754	A range of proposals to offset pressures including costs arising from the separation of the shared IT service with Peterborough City Council, building maintenance and National Insurance Contributions
Investments	-88	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below
Capital financing changes	0	
Use of Reserves	-2,221	

Heading	2025-26 £000	Comments
Savings	-3,108	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These include property rationalisation, electricity cost re-baselining, and reductions in software and hardware costs via re-procurement/efficiencies
<b>Closing gross budget</b>	<b>43,432</b>	
<b>Opening income budget</b>	<b>-33,006</b>	
Income base adjustments	947	Adjustments during previous year's detailed budgeting, relating to gross/income changes or small transfers between directorates
<b>Revised opening income budget</b>	<b>-32,059</b>	
Income inflation	-34	
Income generation	3,992	
Income grant changes	0	
<b>Closing income budget</b>	<b>-28,101</b>	
<b>Closing net budget</b>	<b>15,331</b>	
Total growth	-168	
Change in gross budget	-3,276	
Change in net budget	584	
Change in net budget %	4.0%	

Table 4.8 – Highlights of proposed Finance and Resources investments and savings 2025-26 – 2027-28

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Property Rationalisation (Table 3 – D/R.7.004)	-1,512			A number of corporate office accommodation buildings around the county which have low levels of use. As part of the Assets Change Programme, the council is reviewing the number and types of building within the portfolio. This will increase the use of buildings that are retained and deliver revenue savings through the release of building no longer required
This Land – income from loan interest (Table 3 – D/R.8c.002)	3,973	462	900	The council's wholly owned company, This Land, is funded from loans provided by the council on which interest is due. These maturity loans are currently scheduled for repayment between 2026-29 and in the later years this line reflects the income from this source reducing following this profile. More immediately the council is

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
				due to consider the company's latest business plan which is likely to request cash flow support and therefore the 2025-26 represents our current best estimate of reduced income for next year.
Digital Contracts Review (Table 3 – D/R.7.007)	-480	-50	-300	Reductions in software and hardware costs from re-procurement and making efficiencies with the use of technology
Customer Services Review (Table 3 – D/R.7.013)	-40	-50	-250	Making changes within the organisation to aid savings related to customer services support
Staffing Review Finance and Resources (Table 3 – D/R.7.018) and Customer and Digital (Table 3 – D/R.7.001)	-52	-512	-100	Review of the Finance and Procurement, Property and Customer and Digital services to reduce cost, ensuring that resources are deployed in the more efficient manner, aligned to the council's operating model and organisational design principles

### **Strategy and Partnerships Directorate**

- 4.34 Overall, it is proposed that Strategy and Partnerships will receive a £38.39 million gross budget in 2025-26, including total growth of £700k. This budget will support continued investment in services the directorate delivers and commissions, including a countywide network of 33 libraries and the 60-year-old mobile library offer, support for vulnerable residents to maximise their income, seed funding for start-up groups and domestic violence services. The directorate also hosts services on behalf of the wider system to address systemic barriers and provide support to help people overcome complex issues, such as the High Intensity Users team, working with people who frequently access NHS Emergency Services for non-medical reasons, and Changing Futures, which works with homeless people. The directorate also delivers a grant-funded Adult Education and Skills service that supports 5,000 learners across 88 sites. Internally to the council, the directorate provides services like Human Resources, Legal and Governance and Policy, Insight and Change that enable the organisation to be well governed and data/evidence led. Through these services the directorate will further realise the aims of all seven of the Strategic Framework Ambitions, but with a particular focus on Ambition 5, whilst also playing a key role in driving forward the cross-cutting change programmes set out in 'Our Future Council'.
- 4.35 Recent years have seen an increase in the number of residents concerned about the cost of living, with many reporting they have changed their behaviours as a result. In response to this, the directorate will continue to commission support through the Household Support Fund over 2025-26 with a proposed investment of over £6 million in services that help people to maximise their income and gain access to household goods through the Local Assistance Scheme. In addition, the council has collaborated with partners to create an independently led Poverty Strategy Commission that is reviewing how the local system might work better to address the root causes of poverty and improve the support available to those affected by it. The council will continue to support the commission to conclude its work and will respond to its recommendations with partners, making a proposed £2.2 million available over 2025-26 to back evidence led interventions into reducing the impact of poverty.

- 4.36 Many of the council's resident-facing interactions take place through an extensive network of libraries. 24% of residents felt that improving libraries was a top priority for creating a fairer Cambridgeshire. In 2024-25 March Library was reconfigured to create a more flexible space for a range of cultural activities, with a grant from the Department for Culture, Media and Sport. Further investment will be made through the proposed £1.3 million 'Libraries Plus' programme over 2025-26, building on the work already approved to be carried out in Yaxley, Cambridge and Ely. All this investment will create more flexible spaces and expand the range of services available locally to our residents, so they are 'Closer to Communities'. Through 'Our Future Council' the role of libraries and community services will be further enhanced as the council continues to build more multi-disciplinary approaches to providing services around Cambridgeshire's distinctive places.
- 4.37 The Domestic Violence service supports victims and survivors of abuse across the county, and the ending of a time limited grant will allow this service to refocus on the core requirements of delivering the council's statutory duties as outlined in the Domestic Abuse Act 2021. Through its leadership of the Domestic Abuse and Sexual Violence Partnership, the directorate will embed the work previously funded by the grant into the wider service or through broader partnership activity, ensuring that all agencies are working together to identify and address issues of domestic abuse. The directorate will continue to host discrete services on behalf of the wider public sector, including the High Intensity Users team, jointly funded by the NHS Integrated Care Board, and Changing Futures, which is jointly funded by several councils and the Combined Authority.
- 4.38 The directorate's enabling functions have a key role to play in delivering an organisation that is well governed, can make evidence-based decisions and is prepared for the uncertainties of the future. Over 2025-26 and 2026-27 the directorate proposes the integration of still fragmented insight functions to create a single and more efficient service that can support the council to become more intelligence-led in policy development and service delivery, with a particular increased focus on population health. Delivering change across the council will be a key focus over 2025-26, ensuring implementation of 'Our Future Council' is aligned to the 'Solid Foundation' and 'Innovation' Principles'. This will involve embedding the newly approved Performance Management Framework, so delivery can be more clearly measured, and enhancing the council's democratic systems to ensure effective accountability and good governance, including delivery of the 2025 county council elections.

Table 4.9 – Strategy and Partnerships budget position 2025-26

Heading	2025-26 £000	Comments
<b>Opening gross budget</b>	<b>30,137</b>	
Base adjustments	8,092	Ceasing of capital receipts funding for change team (replacing with base budget) and recognition of ongoing funding for Household Support Fund
<b>Revised opening gross budget</b>	<b>38,229</b>	
Inflation	759	
Demography and Demand	0	
Pressures	861	
Investments	-3,511	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These include funding to support the

Heading	2025-26 £000	Comments
		implementation of Anti-Poverty interventions and continued delivery of Library Plus improvements
Capital financing changes	0	
Use of Reserves	2,591	
Savings	-548	A range of proposals are set out in Table 3 at Appendix 1b, with a number highlighted referenced in the table below. These include a review of domestic violence services to ensure they can effectively deliver their statutory duties, and a review of enabling functions to better integrate the council's insight functions and communications support
<b>Closing gross budget</b>	<b>38,381</b>	
<b>Opening income budget</b>	<b>-6,071</b>	
Income base adjustments	-379	
<b>Revised opening income budget</b>	<b>-6,450</b>	
Income inflation	-20	
Income generation	111	
Income grant changes	-5,888	
<b>Closing income budget</b>	<b>-12,247</b>	
<b>Closing net budget</b>	<b>26,134</b>	
Total growth	700	
Change in gross budget	152	
Change in net budget	2,068	
Change in net budget %	8.6%	

Table 4.10 – Highlights of proposed Strategy and Partnerships investments and savings 2025-26-2027-28

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
Anti-Poverty Investment (Table 3 - E/R.5.006, E/R.6.007)	2,191			Concluding the partnership Poverty Strategy Commission and responding to its recommendations with £2.2 million investment in evidence-based interventions to address the root causes of poverty
Household Support Fund grant extension (Table 3 - E/R.1.005)	6,163	-6,163		Continuing the Household Support Fund linked to the extension of the government grant to March 2026. This delivers income maximisation and holiday school food vouchers
Just Transition Fund – Libraries Plus	1,320			Improving library facilities via Library Plus investment to create more flexible

Proposal and Table reference number	2025-26 £000	2026-27 £000	2027-28 £000	Detail
(Table 3 - E/R.5.008, E/R.6.009)				spaces for use by communities and residents
Review of Domestic Violence Service (Table 3 - E/R.7.005)	-277			Re-focussing our Domestic Violence service to ensure it is effectively delivering for victims and survivors of abuse in line with statutory duties under the Domestic Abuse Act 2021
Policy and Insight Service Review (Table 3 - E/R.7.026)	-167	-167		Integrating insight functions to create a single, more seamless council-wide offer that can more effectively support the council to be data and evidence led

## 5. Capital

- 5.1 The council is continuing to invest capital funding in the county's infrastructure, such as schools, roads and social care facilities. The full capital programme for 2025-30 (and onwards to 2035) is set out in tables 4 and 5 of appendix 1b, along with indicative sources of funding available. The programme for 2025-26 proposes a total budget of £140 million for capital expenditure, and a medium-term programme of £881 million

Table 5.1 – Capital programme 2025-30 and beyond

	Prev Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Yrs £000	Total £000
Children, Education and Families	168,424	44,495	85,083	40,072	16,076	9,644	11,487	375,281
Adults, Health and Commissioning	462	8,544	19,857	18,683	15,451	15,653	29,650	108,300
Place and Sustainability	153,188	73,215	44,486	20,949	19,367	1,592	12,460	339,257
Finance and Resources	13,813	11,768	6,874	3,411	3,432	2,643	9,288	51,229
Strategy and Partnerships	4,753	1,189	170	30	-	-	-	7,117
<b>Total Budget</b>	<b>340,640</b>	<b>139,211</b>	<b>156,470</b>	<b>83,145</b>	<b>54,326</b>	<b>29,532</b>	<b>62,885</b>	<b>881,184</b>

5.2 The funding for this programme is largely from grants and borrowing:

Table 5.2 – Capital funding summary

	Prev Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Yrs £000	Total £000
Grants	77,716	61,540	42,029	29,278	27,828	8,346	30,110	276,847
Contributions	80,717	24,125	70,186	58,032	50,432	7,072	8,839	299,403
Capital Receipts	-	3,952	10,000	8,000	6,000	3,000	10,000	40,952
Prudential Borrowing	181,651	56,196	73,659	24,382	19,235	12,555	15,751	383,429
Prudential Borrowing (repayable)	556	-5,627	-25,404	-36,547	-49,169	-1,441	-1,815	-119,447
<b>Total funding</b>	<b>340,640</b>	<b>140,186</b>	<b>170,470</b>	<b>83,145</b>	<b>54,326</b>	<b>29,532</b>	<b>62,885</b>	<b>881,184</b>

- 5.3 It is noted that a large number of externally funded grants have yet to be identified beyond 2025-26, so the figure is likely to significantly increase in later years. The programme is largely built up from government and other grants received or due to be received. Where grant allocations for 2025-26 are also still to be announced or finalised, particularly for education, estimates have been used which will need to be adjusted once grant levels are announced. Additionally, other sums may become available during the year from a variety of sources which can be added to the programme in 2025-26.
- 5.4 In addition to Government grants, additional sums in the form of capital receipts from sales of assets and borrowing are able to be added to the programme. Capital receipts assume a total of £4 million in 2025-26 received to fund part of the planned expenditure.
- 5.5 The total programme for 2025-26 as it currently stands requires £140.2 million of funding which includes £56 million from borrowing. Given the financial pressures on the revenue fund, limits are set to provide a level above which capital financing costs will have an unjustifiable impact on the revenue budget – this limit is inflated each year. The level of borrowing planned for 2025-26 has been assessed as affordable within the current provision for financing.

Table 5.3 – Capital financing position

	2024-25 £m	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m
2025-26 draft borrowing (net figures excluding Invest to Save / Earn schemes)	42.1	41.9	44.5	46.1	43.9	41.8
Recommend limit	42.2	43.0	43.9	44.7	45.6	46.5
<b>HEADROOM (-)</b>	<b>-0.1</b>	<b>-1.1</b>	<b>0.6</b>	<b>1.4</b>	<b>-1.8</b>	<b>-4.7</b>

Recommend limit (3 years)	129.1	136.8
<b>HEADROOM (-) (3 years)</b>	<b>-0.6</b>	<b>-5.1</b>

- 5.6 The table above shows that the Post of 28 April 16 is expected to continue to rise into 2027-28,



but likely to decline after that due to reducing interest rates. The capital programme has been prioritised to ensure that the expected cost of capital is within the prudential limit set by the capital strategy for 2025-26 and therefore over the current three year period we are very close to the recommended limit. In some later years we are expected to be in breach of the limit and further re-prioritising may be required. Headroom seen in the final two years needs to be compared to the wider budget gap and the need to bring costs down.

- 5.7 The other major driver of borrowing across future years increases is the prioritised investment in highways and schools and schemes designed to improve the provision of children's and adults' care.
- 5.8 By maintaining a more prudent and lower borrowing forecast for 2025-30 it has a positive knock-on impact to the general fund expenditure as regards the cost of repaying borrowing.
- 5.9 At the same time as continually challenging the programme, finance officers have been carrying out treasury management reviews to take opportunities to reprioritise, re-profile and better manage cash over borrowing to fund schemes. The focus is to ensure capital financing costs are squeezed downwards wherever possible. The effect of reprogramming of the capital programme has the impact of pushing the costs into later years, and an estimate of this has been made within the budgeting. This will prevent the Council from borrowing money too early and having to pay unnecessary interest repayments. Work was undertaken to assess the ability to apply more capital receipts from disposal of assets. In addition, officers continue to explore proposals to manage its minimum revenue provision.
- 5.10 The council is currently reviewing the medium-term budget and financial strategy submitted by the Greater Cambridge Partnership (GCP) following consideration by its Executive Board in November. The GCP's budget planning governance has been brought forward in order to align with the County Council's timescales. Significant progress has been made in recent months with reducing the GCP "overprogramming" whereby an overallocation of funds was initially made in a recognition that not all capital schemes would progress and gain permission. The spending programme for next five years is now firmer and more closely aligned to total budget available. GCP has significant capital expenditure programmed over the coming years, funded through a mixture of government grants and developer contributions. Although overprogramming has been reduced, there remains a timing risk around developer contributions, with much of these expected to be receivable in later years (later than the spend associated with the schemes they fund). Alternative funding and prioritisation options are continuing to be explored and there is a likelihood that bridging funding in the form of repayable borrowing by the council, the GCP accountable body, will be necessary for cashflow reasons in the medium term. A further update on this will be brought to January's committee and any future borrowing would need to form part of the council's business plan.
- 5.11 More information about the county council's capital programme can be found in the draft capital strategy at appendix 1b.

## 6. Funding

- 6.1 The council draws its funding from two main sources – government grants and locally generated revenue (predominantly council tax, as well as business rates).

### Government Grants

- 6.1.1 The Government has increasingly given councils specific, but un-ringfenced, grants to provide some support to emerging pressures, particularly relating to social care and its own priorities. For 2025-26, the council is expecting to receive £74 million of these general grants. Projections of these grants are estimates at this stage based on national funding pots announced in the Autumn Budget alongside the Policy Statement issued by the Government on council funding in late November 2024; more detail about Cambridgeshire's allocation will be provided in the Local Government Finance Settlement scheduled for 19 December 2024. Due to timings, and the lack of detail about individual council allocations in the policy statement, it's important to emphasise that at this stage we are working purely with estimates. The largest of these grants are:
- Social care support grant - £45.8 million
  - Compensation grant for frozen business rate levels, and for business rates relief schemes - £18.2 million
  - Funding to offset the impact on the council of increases to its employer National Insurance contributions - £2 million
- 6.1.2 In addition to this the Government is expected to be issuing a smaller number of specific ring-fenced grants for schools funding, social care pressures and market support, private finance initiatives and others. The council also receives a key contribution from the Government, via the NHS, through the Better Care Fund which supports adult social care. The Dedicated Schools Grant and the Better Care Fund are both expected to increase in line with government commitments, and other adult social care grants appear to be protected. The public health grant totals around £30 million and is projected to increase by 1.6% next year. The council is also assuming the Household Support Fund grant will continue, with around £9 million of funding.
- 6.1.3 Ring-fenced grants usually require new expenditure to meet grant conditions, and so there is not a direct link between the increase in ring-fenced grants and any change in our budget gap. Where conditions allow, the council does seek to maximise the use of ring-fenced grants against existing or already planned pressures. For example, increases in some social care grants offset the already planned demand increases, and so produce a net benefit to the council's financial position.

6.1.4 The expected grants overall are:

Table 6.1 – Grant projections for 2025-26

<b>Grant</b>	<b>Amount 2025-26</b>
<b><i>General grants:</i></b>	
Social Care Support Grant	£45.8m
Services Grant	£0.0m
Business rates related grants (compensations and reliefs)	£17.9m
New Homes Bonus	£1.3m
Education Services Grants	£2.0m
Domestic Abuse Grant	£1.2m
Extended Rights to Free Travel Grant	£1.4m
Anticipated national insurance compensation grant	£2.0m
Other general grants	£2.1m
<b>Total general grants</b>	<b>£73.7m</b>
<b><i>Ringfenced grants:</i></b>	
Better care fund	£22.0m
Improved better care fund	£15.2m
Adult skills	£2.1m
PFI grants	£6.5m
Public Health Grant	£30.2m
Unaccompanied asylum seeking children	£1.8m
Household support fund	£7.2m
Leaving care	£1.9m
Adult social care market sustainability fund	£10.2m
Adult social care discharge fund	£3.5m
Other ringfenced grants	£3.5m
<b>Total ringfenced grants</b>	<b>£104.0m</b>
<b>Total grants</b>	<b>£177.6m</b>

6.1.5 The Policy Statement also announced two new grants – a reform grant and a children’s prevention grant. We expect to get no funding through the reform grant due to it being heavily weighted towards deprived areas (and consequently most going to metropolitan borough councils). We will likely get some funding through the children’s prevention grant, but at this stage have no detailed information about distribution methodology. Some existing planned budget changes, or existing budgets, funded by general funding may be eligible to be funded by this new grant.

6.1.6 The government has also announced funding for Extended Producer Responsibility Payments, a scheme under which producers of packaging waste would be required to make a payment. It has been indicated that Cambridgeshire could receive over £5 million next year through this scheme; however, the parameters of the scheme, the extent of any new burdens on the council to administer it, and the impact on actual

waste production, are so uncertain that the council is not factoring this funding into its assumptions at this stage. Any funding received in year will be brought to committee for further decision on treatment.

## 6.2 The main sources of locally generated revenue to the council include:

### Fees and charges

- 6.2.1 The council generates over £163 million a year in income from charging for its services. This can be charges to local residents either on a statutory (such as assessed charges for adult social care) or discretionary basis (such as parking charges), charges to other councils and public bodies (such as income for shared services), or other income (such as charges to utility companies for roadworks, or interest income from the council's cash balances).
- 6.2.2 Directorates review fees and charges annually as part of the business planning process, and these can be found at appendix 2. These are updated in accordance with the council's policy for an annual inflationary increase, where permitted, and also updated where there are additional income generation proposals.
- 6.2.3 At this stage, a summary of fees and charges budgeted for by directorate is:

Table 6.2 – Fees and charges for 2025-26

Directorate	2025-26 fees and charges budget	Examples of charging
Children, Education and Families	£23.3 million	Traded education services, contributions from other local authorities for services, charges in line with policy for home to school transport.
Adults, Health and Commissioning	£67.2 million	Statutory assessed social care contributions from individuals receiving care.
Place and Sustainability	£31.4 million	Charges for highways management and permitting; income from selling generated electricity; ongoing shared service contributions from Peterborough City Council
Finance and Resources	£28.1 million	Commercial and treasury income, including from property rents, loan interest and fund investments. Rental income from the county farms estate.
Strategy and Partnerships	£4 million	Libraries income, learning and development income; contributions from other local authorities for services, archives income
Financing	£9.6 million	Interest on council banking

		balances
<b>Total</b>	<b>£163.7 million</b>	

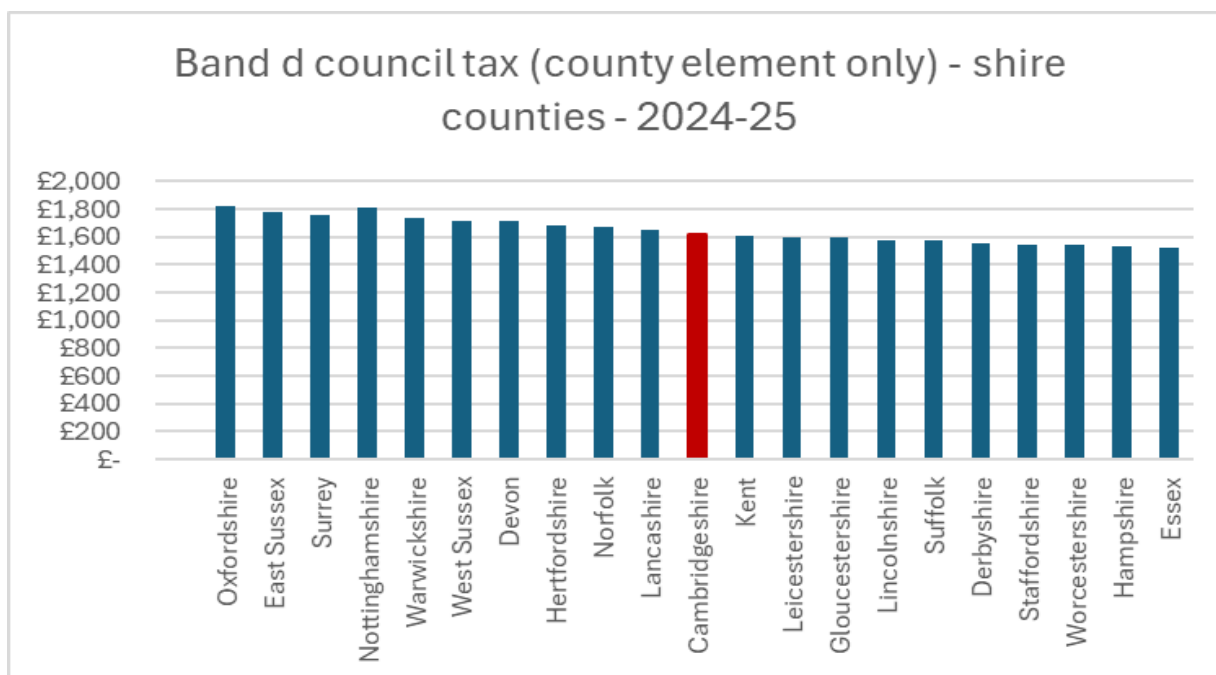
## Business rates

- 6.2.4 This is a tax on commercial property and is based on the assessed property value at a rate set by national government (including various reliefs and exemptions). Half of the business rates collected by local authorities is retained locally, and the remainder is passed to national government who redistribute it to councils to equalise the impact on areas that collect less in rates. The Government also minimises the impact on councils of the reliefs and exemptions that are put in place – as the scale of reliefs increases (particularly the government having not increased business rates by inflation much over recent years) an increasing amount of funding is received as a grant instead of as business rates. For 2025-26, the council is forecasting to receive £76.2 million in business rates (and a further £17.9 million in compensation grants which are reported above).

## Council Tax

- 6.2.5 For council tax, increased income is seen through two routes. Firstly, the council is permitted to increase the rate at which council tax is set. In recent years, this has been a maximum of 5% above which a confirmatory referendum must be held. A portion of this increase is permitted if it is ringfenced to support adult social care services (the adult social care precept). Following the November Policy Statement, the council has confirmed that upper-tier councils will be permitted to raise council tax by up to 5%. For the purposes of this budget update, an uplift of 4.99% has been assumed for 2025-26 (an increase from the underlying assumption of 2% set in last year's business plan, which continues to apply to later years). A 4.99% increase in council tax generates around £20 million for the council, of which £12 million would be additional compared to the previous assumed level. While this increase is above the level of general inflation, staffing costs are increasing at a much faster rate, particularly when the increase in national insurance is factored in. This impacts on the council's supply chain as well as our directly employed staff.
- 6.2.6 As well as increasing the rate of tax, the underlying taxbase also increases. This is mainly through additional properties being developed, but also follows work in the council to review eligibility for discounts and exemptions. Based on projections from district councils, the council estimates a 1.46% increase in taxbase, generating around £5.8 million. Usually, single people are entitled to benefit from the national 25% discount scheme from Council Tax. All of the District Councils in Cambridgeshire operate a Council Tax reduction or support scheme for some eligible households which are on low incomes or in receipt of benefits. These schemes vary from district to district.
- 6.2.7 Compared to other shire counties, Cambridgeshire currently is around the average in terms of the annual council tax charge it levies, and given pressures facing local authorities across the country the council would expect to continue to be in the middle of this comparator group for 2025-26:

Chart 6.1 – Band D council tax (county element only) shire counties 2024-25



6.2.8 The amount of council tax paid by a household depends on the banding of the property, with band D used as the comparator and benchmark. Despite this, the majority of properties within Cambridgeshire are lower than band D and will therefore pay less:

Table 6.3 – Cambridgeshire council tax bands per district

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H	Bands A-C
Cambridge	7.3%	18.2%	34.3%	17.4%	10.0%	6.6%	5.4%	0.8%	59.8%
East Cambridgeshire	12.1%	28.3%	20.7%	18.4%	12.4%	5.9%	2.0%	0.2%	61.1%
Fenland	36.4%	27.4%	18.8%	10.3%	5.3%	1.5%	0.4%	0.1%	82.5%
Huntingdonshire	15.1%	26.0%	23.2%	15.5%	12.3%	5.3%	2.4%	0.2%	64.3%
South Cambridgeshire	3.8%	11.6%	30.4%	18.7%	16.6%	11.7%	6.6%	0.6%	45.8%
<b>Cambridgeshire</b>	<b>13.7%</b>	<b>21.5%</b>	<b>26.1%</b>	<b>16.2%</b>	<b>11.8%</b>	<b>6.6%</b>	<b>3.6%</b>	<b>0.4%</b>	<b>61.4%</b>

6.2.9 The Local Government Finance Act 1992 (as amended by the 2003 Act) sets out the powers and duties of the Council in setting the annual Council Tax. The key requirements under Part IV of the 1972 Act are that:

- Council Tax is set at Full Council – Section 33.
- Council Tax is set at a sufficient level to meet its proposed budget requirements for the ensuing year – Sections 32 and 33.
- The level of Council Tax is set before 11 March to enable circulation of Council
- Tax bills to enable people to pay on and after 1 April- Section 30(6).
- The Executive Director of Finance and Resources as the Council's appointed Section 151 Officer must report on the robustness of estimates and the proposed adequacy of reserves – Section 25. Given the current

position on consultation and the provisional financial settlement this will be provided to the Committee at the end of January, but initial comments are set out in Section 13 and the reserves specified in more detail at Appendix 2.

6.2.10 The latest estimates from district councils are that the taxbase for council tax is 248,328.59, and the county council's council tax requirement at the moment is estimated as £422 million. The band D council tax charge from the county council would therefore be £1,700.64 (an increase of £80.82), with other bands seeing charges of:

Table 6.4– Cambridgeshire County Council, council tax charge increase for 2025-26

Band	Fraction	County council tax charge	Increase	Increase per week
A	6/9	£1,133.76	£53.88	£1.04
B	7/9	£1,322.72	£62.86	£1.21
C	8/9	£1,511.68	£71.84	£1.38
<b>D</b>	<b>9/9</b>	<b>£1,700.64</b>	<b>£80.82</b>	<b>£1.55</b>
E	11/9	£2,078.56	£98.78	£1.90
F	13/9	£2,456.48	£116.70	£2.25
G	15/9	£2,834.40	£134.70	£2.59
H	18/9	£3,401.28	£161.640	£3.11

6.2.11 The formal derivation of our council tax requirement is set out below.

Table 6.5– Derivation of council tax requirement:

<b>2024-25 revised gross budget</b>	<b>£1133.7m</b>
<b>Plus:</b> demand, inflation, pressures and priorities	£57.8m
<b>Less:</b> Savings	-£32.6m
Change in budget for reserve drawdowns	-£0.3m
Budget gap	-
<b>Gross budget</b>	<b>£1158.6m</b>
<b>Less:</b> Ringfenced grants	-£104.0m
Fees & charges	-£163.7m
Schools grants	-£318.7m
<b>Net budget required for 2025-26</b>	<b>£572.2m</b>
<b>Funded by</b>	
General unringfenced grants	-£73.7m
Business rates and top-up	-£76.2m
Collection fund adjustment	-
<b>Council Tax requirement</b>	<b>£422.3m</b>
Taxbase	248,328.59
<b>Band D</b>	<b>£1,700.64</b>

## 7. Reserves

7.1 The council holds reserves for four main purposes:

- To mitigate risks and meet the impact of unforeseen costs
- To enable investment and pump priming of activity to make us more sustainable
- To meet cyclical costs
- To hold ringfenced funds until they are spent

7.2 The council's general reserve is the main un-ringfenced reserve to meet unexpected costs, and is projected to be £22.9 million at the end of 2024-25 based on the latest revenue forecast position. The minimum position of the general reserve set in the current business plan is £26.7 million for 2025-26, and so the council has prioritised identifying other reserves that can be moved to top-up the general reserve; and the council is focussing on reducing the expected overspend for 2024-25. In January, the s151 Officer will present the formal assessment of the adequacy of reserves.

7.3 As well as the general reserve, the council maintains some more specific reserves to cover known risks. The general reserve other risk reserves are for use where other actions cannot deliver savings or urgent ones of needs arise unexpectedly. The council will seek to manage within resources by proposing alternative savings first rather than drawing on reserves which are only available as a one off and do not address recurring saving needs.

7.4 Reserves funding to deliver the council's strategic priorities predominantly come from the Just Transition Fund (established in 2022 to drive change required to make the council more sustainable) and the Change and Digital Reserve (to pump prime reforms and the council's change programme). These are committed over the medium-term as part of this business plan.

7.5 The following key assumptions are made in considering the level of reserves:

- Savings – these are expected to be generally deliverable, but some provision is made through the business plan for slippage on delivery.
- Funding – the continuing lack of certainty around the medium-term funding position requires us to hold reserve to mitigate against adverse changes and fluctuations
- Demand – uncertain demand for council services due to changing needs and unforeseen events such as weather disruption

7.6 The key risks identified at this time are related to unpredictable costs and demand trajectories in social care, the council's high needs block deficit, volatility in council tax projections, long-term arrangements for waste disposal, and commercial income.

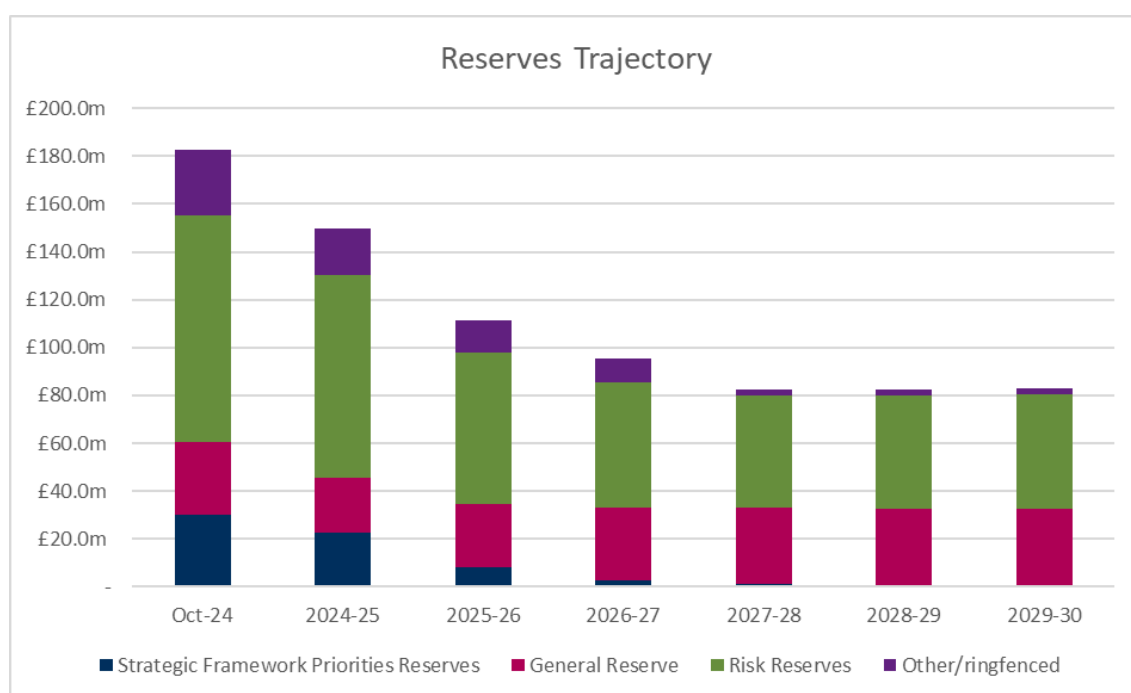
7.7 The table and graph below summarise the forecast reserves balances over the medium-term:



Table 7.1 – Reserves summary

Reserve category	Forecast closing balances £000					
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
General Reserve	22,960	26,700	30,600	31,965	31,965	31,965
Strategic Framework Priorities	22,454	7,946	2,636	981	860	860
Risk	84,875	63,449	52,385	46,927	47,323	47,862
Ringfenced	16,773	11,153	7,550	653	144	144
Sinking Fund	2,301	1,964	2,005	2,045	2,236	2,236
Unusable	274	137	0	0	0	0
<b>Total Revenue Reserves</b>	<b>149,638</b>	<b>111,350</b>	<b>95,176</b>	<b>82,570</b>	<b>82,527</b>	<b>83,066</b>

Chart 7.1 – Reserves Trajectory



## 8. Medium Term Financial Strategy (MTFS)

- 8.1 As a result of the changes proposed through this update to the draft business plan, the overall current draft medium-term financial plan is:

Table 8.1 – Draft medium-term financial plan

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Funding</b>					
Council Tax	-£422m	-£437m	-£453m	-£469m	-£485m
Business Rates	-£76m	-£78m	-£79m	-£81m	-£83m
General government grants	-£74m	-£73m	-£103m	-£103m	-£103m
<b>Funding total (Net Budget)</b>	<b>-£572m</b>	<b>-£588m</b>	<b>-£635m</b>	<b>-£652m</b>	<b>-£671m</b>
<b>Net Expenditure</b>					

	2025-26	2026-27	2027-28	2028-29	2029-30
Opening net budget	£539m	£572m	£588m	£635m	£652m
Base adjustments	£17m	-£2m	£4m	£3m	£0m
Inflation	£25m	£22m	£23m	£23m	£24m
Income inflation	-£3m	-£3m	-£2m	-£2m	-£2m
Demand	£17m	£18m	£19m	£20m	£21m
Pressures	£19m	-£3m	-£1m	-£0m	£0m
Priorities & Investments	-£2m	£4m	-£1m	-£1m	-£1m
Capital Financing budget changes	-£1m	£1m	£0m	-£5m	-£3m
Changes in ringfenced grants	-£8m	£6m	£29m	-	-
Change in budget for reserves draw-down	-£0.3m	£5.8m	£1.2m	£0.7m	£0.4m
<b>Subtotal</b>	<b>£603m</b>	<b>£623m</b>	<b>£660m</b>	<b>£673m</b>	<b>£692m</b>
Changes in income generation	£2m	-£1m	£1m	£2m	£2m
Savings	-£33m	-£16m	-£15m	-£0m	-£0m
<b>Net Expenditure Budgets</b>	<b>£572m</b>	<b>£606m</b>	<b>£645m</b>	<b>£674m</b>	<b>£694m</b>
Cumulative budget gap	-£0m	-£18m	-£10m	-£22m	-£24m
<b>Funding Requirement</b>	<b>£572m</b>	<b>£588m</b>	<b>£635m</b>	<b>£652m</b>	<b>£671m</b>
<b>Council tax as %</b>	<b>73.8%</b>	<b>74.3%</b>	<b>71.3%</b>	<b>71.8%</b>	<b>72.3%</b>

8.2 More information on the contents of this can be found in appendix 1a (medium-term financial strategy).

## 9. Significant Implications

### 9.1 Finance Implications

The proposals set out the response to the financial context and the need to review our service offer and model to maintain a sustainable budget. The full detail of the financial proposals and impact on budget will be described in the financial tables of the business plan. Proposals will seek to ensure that we make the most effective use of available resources and are delivering the best possible services given the reduced funding.

### 9.2 Legal Implications

The Monitoring Officer considers that the proposals for consultation and decision making on the budget fulfil the statutory requirements set out below with regard to setting the amount of Council Tax for the forthcoming year and to set a balanced budget:

- S30 (6) Local Government Finance Act 1992 (the 1992 Act). This section requires that Council Tax must be set before 11 March, in the financial year preceding that for which it is set.
- S32 the 1992 Act. This section sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
- S33 the 1992 Act. This section requires the Council to set a balanced budget.
- S25 (1) Local Governance Act 2003 (the 2003 Act). The Chief Finance Officer of the

Authority must report to it on the following matters: - (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.

- S25 (2) the 2003 Act. When the Council is considering calculations under S32, it must have regard to a report of the Chief Finance Officer concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

The legislation that governs local government will continue to be reviewed across this parliamentary term and the business plan will be kept under review to see if changes are needed as the changes in legislation are made available and clarified. Members will be given separate guidance in relation to their responsibilities in setting the budget.

### 9.3 Risk Implications

Services have considered risk in developing the proposals for investment and savings shown in the financial plan and these will be reflected in their usual risk management arrangements. There is a risk that budget proposals will impact on delivery of the Council's Strategic Framework, but this will be monitored, and appropriate action taken. There is a risk that assumptions within these proposals are incorrect. Due diligence has been undertaken, as well as assessment within the reserves to mitigate such risks.

### 9.4 Equality and Diversity Implications

The Strategic Framework sets out Cambridgeshire's approach to strengthening the county and how it will interact with its customers and improve access to services and information. It contains specific investment to support vulnerable adults and children in Cambridgeshire. The equalities implications of the long-term strategies already approved were considered as part of the development of those strategies. In order for the Council to fulfil its legal requirements under the Public-Sector Equality Duty, individual Equality Impact Assessments will be done on the delivery plans for the respective budget decisions at the stage when plans for implementation are drawn up. These can be made available to all elected members during the decision-making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

## 10. Source Documents

- 10.1 Strategic Framework Refresh - [Draft Strategic Framework 2023-2028 V1.0](#)
- 10.2 Quality of Life Survey Results - [Document.ashx](#)
- 10.3 'Our Future Council' Change Strategy - [PowerPoint Presentation](#)
- 10.4 Business Planning and Budget setting - [Document.ashx](#)



# Medium-Term Financial Strategy

2025-30

Business Plan Section 2



## **Contents**

This strategy is broken down into 8 chapters:

- 1: Introduction
- 2: Revenue strategy: Local government funding
- 3: Revenue strategy: Building the budget
- 4: Revenue strategy: Balancing the budget
- 5: Financial overview
- 6: Reserves and risks
- 7: Business Plan roles and responsibilities
- 8: Fees & Charges Policy

## 1 – Introduction

This strategy for our medium-term funding and spend position is a key component of good financial management, and is updated annually as part of the business planning and budgeting process, and feeding into the decision around the level of council tax. The strategy sets out both the process and assumptions in aligning the council's financial resources with its strategic framework. That strategic framework has been refreshed for 2025-26 and the medium-term, and a number of factors locally and nationally have changed in financial resources available to the council:

- The level of inflation, and linked to that interest rates, has remained somewhat higher than was originally forecast, particularly as a result of staffing costs across the general economy increasing by more than general inflation rates. Other key supplies to the council, including children's social care placements, transport and construction, have also increased more than general inflation. Looking to 2026-27 and beyond we expect inflation to slow and return to the 2% national target for general supplies and to 3.5% for staffing costs.
- We are seeing patterns of demand for council services that remain in flux since the pandemic. Demand for children's social care and social care services for working age adults is increasing more than expected, particularly in terms of complexity of need, but demand for older people's social care has not increased much in the last year. This leads to a rebalancing of resource but still a net increase in funding required for social care.
- Changes in key markets including transport has seen increasing costs in the provision of Home to School Transport, particularly alongside an increasing demand in rural areas.
- The council's commercial and other investments are facing challenges linked to the wider economic position, and some other key council contracts are resulting in pressures.

Due to these external factors, the council tax level for 2025-26 is proposed at 4.99% (inclusive of 2% for the adult social care precept). However, looking forward to 2026-30 the council is assuming at this stage no higher than 2% increases in council tax each year. A large part of that is down to the change programme set out below to manage these external pressures, whilst also improving the service and thus value for money.

In nearly all other scenarios the MTFS has been updated on an iterative basis on the assumption of the five year demand models that are produced, inflation projections that are bespoke for each inflation category, and that the current level of funding will be maintained, other than business rates increasing in line with inflation. The remainder of this document sets out the funding position, pressures facing the council, balancing the budget, and then our reserves and fees & charges approach.



## 2 – Revenue Strategy: Local Government Funding

Forecasting our financial resources over the medium-term is a key aspect of the revenue strategy, allowing us to understand the context in which the council must operate. We have carried out a detailed examination of the revenue resources that are available to the council. Revenue funding comes from a variety of national and local sources, including grants from Central Government and other public bodies, Council Tax, Business Rates and other locally generated income.

At this stage, the government has not issued a local government finance settlement for 2025-26 and beyond, and so funding projections are based on some information given in the previous settlement, and assumptions about the level of funding the council will receive from national pots of funding announced in the Autumn Budget.

Uncertainty is added to our funding projections due to announced local government funding reforms. The outcome of these is not known, but could impact significantly on our funding if, for example, more funding is distributed based on deprivation which would adversely impact shire counties. As such, we are generally assuming flat cash for funding for 2026-27 and beyond.

In 2025-30, Cambridgeshire is expected to receive £1,158m of funding including funding of £137m delegated to maintained schools. The key source of funding is Council Tax, which is budgeted to rise by 4.99% in 2024-25 and 2% in the remaining four years of the planning period. Including business rates and charges, locally generated funds account for 59% of our overall non-schools funding, and 87% of our net budget.

**Table 2.1: Medium-term funding forecast**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Core funding</b>					
Council Tax <sup>1</sup>	£418m	£433m	£448m	£464m	£480m
Business Rates	£76m	£78m	£79m	£81m	£83m
Revenue Support Grant <sup>2</sup>	£0.03m	£0.03m	£0.03m	£0.03m	£0.03m
General Government Grants	£74m	£73m	£103m	£103m	£103m
<b>Core funding subtotal</b>	<b>£568m</b>	<b>£584m</b>	<b>£631m</b>	<b>£648m</b>	<b>£666m</b>
Schools Grants <sup>3</sup>	£319m	£319m	£319m	£319m	£319m
Fees & Charges	£165m	£167m	£165m	£158m	£157m
Ringfenced Grants	£104m	£98m	£68m	£68m	£68m
<b>Total gross budget</b>	<b>£1156m</b>	<b>£1167m</b>	<b>£1182m</b>	<b>£1193m</b>	<b>£1210m</b>

1. Assumed to increase by 4.99% in 2025-26 and 2% thereafter

2. Unlike many councils, Cambridgeshire receives minimal revenue support grant from government.

3. This is dedicated schools grant that is received by CCC, and high needs recoupment on the basis that we commission places. Most of this number is passed out to schools.

As is evident from Table 2.1, the council will continue to face a challenging funding environment over the medium-term. In 2025-26, we are expecting an increase of 6.1% on 2024-25 from our core funding sources of council tax, business rates and unringfenced grants (our net budget), despite significant demand and inflationary



pressures. The council expects to see an overall increase in core funding of 29% to 2029-30, primarily due to increases in Council Tax. However inflationary pressures, population growth and increased demand for services are expected to result in much higher additional budget pressures over the same period. This leaves a residual medium-term funding pressure of £132m.

In recent years local government funding has stabilised following a period of significant fiscal tightening from 2010. During this period income from government grants fell sharply; the Revenue Support Grant, worth £86m a year to the council in 2013-14, is expected to be just £0.3m in 2025-26. Additional ring-fenced funding for social care has recently been forthcoming, acknowledging the acute pressures faced by the social care system due to an aging population, increasing complexity of need and the requirement to work more closely with the NHS. Other grants are received from government for a range of services. Despite the reduction in general government grant, these additional ring-fenced grants mean that we still have a dependency on central government funding; with the government capping Council Tax increases this dependency is growing.

The updates to our funding projections resulting from the local government finance settlement are, at this stage:

- Subject to the Provisional Settlement we understand funding to offset the additional staffing costs the council is facing due to the rise in employer's national insurance - £2m
- Continuation of one-off social care grant funding announced in 2024-25 - £4.7m
- A further increase in social care grant - £4.2m
- A continuation of New Homes Bonus - £1.3m
- Ceasing of the services grant - -£0.5m
- New Children's Social Care grant – TBC
- New Recovery Grant – TBC but not assuming anything for CCC

This gives an overall change in funding from the previous medium-term financial strategy of:

**Table 2.2: Funding changes**

	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
Council Tax increase	£20m	£9m	£9m	£9m	£10m
Council Tax base increase	£6m	£6m	£7m	£7m	£7m
Council Tax collection fund adjustments	-£1m	-	-	-	-
Change in general grants	£7m	-£0m	£29m	£0m	-£0m
Business rates	£1m	£2m	£2m	£2m	£2m
<b>Total change in general funding</b>	<b>£33m</b>	<b>£16m</b>	<b>£47m</b>	<b>£17m</b>	<b>£18m</b>
Change in ring-fenced grants	£8m	-£6m	-£29m	-	-
<b>Total change in funding</b>	<b>£41m</b>	<b>£10m</b>	<b>£17m</b>	<b>£17m</b>	<b>£18m</b>

Following spend updates reported later in this document, this gives a medium-term funding gap of:

**Table 2.3: Medium-term funding gap**

	2025-26	2026-27	2027-28	2028-29	2029-30	Total
Core funding	£572m	£588m	£635m	£652m	£671m	£3118m
Less - Projected Net Budget Requirement	£603m	£623m	£660m	£673m	£692m	£3251m
<b>= Funding Gap 2025-29 before savings</b>	<b>£31m</b>	<b>£34m</b>	<b>£25m</b>	<b>£20m</b>	<b>£22m</b>	<b>£132m</b>
Savings identified	-£33m	-£16m	-£15m	-£0m	-£0m	-£64m
Income generation	£2m	-£1m	£1m	£2m	£2m	£5m
<b>Residual budget gap</b>	<b>£0m</b>	<b>£18m</b>	<b>£10m</b>	<b>£22m</b>	<b>£24m</b>	<b>£73m</b>

## Sources of Funding

### Council Tax, including Adult Social Care Precept (73.8% of net budget)

Council Tax is a key source of funding for local government and is the main locally raised income stream for Cambridgeshire. It is a tax on domestic properties. The tax rate is set based on the difference between our spending requirement and the other projected income streams, within constraints set by central government.

Council Tax is collected by District Councils on behalf the County Council, and we rely on them for projections of the number of taxable properties in their district and the expected collection rate. District Councils have a 'taxbase', which is the number of taxable households in the area, weighted by band.

In recent years, the rate of growth in Council Tax has been effectively capped by central government at between 2% and 5%. Any growth beyond that would require a referendum locally. The specific referendum limit is set by government each year.

Council Tax receipts can also increase if the underlying taxbase increases. Parts of the County are seeing growth in their taxbase, and these are factored into our funding assumptions using projections supplied by District Councils.

Since 2016, central government has permitted councils with Adult Social Care responsibilities to levy a further element of Council Tax, called the 'Adult Social Care Precept'. This tax has usually been a further 2% or 3% increase and is ringfenced for adult social care services. Other than being hypothecated to funding adult social care services, this ASC precept is functionally identical to Council Tax. For 2025-26 we understand that the presentation of Council Tax bills will be reformatted such that the general Council Tax and the ASC Precept are no longer separately reported.

The table below sets out the current assumptions about Council Tax and the ASC Precept over the planning period.

**Table 2.4: Council Tax Assumptions**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Council Tax</b>	2.99%	2.00%	2.00%	2.00%	2.00%
<b>ASC Precept</b>	2.00%	0.00%	0.00%	0.00%	0.00%

Based on District Council projections, we assume a rate of growth in housing stock in each district, which increases the local taxbase. Any shortfall, or surplus, on expected collection rates by each District results in a deficit or surplus on the collection fund. The collection fund is generally returned to its desired balance each year, which can have an impact on the amount of income we get. We are reliant on District Council projections for our estimated income from Council Tax over the medium-term and any fluctuations in those will need to be met from, or released to, the council's revenue budget. Fluctuations in collection fund values, which are one off changes, will be met from or returned to a dedicated earmarked reserve where possible.

### Council Tax Requirement

The current Council Tax Requirement (and all other factors) gives rise to a 'Band D' Council Tax of £1,700.84. This is an increase of 4.99% on the actual 2024-25 level which comprises a 2.99% increase in the general precept and 2% increase in the Adult Social Care Precept. This figure reflects information from the districts on the final precept and collection fund.

**Table 2.5: Build-up of recommended Council Tax Requirement and derivation of Council Tax precept 2025-26**

	2025-26 £000
<b>Revised gross budget</b>	<b>1,133,707</b>
Inflation	24,542
Demography	17,138
Pressures	19,075
Investments & Priorities	-2,968
Movement in budget for reserve drawdowns	-306
Savings	-32,617
Budget Gap	0
Changes in schools budgets	0
<b>Total budget</b>	<b>1,158,571</b>
Less funding:	
Business Rates plus Top-up	76,208
Revenue Support Grant	28
Dedicated Schools Grant	318,661
Unringfenced Grants (including schools)	73,680
Ringfenced Grants	103,992
Fees & Charges	163,684
Surplus/deficit on collection fund	0
<b>Council Tax requirement</b>	<b>422,317</b>

	<b>2025-26 £000</b>
District taxbase	248,328.59
<b>Band D</b>	<b>£1,700.64</b>

Taxes for the other bands are derived by applying the ratios found in the table below. For example, the Band A tax is 6/9 of the Band D tax.

**Table 2.6: Ratios and amounts of Council Tax for properties in different bands**

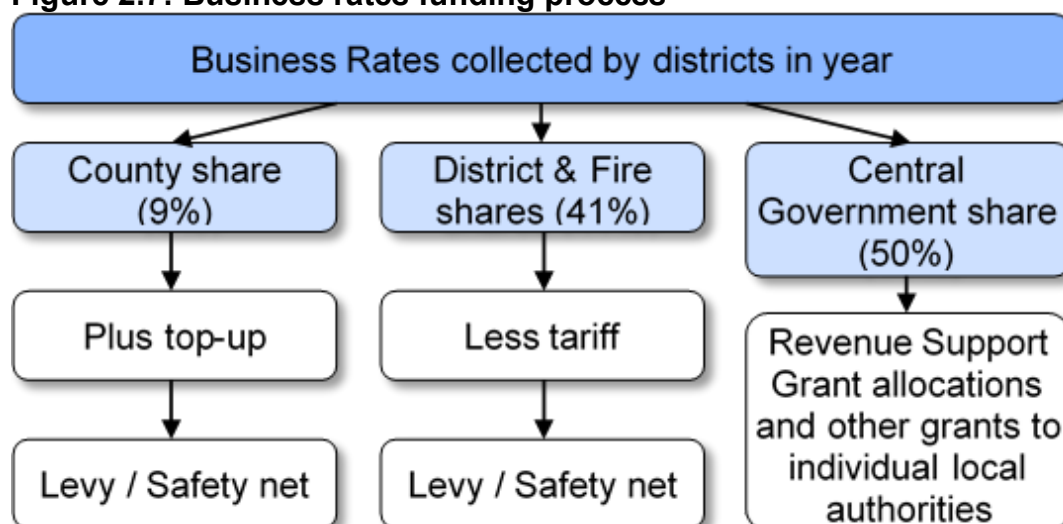
Band	Ratio	Annual Amount	Increase on 2024-25
A	6/9	£1,133.76	£53.88
B	7/9	£1,322.72	£62.86
C	8/9	£1,511.68	£71.84
<b>D</b>	<b>9/9</b>	<b>£1,700.64</b>	<b>£80.82</b>
E	11/9	£2,078.56	£98.78
F	13/9	£2,456.48	£116.74
G	15/9	£2,834.40	£134.70
H	18/9	£3,401.28	£161.64

### Business Rates (13.3% of net budget)

Business rates are a tax on non-domestic property. Since 2013, councils have retained a portion of the business rates collected locally (the Business Rates Retention Scheme). Business rates collected during the year by billing authorities are split 50:50 between Central Government and Local Government. Central Government's share is used to fund Revenue Support Grant (RSG) and other grants to Local Government.

This is a historic approach that was intended to increase the self-sufficiency of local government and provide an additional incentive for local authorities to invest in local economic growth. It links an element of local authority income to a share of the Business Rates collected in their area. County Councils currently receive a 9% share of Business Rates as compared to the District Councils' share of 40% which provides some stability against the variability of Business Rates. However, this means that County Councils retain a lower proportion of business rates growth and therefore receive smaller increases in funding than Districts with high levels of growth. Figure 2.7 illustrates how the current scheme works:

**Figure 2.7: Business rates funding process**



In two tier areas such as Cambridgeshire, the County Council will receive a top-up from the Government on top of business rates income and the district authorities will pay a tariff to central government. Tariff and top-ups are designed to realign business rates baselines with assessed need.

Business rates are collected by District Councils, and so we rely on their estimates of collection rates in our funding projections. Any changes in estimates will need to be factored into business planning. Like Council Tax, there is a collection fund for business rates that can have an impact on the amount of income we get, but these one-off adjustments will be factored into the balance on a dedicated earmarked reserve.

There was a revaluation of properties for business rates purposes in 2023.

For several years we have been expecting further government announcements about the future of business rates, particularly around the retention of a greater proportion of business rates locally. This would provide more incentive to generate economic growth, but reforms have not yet been set out by government.

#### **Non-ringfenced Grants (12.9% of net budget)**

These grants are received from government without strict conditions for spending. They go to the corporate centre and are used to fund services generally, forming part of the funding for our net budget. In some cases, these may be allocated out to a specific service.

The MTFS is currently predicated on the assumption that the council will receive £73.7m in unringfenced grants in 2025-26, excluding schools' grants, an increase of £7m on the 2024-25 level. This is predominantly due an increase in the social care grant and an expected grant to fund the National Insurance increases.

Unringfenced government grant funding is typically announced late in the financial year during the local government finance settlement (usually late December). This has an impact on our ability to draft the business plan as a key funding source remains unclear until close to the end of the planning process. The one-year nature

of recent settlements has made it hard to project grant funding over the medium-term.

**Table 2.8: Forecast Unringfenced grants for Cambridgeshire 2025-26:**

	<b>2025-26 £000</b>
Social Care Support Grant	45,816
New Homes Bonus	1,300
Education Services Grant	1,951
Domestic Abuse Grant	1,188
Extended Rights to Free Travel Grant	1,394
Section 31 grants and local taxation support	17,925
Other unringfenced grants	4,106
<b>Total unringfenced grants</b>	<b>73,680</b>

1. Section 31 grants are those given under s31 of the Local Government Act 2003, and in this table are generally narrow-focussed grants linked to taxation, such as government reimbursing us where they require exemptions from business rates.

### Ring-fenced Grants and Contributions

These are funding received from central government for a specific purpose. If we receive a ringfenced grant, these are passed straight to the relevant service. This funding is managed by the appropriate Service Area and the council's ringfenced grants are set out within part 7 of Table 3 of the relevant Service Area in Section 3 of the Business Plan. The two largest ring-fenced grants are the Public Health Grant (over £30m) and Better Care Funding (over £37m, funding adult social care).

Unless we have good reason to assume otherwise, we will project ring-fenced government grants forward throughout the MTFs on a flat cash basis. Government grants are usually not confirmed beyond a single year, and even then, can be confirmed quite late, and it would be imprudent based on experience to assume that these grants will end.

We assume the Public Health Grant will remain ringfenced until 2027-28, at which point it is expected to be rolled into the shift to increased business rates retention. Planning collaboratively across directorates on an outcomes basis should enable the council to reach a position where the presence or absence of the ringfence becomes less important. However, there may be a risk that when the ringfence is removed, Public Health England will require achievement of performance and activity targets which require more funding to deliver than we are currently allocating. The allocation of any increase to the Public Health Grant will be agreed by Strategy & Resources Committee despite being a ringfenced grant as it is a large source of funding that covers services across the whole Council.



## Fees & Charges

A significant, and increasing, proportion of the council's income is generated by charging for some of the services it provides. This is charging of either people who use services or other organisations. The council reviews its charges on an annual basis, with proposals presented to Members. Local authorities faced significant shortfalls in sales, fees, and charges income in 2021-22 as a result of national restrictions imposed in response to the coronavirus pandemic. While in some areas income generation has quickly returned to normal, in other services it is still slow to recover. The pandemic has also accelerated shifting behavioural trends, such as online purchasing and working from home that could impact the council's fees and charges income and reshape our non-statutory service provision for years to come.

Some of the income we receive is from statutory charging regimes such as in Adult Social Care. In these cases, charging rates are generally defined nationally and we will have a specific policy about how that works in Cambridgeshire. Those policies will define how charges are calculated and how they may be increased year-on-year.

The Fees & Charges Policy forms part of this strategy, in chapter 8.

## Dedicated Schools Grant

The council receives the Dedicated Schools Grant (DSG) from the Government, and it is therefore included in our gross budget figures. However, this grant is ringfenced to pass directly on to schools, other education providers and services. This plan therefore uses the figure for "total budget excluding grants to schools".

The below table sets out the breakdown of dedicated schools grant, what funding will actually be received directly by the council, and what is accounted for as part of our budget.

**Table 2.9: Dedicated Schools Grant (DSG)**

	<b>£000</b>
Gross DSG to be received	656,725
Less Academy Recoupment	-339,844
<b>DSG within CCC's gross budget</b>	<b>316,881</b>
<i>of which spent or commissioned by CCC</i>	<i>118,621</i>
<i>of which delegated to maintained schools</i>	<i>198,260</i>
Less High Needs Place Recoupment	-17,366
<b>Total DSG estimated to be Received in 24/25</b>	<b>299,514</b>

Due to the continuing increase in the number of children and young people with an EHCP, and the complexity of need of these young people, the overall spend on the High Needs Block element of the DSG funded budgets has continued to rise. Work is ongoing to remodel demand and develop new approaches to manage costs whilst meeting the increased level of need.

More information including updated allocations will be available when the Department for Education publish school budget information in December.

**Table 2.10: Parameters used in modelling future funding**

Funding Source	Parameters
Business Rates	<ul style="list-style-type: none"> <li>Assumed 0.5% taxbase growth in Cambridge City, and 0.25% growth in South Cambridgeshire, with no growth in other districts</li> <li>National CPI inflation (September) applied to the underlying business rates multiplier, which will either be charged to business or funded by government if rates are frozen.</li> </ul>
Top-up	<ul style="list-style-type: none"> <li>Based on September CPI</li> </ul>
Council Tax	<ul style="list-style-type: none"> <li>4.99% for 2025-26 and 2% thereafter</li> <li>Occupied Cambridgeshire housing stock (1.46% increase in 2025-26, around 1.5% thereafter) – based on district council projections</li> </ul>
Government grants	<ul style="list-style-type: none"> <li>Grants allocated by individual government departments assumed to be flat cash unless otherwise known</li> </ul>
Fees & charges	<ul style="list-style-type: none"> <li>Charges set by council (national CPI inflation as at September 2024 and forward projections from the Office of Budget Responsibility)</li> </ul>

### Local Government Finance Settlement

In November 2024 the government issued a policy statement for local government, setting out its approach to certain parts of local government funding for 2025-26 in advance of the provisional settlement. The implications of this were to confirm indications in the previous settlement in 2023 that the council Tax limit for upper tier councils would be 4.99%, and confirmed certain national levels for grants that were in line also with the previous settlement (particularly the social care grant) along with the discontinuation of some grants (such as services grant).

Following this, the provisional local government finance settlement will be issued as usual just before Christmas in December 2024, setting out the settlement funding assessments for councils, the government's assessment of councils' core spending power, and the actual authority-level allocations of certain grants. The settlement will again be one-year only.

The final settlement is set to be issued in February 2025.

**Table 2.11: Comparison of Cambridgeshire's government funding 2019-20 to 2025-26**

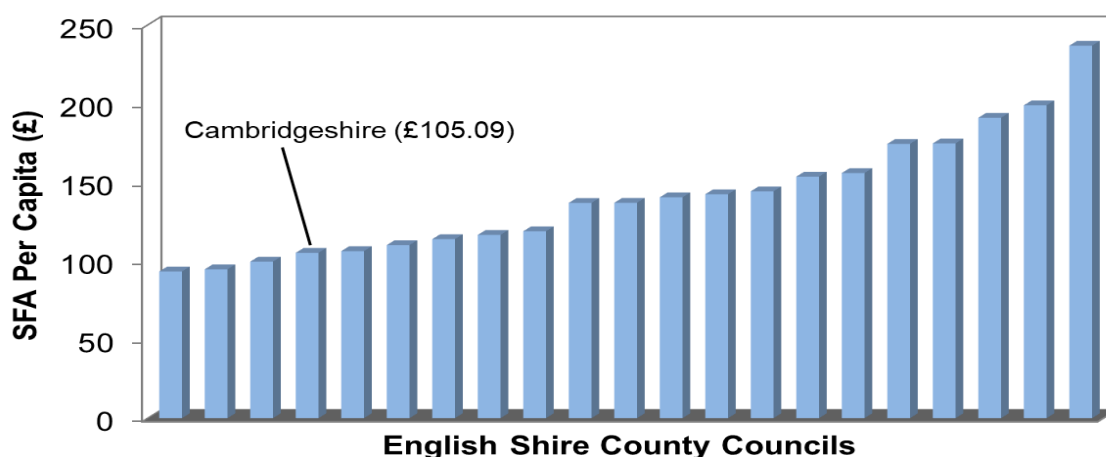
	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m Estimated
Revenue Support Grant	-	-	-	-	-	-	-
Covid Grants	-	-	27.6	-	-	-	-
Other Unringfenced Grants	14.6	23.8	26.3	43.9	56.2	66.9	73.7



	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	2023-24 £m	2024-25 £m	2025-26 £m Estimated
Better Care Funding	27.9	31.7	31.7	33.8	34.7	36.3	37.2
Other Ringfenced Grants	38.1	43.1	43.0	44.3	51.6	59.2	66.8
<b>Government Revenue Funding (excl schools)</b>	<b>80.6</b>	<b>98.6</b>	<b>128.6</b>	<b>122.0</b>	<b>142.5</b>	<b>162.4</b>	<b>177.7</b>

The council's core revenue funding is described as its Settlement Funding Assessment (SFA) and comprises Business Rates, Top-up grant and Revenue Support Grant. For 2024-25 Cambridgeshire's SFA award per head of population was the fourth lowest of shire counties, with an SFA of £105 per head compared to the average for the group of £140. This will be updated once the 2025-26 allocations are known.

**Chart 2.12: SFA per capita for shire counties 2024-25**



### 3 – Revenue Strategy: Building the Budget

If all things were equal the council would be able to use the additional funding income for new service provision and to fund growth. However, the scale of cost pressures facing the council is more than the projected increase in income. The potential increase in the base budget are as follows:

- Priority decisions – these are policy decisions to invest monies from another Directorate, or from external funding into a new service or area that will deliver a change; and that supports the Strategic Framework delivery.
- Growth in demand – this is recognition that some demand cannot always be prevented, and as such we have to allocate funding
- Cost Pressure – this is the recognition that inflation cannot always be avoided. It could also be recognition of a prior year base budget ‘issue’ that needs to be addressed, an example that could include an over statement of income target not achieved

The reason we recognise investment, growth and pressures is so that we understand the scale of the task. If we simply gave a service the same cash budget as the previous year, that service would still have to make savings to stand still as pay costs or contract prices may have risen. Without this analysis we cannot be sure we are setting robust and open budgets. The next step is to assess what is a ‘priority’ and needs to be funded and what is ‘not a priority’ and will not be funded and each service must make changes to stay within its current (prior year) base budget.

Forecasting the cost of providing current levels of services over the medium-term is the second key aspect of our revenue strategy. This allows us to assess the sustainability of current service provision and the level of savings and additional income that we will need to balance the budget over the medium-term. Our cost forecasting takes account of pressures from inflation, demographic and demand changes, amendments to legislation and other factors, as well as any investments the council has opted to make.

This process has continued to prove challenging for 2025-26 and beyond due to ongoing changes to patterns of demand for local government services and the costs we face to provide services. Both of these are impacted by the current economic position and uncertainty in future economic projections.

#### Inflation

Inflation levels in the UK for 2024-25 are expected to be higher than the predictions made last year, which has impacted on our planning by pushing up the opening budget gap. The high level of inflation continues to impact on the council and the residents of Cambridgeshire.

Rising inflation in the economy has a direct and broadly proportionate impact on our costs. Overall CPI inflation is expected to be reducing throughout 2024-25, but we are also having to address inflationary pressures in 2023-24 that exceeded budget

allocations in that year and have increased the baseline cost of services which increases the overall inflationary impact on budgets.

The exact inflationary impact on our costs is variable depending on the specific service or budget line. For example, much of our costs are employee related and linked to national negotiations around pay, and we may be bound by contracts that have specific inflationary uplifts each year or are part of a local market that sees different supply & demand issues affecting prices. National changes, such as the effect on supply chains of an increasing minimum wage, can exceed inflation rates.

Estimates of inflation in this business plan have been based on indices specific to each service or type of spend, factoring in the national inflation outlook, local trends, and uplifts built into contracts. We calculate nearly a hundred inflation indices that apply to all spend across our budgets to calculate the overall inflationary pressure. We also need to take into account where other changes, such as increases in the minimum wage, will potentially override the effect of inflation. The starting point for many inflation indices has been linked to an average CPI projection 6% as at September 2023, but specific inflation rates are calculated for each service.

The table below shows expected overall inflation levels for the council:

**Table 3.1: Inflation pressures**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Inflationary cost increase (£000)</b>					
Children, Education and Families	5,960	5,462	5,653	5,852	6,059
Adults, Health and Commissioning	12,756	11,392	11,939	12,736	13,454
Place and Sustainability	4,166	2,967	2,691	2,249	2,385
Finance and Resources	387	1,045	922	956	990
Strategy and Partnerships	759	959	998	1,039	1,082
Capital Financing	0	0	0	0	0
Corporate and Funding Items	514	424	441	235	241
<b>Total Inflationary cost increase (£000)</b>	<b>24,542</b>	<b>22,249</b>	<b>22,644</b>	<b>23,067</b>	<b>24,211</b>
<b>Inflation on Income (£000)</b>					
Children, Education and Families	-74	-65	-73	-76	-74
Adults, Health and Commissioning	-2,483	-2,182	-1,769	-1,827	-1,904
Place and Sustainability	-414	-218	-256	-265	-266
Finance and Resources	-34	-38	-45	-47	-45
Strategy and Partnerships	-20	-19	-22	-23	-24
Capital Financing	0	0	0	0	0
Corporate and Funding Items	0	0	0	0	0
<b>Total Inflation on Income (£000)</b>	<b>-3,025</b>	<b>-2,522</b>	<b>-2,165</b>	<b>-2,238</b>	<b>-2,313</b>
<b>Total Net Inflation Impact (£000)</b>	<b>21,517</b>	<b>19,727</b>	<b>20,479</b>	<b>20,829</b>	<b>21,898</b>
Average inflation on expenditure	3.01%	2.66%	2.65%	2.65%	2.78%
Average inflation on net budget	3.87%	3.46%	3.46%	3.27%	3.35%

### Demand Pressures

Increases in demand for services can result from changes in population numbers and changes in population need. The underlying general population growth in Cambridgeshire is forecast to be around 0.3% per year across the MTFS period. The demand pressures set out in the table below relate to circumstances where:

- Services cannot absorb the financial impact of general population growth
- Service user population growth exceeds that of the general population
- Needs of service users are expected to increase, resulting in more care being provided or a more expensive mix of care types

Our demand projections are underpinned by models for each service area that are reviewed annually, and factor in demographic information, price projections, trend analysis and knowledge of likely future trajectories.

**Table 3.2: Demand pressures**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Demand cost increase (£000)</b>					
Children, Education and Families	7,041	7,428	7,862	8,351	8,900
Adults, Health and Commissioning	10,050	10,697	11,072	11,451	11,812
Place and Sustainability	47	51	51	51	51
Finance and Resources	0	0	0	0	0
Strategy and Partnerships	0	0	0	0	0
Capital Financing	0	0	0	0	0
Corporate and Funding Items	0	0	0	0	0
<b>Total Demand cost increase (£000)</b>	<b>17,138</b>	<b>18,176</b>	<b>18,985</b>	<b>19,853</b>	<b>20,763</b>
<b>Demand cost increase</b>	<b>2.10%</b>	<b>2.17%</b>	<b>2.22%</b>	<b>2.28%</b>	<b>2.35%</b>

Our demand projections continue to be subject to uncertainty following the pandemic. In particular, patterns of demand for adult social care are still variable month to month, and we are seeing an increase in the needs of children which is driving up costs.

#### Other Service Pressures

There are some other unavoidable cost pressures that we will have to meet. Where possible services are required to manage pressures, if necessary being met through the achievement of additional savings or income. If this is not possible, particularly if the pressure is caused by a legislative change, pressures are funded corporately, increasing the level of savings that are required across all Council services. Specific pressures are set out in the budget tables for the relevant service. Examples of these pressures include the rising costs of placements for children in care with high needs and changing environmental regulations around disposal of certain categories of waste, as well as statutory changes such as the increase in employer's national insurance.

Overall around £19m of pressure funding is applied to 2025-26's budget.

**Table 3.3: Other pressures**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Pressure cost change (£000)</b>					
Children, Education and Families	5,553	-268	-191	0	0
Adults, Health and Commissioning	8,231	0	0	0	0
Place and Sustainability	676	-2,337	-934	-77	30
Finance and Resources	1,754	-221	0	0	0
Strategy and Partnerships	861	55	0	0	0
Capital Financing	0	0	0	0	0

	2025-26	2026-27	2027-28	2028-29	2029-30
Corporate and Funding Items	2,000	0	0	0	0
<b>Total Pressure cost change (£000)</b>	<b>19,075</b>	<b>-2,771</b>	<b>-1,125</b>	<b>-77</b>	<b>30</b>
<b>Pressure cost change</b>	<b>2.34%</b>	<b>-0.33%</b>	<b>-0.13%</b>	<b>-0.01%</b>	<b>0.00%</b>

### Investments & Priorities

Despite the challenging financial position that the council is in, there remains a need to prioritise funding for certain services. This may be to improve service outcomes and help our residents, promote a better financial position over the medium-term, or improve sustainable use of natural resources.

Where investments result in a permanent increase in a service's budget requirement, this is ultimately funded by savings or additional income across the council. For time-limited investments, it is appropriate to use reserves funding. Chapter 5 of this MTFS provides more detail on the source of reserves funding used for prioritisation that require only short-term budget.

Overall, £9.8m of ongoing prioritisation of funding is made over the medium-term in this business plan.

**Table 3.4: Investments & Priorities**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Budget for new investments (£000)</b>					
Children, Education and Families	650	1,950	0	0	0
Adults, Health and Commissioning	1,114	210	-465	-120	0
Place and Sustainability	3,690	2,433	-128	-38	-38
Finance and Resources	100	200	0	0	0
Strategy and Partnerships	0	0	0	0	0
Capital Financing	0	0	0	0	0
Corporate and Funding Items	245	0	0	0	0
<b>Total budget for new investments (£000)</b>	<b>5,799</b>	<b>4,793</b>	<b>-593</b>	<b>-158</b>	<b>-38</b>
<b>Budget adjustments for temporary prior-year investments (£000)</b>					
Children, Education and Families	0	0	0	0	0
Adults, Health and Commissioning	-2,757	-104	-150	0	0
Place and Sustainability	-15	-13	-14	-15	-15
Finance and Resources	-188	-345	-407	-1,203	-533
Strategy and Partnerships	-3,511	0	-150	0	0
Capital Financing	0	0	0	0	0
Corporate and Funding Items	-1,730	0	0	0	0
<b>Total budget adjustments for temporary prior-year investments (£000)</b>	<b>-8,201</b>	<b>-462</b>	<b>-721</b>	<b>-1,218</b>	<b>-548</b>
<b>Total Investment cost change (£000)</b>	<b>-2,402</b>	<b>4,331</b>	<b>-1,314</b>	<b>-1,376</b>	<b>-586</b>

### Financing of Capital Spend

All capital schemes have a potential three-fold impact on the revenue position due to interest payments on borrowing, costs of making a revenue provision for the repayment of borrowing, and the ongoing revenue impact of the asset (pressures, or savings / additional income). Therefore, to ensure that available resources are

allocated optimally, capital programme planning is determined in parallel with the revenue budget planning process. Both the borrowing costs and ongoing revenue costs and savings of a scheme are considered as part of a scheme's Investment Appraisal, and therefore, the process for prioritising schemes against their ability to deliver outcomes.

In addition, the council is required by CIPFA's Prudential Code for Capital Finance in Local Authorities to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to guarantee that it achieves this, at the start of each Business Planning Process the council determines what proportion of revenue budget is spent on services and the corresponding maximum amount to be spent on financing borrowing. This is achieved by setting an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Plan. Future changes to the code will be factored into future business plans.

Once the service programmes have been refined, if the amalgamated level of borrowing and thus debt charges breach the advisory limit, schemes will either be re-worked in order to reduce borrowing levels, or the number of schemes included will be limited according to the ranking of schemes within the prioritisation analysis.

Due to the council's strategic role in stimulating low carbon economic growth across the county through infrastructure investment, any capital proposals able to reliably demonstrate revenue income or savings at least equal to the debt charges generated by the scheme's borrowing requirement, are excluded from contributing towards the advisory borrowing limit. These schemes are called 'Invest to Save' or 'Invest to Earn' schemes and will be self-funded in the medium-term.

The estimated impact of the capital programme on revenue through debt charges over the medium-term is shown in the table below:

**Table 3.5: Capital financing charges**

	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m
Net interest payable	17.2	17.3	16.0	16.6	15.4
Minimum revenue provision	24.5	26.9	29.9	27.0	26.2
Management expenses	0.3	0.3	0.2	0.2	0.2
<b>Total capital financing costs</b>	<b>41.1</b>	<b>45.4</b>	<b>47.6</b>	<b>45.1</b>	<b>42.3</b>

### Savings & Income Generation

This business plan contains some savings and additional income generation proposals that were agreed in previous years' medium-term financial plans. Proposals carried over from previous plans are reviewed to assess deliverability and value of expected savings/income. Table 3.6 below sets out which saving and income lines in service budgets were agreed in a previous business plan.

**Table 3.6: Savings and income proposals agreed in previous business plans**

	2025-26	2026-27	2027-28	2028-29
Adults, Health and Commissioning	-5,820	-2,651	-412	0
Children, Education and Families	-2,882	-870	0	0
Place and Sustainability	-328	921	1,201	106
Finance and Resources	-2,442	-459	1,444	2,340
Strategy and Partnerships	-416	-139	350	0
Corporate and Funding Items	250	250	0	0
<b>Total</b>	<b>-11,638</b>	<b>-2,948</b>	<b>2,583</b>	<b>2,446</b>

New savings and income proposals to balance 2025-26's budget and close the budget gap over the medium-term are described in chapter 4 below.

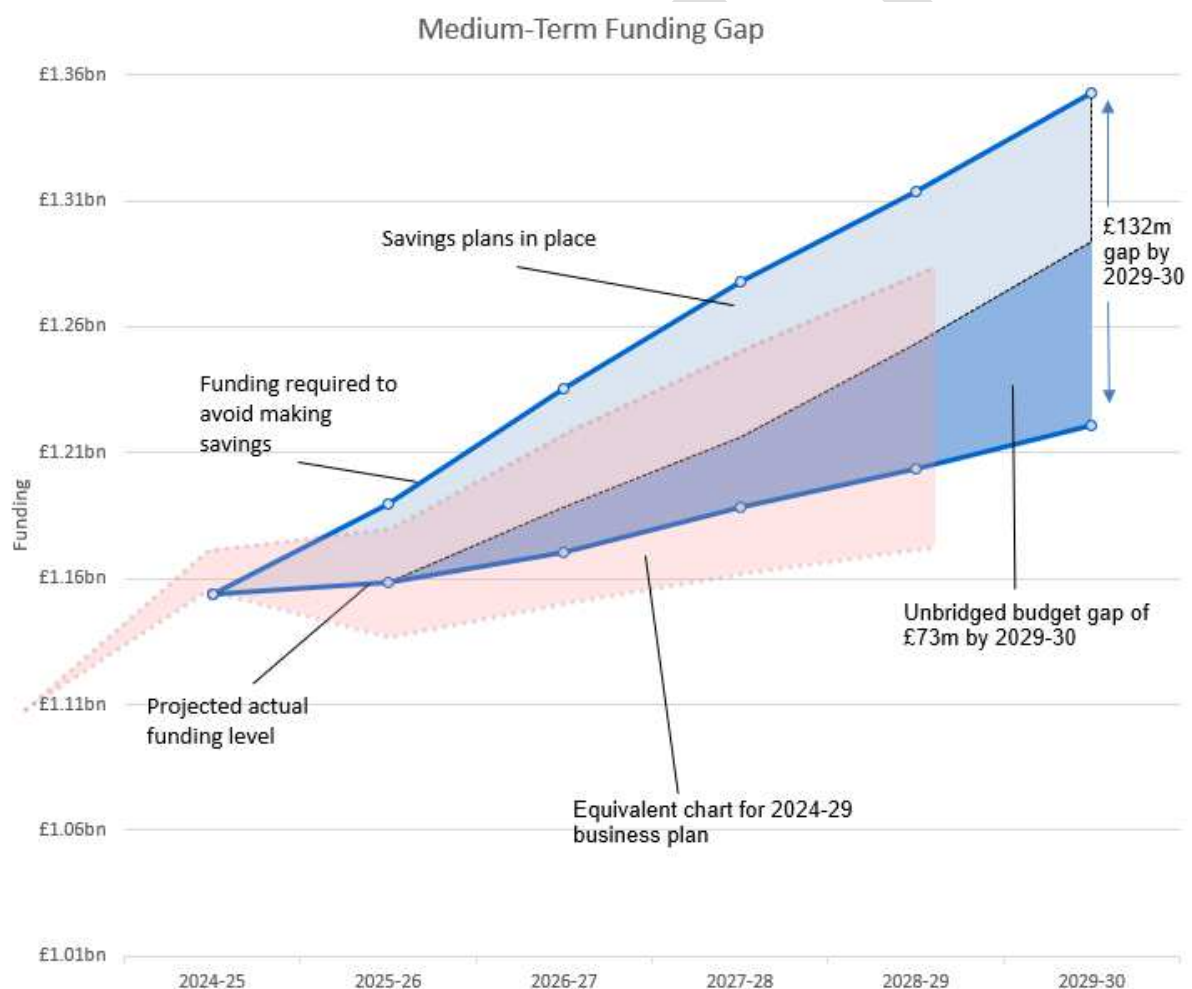


#### 4 - Revenue Strategy: Balancing the budget

Every local authority has a legal obligation to set a balanced budget every year. It is the Section 151 Officer's statutory responsibility to provide a statement on the robustness of the budget proposals when they are considered by Council.

Inevitably, cost pressures are forecast to outstrip available resources over the medium-term, given the rising costs caused by inflation, growth and associated demand pressures and renewed pressure on levels of funding for local government from public sector spending restraint. Consequently, we will need to make significant further savings, or generate significant additional income, to close the budget gap next year and over the medium-term.

**Figure 4.1: Medium-term funding gap**



Closing this budget gap over the next five years means making tough decisions on which services to prioritise. Sufficient savings and income generation plans are included in this draft business plan in order to balance the first year's budget, with some included in later years.



For many years, services have made significant savings through increasing efficiency and targeting areas that are not our highest priority with the aim of minimising the impact on our service users.

For over a decade, the council has had to make significant savings each year, and so many of the opportunities to make incremental efficiencies have been made already. Nevertheless, a very detailed very of the council's budget lines has been undertaken ahead of this business plan, with further efficiency savings identified in all directorates. Despite this though, further savings still need to be found, and so we need to focus on more difficult decisions, including reviewing any service areas where we can disinvest as a lower priority, maximise the income we bring into the council, and through a drive towards organisational change.

### Our Future Council - Change Strategy

The council's new change strategy was agreed in October 2024. It sets out the council's high-level vision and an approach to transforming the way it operates, explaining how the council understands the context in which it operates, expected future developments, and the way it intends to adapt and innovate to mitigate risks and exploit opportunities. This is therefore a key strategy through which some of the work to balance the budget over the medium-term will take place.

The key portfolios of this change strategy are:

- Assets – Maximise the use of all our property assets to support efficient working and effective service provision.
- Commissioning and Commercial – Ensure the council gets the best value out of public money, takes an active role in the economic development of the area it is responsible for and achieving social value, and that our commissioning and commercial activity meets the needs of our residents.
- Customer Engagement / Experience – Review how we engage with our residents across the county to ensure that access is easy to use and designed around residents and their needs, achieving the right outcome without the need for repeat referrals or contacts, essentially creating a 'no wrong door' approach for residents.
- Digital, Data and Technology – Build the required foundations to leverage the use of digital, data and technology to improve customer experience and drive efficiencies in service delivery and a digital by design approach, whilst exploiting new opportunities such as Artificial Intelligence.
- Target Operating Model – Redesigning how the council is organised and operates to deliver our services closer to our communities, removing professional silos and creating integrated teams that work together to improve outcomes for residents, both locally and at a countywide level.

As a result, the MTFS will be aligned to these portfolios to deliver savings. At this stage, however, the full scope and goals of the portfolios are being developed – but we anticipate the need to provide through reserves, and possibly capital, to enable and resource the portfolios. Through this business plan, broad funding is allocated through a bolstered change & digital reserve, and some capital funding is already in place for work linked to the assets portfolio.

We will annually update the MTFFS forecasts and assumptions based on the progress of these change portfolios.

### Balancing the budget

In working to balance the budget, we have worked in a cross-council way to identify the areas for saving or additional income. We prioritise the resources available to us to meet the changing and growing needs of communities, and only consider service reductions as a last resort.

Services review their budgets each year to identify any areas that have been given budget in excess of that needed to deliver the service. This is particularly the case in demand-led budgets, where estimates of growth or demand patterns will have been used and may subsequently change. In undertaking this review, services should bear in mind the corporate reserves position and the general provision for risk, and not assume an excessive amount of risk or contingency needing to be met within service budgets.

The council also undertakes an annual budget review and rebaselining during the first quarter of each financial year to reassess the budget position in light of developments from the point at which the business plan is approved by Full Council in the preceding February. This allows the budget to be flexed to take account of material changes in circumstances such as significant increase in inflationary pressures or any new legislative requirements. This can contribute towards closing the budget gap in future years if budgets are reduced.

If savings are identified and made in the current financial year but were not planned for, for example a reduction in cost on a new contract, then these will be factored into the business plan for the next financial year. In the meantime, they can be used to mitigate other pressures or funding can be transferred to the general reserve, but they should not be reinvested into ongoing costs.

In generating additional income, we will ensure the Fees & Charges Policy is reviewed annually and should assume that by default, charges should go up by inflation each year if permitted.

We will also consider whether services are funded appropriately, or whether any changes can be made. An example of a change would be capitalising expenditure currently funded by revenue. Provided this is within capital financing regulations, it can defray revenue cost over the life of the linked asset.

As well as considering further savings or generating additional income, we need to ensure our projections for income from taxation are accurate. We will work with District Council colleagues, who collect local taxation on our behalf, at several stages throughout the year to receive updated projections for tax base levels and collection rates.

A certain level of reserves contribution is also proposed to balance the budget (as well as using reserves to fund specific budget lines in services). For 2025-26 this is £2.4m, and is based on an existing profile of sustainable draw-downs from reserves accumulated during the pandemic over the medium-term to meet costs associated with it. As part of setting this MTFS, we have appraised all earmarked reserves and challenged the future need and their fit with the strategic framework. Reserves are summarised later in this document.

Savings and income generation proposed, or already included in the business plan, to close the budget gap in 2024-25 and reduce the gap in future years are summarised below (and reconcile back to Finance Tables in section 3 of the Business Plan):

**Table 4.2: Savings and additional income proposals**

	2025-26	2026-27	2027-28	2028-29	2029-30
	£000	£000	£000	£000	£000
<b>Expenditure Savings</b>					
Children, Education and Families	-12,794	-9,264	-5,700	0	0
Adults, Health and Commissioning	-21,144	-8,147	-4,898	-523	-149
Place and Sustainability	-1,692	3,179	-3,098	41	0
Finance and Resources	-3,108	-602	-250	0	0
Strategy and Partnerships	-548	-1,035	-1,255	0	0
Corporate and Funding Items	6,669	250	0	0	0
<b>Income Generation</b>					
Children, Education and Families	-205	-83	0	0	0
Adults, Health and Commissioning	-260	-270	0	0	0
Place and Sustainability	-1,884	-220	-81	-55	-290
Finance and Resources	3,992	-296	678	1,880	2,279
Strategy and Partnerships	111	-64	-50	0	0
<b>Total Savings Identified</b>	<b>-30,863</b>	<b>-11,818</b>	<b>-3,143</b>	<b>2,443</b>	<b>2,301</b>
<b>Total Savings Requirement</b>	<b>-30,863</b>	<b>-29,505</b>	<b>-13,366</b>	<b>-19,356</b>	<b>-21,264</b>
Unidentified Savings	0	-17,687	-10,223	-21,799	-23,565

Despite the level of savings identified, budget gaps remain as shown in the final line of table 4.2 above.

## 5 – Financial Overview

### Funding and Net Budget Summary

The council's revenue spending is funded from a range of sources, both national and local. A summary of forecast funding levels over the next five years is set out below.

**Table 5.1: Total funding 2025-26 to 2029-30**

	<b>2024-25 £000</b>	<b>2025-26 £000</b>	<b>2026-27 £000</b>	<b>2027-28 £000</b>	<b>2028-29 £000</b>	<b>2029-30 £000</b>
Business Rates plus Top-up	74,928	76,208	77,822	79,470	81,154	82,873
Council Tax	397,617	422,318	437,281	452,769	468,558	484,913
Revenue Support Grant	28	28	28	28	28	28
Other Unringfenced Grants	66,859	73,680	73,191	102,688	102,700	102,700
Dedicated Schools Grant (DSG)	318,661	318,661	318,661	318,661	318,661	318,661
Other grants to schools	10,593	0	0	0	0	0
Better Care Funding	36,317	37,162	38,042	38,957	38,957	38,957
Other Ringfenced Grants	59,178	66,830	59,667	29,481	29,481	29,481
Fees & Charges	199,973	163,684	165,853	166,148	164,033	163,210
<b>Total gross budget</b>	<b>1,164,155</b>	<b>1,158,571</b>	<b>1,170,546</b>	<b>1,188,202</b>	<b>1,203,571</b>	<b>1,220,823</b>
Less schools grants	-329,254	-318,661	-318,661	-318,661	-318,661	-318,661
Add back DSG retained and spent by CCC	181,788	181,788	181,788	181,788	181,788	181,788
<b>Total gross budget excluding schools</b>	<b>1,016,689</b>	<b>1,021,698</b>	<b>1,033,673</b>	<b>1,051,329</b>	<b>1,066,698</b>	<b>1,083,950</b>
Less Income	-477,256	-449,464	-445,350	-416,374	-414,259	-413,436
<b>Total net budget</b>	<b>539,433</b>	<b>572,234</b>	<b>588,323</b>	<b>634,955</b>	<b>652,439</b>	<b>670,514</b>

The build up of the council's net budget can also be shown through a reconciliation of funding and expenditure changes:

**Table 5.2: Summary medium-term financial strategy update**

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Funding</b>					
Council Tax	-£422m	-£437m	-£453m	-£469m	-£485m
Business Rates	-£76m	-£78m	-£79m	-£81m	-£83m
General government grants	-£74m	-£73m	-£103m	-£103m	-£103m
<b>Funding total (Net Budget)</b>	<b>-£572m</b>	<b>-£588m</b>	<b>-£635m</b>	<b>-£652m</b>	<b>-£671m</b>
<b>Net Expenditure</b>					
Opening net budget	£539m	£572m	£588m	£635m	£652m
Base adjustments	£17m	-£2m	£4m	£3m	£0m
Inflation	£25m	£22m	£23m	£23m	£24m
Income inflation	-£3m	-£3m	-£2m	-£2m	-£2m
Demand	£17m	£18m	£19m	£20m	£21m
Pressures	£19m	-£3m	-£1m	-£0m	£0m
Priorities & Investments	-£2m	£4m	-£1m	-£1m	-£1m
Capital Financing budget changes	-£1m	£1m	£0m	-£5m	-£3m
Changes in ringfenced grants	-£8m	£6m	£29m	-	-
Change in budget for reserves draw-down	-£0.3m	£5.8m	£1.2m	£0.7m	£0.4m
<b>Subtotal</b>	<b>£603m</b>	<b>£623m</b>	<b>£660m</b>	<b>£673m</b>	<b>£692m</b>
Changes in income generation	£2m	-£1m	£1m	£2m	£2m
Savings	-£33m	-£16m	-£15m	-£0m	-£0m
<b>Net Expenditure Budgets</b>	<b>£572m</b>	<b>£606m</b>	<b>£645m</b>	<b>£674m</b>	<b>£694m</b>
Cumulative budget gap	-£0m	-£18m	-£10m	-£22m	-£24m
<b>Funding Requirement</b>	<b>£572m</b>	<b>£588m</b>	<b>£635m</b>	<b>£652m</b>	<b>£671m</b>
<b>Council tax as %</b>	<b>73.8%</b>	<b>74.3%</b>	<b>71.3%</b>	<b>71.8%</b>	<b>72.3%</b>

### Expenditure Summary

The council's projected revenue spending by department is summarised below.

**Table 5.3: Directorate net budgets 2025-26 to 2029-30**

	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000
Children, Education and Families	151,033	161,861	170,251	184,378	199,263
Adults, Health and Commissioning	238,338	249,158	292,673	314,390	337,603
Place and sustainability	82,659	89,118	87,605	89,496	91,353
Finance and Resources	15,331	17,295	18,193	19,779	22,470
Strategy and Partnerships	26,134	26,430	27,020	28,036	29,094
Capital Financing	41,947	44,494	46,109	43,875	41,799
Corporate and Funding Items (including budget gap)	16,792	-33	-6,895	-27,514	-51,067

<b>Total budget</b>	<b>572,234</b>	<b>588,323</b>	<b>634,956</b>	<b>652,440</b>	<b>670,515</b>
% Change in budget	6.1%	2.8%	7.9%	2.8%	2.8%

For 2025-26, the gross budget compared to the net budget for each service area is below.

**Table 5.4: Gross to net service budgets for 2025-26**

<b>Directorate</b>	<b>Gross Budget</b>	<b>Fees &amp; Charges</b>	<b>Ringfenced Grants</b>	<b>Net Budget</b>
Children, Education and Families	182,665	-23,400	-8,232	151,033
Adults, Health and Commissioning	385,266	-67,172	-79,756	238,338
Place and Sustainability	121,014	-31,415	-6,940	82,659
Finance and Resources	43,432	-28,101	0	15,331
Strategy and Partnerships	38,381	-3,955	-8,292	26,134
Capital Financing	51,588	-9,641	0	41,947
Corporate and Funding Items	17,564	0	-772	16,792
<b>Total budget excluding schools</b>	<b>839,910</b>	<b>-163,684</b>	<b>-103,992</b>	<b>572,233</b>
Schools	318,661		-318,661	0
<b>Total Budget</b>	<b>1,158,571</b>	<b>-163,684</b>	<b>-422,653</b>	<b>572,234</b>

## 6 - Reserves and Risks

The Section 151 Officer's section 25 financial sustainability assessment report sets out the revenue and capital reserves that are available to the council and the key risks that the council faces. This was last presented in January 2024 and will be updated in January 2025. This section summarises those items, and sets out how reserve balances factor into our medium-term financial position.

We need reserves to protect and enhance our medium-term financial sustainability. In particular, reserves are necessary to:

- Maintain a degree of in-year financial flexibility
- Enable us to deal with unforeseen circumstances and incidents
- Set aside monies to fund major developments in future years
- Enable us to prioritise funding for change programmes
- Provide for predicted liabilities
- Enable us to deal with unexpected legislative or legal developments, or contractual disputes

Reserves are vital to mitigate risks that the council faces. The key risks we face are:

- Containing inflation to funded levels – we will achieve this by closely managing budgets and contracts and further improving our control of the supply chain. We will also ensure our inflation projections are robust.
- Managing service demand to funded levels – we will achieve this through clearer modelling of service demand patterns using numerous datasets that are available to our internal Research Team and supplemented with service knowledge. A number of the proposals in the Business Plan are predicated on averting or suppressing the demand for services.
- Delivering savings to planned levels – we will achieve this action plans and detailed reviews. All savings – efficiencies or service reductions – ought to be recurrent. We have built savings requirements into the base budget, and we monitor these monthly as part of budgetary control.
- Containing the revenue consequences of capital schemes to planned levels – capital investments sometimes have revenue implications, either operational or capital financing costs. We will manage these by ensuring capital projects do not start without a tested and approved business case, incorporating the cost of the whole life cycle.
- Future funding changes – our plans have been developed in the context of continued uncertainty due to delays in the introduction of significant reforms to local government funding and other government reforms with potentially significant implications.



## Reserve Types

The reserve categories that we will maintain in 2025-26 are:

- General reserve – this is the contingency that the council holds for unforeseen events and costs, ensuring that we are able to respond and maintain services in emergencies. This reserve is also called on if there is an overspend in-year that cannot be otherwise mitigated. The minimum balance on this reserve is set by the section 151 Officer in his s25 report, and the minimum balance set in that for 2025-26 and beyond will be met through a reallocation from other risk reserves.
- Risks reserves – reserves held for particular known and quantifiable risks. For example, a risk reserve is held to mitigate the impact of the deficit on the DSG account, and risk reserves are held for contractual/legal disputes.
- Strategic Framework Priorities – reserves that are available to be prioritised to deliver the council's strategic framework ambitions. This includes reserves such as the Just Transition Fund. These are projected to be fully spent over the medium-term.
- Ringfenced reserves – where we receive grants or contributions that come with an expectation that funding is spent on a particular purpose but where that spend does not occur in the same year, a ringfenced reserve may be created. This differs from formal grant accounting where a strict grant condition that has not been met can result in us having to account for income received in advance instead. The s151 Officer may determine the carrying-forward of ring-fenced grants/contributions, and the matching of those against spend in future years.
- Sinking funds – reserves that are added to annually in anticipation of a future cost, which may be a cyclical cost in the case of elections, or may be drawn on an ad hoc basis in the case of a maintenance reserve.
- Unusable reserves – reserves that are not usable to the council. The only such reserve currently held relates to a maintained Pupil Referral Unit.

As part of the business plan, reserve movements are proposed. In some cases these are corporate allocations to support general council expenditure, usually inherited from previous business plans. In other cases these are to offset specific pressures or prioritisations within services. Finally, one off fluctuations in collection fund balances from council tax or business rates are offset by movements to/from the local taxation volatility reserve to prevent single-year impacts on our budget, and any shortfall in income from local taxation due to the lateness of funding confirmations by billing authorities can also be met from that reserve; the overall level of that reserve will be reviewed each year and an assessment made about whether any funding can be drawn from it or reallocated. Movements between reserves are also undertaken where necessary. These proposed changes in the current business plan are set out below.



**Table 6.1 Reserve movements**

Reserve line	Movement type	2025-26 £000	Later years £000	Notes
General Reserve	Existing corporate commitments	754	1414	Existing planned increases to the minimum policy level of the reserves
MTFS support	Existing corporate commitments	-3733	-2261	Existing medium-term draw-down of covid grant reserve in line with expected costs resulting from the pandemic
Risk - Smoothing	Existing corporate commitments	-214	-3462	Existing planned movements to this reserve which follows previous decisions to smooth the medium-term financial position
Minimum revenue provision risk	Existing corporate commitments	811	2773	Existing planned annual MRP benefit from 2016 calculation change goes into this reserve to mitigate MRP risks
Children's risk reserve	Existing service commitments	-3100	0	Funding children's placements pressure
High Needs Block Offset	Existing service commitments	-259	-191	Funding SEND capacity
Major infrastructure cost reserve	Existing service commitments	-2394	-750	Funding capital schemes linked to the guided busway
MTFS support	Existing service commitments	-1900	0	Funding holiday free school meal vouchers and children's academy
Ukraine grant reserve	Existing service commitments	-350	-350	Funds services in Strategy and Partnerships
Local taxation volatility & appeals account	New draft budget commitments	-245	0	Funding counter-fraud work to increase council taxbase
This Land Credit Loss & Equity Offset	New draft budget commitments	-2000	0	Offsets temporary expected reduction in income
Ukraine grant reserve	New draft budget commitments	-512	-518	Funds services in Strategy and Partnerships
Change & Digital Reserve	Movements between reserves	2643	0	Bolsters this reserve to deliver on the council's change programme
Funding Review Shortfall Reserve	Movements between reserves	-1721	-4702	Reallocates this reserve to fund the necessary increase in the general reserve
General Reserve	Movements between reserves	2231	2435	Brings this reserve back up to the minimum policy level
Investment reserves	Movements between reserves	-700	0	Reallocates reserve identified as no longer allocated to the Change & Digital reserve

Reserve line	Movement type	2025-26 £000	Later years £000	Notes
Just Transition Fund	Movements between reserves	-643	0	Moves the anticipated remaining balance on this reserve to the Change & Digital reserve, consolidating our change reserves
MTFS support	Movements between reserves	190	1918	Deals with anticipated negative balance on this reserve line following pressure allocations in 2024-29 business plan
Risk - Smoothing	Movements between reserves	0	349	Deals with anticipated negative balance on this reserve line following pressure allocations in 2024-29 business plan
Specific legal/contractual risks reserves	Movements between reserves	-3158	0	Predominantly transfer to This Land risk reserve (below).
This Land Credit Loss & Equity Offset	Movements between reserves	3500	0	Transfer from specific risk reserve to bring back up to balance following commitments
Ukraine grant reserve	Movements between reserves	-2342	0	Remaining grant reserve balance transfers to specific risk reserve to meet costs in line with grant conditions.
<b>Total</b>		<b>-13,142</b>	<b>-3,345</b>	

The projected balances of the summary categories of reserves over the medium-term are:

**Table 6.2 Reserve projections**

	<b>Forecast closing balances</b>					
<b>Reserve category</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
General Reserve	22,960	26,700	30,600	31,965	31,965	31,965
Strategic Framework Priorities	22,454	7,946	2,636	981	860	860
Risk	84,875	63,449	52,385	46,927	47,323	47,862
Ringfenced	16,773	11,153	7,550	653	144	144
Sinking Fund	2,301	1,964	2,005	2,045	2,236	2,236
Unusable	274	137	0	0	0	0
<b>Total Revenue Reserves</b>	<b>149,638</b>	<b>111,350</b>	<b>95,176</b>	<b>82,570</b>	<b>82,527</b>	<b>83,066</b>

## 7 - Business Plan roles and responsibilities

The Business Plan is developed through the council's committee structure. It is therefore beneficial to clarify the respective roles and responsibilities of committees within this process. These are defined in the Constitution but are set out below in order.

### Full Council

Council is the only body that can agree the council's budget and the associated Council Tax to support the delivery of that budget. It discharges this responsibility by agreeing the Business Plan in February each year. In agreeing the Business Plan the council formally agrees the budget allocations for the service blocks (currently based on a departmental structure). The Business Plan includes both revenue and capital proposals and needs to be a 'balanced' budget. The following is set out within Part 3 of the Constitution – Responsibility for Functions.

Council is responsible for:

- “(b) Approving or adopting the policy framework and the budget.
- (c) Subject to the urgency procedure contained in the Access to Information Procedure Rules in Part 4 of this Constitution, making decisions about any matter in the discharge of a committee function which is covered by the Policy Framework or the Budget where the decision-making body is minded to make it in a manner which would be contrary to the policy framework or contrary to, or not wholly in accordance with, the budget.
- (d) Approving changes to any plan or strategy which form part of the council's Policy Framework, unless:
  - i. that change is required by the Secretary of State or any government minister where the plan or strategy has been submitted to him for approval; or
  - ii. Full Council specifically delegated authority in relation to these functions when it approved or adopted the plan or strategy.”

### Strategy, Resources & Performance (SRP) Committee

SRP has the responsibility for the delivery of the Business Plan as agreed by Council. It discharges this responsibility through the service committees. In order to ensure that the budget proposals that are agreed by service committees have an opportunity to be considered in detail outside of the council Chamber, those proposals will be co-ordinated through SRP, though Full Council remains responsible for setting a budget. SRP does not have the delegated authority to agree any changes to the budget allocations agreed by Council save for any virement delegations that are set out in the Constitution.

The following is set out within Part 3 of the Constitution – Responsibility for Functions.

“The Strategy and Resources Committee is authorised by Full Council to co-ordinate the development to Full Council of the Strategic, Policy and Budget Framework, as described in Article 4 of the Constitution, including in-year adjustments.”

“Authority to lead the development of the council’s draft Business Plan (budget), to consider responses to consultation on it, and inform the draft Business Plan to be submitted for approval by Full Council.”

“Authority for monitoring and reviewing the overall performance of the council against its Business Plan.”

“Authority for monitoring and ensuring that Policy and Service Committees operate within the policy direction of the County Council and making any appropriate recommendations.”

SRP is also a service committee in its own right and, therefore, also has to act as a service committee in considering proposals on how it is to utilise the budget allocation given to it for the delivery of services within its responsibility.

#### Policy & Service Committees

Policy & Service committees have the responsibility for the operational delivery of the Business Plan as agreed by Council within the financial resources allocated for that purpose by Council. The specific functions covered by the committee are set out in the Constitution but the generic responsibility that falls to all is set out below:

“This committee has delegated authority to exercise all the council’s functions, save those reserved to Full Council, relating to the delivery, by or on behalf of, the County Council, of services relating to...”

## 8 – Fees & Charges Policy

Fees and charges are a very important source of income to the council, enabling important services to be sustained and provided. As the overall cost of service provision reduces, the proportion of costs that are recovered through fees and charges is likely to grow. In order to sustain the delivery of some services in the future this revenue is essential. However, the majority of the funding for the council's statutory services will likely still come from other sources, such as taxation and government grants.

This policy will be revised following a corporate review of fees and charges across the council. The policy and Best Practice Guidance set out the approach to be taken to fees and charges where the council has discretion over the amounts charged for services provided and for trading activities.

The purpose of this policy is to provide a consistent approach in setting, monitoring and reviewing fees and charges across the authority. This will ensure that fees and charges support Council objectives and are set at a level that maximises income generation in accordance with the Commercial Strategy. The policy currently incorporates the following Charging Principles:

### 1. Council Priorities

A Schedule of Fees and Charges shall be maintained for all charges where the council has discretion over the amounts charged for services provided and for income generating activities. All decisions on charges for services and income generating activities will be taken with reference to and in support of Council priorities and recorded as delegated decisions, as appropriate.

### 2. Charge Setting

In setting charges, any relevant government guidance will be followed. Stakeholder engagement and comparative data will be used where appropriate to ensure that charges do not adversely affect the take up of services or restrict access to services. Full consideration will be given and documented to the full costs of delivery and the opportunities for improving efficiency and reducing bureaucracy.

### 3. Subsidy

In general, fees and charges will aim to recover the full cost of services except where this is prevented by legislation, market conditions or where alternative arrangements have been expressly approved by the relevant Director. A proportionate business case should be created for all charges that are subsidised by the council. Approval for the level of subsidy should be obtained from the relevant Service Director, in consultation with the Chief Finance Officer.

### 4. Charging Levels

A number of factors should be considered when determining the charge:

- Inflation – charges must be inflated by a corporately estimated inflation rate as a minimum unless there is good reason not to. For 2025-26 this is 2.6%, being the CPI rate for the preceding June; or 5.5% for charges that predominantly cover staffing costs.

- Statutory requirements/restrictions – charges and/or changes to charges are sometimes determined by statute, which must be followed
- Services should aim to fully recover the cost of delivering the service through its charging, including an allowance for overheads. As a rule of thumb, 15% of income above the level needed to fund a service's direct costs should be allowed for.
- Services must assess elasticity of demand, ie will a price rise actually reduce income levels as people decline to take up the service. We must not be too risk averse in this assessment, however.

## 5. Charging Exemptions

All services provided by the council will be charged for unless prevented by statute or determined to not be appropriate for charging in consultation with the Chief Finance Officer.

## 6. Concessions

Concessions to priority and target groups will be considered where appropriate, in accordance with any relevant government guidance and will take account of the user's ability to pay. All concessions should be fully justified in terms of achieving the council's priorities. Wherever possible we will aim to provide concessions consistently across the Authority, in line with the Best Practice Guidance.

## 7. Review of Charges

All charges and the scope for charging will be reviewed at least annually within the service area, though charges within the same service area may need reviewing at separate times in the year. The review will include those services which could be charged for, but which are currently provided free of charge. The annual review will be undertaken in accordance with the Best Practice Guidance.

The council receives revenue income for the provision of services from a very diverse range of users. These range from large corporate organisations to individual residents. Some charges are set at the total discretion of the council whereas other charges are set within a strict national framework.

Overall, however, fees and charges income is both an invaluable contribution to the running costs of individual services and a tool for assisting the delivery of specific service objectives. Either way, it is important for the level of charges to be reviewed on an annual basis. This will not necessarily result in an increase but to not do so should be as result of a conscious decision rather than as an oversight. Detailed schedules of fees and charges have been reviewed by relevant services during 2023-24 and reviewed by committees.

When considering increases services must take into account elasticities of demand. Whilst the majority of Council services are unaffected by market factors there will be some price sensitivities in all of the services that are provided, albeit many of these may only be short term.







# Section 3: Detailed Finance Tables

Revenue: 2025-30

Capital: 2025-35



# 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 lines 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 2025-26 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 2025-26 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 2025-26 would show as a -£500k in 2025-26 and a reversing entry of +£500k in 2026-27.

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 8. Finally, the sources of funding are listed in Section 9. 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

- **Use of reserves:**

This shows the change in budget for reserves draw-downs, used to fund specific service lines in the main directorate tables, or used to contribute to overall funding in the corporate table (section H). For directorates, these numbers are not necessarily the absolute value of reserves being used, just the budget changes. A list of actual reserves uses can be found in section 2 of the business plan (the medium-term financial strategy).

- **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.

- **Income:**

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.

Note that there may be small rounding differences between tables that show the same gross, income and net budget information.

## Section 3 - A: Children, Education and Families

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-371	<b>Executive Director</b>							
606	Executive Director CEF	292	-15	277	-373	-273	-273	-273
-	Staffing Inflation - CEF	2,288	-	2,288	4,658	7,112	9,654	12,287
-	Central Financing	-	-	-				
<b>235</b>	<b>Subtotal Executive Director</b>	<b>2,580</b>	<b>-15</b>	<b>2,565</b>	<b>4,285</b>	<b>6,839</b>	<b>9,381</b>	<b>12,014</b>
2,720	<b>Service Director – Quality Assurance and Practice Improvement</b>							
	Quality Assurance and Practice Improvement	2,801	-312	2,489	2,489	2,489	2,489	2,489
<b>2,720</b>	<b>Subtotal Service Director – Quality Assurance and Practice Improvement</b>	<b>2,801</b>	<b>-312</b>	<b>2,489</b>	<b>2,489</b>	<b>2,489</b>	<b>2,489</b>	<b>2,489</b>
10,429	<b>Service Director – Fostering, Adoption and Corporate Parenting</b>							
4,551	Fostering and Supervised Contact Services	10,198	-396	9,802	9,845	10,041	10,245	10,455
5,625	Corporate Parenting	12,306	-7,864	4,442	4,425	4,426	4,428	4,430
	Adoption	5,886	-693	5,193	5,420	5,563	5,712	5,866
<b>20,605</b>	<b>Subtotal Service Director – Fostering, Adoption and Corporate Parenting</b>	<b>28,390</b>	<b>-8,952</b>	<b>19,437</b>	<b>19,689</b>	<b>20,031</b>	<b>20,385</b>	<b>20,751</b>
3,337	<b>Service Director – Targeted Support and Childrens Social Care</b>							
4,297	Strategic Management - Children's Social Care	3,131	-	3,131	3,131	3,131	3,131	3,131
5,066	Integrated Front Door	4,926	-208	4,718	4,718	4,718	4,718	4,719
2,942	Family Safeguarding	4,329	9	4,338	4,271	4,272	4,273	4,274
10,651	Youth Offending Service	4,333	-1,331	3,002	3,003	3,003	3,003	3,003
214	Targeted Support Service	10,095	-587	9,508	8,874	8,136	8,136	8,136
	Support to Parents	2,340	-2,122	219	219	219	219	219
<b>26,507</b>	<b>Subtotal Service Director – Targeted Support and Childrens Social Care</b>	<b>29,154</b>	<b>-4,239</b>	<b>24,915</b>	<b>24,215</b>	<b>23,479</b>	<b>23,480</b>	<b>23,481</b>
3,175	<b>Director of Education</b>							
696	Strategic Management - Education	2,246	-1,061	1,185	2,651	1,158	1,165	1,172
910	Early Years Service	4,691	-4,059	632	630	627	624	622
506	School Improvement Service	1,321	-628	693	617	699	695	692
-77	Virtual School	1,816	-1,501	314	314	314	314	314
-25	Outdoor Education (includes Grafham Water)	2,304	-2,431	-127	-110	-110	-110	-110
	Cambridgeshire Music	2,826	-2,876	-50	-50	-50	-50	-50

## Section 3 - A: Children, Education and Families

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-200	ICT Service (Education)	1,632	-1,832	-200	-200	-200	-200	-200
4,171	Redundancy and Teachers Pensions	4,356	-579	3,777	3,783	3,789	3,795	3,802
	<i>SEND Specialist Services (0 - 25 years)</i>							
5,049	SEND Specialist Services	6,150	-181	5,969	5,542	5,539	5,537	5,534
-	High Needs Top Up Funding	-	-	-	-	-	-	-
775	Alternative Provision and Inclusion	585	-	585	543	543	543	543
	<i>0-19 Place Planning and Organisation Service</i>							
632	0-19 Organisation and Planning	1,470	-990	480	440	427	414	400
234	Education Capital	198	-	198	199	200	200	201
25,092	Home to School Transport - Special	28,327	-199	28,128	30,649	33,074	37,964	43,374
2,167	Children in Care Transport	2,242	-	2,242	2,319	2,399	2,481	2,567
13,394	Home to School Transport - Mainstream	14,288	-221	14,067	14,605	15,158	15,730	16,319
<b>56,499</b>	<b>Subtotal Director of Education</b>	<b>74,452</b>	<b>-16,558</b>	<b>57,893</b>	<b>61,932</b>	<b>63,568</b>	<b>69,104</b>	<b>75,181</b>
	<b>Service Director Commissioning</b>							
32,462	Children in Care Placements	34,751	-734	34,017	39,237	43,375	48,558	53,785
809	Commissioning Services	682	-20	662	666	669	673	677
<b>33,271</b>	<b>Subtotal Service Director Commissioning</b>	<b>35,433</b>	<b>-754</b>	<b>34,679</b>	<b>39,902</b>	<b>44,045</b>	<b>49,231</b>	<b>54,462</b>
	<b>Service Director LDP and Prevention</b>							
9,343	Children's Disability Service	9,856	-801	9,055	9,349	9,801	10,310	10,887
<b>9,343</b>	<b>Subtotal Service Director LDP and Prevention</b>	<b>9,856</b>	<b>-801</b>	<b>9,055</b>	<b>9,349</b>	<b>9,801</b>	<b>10,310</b>	<b>10,887</b>
	<b>Schools</b>							
-	Primary and Secondary Schools	-	-	-	-	-	-	-
-	Schools Financing	-	-	-	-	-	-	-
-	Pools and Contingencies	-	-	-	-	-	-	-
-	<b>Subtotal Schools</b>	-	-	-	-	-	-	-
<b>149,181</b>	<b>Children, Education and Families Budget Total</b>	<b>182,666</b>	<b>-31,632</b>	<b>151,034</b>	<b>161,862</b>	<b>170,252</b>	<b>184,380</b>	<b>199,265</b>

### Section 3 - A: Children, Education and Families

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Executive Director</b>									
Executive Director CEF	-371	-	-	12	-	-	650	-15	277
Staffing Inflation - CEF	606	1,683	-	-	-	-	-	-	2,288
Central Financing	-	-	-	-	-	-	-	-	-
<b>Subtotal Executive Director</b>	<b>235</b>	<b>1,683</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-</b>	<b>650</b>	<b>-15</b>	<b>2,565</b>
<b>Service Director – Quality Assurance and Practice Improvement</b>									
Quality Assurance and Practice Improvement	2,720	-	-	35	-	-	-266	-	2,489
<b>Subtotal Service Director – Quality Assurance and Practice Improvement</b>	<b>2,720</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>-</b>	<b>-</b>	<b>-266</b>	<b>-</b>	<b>2,489</b>
<b>Service Director – Fostering, Adoption and Corporate Parenting</b>									
Fostering and Supervised Contact Services	10,429	183	-	80	-	-	-891	-	9,802
Corporate Parenting	4,551	2	-	73	-	-	-184	-	4,442
Adoption	5,625	134	-	35	-	-	-600	-	5,193
<b>Subtotal Service Director – Fostering, Adoption and Corporate Parenting</b>	<b>20,605</b>	<b>319</b>	<b>-</b>	<b>188</b>	<b>-</b>	<b>-</b>	<b>-1,675</b>	<b>-</b>	<b>19,437</b>
<b>Service Director – Targeted Support and Childrens Social Care</b>									
Strategic Management - Children's Social Care	3,337	-	-	78	-	-	-284	-	3,131
Integrated Front Door	4,297	0	-	554	-	-	-133	-	4,718
Family Safeguarding	5,066	1	-	70	-	-	-798	-	4,338
Youth Offending Service	2,942	0	-	60	-	-	-	-	3,002
Targeted Support Service	10,651	-0	-	233	-	-	-1,166	-211	9,508
Support to Parents	214	0	-	7	-	-	-3	-	219
<b>Subtotal Service Director – Targeted Support and Childrens Social Care</b>	<b>26,507</b>	<b>1</b>	<b>-</b>	<b>1,002</b>	<b>-</b>	<b>-</b>	<b>-2,384</b>	<b>-211</b>	<b>24,915</b>
<b>Director of Education</b>									
Strategic Management - Education	3,175	9	-	34	-	-	-1,034	-1,000	1,185
Early Years Service	696	-2	-	46	-	-	-109	-	632
School Improvement Service	910	-2	-	24	-	-	-220	-19	693
Virtual School	506	-	-	10	-	-	-202	-	314
Outdoor Education (includes Grafham Water)	-77	-	-	-	-	-	-	-50	-127
Cambridgeshire Music	-25	-	-	-	-	-	-	-25	-50
ICT Service (Education)	-200	-	-	-	-	-	-	-	-200
Redundancy and Teachers Pensions	4,171	6	-	-	-	-	-400	-	3,777
<i>SEND Specialist Services (0 - 25 years)</i>									
SEND Specialist Services	5,049	-2	-	971	-	51	-	-100	5,969
High Needs Top Up Funding	-	-	-	-	-	-	-	-	-
Alternative Provision and Inclusion	775	-	-	18	-	-	-208	-	585
<i>0-19 Place Planning and Organisation Service</i>									
0-19 Organisation and Planning	632	-10	-	31	-	-	-173	-	480



### Section 3 - A: Children, Education and Families

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
Education Capital	234	1	-	13	-	-	-49	-	198
Home to School Transport - Special	25,092	1,299	2,739	7	-	-	-994	-15	28,128
Children in Care Transport	2,167	74	-	1	-	-	-	-	2,242
Home to School Transport - Mainstream	13,394	670	65	11	-	-	-73	-	14,067
<b>Subtotal Director of Education</b>	<b>56,499</b>	<b>2,043</b>	<b>2,804</b>	<b>1,167</b>	<b>-</b>	<b>51</b>	<b>-3,462</b>	<b>-1,209</b>	<b>57,893</b>
<b>Service Director Commissioning</b>									
Children in Care Placements	32,462	1,818	3,897	3,000	650	-3,100	-4,710	-	34,017
Commissioning Services	809	3	-	-	-	-	-150	-	662
<b>Subtotal Service Director Commissioning</b>	<b>33,271</b>	<b>1,821</b>	<b>3,897</b>	<b>3,000</b>	<b>650</b>	<b>-3,100</b>	<b>-4,860</b>	<b>-</b>	<b>34,679</b>
<b>Service Director LDP and Prevention</b>									
Children's Disability Service	9,343	20	340	148	-	-	-797	-	9,055
<b>Subtotal Service Director LDP and Prevention</b>	<b>9,343</b>	<b>20</b>	<b>340</b>	<b>148</b>	<b>-</b>	<b>-</b>	<b>-797</b>	<b>-</b>	<b>9,055</b>
<b>Schools</b>									
Primary and Secondary Schools	-	-	-	-	-	-	-	-	-
Schools Financing	-	-	-	-	-	-	-	-	-
Pools and Contingencies	-	-	-	-	-	-	-	-	-
<b>Subtotal Schools</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Children, Education and Families Budget Total</b>	<b>149,181</b>	<b>5,888</b>	<b>7,041</b>	<b>5,553</b>	<b>650</b>	<b>-3,049</b>	<b>-12,794</b>	<b>-1,435</b>	<b>151,034</b>

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>176,260</b>	<b>182,665</b>	<b>192,641</b>	<b>200,456</b>	<b>214,659</b>	
A/R. 1.001	Base Adjustments	3,062	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2024-25, in line with officer delegations
A/R. 1.002	Permanent Virement - PVs	166	-	-	-	-	Budget movements in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
A/R. 1.003	Change to Public Health funded expenditure	-184	-	-	-	-	Change to spend funded from the Public Health grant
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>179,304</b>	<b>182,665</b>	<b>192,641</b>	<b>200,456</b>	<b>214,659</b>	
<b>2</b>	<b>INFLATION</b>						
A/R. 2.001	Children in Care placements inflation	2,206	1,587	1,642	1,698	1,757	Net inflation across the relevant Children in Care budgets is currently forecast at 5.6% for 2025-26.
A/R. 2.002	Home to School Transport inflation	1,937	1,369	1,417	1,467	1,518	Forecast inflation relating to Home to School transport. This is estimated at 5.2% for Mainstream transport and 3.5% for Special transport for 2025-26
A/R. 2.003	CEF inflation - miscellaneous other budgets	135	136	140	145	151	Forecast inflation relating to miscellaneous other budgets.
A/R. 2.004	Staff pay inflation	2,288	2,370	2,454	2,542	2,633	Assumed 3.5% increase per annum.
A/R. 2.005	2024-25 Staff pay inflation upside	-606	-	-	-	-	Reduction in inflation due to 2024-25 budgeted CEF staff pay inflation being more than the agreed pay award.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>5,960</b>	<b>5,462</b>	<b>5,653</b>	<b>5,852</b>	<b>6,059</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
A/R. 3.001	Children in Care placements demand	3,897	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.

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R.3.002	Children with Disabilities demand	340	385	435	491	555	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 demand	65	65	65	66	66	Additional funding required to provide home to school transport for pupils attending mainstream schools due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2025-26.
A/R.3.004	Home to School Transport - Special demand	2,739	3,081	3,465	3,897	4,382	Additional funding required to provide home to school transport for pupils attending special schools due to the anticipated increase in the number of pupils attending Cambridgeshire's schools in 2025-26 and growing complexity of need.
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>7,041</b>	<b>7,428</b>	<b>7,862</b>	<b>8,351</b>	<b>8,900</b>	
<b>4</b>	<b>PRESSURES</b>						
A/R.4.008	Temporary investment in SEND Capacity	-51	-68	-191	-	-	Reversal of previous temporary investment supporting additional capacity in Statutory Assessment Team and Special Educational Needs and Disabilities (SEND) admissions.
A/R.4.009	Children in Care Placements pressure	3,000	-	-	-	-	- Additional funding to reflect in year pressures on Children in Care placements.
A/R.4.010	SEND Capacity	920	-200	-	-	-	- Required investment to increase capacity in SEND Services and the Statutory Assessment Team.
A/R.4.011	CEF Service Redesign Work - Integrated Front Door / Multi-Agency Safeguarding Hub	490	-	-	-	-	Additional funding required for essential posts within the MASH and for the East Cambridgeshire Assessment Team to be made permanent to ensure demand can be met within this area and manageable caseloads across all Assessment Teams across Cambridgeshire.
A/R.4.012	National Insurance changes	1,194	-	-	-	-	- Expected CEF staffing cost increase due to planned NI rate and threshold changes.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>5,553</b>	<b>-268</b>	<b>-191</b>	<b>-</b>	<b>-</b>	

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
A/R.5.002	Residential Strategy	650	1,950	-	-	-	Continued development of our children's 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. This strategy is aimed at reducing the numbers of children looked after in high cost independent homes and those that are looked after outside the County. Linked to Savings proposal A/R.7.011.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>650</b>	<b>1,950</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
A/R.6.004	Reversal of Free School Meals holiday voucher scheme - reserves funding	-	1,500	-	-	-	The Council took the decision to maintain Free School Meal holiday vouchers when the national Household Support Funding was reduced. The new Government recognises the importance of this provision and will provide additional funding to continue the Household Support Fund. This reserve was added in the 2024-25 budget, when a total of £1,500k was drawn down. This will be fully unwound in 2026-27.
A/R.6.009	Temporary investment into SEND Capacity - reserves funding	51	68	191	-	-	Reversal of reserves funding for the temporary investment into SEND capacity (A/R.4.008). This reserve movement was added in the 2024-25 budget. £310k was drawn down in 2024-25 with £51k being unwound in 2025-26, £68k in 2026-27 and the final £191k in 2027-28.
A/R.6.012	Children in Care Placements pressure - reserves funding	-3,100	3,100	-	-	-	The Council recognised the need to manage the rising cost in children in care placements, this includes the complexity of our children which is increasing the cost in care.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>-3,049</b>	<b>4,668</b>	<b>191</b>	<b>-</b>	<b>-</b>	
<b>7</b>	<b>SAVINGS</b>						
A/R.7.005	Social Care and Education Transport	-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.7.006	Efficiencies resulting from implementation of new IT system	-223	-	-	-	-	A new Education IT system for Education will be implemented during 2025/26, this will enable both contract cost reductions and efficiencies in process to reduce the overall cost of this service.

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R. 7.010	Home to School Transport	-63	-	-	-		Additional savings target added to the Transport Strategy Change Programme linked to the review and making safe of walking routes and the amendment of transport policy to align with statutory duties.
A/R. 7.011	Residential Strategy - Children in Care placements Saving	-1,231	-3,693	-	-		The Council recognises the high cost of children's care placements as a national matter to address. However, in the meantime it proposes to manage the level of provision to back in County through the facilitation of new homes in Cambridgeshire. This is forecast to reduce weekly care costs significantly as reported to CYP Committee in July 2024. These savings linked to the residential strategy as outlined in investment proposal A/R. 5.002.
A/R. 7.013	Corporate Parenting	-207	-43	-	-		Review of non-statutory functions within this area, review of contract arrangements and review of workforce management layers to be consistent with the Council's organisational design principles and greater empowerment of staff
A/R. 7.014	Teachers redundancy & pensions budget	-400	-	-	-		- Reduction in number of eligible recipients.
A/R. 7.015	Education Staffing and Non-Staffing	-1,210	-119	-	-		Review across Education Service which includes review of budget line spend (i.e. subscriptions, training, contracting, rental space etc), service redesign of management layers and staffing, review of non-statutory areas, Virtual School grant substitution.
A/R. 7.016	Free School Meal Holiday Voucher Scheme	-500	-1,000	-1,500	-		CCC took the decision in 2024-25 budget to continue the Free School Meal Holiday Voucher Scheme on the basis of only a 6 month announcement of Government funding. The new Government announced this would be retained for the full year. As such there will be no need for draw down in 2024-25 from reserves. The Council will continue to lobby for this to be a permanent grant but this line recognises that the reserves set aside for this purpose could be utilised across 2025-27 albeit at reduced rates to continue this scheme for the most vulnerable and deprived children and families.
A/R. 7.017	Wisbech Adventure Playground	-65	-65	-	-		The Council has managed the Wisbech Adventure Playground under a legacy arrangement, whereas in other parts of the County such facilities are managed by other providers, in the main district councils. This Council wants to work with providers for them to take on the long term management of this site as new facilities are secured to guarantee the continuation of the site. This is expected to result in a partial reduction of the funding within the existing Council budget.

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R. 7.018	Home to School: Central costs & Logistics Review	-833	-1,250	-2,000	-	-	Savings achieved through a comprehensive review of the Home to School Transport Service, with an external and expert input. The planning assumption is that 10% of the Home to School Transport budget will be saved over 3 years.
A/R. 7.019	Home to School: Safer Walking Routes	-	-238	-	-	-	Improving walking routes to catchment schools through active travel enhancements, enabling a review of some home to school transport routes. Investing in safer routes supports independence and essential life skills for young people.
A/R. 7.020	Children in Care Placements	-3,604	-1,359	-1,000	-	-	A review of children in Independent Fostering Agency (IFA) placement where a Special Guardianship Order can be considered to reduce costs. In addition, recommissioning of supported lodgings accommodation to meet the needs of the children locally. Regularly reviewing existing packages of care in line with the need of our children.
A/R. 7.021	Commissioning: Review/Recommission Contracts	-150	-	-	-	-	Improved contract management of existing Occupational Therapy provision to better meet need; this is currently being procured.
A/R. 7.022	Adoption Allowances, Child Arrangement Orders, Special Guardianship Orders	-391	-	-	-	-	Aligning budgets with existing spend and anticipated forecast demand and underspends.
A/R. 7.023	Adoption RAA: Staffing and non-staffing	-84	-12	-	-	-	A review of the Regional Adoption Agency Service non-staffing spend such as training, panel fees, marketing and some staffing reconfiguration.
A/R. 7.024	Fostering Allowances	-160	100	-	-	-	Align budgets with existing spend and anticipated demand and underspends. The reduced number of carers over the last few years means the budget is slightly higher than demand. This will change as we recruit more families.
A/R. 7.025	Fostering & Supervised Contact Service Review	-524	-104	-	-	-	Proposed savings following service review this will ensure the application of the Council's organisational design principles and greater empowerment of staff, whilst also focusing upon statutory functions.
A/R. 7.026	Corporate Parenting: Staffing and Non-staffing	-117	-19	-	-	-	Proposed savings as a result of decommissioning a Contract and the review of the Corporate Parenting service workforce.
A/R. 7.027	Clinical Services	-67	-	-	-	-	Review of the Clinical Services workforce and training budget.

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R. 7.028	CEF Service redesign work - Targeted support	-833	-167	-	-	-	Application of organisational design principles and improved staff empowerment within the Targeted Support Service and workforce redesign.
A/R. 7.029	Children centres - review of scope/scale of provision across districts	-333	-467	-1,200	-	-	How we work in and with our local communities is a key pillar of the Council's ambitions and ways of working. To that end we are keen to not associate services to buildings rather ensure that there is a focus on providing services identified by the local community, key stakeholders like the voluntary sector and professionals working with the Council officers that can have a demonstrable impact on outcomes. Children centres are no different and practices already vary across the County. By looking at how we provide these services in places we want to redesign and utilise a wider range of facilities to drive equity across areas. We will look to work across the County to explore opportunities to do this as we recognise that a standard solution will not apply and we need to work in collaboration with communities to develop this proposal. As such the year 1 saving is modest with ambitions to learn lessons and grow this in later years.
A/R. 7.031	Integrated Front Door Service Review	-133	-	-	-	-	- Review of Integrated Front Door service and removal of surplus vacant posts.
A/R. 7.032	Family Safeguarding - Contracts & Staffing	-798	-68	-	-	-	Review of Family Support and Safeguarding service including contracting arrangements and some staffing reconfiguration. Previous contracts included mental health and adult services contracts that were part of the Family Safeguarding model that we no longer subscribe to and have ended the contracts.
A/R. 7.034	Quality and Practice Improvement	-266	-	-	-	-	- Savings generated as a result of ending the shared service with Peterborough City Council and reducing budgets.
A/R. 7.035	Children's Social Care Business Support	-284	-	-	-	-	- Service review of the current staffing arrangements within Business Support across the directorate, in particular, the deletion of vacant posts and redesign.
A/R. 7.036	Children's Disability Service Review	-797	-110	-	-	-	- Redesign of service provision by reviewing service structure, in house children homes' provision and short break funding. Review and reduction of management structure and capacity.

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R. 7.037	Allowance for delivery timing of CEF savings	650	-650	-	-	-	- Allowance for possible delay in CEF directorate savings being realised.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-12,794</b>	<b>-9,264</b>	<b>-5,700</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>182,665</b>	<b>192,641</b>	<b>200,456</b>	<b>214,659</b>	<b>229,618</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-27,360</b>	<b>-31,632</b>	<b>-30,780</b>	<b>-30,205</b>	<b>-30,281</b>	
A/R. 8a.001	Income Base Adjustments	-3,048	-	-	-	-	- Adjustment for permanent changes to income expectation from decisions made in 2024-25.
A/R. 8a.002	Permanent Income Virements - PVs	101	-	-	-	-	- Permanent changes to 2024-25 income budgets reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
A/R. 8a.003	Income Base Adjustments - Public Health	184	-	-	-	-	- Adjustment between Directorates for spend funded by Public Health Grant
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-30,123</b>	<b>-31,632</b>	<b>-30,780</b>	<b>-30,205</b>	<b>-30,281</b>	
A/R. 8b.004	Fees and charges inflation	-74	-65	-73	-76	-74	- Increase in external charges to reflect inflationary increases.
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-74</b>	<b>-65</b>	<b>-73</b>	<b>-76</b>	<b>-74</b>	
A/R. 8c.001	Education Psychologists	-100	-100	-	-	-	- Proposal to trade the Educational Psychologist service to generate income as is practice in other local authorities. Educational Psychologists currently undertake additional work with schools and early years settings and do not charge for this. Work includes training of school staff, consultations re: specific children and development of strategies. Increasing capacity in this way, funded by income generation, will improve resilience and retention opportunities within the team.
A/R. 8c.002	Trading Units Adjustments to Income Targets	-75	17	-	-	-	- Proposal to increase Education trading units' income targets in accordance with 2024-25 in year position, which is believed to be sustainable.
A/R. 8c.003	School Improvement Service	-15	-	-	-	-	- Proposal to increase school improvement income targets by reducing levels of discounts provided to subscribing settings.



## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R. 8c.004	Increased fees and charges income in Home to School Transport	-15	-	-	-	-	- Full cost recovery for the service
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>-205</b>	<b>-83</b>	<b>-</b>	<b>-</b>	<b>-</b>	
A/R. 8d.201	Change in Public Health Grant	-	-	648	-	-	- Change in ring-fenced Public Health grant, including reflecting expected treatment as a corporate grant from 2027-28, due to anticipated removal of ring-fence.
A/R. 8d.202	Change in Public Health funding	-230	-	-	-	-	- Change in services funded within Children, Education and Families from Public Health grant
A/R. 8d.203	Household Support Grant funding for FSM holiday voucher scheme	-1,000	1,000	-	-	-	- Household Support Grant funding for FSM holiday voucher scheme
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-1,230</b>	<b>1,000</b>	<b>648</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-31,632</b>	<b>-30,780</b>	<b>-30,205</b>	<b>-30,281</b>	<b>-30,355</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>151,033</b>	<b>161,861</b>	<b>170,251</b>	<b>184,378</b>	<b>199,263</b>	

FUNDING SOURCES							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
A/R. 9.001	Budget Allocation	-151,033	-161,861	-170,251	-184,378	-199,263	Net spend funded from general grants, business rates and Council Tax.
A/R. 9.002	Fees & Charges	-23,400	-23,548	-23,621	-23,697	-23,771	Fees and charges for the provision of services.
A/R. 9.007	Youth Justice Board Good Practice Grant	-500	-500	-500	-500	-500	Youth Justice Board grant.
A/R. 9.015	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. 9.016	Unaccompanied Asylum Seeking Children (UASC)	-1,800	-1,800	-1,800	-1,800	-1,800	Home Office grant to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking children

## Section 3 - A: Children, Education and Families

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
A/R.9.018	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.9.019	Arts Council Funding (Music Grant)	-810	-810	-810	-810	-810	Cambridgeshire Music grant from the Arts Council for England
A/R.9.020	UASC Leaving Care Post 18 - ringfenced	-1,900	-1,900	-1,900	-1,900	-1,900	Home Office grant to reimburse costs incurred in supporting and caring for unaccompanied asylum seeking young people who have left care.
A/R.9.021	Household Support Fund	-1,000	-	-	-	-	Household Support Grant funding for FSM holiday voucher scheme
A/R.9.401	Public Health Grant	-648	-648	-	-	-	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.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-182,665</b>	<b>-192,641</b>	<b>-200,456</b>	<b>-214,659</b>	<b>-229,618</b>	

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	10,567	6,093	1,295	-7,909	-168	3,218	478	7,560
Committed Schemes	332,144	162,331	41,433	81,158	34,840	11,216	1,166	-
2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>A/C.01</b>	<b>Basic Need - Primary</b>										
A/C.01.021	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	19,748	583	30	700	11,800	6,000	635	-
A/C.01.029	Confidential Scheme - Primary School	Expansion of provision: Primary Basic Need requirement 210 places with 2FE core. Early Years Basic Need 52 places	Committed	13,318	270	-	220	8,300	4,200	328	-
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	3,070	230	-	-	-	-	-
A/C.01.043	Littleport Community Primary	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	5,400	1,915	3,100	385	-	-	-	-
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	12,277	-	-	-	-	350	8,000	3,927
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	13,592	-	400	9,000	3,900	292	-	-

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

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2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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	9,800	9,734	66	-	-	-	-	-
A/C.01.073	Manea Primary Expansion	Expansion to 300 places and 40 Early Years places: Basic need requirement 60 places Early Years Basic Need requirement: 14 places	Committed	4,250	4,025	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	19,913	1,560	1,500	15,200	1,653	-	-	-
A/C.01.080	Benwick Primary Expansion	Expansion to 120 pupils & internal works and new hall: Basic Need requirement 15 places	Committed	1,898	1,774	124	-	-	-	-	-
A/C.01.081	Confidential Scheme - Primary School	Expansion of school from 270 to 330 permanent places.	Committed	2,500	240	2,000	260	-	-	-	-
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.	Committed	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 120 places Early years requirement 26 places	Committed	4,000	200	2,500	1,200	100	-	-	-
	<b>Total - Basic Need - Primary</b>			<b>119,653</b>	<b>23,391</b>	<b>10,425</b>	<b>32,965</b>	<b>28,953</b>	<b>11,029</b>	<b>8,963</b>	<b>3,927</b>

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	10,567	6,093	1,295	-7,909	-168	3,218	478	7,560
Committed Schemes	332,144	162,331	41,433	81,158	34,840	11,216	1,166	-
2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>A/C.02</b>	<b>Basic Need - Secondary</b>										
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	35,999	273	1,400	26,000	7,700	626	-	-
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	39,590	1,850	13,500	22,500	1,740	-	-	-
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	48,000	45,818	1,300	882	-	-	-	-
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	35,183	637	-	-	-	-	-
A/C.02.017	North Cambridge Academy	Expansion of 1 form entry: Basic Need requirement 150 places	Committed	1,000	995	5	-	-	-	-	-
A/C.02.018	Witchford Village College	0.5 form entry expansion: Basic Need requirement 75 places	Committed	1,380	1,358	22	-	-	-	-	-
A/C.02.019	Confidential Scheme - Secondary School	To provide a 1 form entry (FE) expansion to ensure that the south site has sufficient accommodation to meet forecast demand following the expiry of its existing lease.	Committed	8,589	45	2,000	6,400	144	-	-	-
	<b>Total - Basic Need - Secondary</b>			<b>170,378</b>	<b>85,522</b>	<b>18,864</b>	<b>55,782</b>	<b>9,584</b>	<b>626</b>	<b>-</b>	<b>-</b>

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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Committed Schemes	332,144	162,331	41,433	81,158	34,840	11,216	1,166	-
2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>A/C.03</b>	<b>Basic Need - Early Years</b>										
A/C.03.003	Local Authority Maintained Early Years Provision	The proposal is to replace/ develop early years accommodation at maintained and voluntary-aided schools to ensure the Council meets its statutory obligations regarding the number of free early years funded places.	Ongoing	8,531	6,093	2,438	-	-	-	-	-
A/C.03.005	Early Years and Childcare Expansion	Childcare Expansion Capital Grant Funding to support providers to expand or create new spaces to enable them to meet the demand of Early Years places in the community.	Committed	1,023	500	523	-	-	-	-	-
	<b>Total - Basic Need - Early Years</b>			<b>9,554</b>	<b>6,593</b>	<b>2,961</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A/C.04</b>	<b>Adaptations</b>										
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	804	796	-	-	-	-	-
A/C.04.012	Confidential Scheme - Secondary School	Additional playing field provision.	2025-26	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	50	840	2	-	-	-	-
	<b>Total - Adaptations</b>			<b>2,892</b>	<b>854</b>	<b>2,036</b>	<b>2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	10,567	6,093	1,295	-7,909	-168	3,218	478	7,560
Committed Schemes	332,144	162,331	41,433	81,158	34,840	11,216	1,166	-
2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
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<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>										
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	13,000	-	3,250	3,250	3,250	3,250	-	-
A/C.05.002	Confidential Scheme - Condition & Maintenance	A decarbonisation budget for replacing end of life gas and oil boilers with low carbon heating systems.	2025-26	2,301	-	967	1,334	-	-	-	-
A/C.05.003	Confidential Scheme - Condition & Maintenance	Section 106 funding is proposed to be transferred to the Trust to enable them to carry out improvement works which would allow them to operate up to the school's PAN of 290 as demand for in-catchment places increases.	Committed	2,128	850	1,278	-	-	-	-	-
	<b>Total - Condition &amp; Maintenance</b>			<b>17,429</b>	<b>850</b>	<b>5,495</b>	<b>4,584</b>	<b>3,250</b>	<b>3,250</b>	<b>-</b>	<b>-</b>
<b>A/C.07</b>	<b>Schools Managed Capital</b>										
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	6,240	-	780	780	780	780	780	2,340
	<b>Total - Schools Managed Capital</b>			<b>6,240</b>	<b>-</b>	<b>780</b>	<b>780</b>	<b>780</b>	<b>780</b>	<b>780</b>	<b>2,340</b>
<b>A/C.08</b>	<b>Specialist Provision</b>										
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	100	-	100	-	-	-	-	-

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

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Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
A/C.08.004	Confidential Scheme - Specialist Provision	Replacement required as current site will not be available for future use.	2025-26	4,000	-	-	1,500	1,500	1,000	-	-
A/C.08.007	Samuel Pepys Special School	Expansion to 165 places.	Committed	11,136	11,028	108	-	-	-	-	-
A/C.08.010	Confidential Scheme - Specialist Provision	The proposal is to create an additional 200 Special Educational Needs places across Cambridgeshire.	Committed	2,535	355	2,155	25	-	-	-	-
A/C.08.012	Confidential Scheme - Specialist Provision	Expansion of existing special school to create 50 additional places.	Committed	8,000	1,778	5,700	522	-	-	-	-
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	422	659	659	-	-	-	-
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	37,518	282	-	-	-	-	-
	<b>Total - Specialist Provision</b>			<b>65,311</b>	<b>51,101</b>	<b>9,004</b>	<b>2,706</b>	<b>1,500</b>	<b>1,000</b>	-	-
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>										
A/C.09.001	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	600	-	150	150	150	150	-	-
	<b>Total - Site Acquisition &amp; Development</b>			<b>600</b>	-	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	-	-



## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

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Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>A/C.10</b>	<b>Temporary Classrooms and Premises</b>										
A/C.10.001	Temporary Classrooms and Premises	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	5,750	-	550	550	550	550	550	3,000
	<b>Total - Temporary Classrooms and Premises</b>			<b>5,750</b>	<b>-</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>550</b>	<b>3,000</b>
<b>A/C.11</b>	<b>Children Support Services</b>										
A/C.11.003	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	8,500	-	850	850	850	850	850	4,250
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.	Committed	1,128	113	203	203	203	203	203	-
	<b>Total - Children Support Services</b>			<b>9,628</b>	<b>113</b>	<b>1,053</b>	<b>1,053</b>	<b>1,053</b>	<b>1,053</b>	<b>1,053</b>	<b>4,250</b>

## Section 3 - A: Children, Education and Families

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<b>A/C.14</b>	<b>Capital Programme Variation</b>										
A/C.14.001	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	-35,855	-	-7,698	-14,786	-6,873	-2,766	-1,702	-2,030
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	3,701	-	875	1,297	1,125	404	-	-
	<b>Total - Capital Programme Variation</b>			<b>-32,154</b>	<b>-</b>	<b>-6,823</b>	<b>-13,489</b>	<b>-5,748</b>	<b>-2,362</b>	<b>-1,702</b>	<b>-2,030</b>
	<b>TOTAL BUDGET</b>			<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

## Section 3 - A: Children, Education and Families

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	10,567	6,093	1,295	-7,909	-168	3,218	478	7,560
Committed Schemes	332,144	162,331	41,433	81,158	34,840	11,216	1,166	-
2025-2026 Starts	20,293	-	1,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

Funding	Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	40,602	27,865	9,599	1,982	-	-	1,156	-
Capital Maintenance	14,508	762	3,996	3,250	3,250	3,250	-	-
Devolved Formula Capital	6,240	-	780	780	780	780	780	2,340
Specific Grants	25,907	17,344	7,382	1,181	-	-	-	-
<b>Total - Government Approved Funding</b>	<b>87,257</b>	<b>45,971</b>	<b>21,757</b>	<b>7,193</b>	<b>4,030</b>	<b>4,030</b>	<b>1,936</b>	<b>2,340</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	116,052	54,261	4,816	33,602	13,995	532	5,602	3,244
Anticipated Developer Contributions	18,183	1,087	-	7,678	6,121	515	1,412	1,370
Prudential Borrowing	153,486	66,880	17,922	34,092	15,584	10,999	2,106	5,903
Prudential Borrowing (Repayable)	78	-	-	2,518	342	-	-1,412	-1,370
Other Contributions	225	225	-	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>288,024</b>	<b>122,453</b>	<b>22,738</b>	<b>77,890</b>	<b>36,042</b>	<b>12,046</b>	<b>7,708</b>	<b>9,147</b>
<b>TOTAL FUNDING</b>	<b>375,281</b>	<b>168,424</b>	<b>44,495</b>	<b>85,083</b>	<b>40,072</b>	<b>16,076</b>	<b>9,644</b>	<b>11,487</b>

## Section 3 - A: Children, Education and Families

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	10,567	21,863	-15,986	168	-	4,522
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	20,293	-	13,992	-	-	6,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>87,257</b>	<b>134,235</b>	<b>225</b>	<b>-</b>	<b>153,564</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>A/C.01</b>	<b>Basic Need - Primary</b>							
A/C.01.021	Confidential Scheme	Committed	19,748	90	9,400	-	-	10,258
A/C.01.029	Confidential Scheme	Committed	13,318	20	2,029	-	-	11,269
A/C.01.040	Ermine Street Primary, Alconbury, Phase 2	Committed	3,300	-	3,295	-	-	5
A/C.01.043	Littleport Community Primary	Committed	5,400	1,507	728	-	-	3,165
A/C.01.044	Confidential Scheme	2028-29	12,277	1,156	11,121	-	-	-
A/C.01.056	Confidential Scheme	2025-26	13,592	-	13,592	-	-	-
A/C.01.071	Kennett Primary School	Committed	9,800	1,857	4,090	-	-	3,853
A/C.01.073	Manea Primary Expansion	Committed	4,250	1,603	172	-	-	2,475
A/C.01.077	Confidential Scheme	Committed	19,913	842	10,591	-	-	8,480
A/C.01.080	Benwick Primary Expansion	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	Committed	9,657	300	7,789	-	-	1,568
A/C.01.084	Confidential Scheme	Committed	4,000	-	2,176	-	-	1,824
	<b>Total - Basic Need - Primary</b>		<b>119,653</b>	<b>9,049</b>	<b>65,022</b>	<b>-</b>	<b>-</b>	<b>45,582</b>
<b>A/C.02</b>	<b>Basic Need - Secondary</b>							
A/C.02.007	Confidential Scheme	Committed	35,999	950	20,463	-	-	14,586
A/C.02.009	Confidential Scheme	Committed	39,590	3,016	16,257	-	-	20,317
A/C.02.014	Northstowe Secondary, phase 2	Committed	48,000	12,461	25,800	57	-	9,682
A/C.02.016	Cambourne Village College Phase 3b	Committed	35,820	12,441	14,100	-	-	9,279
A/C.02.017	North Cambridge Academy	Committed	1,000	-	-	-	-	1,000

## Section 3 - A: Children, Education and Families

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	10,567	21,863	-15,986	168	-	4,522
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	20,293	-	13,992	-	-	6,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>87,257</b>	<b>134,235</b>	<b>225</b>	<b>-</b>	<b>153,564</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.02.018	Witchford Village College	Committed	1,380	30	1,069	-	-	281
A/C.02.019	Confidential Scheme	Committed	8,589	2,000	-	-	-	6,589
	<b>Total - Basic Need - Secondary</b>		<b>170,378</b>	<b>30,898</b>	<b>77,689</b>	<b>57</b>	<b>-</b>	<b>61,734</b>
<b>A/C.03</b>	<b>Basic Need - Early Years</b>							
A/C.03.003	Local Authority Maintained Early Years Provision	Ongoing	8,531	2,623	346	168	-	5,394
A/C.03.005	Early Years and Childcare Expansion	Committed	1,023	1,023	-	-	-	-
	<b>Total - Basic Need - Early Years</b>		<b>9,554</b>	<b>3,646</b>	<b>346</b>	<b>168</b>	<b>-</b>	<b>5,394</b>
<b>A/C.04</b>	<b>Adaptations</b>							
A/C.04.010	Townley Primary Permanent Accommodation	Committed	1,600	1,508	-	-	-	92
A/C.04.012	Confidential Scheme	2025-26	400	-	400	-	-	-
A/C.04.013	Confidential Scheme	Committed	892	-	892	-	-	-
	<b>Total - Adaptations</b>		<b>2,892</b>	<b>1,508</b>	<b>1,292</b>	<b>-</b>	<b>-</b>	<b>92</b>
<b>A/C.05</b>	<b>Condition &amp; Maintenance</b>							
A/C.05.001	School Condition, Maintenance & Suitability	Ongoing	13,000	13,000	-	-	-	-
A/C.05.002	Confidential Scheme	2025-26	2,301	-	-	-	-	2,301
A/C.05.003	Confidential Scheme	Committed	2,128	-	2,128	-	-	-
	<b>Total - Condition &amp; Maintenance</b>		<b>17,429</b>	<b>13,000</b>	<b>2,128</b>	<b>-</b>	<b>-</b>	<b>2,301</b>

## Section 3 - A: Children, Education and Families

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	10,567	21,863	-15,986	168	-	4,522
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	20,293	-	13,992	-	-	6,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>87,257</b>	<b>134,235</b>	<b>225</b>	<b>-</b>	<b>153,564</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>A/C.07</b>	<b>Schools Managed Capital</b>							
A/C.07.001	School Devolved Formula Capital	Ongoing	6,240	6,240	-	-	-	-
	<b>Total - Schools Managed Capital</b>		<b>6,240</b>	<b>6,240</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>A/C.08</b>	<b>Specialist Provision</b>							
A/C.08.003	SEND Pupil Adaptations	Ongoing	100	-	-	-	-	100
A/C.08.004	Confidential Scheme	2025-26	4,000	-	-	-	-	4,000
A/C.08.007	Samuel Pepys Special School	Committed	11,136	2,812	-	-	-	8,324
A/C.08.010	Confidential Scheme	Committed	2,535	-	-	-	-	2,535
A/C.08.012	Confidential Scheme	Committed	8,000	8,000	-	-	-	-
A/C.08.014	Confidential Scheme	Committed	1,740	1,740	-	-	-	-
A/C.08.016	Alconbury Weald Prestley Wood SEND	Committed	37,800	10,364	4,090	-	-	23,346
	<b>Total - Specialist Provision</b>		<b>65,311</b>	<b>22,916</b>	<b>4,090</b>	<b>-</b>	<b>-</b>	<b>38,305</b>
<b>A/C.09</b>	<b>Site Acquisition &amp; Development</b>							
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Ongoing	600	-	-	-	-	600
	<b>Total - Site Acquisition &amp; Development</b>		<b>600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>600</b>
<b>A/C.10</b>	<b>Temporary Classrooms and Premises</b>							
A/C.10.001	Temporary Classrooms and Premises	Ongoing	5,750	-	-	-	-	5,750
	<b>Total - Temporary Classrooms and Premises</b>		<b>5,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,750</b>

## Section 3 - A: Children, Education and Families

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	10,567	21,863	-15,986	168	-	4,522
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	20,293	-	13,992	-	-	6,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>375,281</b>	<b>87,257</b>	<b>134,235</b>	<b>225</b>	<b>-</b>	<b>153,564</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>A/C.11</b>	<b>Children Support Services</b>							
A/C.11.003	Buildings & Capital Team Capitalisation	Ongoing	8,500	-	-	-	-	8,500
A/C.11.004	Housing Adaptations - Disabled Facilities grant top up	Committed	1,128	-	-	-	-	1,128
	<b>Total - Children Support Services</b>		<b>9,628</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,628</b>
<b>A/C.14</b>	<b>Capital Programme Variation</b>							
A/C.14.001	Variation Budget	Ongoing	-35,855	-	-16,332	-	-	-19,523
A/C.14.002	Capitalisation of Interest Costs	Ongoing	3,701	-	-	-	-	3,701
	<b>Total - Capital Programme Variation</b>		<b>-32,154</b>	<b>-</b>	<b>-16,332</b>	<b>-</b>	<b>-</b>	<b>-15,822</b>
	<b>TOTAL BUDGET</b>		<b>375,281</b>	<b>87,257</b>	<b>134,235</b>	<b>225</b>	<b>-</b>	<b>153,564</b>

## Section 3 - B: Adults, Health and Commissioning

Table 1: Revenue - Summary of Net Budget by Service Line

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-37,360	<b>Executive Director</b>							
209	Executive Director - Adults, Health and Commissioning	11,533	-52,974	-41,441	-43,182	-44,574	-45,087	-45,100
3,130	Staffing Inflation - AHC	1,796	-	1,796	3,655	5,578	7,567	9,624
644	Performance and Strategic Development	3,214	-177	3,037	3,037	3,197	3,197	3,197
	Principal Social Worker	660	-	660	660	660	660	660
<b>-33,377</b>	<b>Subtotal Executive Director</b>	<b>17,202</b>	<b>-53,151</b>	<b>-35,949</b>	<b>-35,831</b>	<b>-35,140</b>	<b>-33,664</b>	<b>-31,620</b>
	<b>Service Director – LDP and Prevention</b>							
320	Service Director – LDP and Prevention	328	-92	235	235	235	235	235
11,330	Prevention and Early Intervention	11,943	-410	11,533	11,229	11,234	11,241	11,248
2,422	Transfers of Care	2,482	-	2,482	2,482	2,482	2,482	2,482
4,131	Autism and Adult Support	4,348	-179	4,170	4,652	5,154	5,712	6,297
	<i>Learning Disabilities</i>							
111	LD Head of Service	-76	-	-76	-306	-536	-536	-536
40,380	LD - City, South and East Localities	45,824	-2,989	42,835	44,237	47,057	50,722	54,491
36,104	LD - Hunts and Fenland Localities	40,742	-2,373	38,369	39,687	42,228	45,502	48,871
12,654	LD - Young Adults Team	13,787	-284	13,503	13,972	14,851	15,984	17,151
10,283	LD - In House Provider Services	10,681	-208	10,473	10,471	10,469	10,467	10,464
<b>117,735</b>	<b>Subtotal Service Director – LDP and Prevention</b>	<b>130,059</b>	<b>-6,535</b>	<b>123,525</b>	<b>126,659</b>	<b>133,175</b>	<b>141,808</b>	<b>150,704</b>
	<b>Service Director – Care and Assessment</b>							
1,045	Service Director - Care and Assessment	1,068	-	1,068	1,068	1,068	1,068	1,068
5,388	Assessment and Care Management	5,526	-46	5,480	5,479	5,477	5,475	5,474
1,563	Safeguarding	1,608	-	1,608	1,608	1,608	1,608	1,608
2,089	Adults Finance Operations	2,137	-	2,137	2,137	2,137	2,137	2,137
	<i>Older People's and Physical Disabilities Services</i>							
36,734	Older Peoples Services - North	55,588	-20,612	34,976	36,747	39,212	42,487	46,018
43,451	Older Peoples Services - South	64,105	-22,064	42,041	44,026	46,655	50,246	54,099
6,608	Physical Disabilities - North	8,040	-1,072	6,968	7,276	7,586	7,982	8,367
7,002	Physical Disabilities - South	8,466	-1,119	7,347	7,660	7,983	8,397	8,794
<b>103,881</b>	<b>Subtotal Service Director – Care and Assessment</b>	<b>146,538</b>	<b>-44,913</b>	<b>101,625</b>	<b>106,000</b>	<b>111,724</b>	<b>119,400</b>	<b>127,564</b>
	<b>Service Director - Commissioning</b>							
844	Service Director - Commissioning	1,117	-	1,117	1,281	1,453	1,637	1,831
2,883	Adults Commissioning - Staffing	3,461	-	3,461	3,561	3,415	3,411	3,408
1,423	Children's Commissioning - Staffing	1,450	-	1,450	1,450	1,450	1,450	1,450
5,330	Adults Commissioning - Contracts	9,410	-3,950	5,461	5,467	5,363	5,364	5,364



## Section 3 - B: Adults, Health and Commissioning

Table 1: Revenue - Summary of Net Budget by Service Line

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
6,229	Housing Related Support	7,062	-596	6,466	6,659	6,862	7,079	7,309
2,239	Integrated Community Equipment Service	5,189	-2,851	2,338	2,424	2,553	2,638	2,724
	<i>Mental Health</i>							
3,959	Mental Health - Staffing	4,125	-61	4,064	4,104	4,146	4,189	4,234
2,609	Mental Health Commissioning	3,286	-542	2,744	2,835	3,149	3,250	3,357
8,084	Adult Mental Health	11,002	-649	10,353	11,630	13,062	14,672	16,336
9,186	Older People Mental Health	13,944	-2,261	11,683	12,919	14,350	16,044	17,833
<b>42,785</b>	<b>Subtotal Service Director - Commissioning</b>	<b>60,046</b>	<b>-10,908</b>	<b>49,137</b>	<b>52,330</b>	<b>55,803</b>	<b>59,734</b>	<b>63,844</b>
	<b>Public Health</b>							
9,467	Children Health - Main	9,467	-	9,467	9,467	9,467	9,467	9,467
957	Children Health - Other	957	-	957	957	957	957	957
5,123	Drug and Alcohol Misuse	6,927	-1,804	5,123	5,123	5,123	5,123	5,123
5,468	Sexual Health and Contraception	5,613	-145	5,468	5,468	5,468	5,468	5,468
2,219	Behaviour Change Services	2,597	-558	2,039	2,039	2,039	2,039	2,039
664	Smoking Cessation	1,550	-886	664	664	664	664	664
704	NHS Health Checks	704	-	704	704	704	704	704
147	Other Health Improvement	147	-	147	147	147	147	147
154	General Prevention Activities	24	-	24	24	24	24	24
214	Adult Mental Health and Community Safety	321	-107	214	214	214	214	214
-25,117	Public Health Service	3,116	-27,923	-24,807	-24,807	2,304	2,304	2,304
<b>0</b>	<b>Subtotal Public Health</b>	<b>31,422</b>	<b>-31,422</b>	<b>0</b>	<b>0</b>	<b>27,111</b>	<b>27,111</b>	<b>27,111</b>
<b>231,025</b>	<b>Adults, Health and Commissioning Budget Total</b>	<b>385,266</b>	<b>-146,929</b>	<b>238,338</b>	<b>249,158</b>	<b>292,673</b>	<b>314,390</b>	<b>337,603</b>

## Section 3 - B: Adults, Health and Commissioning

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Executive Director</b>									
Executive Director - Adults, Health and Commissioning	-37,360	-53	-	19	-1,105	1,215	-3,076	-1,081	-41,441
Staffing Inflation - AHC	209	1,587	-	-	-	-	-	-	1,796
Performance and Strategic Development	3,130	-2	-	68	-	-	-	-160	3,037
Principal Social Worker	644	-	-	15	-	-	-	-	660
<b>Subtotal Executive Director</b>	<b>-33,377</b>	<b>1,532</b>	<b>-</b>	<b>103</b>	<b>-1,105</b>	<b>1,215</b>	<b>-3,076</b>	<b>-1,241</b>	<b>-35,949</b>
<b>Service Director – LDP and Prevention</b>									
Service Director – LDP and Prevention	320	-	-	-85	-	-	-	-	235
Prevention and Early Intervention	11,330	6	-	271	155	-	-228	-	11,533
Transfers of Care	2,422	13	-	47	-	-	-	-	2,482
Autism and Adult Support	4,131	112	398	49	-	-	-520	-	4,170
<i>Learning Disabilities</i>									
LD Head of Service	111	-9	-	3	-737	556	-	-	-76
LD - City, South and East Localities	40,380	1,347	2,256	475	-	-	-1,623	-	42,835
LD - Hunts and Fenland Localities	36,104	1,252	1,981	438	-	-	-1,405	-	38,369
LD - Young Adults Team	12,654	489	633	168	-	-	-441	-	13,503
LD - In House Provider Services	10,283	-21	-	211	-	-	-	-	10,473
<b>Subtotal Service Director – LDP and Prevention</b>	<b>117,735</b>	<b>3,189</b>	<b>5,268</b>	<b>1,575</b>	<b>-582</b>	<b>556</b>	<b>-4,217</b>	<b>-</b>	<b>123,525</b>
<b>Service Director – Care and Assessment</b>									
Service Director - Care and Assessment	1,045	7	-	16	-500	500	-	-	1,068
Assessment and Care Management	5,388	-2	-	95	-	-	-	-	5,480
Safeguarding	1,563	17	-	27	-	-	-	-	1,608
Adults Finance Operations	2,089	-	-	47	-	-	-	-	2,137
<i>Older People's and Physical Disabilities Services</i>									
Older Peoples Services - North	36,734	1,556	1,026	1,566	-	-	-5,781	-125	34,976
Older Peoples Services - South	43,451	1,839	1,080	1,779	-	-	-5,974	-135	42,041
Physical Disabilities - North	6,608	246	223	86	-	-	-195	-	6,968
Physical Disabilities - South	7,002	249	244	93	-	-	-240	-	7,347
<b>Subtotal Service Director – Care and Assessment</b>	<b>103,881</b>	<b>3,912</b>	<b>2,573</b>	<b>3,709</b>	<b>-500</b>	<b>500</b>	<b>-12,190</b>	<b>-260</b>	<b>101,625</b>
<b>Service Director - Commissioning</b>									
Service Director - Commissioning	844	201	-	72	-305	305	-	-	1,117
Adults Commissioning - Staffing	2,883	2	-	53	523	-	-	-	3,461
Children's Commissioning - Staffing	1,423	0	-	27	-	-	-	-	1,450
Adults Commissioning - Contracts	5,330	-	-	-	326	-	-192	-3	5,461
Housing Related Support	6,229	236	-	76	-	-	-75	-	6,466
Integrated Community Equipment Service	2,239	67	35	-	-	-	-	-2	2,338
<i>Mental Health</i>									
Mental Health - Staffing	3,959	60	-	45	-	-	-	-	4,064
Mental Health Commissioning	2,609	110	-	35	-	-	-	-9	2,744
Adult Mental Health	8,084	286	1,236	1,253	-	-	-506	-	10,353
Older People Mental Health	9,186	547	938	1,284	-	-	-272	-	11,683
<b>Subtotal Service Director - Commissioning</b>	<b>42,785</b>	<b>1,510</b>	<b>2,209</b>	<b>2,844</b>	<b>544</b>	<b>305</b>	<b>-1,045</b>	<b>-15</b>	<b>49,137</b>

### Section 3 - B: Adults, Health and Commissioning

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
<b>Public Health</b>									
Children Health - Main	9,467	-	-	-	-	-	-	-	9,467
Children Health - Other	957	-	-	-	-	-	-	-	957
Drug and Alcohol Misuse	5,123	-	-	-	-	-	-	-	5,123
Sexual Health and Contraception	5,468	-	-	-	-	-	-	-	5,468
Behaviour Change Services	2,219	-	-	-	-	-	-180	-	2,039
Smoking Cessation	664	-	-	-	-	-	-	-	664
NHS Health Checks	704	-	-	-	-	-	-	-	704
Other Health Improvement	147	-	-	-	-	-	-	-	147
General Prevention Activities	154	-	-	-	-	-	-130	-	24
Adult Mental Health and Community Safety	214	-	-	-	-	-	-	-	214
Public Health Service	-25,117	130	-	-	-	-	-306	486	-24,807
<b>Subtotal Public Health</b>	<b>0</b>	<b>130</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-616</b>	<b>486</b>	<b>0</b>
<b>Adults, Health and Commissioning Budget Total</b>	<b>231,025</b>	<b>10,273</b>	<b>10,050</b>	<b>8,231</b>	<b>-1,643</b>	<b>2,576</b>	<b>-21,144</b>	<b>-1,030</b>	<b>238,338</b>

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>410,161</b>	<b>385,266</b>	<b>399,418</b>	<b>417,066</b>	<b>440,610</b>	
B/R.1.001	Base Adjustments	2,785	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2024-25, in line with officer delegations.
B/R.1.002	Permanent Virement - PVs	1,731	-	-	-	-	Budget movements in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions made in 2024-25.
B/R.1.003	Adjustment to Public Health funded spend between Directorates	184	-	-	-	-	Adjustment between Directorates for spend funded by Public Health grant.
B/R.1.008	Base adjustment for cessation of Learning Disability Partnership pooled budget with the NHS Integrated Care Board	-33,353	-	-	-	-	Base adjustment for cessation of Learning Disability Partnership.
B/R.1.009	Base adjustment for ending of shared service arrangements with Peterborough City Council	-7,068	-	-	-	-	Base adjustment for the ending of shared service arrangements and shared commissioning with Peterborough City Council
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>374,440</b>	<b>385,266</b>	<b>399,418</b>	<b>417,066</b>	<b>440,610</b>	
<b>2</b>	<b>INFLATION</b>						
B/R.2.001	Adult social care providers inflation	3,060	3,290	3,430	3,686	3,859	Investment in funding to meet general inflation factors, relating to care providers.
B/R.2.002	Impact of increases in the Real Living Wage (RLW) on Adult Social Care Contracts	7,742	5,889	6,254	6,691	7,157	The Real Living Wage will rise by 5% to £12.60 in 2025-26. This will have an impact on the cost of purchasing care from external providers, so investment is proposed to meet that. RLW pressures in later years are expected to follow OBR estimates and assume a 3% increase each year.
B/R.2.003	AHC inflation - miscellaneous other budgets	237	220	193	226	232	Forecast pressure for inflation relating to miscellaneous other budgets.
B/R.2.004	Staff pay inflation	1,797	1,859	1,923	1,989	2,057	Assumed 3.5% increase per annum.
B/R.2.005	2024-25 Staff pay inflation upside	-210	-	-	-	-	Reduction in inflation due to 2024-25 budgeted AHC staff pay inflation being more than the agreed pay award.
B/R.2.501	Staff pay inflation (Public Health grant funded)	128	132	137	142	147	Assumed 3.5% increase per annum for staff funded via the Public Health grant.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.2.502	Miscellaneous other inflation funded from Public Health grant	2	2	2	2	2	Forecast pressure for inflation relating to miscellaneous other budgets funded from the Public Health grant
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>12,756</b>	<b>11,392</b>	<b>11,939</b>	<b>12,736</b>	<b>13,454</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
B/R.3.001	Additional funding for Older People demand	2,106	2,510	2,735	2,967	3,207	Additional funding to ensure we meet the demand for care amongst older people providing care at home as well as residential and nursing placements. Forecast increases in the older people population are modelled forward, with account being taken of increasing complexity of cases coming through the service. Net growth for 2025-26 is still budgeted for.
B/R.3.002	Additional funding for Physical Disabilities demand	467	477	406	356	302	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 the increasing need of people who use our services. This work has supported the case for additional funding of £467k in 2025-26. Net growth for 2025-26 is still budgeted for.
B/R.3.003	Additional funding for Autism and Adult Support demand	398	417	436	456	477	Additional funding to ensure we are able to support the increasing number of adults with autism. Demand funding reflects both expected increases in numbers of people being supported and increasing needs of those people already receiving services.
B/R.3.004	Additional funding for Learning Disability demand	4,870	5,008	5,131	5,228	5,300	Additional funding to ensure we meet the rising level of needs amongst people with a learning disability. This largely reflects increasing needs of those people already receiving services, but some small increase in numbers is also assumed.
B/R.3.005	Additional funding for Older People Mental Health Demand	938	979	1,021	1,064	1,108	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 £938k in 2025-26 to ensure we can continue to provide the care for people who need it.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.3.006	Additional funding for Adult Mental Health Demand	1,236	1,271	1,308	1,345	1,383	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 work has supported the case for additional funding of £1,236k in 2025-26 to ensure we can continue to provide the care for people who need it.
B/R.3.007	Additional funding for demand for Community Equipment	35	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.
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>10,050</b>	<b>10,697</b>	<b>11,072</b>	<b>11,451</b>	<b>11,812</b>	
<b>4</b>	<b>PRESSURES</b>						
B/R.4.001	Adult Social Care market pressures - workforce development	-88	-	-	-	-	- Ending of one-off funding to support workforce development in the Adult Social Care market. Total investment over the 2 year period was £240k.
B/R.4.002	Rebaselining mental health opening position for 2025-26	1,898	-	-	-	-	- Mental health budgets have seen pressures in 2024-25 from rising numbers and complexity of people needing care. This line re-baselines the budget to give an opening position for 2025-26 that reflects this increased cost.
B/R.4.003	Impact of Employer National Insurance changes on the ASC provider market	5,395	-	-	-	-	- Expected impact of the increase in employer NI rates and threshold changes on ASC provider costs.
B/R.4.004	Impact of Employer National Insurance changes on the Council's ASC workforce costs	1,026	-	-	-	-	- Expected AHC staffing cost increase due to planned NI rate and threshold changes.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>8,231</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
B/R.5.001	Adults Retention Payments	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.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.5.005a	Investment in staffing to deliver cost avoidance savings	-	-	-150	-	-	Ending of 3-year investment from reserves to support a Residential / nursing project - links to saving B/R.7.009.
B/R.5.005b	Investment into review of In house provision and opportunities	-100	-	-	-	-	Ending of one-off investment funded from reserves to support scoping of opportunities associated with delivery of in-house services savings.
B/R.5.005c	Investment into review of Discharge pathways	-500	-	-	-	-	Ending of 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.
B/R.5.005d	Investment into review of prevention agenda	-305	-58	-	-	-	Ending of 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 prevent the need to access adult's services. It also includes exploration of opportunities to enhance the council's digital offer, to promote more self-service.
B/R.5.005e	Investment into review of Learning Disability spend	-648	-	-	-	-	Ending of 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.7.016 - B/R.7.018.
B/R.5.005f	Investment in expansion of LD Shared Lives outreach	-89	-46	-	-	-	Ending of one-off investment funded from reserves in additional resource to support the expansion of the outreach service for people with learning disabilities.
B/R.5.005g	Investment required for decoupling of Learning Disability pooled budget	-1,115	-	-	-	-	Ending of 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 Cambridgeshire and Peterborough Integrated Care Board (C&P ICB). Links to saving B/R.7038.
B/R.5.008	Social Work apprenticeships	149	6	-35	-120	-	Links to B/R.7.040 - invest to save work through growing social work experience in house by increasing social worker apprentice capacity, reducing the dependence on short-term and temporary staffing.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R. 5.009	Contract Management and brokerage - Invest to save	523	-	-	-	-	Links to B/R. 7.045 - invest to save by better managing contract outcomes, including costs, through increasing capacity in the contracts management and brokerage team. This will support placement decisions to have a greater focus through the contract management team, alongside developing the commercial aspects to deliver value for money and drive up standards.
B/R. 5.010	Double Up Care provision - Invest to save	177	-	-177	-	-	Links to B/R. 7.052 - invest to save through increasing new capacity to undertake reviews of double-up and high-cost care packages to identify opportunities to support greater independence, reduce long term care costs and improve outcomes.
B/R. 5.011	Quality Assurance Forum	100	-	-	-	-	Links to B/R. 7.058 - invest to save through putting capacity in place to introduce a quality assurance forum ensuring a strength-based approach of practice and decision making, focused on achieving individual outcomes is embedded.
B/R. 5.012	Reablement - Physiotherapy Interventions	155	-	-	-	-	Links to B/R. 7.061 - invest to save through more timely interventions, with a specific focus on physiotherapy, for people accessing support from prevention and early intervention services to maximise independence.
B/R. 5.013	Service User Flow and Demand	-	150	-150	-	-	Links to B/R. 7.062 - invest to save through additional capacity, enabling a review of use of resources to best manage the demand on our services, and allocation of resources to meet that demand.
B/R. 5.014	Brokerage e-procurement expansion - invest to save	-	103	-103	-	-	Links to B/R. 7.064 - invest to save through exploring the opportunity to develop our e-brokerage system, enabling more accurate timely and cost-effective placement activities.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>-1,643</b>	<b>106</b>	<b>-615</b>	<b>-120</b>	<b>-</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
B/R. 6.005h	Funding from Adults reserves for invest to save schemes	256	104	150	-	-	Investment from Adult's reserves funding to contribute towards the cost of one-off investments to support delivery of adult's savings. Links to investments B/R. 5.005a-g. This reserve movement was added in the 2024-25 Business Plan. A total of £510k was drawn down in 2042-25. £256k of this will be unwound in 2025-26, £104k in 2026-27 and £150k in 2027-28.



## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.6.005i	Funding from Just Transition Fund for invest to save schemes	2,320	-	-	-	-	Ending of investment from Just Transition funding to contribute towards the cost of one-off investments to support delivery of adult's savings. Links to investments B/R.5.005a-g. This reserve movement was added in the 2024-25 business plan. A total of £2,320k was drawn down in 2024-25 and this will be fully unwound in 2025-26.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>2,576</b>	<b>104</b>	<b>150</b>	<b>-</b>	<b>-</b>	
<b>7</b>	<b>SAVINGS</b>						
B/R.7.002	Expansion of Direct Payments	-60	-	-	-	-	The legacy savings generated in 2022-23 have facilitated a comprehensive review of the Self-Directed Support Programme. This programme is being re-focused on delivery for the periods 2024-25 and 2025-26, with clear timescales and designated responsibilities established. The scope of this work encompasses a variety of activities, including market shaping and development, process and system enhancements, practice improvements, a concentrated effort on the utilisation of direct payments during the transition from children to adults' services, and the further advancement of Individual Service Funds.
B/R.7.003	Decommissioning of block contracts for car rounds providing homecare	-100	-	-	-	-	We 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 homecare cars had a very low level of use and were no longer cost effective. Decommissioning of these contracts has therefore taken place over recent months, with no negative impacts for people requiring home care.
B/R.7.006	Mental Health supported accommodation	-267	-	-	-	-	Retendering of the mental health and autism supported accommodation framework provision. This covers a projected saving from reopening the Mental Health and Autism Supported Accommodation Framework. By increasing local capacity, we will be able to reduce the number of "off framework" or out of county placements, which are often more expensive in nature.
B/R.7.009	Mental Health residential and community	-357	-262	-	-	-	A three-year investment from 2024-25 to deliver savings, focusing on improvements in current commissioned provision of mental health social care services in the following areas: - More efficient use of existing resources in care homes to meet the needs of people who receive one to one care. This will be delivered through commissioning care differently, moving to commissioning care across a group of individuals in a care home, rather than on an individual person by person basis; - The Mental Health social work teams are delivering a strengths based approach to increasing the independence levels of people with mental health needs over time within a supportive environment thereby reducing their care hours where it is safe and makes sense to do so. Links to investment B/R.5.005.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.7.013	Prevent, reduce and delay needs presenting - reablement	-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 and flow in the service to allow more reablement activity to be undertaken and support more people to continue living in their own homes for longer.
B/R.7.014	Accommodation - Supported Living, core and cluster capacity	-	-230	-230	-		Development of a 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.
B/R.7.016	Learning Disability Low Cost placement review	-130	-	-	-		Review of packages to ensure the right level of care and support is provided and people remain as independent as possible in their own homes. Links to investment B/R.5.006.
B/R.7.018	Learning Disability Respite Utilisation	-95	-	-	-		Increase respite utilisation rates by optimising scheduling and maximising use of the service.
B/R.7.026	Independent Living Service - East Cambridgeshire	-	-	-119	-		We are exploring alternative accommodation 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. This will mean the proposed scheme here has moved into later years, for deliverability.
B/R.7.038	Savings from ending of Learning Disability pooled budget arrangements	-2,387	-3,370	-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.
B/R.7.039	Enhanced response service	-228	-	-	-		The Enhanced Response Service (ERS) provides a mobile person response for telecare activations, where no informal carer is available. The proposal is a reduction in operating times from a 24/7 service to move to provision between 7am to 10pm in line with reablement and wider urgent community response services.
B/R.7.040	Social Work apprenticeships	-162	-	41	121		This is an invest to save proposal that will increase social worker apprenticeship capacity across the adults, health and commissioning directorate, reducing the dependence on short-term and temporary staffing. This supports the council's ability to develop its own workforce, cultivates a continuous learning culture and elevates the council's status as an employer of choice for social work development. Links to investment B/R.5.008.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R. 7.043	Housing Related Support Funding - Travellers Sites	-25	-	-	-	-	Due to changes in arrangements, support funding allocated to Hunts Travellers site to deliver support to site residents whilst under management of Place for People is no longer required. A historic funding arrangement and it has been identified that this funding is no longer being utilised as arrangements to meet the needs of this group have changed.
B/R. 7.044	Extra Care - Additional Hours Budget	-350	-	-	-	-	Historically, we have budgeted for additional costs within extra care settings, to reflect further support that may be needed for people living there. Following a review of use of this budget allowance over recent years, we can see that actual costs have not been at the level allowed for.
B/R. 7.045	Contract Management and Brokerage	-750	-1,090	-	-	-	The Adults, Health, and Commissioning Directorate is keen to maximise efficiencies across commissioned services, along with maximising the return on the investment in those contracts. This proposal seeks to invest resources into the Contracts and Brokerage team to broaden the scope of work and generate further savings. This will shift the team's focus towards preventative contract management to design out inefficiencies thus driving up standards and outcomes. But, at the same time focusing on the quality and delivery against the contract. We will also work on helping families with better information about all placements options to enable true choice to be exercised where there is no need for the more expensive choice. Links to investment B/R. 5.009.
B/R. 7.046	Directorate Structure Redesign	-500	-500	-	-	-	To review and re-design the structure of the Directorate to ensure we are fit for purpose, to meet a locality model of delivery, that achieves the strategic ambitions of the council.
B/R. 7.052	Double Up Care provision	-500	-400	-	-	-	Double up of home care provision is a service provided for people who have been assessed as needing two or more carers to meet all, or some of their homecare needs. This proposal will provide additional capacity to review such packages and work with the person to use alternative moving and handling equipment or by improving support to care staff to reduce the need for two or more carers. This approach results in - creating more independence for the individual; and reducing costs to the council. Links to investment B/R/5/010.
B/R. 7.053	Rebaselining Older People demand	-9,600	-	-	-	-	In 2024-25, growth was built into the budget for 2024-25 to reflect expected increased numbers and complexity of the care and support for people needing care, but much of this change did not take place. We have therefore re-baselined the budget for 2025-26. Net growth for 2025-26 and beyond is still budgeted for.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.7.054	Rebaselining Autism demand	-491	-	-	-		Additional demand funding was built into the budget for 2024-25 on a one off basis to reflect a waiting list of people with autism requiring assessment. Growth is allowed for from 2025-26 onwards.
B/R.7.055	Housing Related support	-80	-	-	-		- Underspend on inflationary budget allocated to Housing Related Support services.
B/R.7.056	Maximise use of grant funding	-843	-	-	-		- We will maximise the use of grant funding to support the work of the Adults, Health and Commissioning Directorate.
B/R.7.057	Release social care grant	-633	-	-	-		- When the social care grant was first introduced by government in 2019, part of the allocation was transferred to adult social care. Most of the original grant, and all of the grant uplifts since, sit within the wider council funds as it is an un-ringfenced grant. This line transfers the balance of the grant in a similar way.
B/R.7.058	Quality Assurance Forum	-550	-1,100	-	-		- Cambridgeshire County Council is committed to supporting people to live full and independent lives within their local communities through the delivery of a personalised and transformed approach to care and support. A Quality Assurance Forum will be introduced to consider the quality of our approach and practice, ensuring a strengths-based focus on achieving individual outcomes, and taking all opportunities to ensure early intervention and prevention options have been considered. Links to investment B/R.5.011.
B/R.7.059	Discharge fund	-	-250	-250	-		- We will maximise the use of the ringfenced discharge grant to reflect the focus of this work on hospital discharge pathways. This will align spend against areas of expenditure, to release general revenue funding, that can be used corporately to meet other demand across the directorate.
B/R.7.060	Accommodation model	-	-	-500	-500		- This proposal covers the development of specialist accommodation to meet the needs of people over the age of 18 with a learning disability and/or autism.
B/R.7.061	Reablement - Physiotherapy Interventions	-355	-300	-	-		- To secure timely physiotherapy intervention for people accessing support from Prevention & Early Intervention services. This will improve people's health, wellbeing and independence and reduce longer term needs. Links to investment B/R.5.012.
B/R.7.062	Service User Flow and Demand	-	-	-2,500	-		- Review how we use our staffing and financial resources to ensure that we manage the flow and demand of people using our services most effectively. Links to investment B/R.5.013.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R. 7.063	Enhance Response Service - Falls Support	-	-311	-	-		The Enhanced Response Service (ERS) provides a mobile person response for telecare activations, where no informal carer is available. Currently, the service provides a falls support element of provision which predominantly addresses health related needs and is outside the scope of social care provision. This proposal is a reduction in the service to remove the falls support element of the service offer.
B/R. 7.064	Brokerage - E-Procurement	-	-	-289	-		The proposal is to develop and expand the use of an e-brokerage system / approach into residential and nursing care services. This will enable care providers to use a digital system in which to broker and manage the progress of placement referrals, offers, and contracts. As a result, it will lead to more effective, efficient and accurate approach. It is anticipated this will also lead to a change in the current provision, with a more cost efficient offer. Links to investment B/R.5.014.
B/R. 7.065	Rebaselining ASC inflation opening position for 25-26	-1,600	-	-	-	-	Unused inflation contingency budget for 2024-25 being reinvested into provider uplifts for 2025-26.
B/R. 7.501	Savings from recommissioning of Public Health contracts	-106	-134	-139	-144	-149	Contracts within public health services will be reviewed at the point they need recommissioning.
B/R. 7.502	Public Health grant uplift applied to Children's obesity prevention work	-200	-	-	-	-	Some services within Children, Education & Families will be funded through the public health grant uplift, freeing up budget that would otherwise be required.
B/R. 7.503	Improved Better Care Fund funding for falls prevention	-130	-	-	-	-	Falls prevention activities to be funded through the Improved Better Care Fund releasing Public Health grant for spend on other public health priorities.
B/R. 7.504	Digital NHS health checks	-100	-	-	-	-	Build on existing digital delivery of Public Health services where face-to-face contact is not mandated. Explore options in behaviour change, NHS Health Checks, sexual health and drug and alcohol services and Healthy Child Programme. Users encouraged to self-serve and sign posted to digital resources as first contact.
B/R. 7.505	Behaviour Change services - place based working	-80	-	-	-	-	Wherever appropriate aligning delivery of Public Health commissioned services to place based models. This will enable services to be delivered in a way that is closer to communities, building on local community provision and more responsive to any opportunities that emerge. It will also afford the opportunity to create savings from avoiding duplication of services, lower travel cost and shared accommodation costs.

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.7.507	Public Health Role within Local Authority	-	-200	-500	-		Services provided by public health will be reviewed to ensure they align with the corporate priorities and focus on the priorities for Cambridgeshire. It is anticipated that, through this, efficiencies will be identified here or in other services.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-21,144</b>	<b>-8,147</b>	<b>-4,898</b>	<b>-523</b>	<b>-149</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>385,266</b>	<b>399,418</b>	<b>417,066</b>	<b>440,610</b>	<b>465,727</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-179,800</b>	<b>-146,928</b>	<b>-150,260</b>	<b>-124,393</b>	<b>-126,220</b>	
B/R.8a.001	Income Base Adjustments	-1,854	-	-	-	-	- Adjustments to income budgets made in 2024-25, in line with officer delegations
B/R.8a.002	Permanent Income Virements - PVs	-1,998	-	-	-	-	- Permanent virements of income budgets in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
B/R.8a.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.
B/R.8a.501	Income Base Adjustments - Public Health	-184	-	-	-	-	- Adjustment between Directorates for spend funded by Public Health grant
B/R.8a.502	Income Base adjustment - Public Health - ending of shared service with Peterborough City Council	7,068	-	-	-	-	- Reduction in income following the ending of shared service arrangements and shared commissioning with Peterborough City Council
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-143,415</b>	<b>-146,928</b>	<b>-150,260</b>	<b>-124,393</b>	<b>-126,220</b>	
B/R.8b.003	Fees and charges inflation	-79	-66	-52	-66	-68	Increase in external charges to reflect inflationary increases.
B/R.8b.004	Client contributions inflation	-2,404	-2,116	-1,717	-1,761	-1,836	Increase in anticipated contributions paid for care in line with the current charging policy and national regulations.
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-2,483</b>	<b>-2,182</b>	<b>-1,769</b>	<b>-1,827</b>	<b>-1,904</b>	

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
B/R.8c.006	Increased income from reducing Financial Assessments backlog	-90	-	-	-	-	- In 2024-25, the financial assessments service resolved many backlog cases caused by staff shortages and complex case management, resulting in increased council income.
B/R.8c.007	Increased Health income	-120	-	-	-	-	- Increased Continuing Health Care capacity generating additional Health income.
B/R.8c.008	Fees and charges review	-50	-	-	-	-	- The review will evaluate services that are billed outside of the Adult Charging Policy, which are not subject to financial assessment and are considered ordinary living expenses. These charges are in addition to any assessed contributions for council-provided care and support.
B/R.8c.009	Timely Application of Charging Policy	-	-270	-	-	-	- Service improvements to reduce average time to complete financial assessment, from 12 weeks to 8 weeks, thereby increasing income through charging client contributions closer to start date of care.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>-260</b>	<b>-270</b>	<b>-</b>	<b>-</b>	<b>-</b>	
B/R.8d.101	Change in AHC spend funded by Public Health Grant	-411	-200	940	-	-	- Change in Adults, Health and Commissioning spend funded by the ring-fenced Public Health grant, including reflecting expected treatment as a corporate grant from 2027-28, due to anticipated removal of ring-fence.
B/R.8d.102	Uplift in Better Care Fund	-845	-880	-915	-	-	- Annual uplifts in the Better Care Fund utilised to contribute to the demand pressures in Adult Social Care in line with the national conditions of the grant
B/R.8d.502	Change in spend funded by Public Health Grant	670	200	27,611	-	-	- Changes to Public Health funding between Directorates and assumption that the Public Health grant ring-fence will remain in place until 2026-27 but be removed thereafter.
B/R.8d.503	PH Grant uplift 25/26	-184	-	-	-	-	- Increase in Public Health grant assumed for 2025-26 to be applied to public health priorities delivered in other Directorates.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-770</b>	<b>-880</b>	<b>27,636</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-146,928</b>	<b>-150,260</b>	<b>-124,393</b>	<b>-126,220</b>	<b>-128,124</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>238,338</b>	<b>249,158</b>	<b>292,673</b>	<b>314,390</b>	<b>337,603</b>	

## Section 3 - B: Adults, Health and Commissioning

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>FUNDING SOURCES</b>							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
B/R.9.001	Budget Allocation	-238,338	-249,158	-292,673	-314,390	-337,603	Net spend funded from general grants, business rates and Council Tax.
B/R.9.002	Fees & Charges	-67,172	-69,624	-71,393	-73,220	-75,124	Fees and charges for the provision of services.
B/R.9.003	Better Care Fund	-21,992	-22,872	-23,787	-23,787	-23,787	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.9.004	Social Care in Prisons Grant	-330	-330	-330	-330	-330	Social Care in Prisons grant. This grant is used to deliver care to those who meet eligibility under the Care Act for services whilst in Littlehey prison.
B/R.9.005	Improved Better Care Fund	-15,170	-15,170	-15,170	-15,170	-15,170	Improved Better Care Fund grant.
B/R.9.006	Adult Social Care Market Sustainability and Improvement Fund	-10,168	-10,168	-10,168	-10,168	-10,168	Adult Social Care Market Sustainability and Improvement Fund.
B/R.9.007	Adult Social Care Discharge Fund	-3,545	-3,545	-3,545	-3,545	-3,545	Adult Social Care Discharge Fund.
B/R.9.008	Public Health Funding	-28,551	-28,551	-	-	-	Direct expenditure funded from Public Health grant. As the ring fence is assumed to be removed in 2027-28, the grant will be treated corporately and replaced with budget allocation for Public Health services.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-385,266</b>	<b>-399,418</b>	<b>-417,066</b>	<b>-440,610</b>	<b>-465,727</b>	



## Section 3 - B: Adults, Health and Commissioning

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	52,573	-	5,544	3,914	4,361	4,451	4,653	29,650
Committed Schemes	21,727	462	-	9,943	11,322	-	-	-
2025-2026 Starts	12,000	-	3,000	6,000	3,000	-	-	-
2028-2029 Starts	22,000	-	-	-	-	11,000	11,000	-
<b>TOTAL BUDGET</b>	<b>108,300</b>	<b>462</b>	<b>8,544</b>	<b>19,857</b>	<b>18,683</b>	<b>15,451</b>	<b>15,653</b>	<b>29,650</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>B/C.1</b>	<b>Adult Social Care</b>										
B/C.1.001	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	55,300	-	5,530	5,530	5,530	5,530	5,530	27,650
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	4,000	-	400	400	400	400	400	2,000
B/C.1.003	Independent Living Service : East Cambridgeshire	Independent Living Service accommodation in Ely	Committed	21,727	462	-	9,943	11,322	-	-	-
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.	2028-29	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	-	3,000	6,000	3,000	-	-	-
	<b>Total - Adult Social Care</b>			<b>115,027</b>	<b>462</b>	<b>8,930</b>	<b>21,873</b>	<b>20,252</b>	<b>16,930</b>	<b>16,930</b>	<b>29,650</b>

## Section 3 - B: Adults, Health and Commissioning

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	52,573	-	5,544	3,914	4,361	4,451	4,653	29,650
Committed Schemes	21,727	462	-	9,943	11,322	-	-	-
2025-2026 Starts	12,000	-	3,000	6,000	3,000	-	-	-
2028-2029 Starts	22,000	-	-	-	-	11,000	11,000	-
<b>TOTAL BUDGET</b>	<b>108,300</b>	<b>462</b>	<b>8,544</b>	<b>19,857</b>	<b>18,683</b>	<b>15,451</b>	<b>15,653</b>	<b>29,650</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
B/C.2 B/C.7.001	<b>Capital Programme Variation</b> 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	-8,289	-	-450	-2,391	-2,148	-1,650	-1,650	-
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	1,562	-	64	375	579	171	373	-
	<b>Total - Capital Programme Variation</b>			<b>-6,727</b>	<b>-</b>	<b>-386</b>	<b>-2,016</b>	<b>-1,569</b>	<b>-1,479</b>	<b>-1,277</b>	<b>-</b>
	<b>TOTAL BUDGET</b>			<b>108,300</b>	<b>462</b>	<b>8,544</b>	<b>19,857</b>	<b>18,683</b>	<b>15,451</b>	<b>15,653</b>	<b>29,650</b>

## Section 3 - B: Adults, Health and Commissioning

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	52,573	-	5,544	3,914	4,361	4,451	4,653	29,650
Committed Schemes	21,727	462	-	9,943	11,322	-	-	-
2025-2026 Starts	12,000	-	3,000	6,000	3,000	-	-	-
2028-2029 Starts	22,000	-	-	-	-	11,000	11,000	-
<b>TOTAL BUDGET</b>	<b>108,300</b>	<b>462</b>	<b>8,544</b>	<b>19,857</b>	<b>18,683</b>	<b>15,451</b>	<b>15,653</b>	<b>29,650</b>

Funding	Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>								
Specific Grants	55,300	-	5,530	5,530	5,530	5,530	5,530	27,650
<b>Total - Government Approved Funding</b>	<b>55,300</b>	<b>-</b>	<b>5,530</b>	<b>5,530</b>	<b>5,530</b>	<b>5,530</b>	<b>5,530</b>	<b>27,650</b>
<b>Locally Generated Funding</b>								
Prudential Borrowing	53,000	462	3,014	14,327	13,153	9,921	10,123	2,000
<b>Total - Locally Generated Funding</b>	<b>53,000</b>	<b>462</b>	<b>3,014</b>	<b>14,327</b>	<b>13,153</b>	<b>9,921</b>	<b>10,123</b>	<b>2,000</b>
<b>TOTAL FUNDING</b>	<b>108,300</b>	<b>462</b>	<b>8,544</b>	<b>19,857</b>	<b>18,683</b>	<b>15,451</b>	<b>15,653</b>	<b>29,650</b>

## Section 3 - B: Adults, Health and Commissioning

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	52,573	55,300	-	-	-	-2,727
Committed Schemes	21,727	-	-	-	-	21,727
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	12,000	-	-	-	-	12,000
2028-2029 Starts	22,000	-	-	-	-	22,000
<b>TOTAL BUDGET</b>	<b>108,300</b>	<b>55,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,000</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>B/C.1</b>	<b>Adult Social Care</b>							
B/C.1.001	Disabled Facilities Grant	Ongoing	55,300	55,300	-	-	-	-
B/C.1.002	Integrated Community Equipment Service	Ongoing	4,000	-	-	-	-	4,000
B/C.1.003	Independent Living Service : East Cambridgeshire	Committed	21,727	-	-	-	-	21,727
B/C.1.004	Independent Living Services	2028-29	22,000	-	-	-	-	22,000
B/C.1.005	Specialist Accommodation Schemes	2025-26	12,000	-	-	-	-	12,000
	<b>Total - Adult Social Care</b>		<b>115,027</b>	<b>55,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>59,727</b>
<b>B/C.2</b>	<b>Capital Programme Variation</b>							
B/C.7.001	Variation Budget	Ongoing	-8,289	-	-	-	-	-8,289
B/C.7.002	Capitalisation of Interest Costs	Ongoing	1,562	-	-	-	-	1,562
	<b>Total - Capital Programme Variation</b>		<b>-6,727</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-6,727</b>
	<b>TOTAL BUDGET</b>		<b>108,300</b>	<b>55,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,000</b>

## Section 3 - C: Place and Sustainability

Table 1: Revenue - Summary of Net Budget by Service Line

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-1,061	<b>Executive Director</b>							
241	Executive Director: Place and Sustainability	-79	-1,087	-1,167	-1,195	-1,272	-1,192	-1,263
	Staffing Inflation - P&S	426	-	426	866	1,322	1,792	2,280
<b>-820</b>	<b>Subtotal Executive Director</b>	<b>347</b>	<b>-1,087</b>	<b>-741</b>	<b>-329</b>	<b>50</b>	<b>601</b>	<b>1,017</b>
	<b>Highways and Transport</b>							
	<i>Infrastructure and Project Delivery</i>							
11,037	Local Highway Maintenance	14,375	-146	14,229	20,024	20,440	20,822	21,269
936	Asset Strategy, Data and Mapping	1,428	-454	974	980	990	998	1,009
3,262	Winter Maintenance	3,356	-	3,356	3,435	3,549	3,654	3,777
371	Project Delivery	253	-68	185	185	185	185	185
9,071	Street Lighting	12,220	-4,066	8,154	8,379	8,649	8,895	9,103
-399	Energy Services - Specialist Energy Projects	5,013	-4,529	484	1,621	1,516	1,387	1,183
	<i>Transport and Connectivity</i>							
116	Traffic Management	3,774	-4,229	-455	-386	-401	-419	-436
489	Road Safety	1,072	-623	449	448	446	444	442
426	Transport Strategy	662	-224	438	438	604	604	604
147	Highways Development Management	2,917	-4,659	-1,741	-1,941	-1,941	-1,941	-1,941
305	Park and Ride and Busway	1,241	-923	318	335	347	359	371
-	Parking Enforcement	7,539	-7,609	-70	-70	-70	-70	-70
<b>25,760</b>	<b>Subtotal Highways and Transport</b>	<b>53,852</b>	<b>-27,530</b>	<b>26,321</b>	<b>33,450</b>	<b>34,314</b>	<b>34,919</b>	<b>35,497</b>
	<b>Environment, Planning and Economy</b>							
906	Planning	1,337	-417	920	912	903	793	785
1,002	Natural and Historic Environment	2,094	-1,069	1,025	1,024	1,021	1,019	1,016
46,250	Waste Management	57,159	-4,502	52,658	51,467	48,710	49,583	50,478
239	Economy and Climate Change	475	-221	254	251	247	243	240
<b>48,397</b>	<b>Subtotal Environment, Planning and Economy</b>	<b>61,065</b>	<b>-6,208</b>	<b>54,857</b>	<b>53,654</b>	<b>50,881</b>	<b>51,637</b>	<b>52,519</b>
	<b>Regulatory Services</b>							
-688	Registration and Citizenship Services	1,342	-2,175	-833	-927	-1,035	-1,148	-1,263
2,294	Coroners	3,529	-1,232	2,297	2,394	2,489	2,548	2,609

Section 3 - C: Place and Sustainability

Table 1: Revenue - Summary of Net Budget by Service Line  
Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
713	Trading Standards	881	-124	757	874	906	939	973
2,318	Subtotal Regulatory Services	5,751	-3,531	2,221	2,342	2,360	2,339	2,319
75,655	Place and Sustainability Budget Total	121,015	-38,356	82,659	89,117	87,604	89,495	91,352

### Section 3 - C: Place and Sustainability

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
<b>Executive Director</b>									
Executive Director: Place and Sustainability	-1,061	-14	-	4	-	-	-309	213	-1,167
Staffing Inflation - P&S	241	185	-	-	-	-	-	-	426
<b>Subtotal Executive Director</b>	<b>-820</b>	<b>170</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>-309</b>	<b>213</b>	<b>-741</b>
<b>Highways and Transport</b>									
<i>Infrastructure and Project Delivery</i>									
Local Highway Maintenance	11,037	489	-	287	3,000	-	-584	-	14,229
Asset Strategy, Data and Mapping	936	19	-	19	-	-	-	-	974
Winter Maintenance	3,262	94	-	-	-	-	-	-	3,356
Project Delivery	371	-	-	14	-	-	-200	-	185
Street Lighting	9,071	-539	-	4	-	-	-382	-	8,154
Energy Services - Specialist Energy Projects	-399	8	-	137	36	-	-	703	484
<i>Transport and Connectivity</i>									
Traffic Management	116	-161	-	26	226	-	-	-662	-455
Road Safety	489	-2	-	15	-	-	-50	-2	449
Transport Strategy	426	0	-	15	-	-	-	-3	438
Highways Development Management	147	-	-	2	105	-	-	-1,995	-1,741
Park and Ride and Busway	305	10	-	3	-	-	-	-	318
Parking Enforcement	-	-	-	-	-	-	-	-70	-70
<b>Subtotal Highways and Transport</b>	<b>25,760</b>	<b>-81</b>	<b>-</b>	<b>522</b>	<b>3,367</b>	<b>-</b>	<b>-1,217</b>	<b>-2,029</b>	<b>26,321</b>
<b>Environment, Planning and Economy</b>									
Planning	906	-7	-	31	-	-	-	-10	920
Natural and Historic Environment	1,002	-1	-	25	-	-	-	-	1,025
Waste Management	46,250	3,662	-	14	-	2,731	-	-	52,658
Economy and Climate Change	239	-3	-	18	308	-308	-	-	254
<b>Subtotal Environment, Planning and Economy</b>	<b>48,397</b>	<b>3,651</b>	<b>-</b>	<b>88</b>	<b>308</b>	<b>2,423</b>	<b>-</b>	<b>-10</b>	<b>54,857</b>
<b>Regulatory Services</b>									
Registration and Citizenship Services	-688	-43	-	26	-	-	-79	-49	-833
Coroners	2,294	8	47	36	-	-	-87	-	2,297
Trading Standards	713	46	-	-	-	-	-	-2	757
<b>Subtotal Regulatory Services</b>	<b>2,318</b>	<b>11</b>	<b>47</b>	<b>62</b>	<b>-</b>	<b>-</b>	<b>-166</b>	<b>-51</b>	<b>2,221</b>
<b>Place and Sustainability Budget Total</b>	<b>75,655</b>	<b>3,751</b>	<b>47</b>	<b>676</b>	<b>3,675</b>	<b>2,423</b>	<b>-1,692</b>	<b>-1,877</b>	<b>82,659</b>

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>107,453</b>	<b>121,014</b>	<b>127,911</b>	<b>126,569</b>	<b>128,780</b>	
C/R. 1.001	Base Adjustment	1,221	-	-	-	-	- Adjustments made to the expenditure budget as part of budget preparation for 2024-25
C/R. 1.002	Permanent Virement - PVs	1,290	-	-	-	-	- Budget movements in 2024-25 reflected in the base
C/R. 1.004	Capital financing budget adjustment	1,755	-	-	-	-	- Adjustment to the capital financing recharge for energy schemes, offset by change in the capital financing budget
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>111,719</b>	<b>121,014</b>	<b>127,911</b>	<b>126,569</b>	<b>128,780</b>	
<b>2</b>	<b>INFLATION</b>						
C/R. 2.001	P&S General Inflation	519	531	576	546	577	General Inflation for the directorate in addition to the specific inflation listed below calculated for other budgets not separately listed
C/R. 2.002	Electricity Inflation	-805	564	73	75	76	Inflation for electricity based on a council -wide assumption for all utility costs
C/R. 2.003	Highways Contract Inflation	534	306	443	408	477	The main Highways Contract allows for the price to be increased on an annual basis by inflation
C/R. 2.004	Staff pay inflation	426	440	455	471	487	Assumed 3.5% increase per annum.
C/R. 2.005	Land Fill Tax Inflation	2,678	413	413	-	-	Government is increasing landfill tax by over 20% in 2025-26, which substantially increases the cost of waste disposal. An assumption of 3.5% has been applied for the following years.
C/R. 2.006	PFI Waste Contract Inflation	1,055	713	731	749	768	The Waste PFI contract allows for the price to be increased by inflation which is therefore included in the budget for 25/26 onwards, primarily driven by RPI
C/R. 2.007	2024-25 Staff pay inflation upside	-241	-	-	-	-	Reduction in inflation due to 2024-25 budgeted P&S staff pay inflation being more than the agreed pay award.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>4,166</b>	<b>2,967</b>	<b>2,691</b>	<b>2,249</b>	<b>2,385</b>	



## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
C/R.3.001	Coroner Service - Pathologist demand referrals	47	51	51	51	51	The demand for Coroner Services is expected to continue to rise due to the increasing population size and increases number of complex cases to be investigated.
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>47</b>	<b>51</b>	<b>51</b>	<b>51</b>	<b>51</b>	
<b>4</b>	<b>PRESSURES</b>						
C/R.4.012	Waste disposal costs due to enhanced environmental requirements	-	-2,438	-850	-	-	The enhanced environmental requirements for the disposal of waste through the Waste PFI contract means that the cost of waste disposal is now higher than originally budgeted for.
C/R.4.022	Swaffham Prior Community Heat Scheme - operating costs	107	11	-	7	2	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 expected increases in the operating costs for the project.
C/R.4.023	Babraham Smart Energy Grid - operating costs	19	22	-37	9	8	The scheme is a Smart Energy Grid at the Babraham Park & Ride site, capital project reference C/C.5.015. These are the expected increases in the operating costs.
C/R.4.024	St Ives Smart Energy Grid - operating costs	1	13	-13	10	9	This scheme is a Smart Energy Grid at the St Ives Park & Ride site. These are the expected increases in the operating costs.
C/R.4.026	North Angle Solar Farm, Soham - operating costs	10	10	-34	-3	11	This scheme is a 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 expected increases in the operating costs for the project.
C/R.4.034	PFI streetlighting contractual energy adjustment	-9	-42	-	-	-	This is a small adjustment as the number of street lighting columns has reduced to be managed through the contract.
C/R.4.052	Minerals and Waste Local Plan review	-	-	-	-100	-	There is a £100k per annum from 24/25 to 27/28 built in the budget to enable a Minerals Waste Local Plan to be produced.

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
C/R.4.053	Trading Standards	-	87	-	-		A pressure is expected in the trading standards service following contract inflation in recent years being higher than allowed for. It is expected that this can be managed in 2025-26 but will need adjusting for in 2026-27
C/R.4.054	Materials Recycling Facility revised saving	250	-	-	-		A saving was budgeted for in the previous business plan through increased recycling of highways materials. Following further work, this has been identified as mostly undeliverable, and so is proposed for removal.
C/R.4.055	National Insurance changes	298	-	-	-		- Expected P&S staffing cost increase due to planned NI rate and threshold changes.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>676</b>	<b>-2,337</b>	<b>-934</b>	<b>-77</b>	<b>30</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
C/R.5.115	St Ives Smart Energy Grid - Interest Costs	-5	-5	-5	-6	-6	The Council has 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	-5	-4	-4	-5	-5	The Council has 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	-5	-4	-5	-4	-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
C/R.5.121	North Angle Solar Farm, Soham - Interest Costs	51	1,050	-38	-38	-38	The scheme is 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.5.133	Climate Change and Net Zero Programme Phase 2	57	-456	-	-		Additional funding is proposed to be allocated (following on from 2024-25) from the Just Transition Fund to support delivery of the Climate Change and Environment Strategy in relation to Carbon Reduction and Biodiversity

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
C/R.5.135	Investment in highways including footpaths, roads, drainage, lighting, signals, signage, lining and structures	3,000	2,000	-	-		The investments of £3m in 2025-26 and £2m in 2026-27 will support further improvements in the highway will target roads, pavements and cycleways in poor repair, making improvements for road users, businesses and communities. This is on top of further to a similar investment made in 2024-25. This will be focusing on improving safety, the road user experience and supporting active travel. £1m new revenue investment was made in 24/25 and a further £1m in 25/26 onwards, plus £2m in 24/25 and a further £2m 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.
C/R.5.136	Climate Change and Net Zero - Enabling Net Zero Programme	251	-161	-90	-		Planned phasing for delivery of previously agreed prioritisation of funding for the enabling net zero programme
C/R.5.137	Streetworks - Investment to achieve additional income	226	-	-	-		Investment in the street works team to improve the customer service by the team and increase income to (see C/R.8c.150)
C/R.5.138	Highways Development Management - investment to achieve additional income	105	-	-	-		Additional investment required to achieve income in Highways Development Management (see C/R.8c.151)
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>3,675</b>	<b>2,420</b>	<b>-142</b>	<b>-53</b>	<b>-53</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
C/R.6.134	Climate Change and Net Zero - Just Transition funding	-57	456	-	-		Just Transition Fund funding for Climate Change and Net Zero Programme Phase 2 was added in the 2024-25 budget. The reserve drawdown totals £456k with £399k being drawn down in 2024-25 and £57k in 2025-26. This is then fully unwound in 2026-27.
C/R.6.135	Climate Change and Net Zero - Enabling Net Zero Funding	-251	161	90	-		Reserves funding linked to C/R.5.136. This is a new reserves movement for 2025-26. The total drawdown is £251k in 2025-26 and £161k is then unwound in 2026-27 and £90k in 2027-28.
C/R.6.136	Waste disposal costs due to enhanced environmental requirements - Transfer from Reserves	2,731	-	-	-		Backing out of reserves applied in 2024/25 re C/R.4.012. The total drawn down in 2024-25 was £2,731k.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>2,423</b>	<b>617</b>	<b>90</b>	<b>-</b>	<b>-</b>	

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>7</b>	<b>SAVINGS</b>						
C/R. 7.060	Reversal of Capitalisation of highways investment	-	3,500	-	-	-	Planned return to revenue of the budget which was previously capitalised in the 2022 business plan.
C/R. 7.221	Street lighting energy savings	-	-301	72	41	-	Capital investment has been made for an LED replacement programme that will save on energy costs
C/R. 7.231	Management efficiencies	-175	-	-	-	-	A new senior management structure for the directorate is in place
C/R. 7.232	Review financing strategy for Local Highways Initiatives	-200	-	-	-	-	This is a proposal to capitalise the existing £200k of revenue funding allocated yearly to the LHI programme. This £200k of funding would instead be allocated from highways capital programme.
C/R. 7.233	Coroners - local authority funerals	-5	-	-	-	-	Saving on local authority funeral expenditure by discharging the council's responsibility more quickly.
C/R. 7.234	Registration - reducing establishment	-37	-	-	-	-	Realignment of resourcing requirement following legislative landscape change.
C/R. 7.235	Coroners - reducing establishment	-20	-20	-	-	-	Realignment of resourcing requirement following legislative change
C/R. 7.236	Absorb Highways Contract Inflation	-534	-	-	-	-	The main highways contract always for a price increase in line with inflation. However, the highways service will work with the contractor to identify efficiencies across all works and services delivered to the same level as this amount to deliver a saving.
C/R. 7.237	Directorate Service Review	-295	-	-	-	-	Service Directors have completed a full review of all budgets and have identified further savings by redesigning and reconfiguring a number of services.
C/R. 7.238	Waste Strategy and Disposal Arrangements	-	-	-3,170	-	-	The council is reviewing the long-term strategic approach to its waste disposal arrangements in light of current and emerging legislative changes. It is anticipated that a significant saving can be delivered by changing the model for the disposal of waste. Delivery of this saving is subject to further decision making by the council.

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
C/R.7.239	Business support review	-100	-	-	-	-	- Efficiencies within business support arrangements will be identified within the directorate
C/R.7.240	Energy inflation 2024-25 adjustment	-326	-	-	-	-	- Actual prices for energy were lower in 2024-25 than budgeted for; this line adjusts for that
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-1,692</b>	<b>3,179</b>	<b>-3,098</b>	<b>41</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>121,014</b>	<b>127,911</b>	<b>126,569</b>	<b>128,780</b>	<b>131,193</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-34,654</b>	<b>-38,355</b>	<b>-38,793</b>	<b>-38,964</b>	<b>-39,284</b>	
C/R.8a.001	Income Base Adjustments	-1,221	-	-	-	-	- Adjustments to income budgets made in 2024-25 during the budget preparation period, in line with officer delegations
C/R.8a.002	Permanent Income Virements - PVs	-189	-	-	-	-	- Permanent income budget changes made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-36,064</b>	<b>-38,355</b>	<b>-38,793</b>	<b>-38,964</b>	<b>-39,284</b>	
C/R.8b.002	Fees and charges inflation	-414	-218	-256	-265	-266	Increase in external charges to reflect inflationary increases
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-414</b>	<b>-218</b>	<b>-256</b>	<b>-265</b>	<b>-266</b>	
C/R.8c.102	Review and re-baselining of P&S income	210	-50	-50	100	-50	Ensuring our income budgets match expected income
C/R.8c.128	St Ives Smart Energy Grid - Income Generation	-73	15	8	7	-12	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.8c.129	Babraham Smart Energy Grid - Income Generation	-85	-10	3	-55	-95	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.

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
C/R.8c.132	Swaffham Prior Community Heat Scheme - Income Generation	355	13	-3	6	-33	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.
C/R.8c.133	North Angle Solar Farm, Soham - Income Generation	506	20	20	-59	-45	The scheme is a 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.8c.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.8c.140	Recharge for shared regulatory services with Peterborough City Council	-46	-44	-51	-54	-55	A recharge is made to Peterborough City Council for the cost of these services, which is increased in line with inflation.
C/R.8c.141	Registration - Ceremony Refunds	-3	-2	-	-	-	- Partial backing out of the 24/25 £25K income adjustment re ceremony refunds
C/R.8c.145	Planning Performance income / Pre-application income	-10	-	-	-	-	- Increase of pre-application charges and additional service level agreement (SLA) income.
C/R.8c.147	Connecting Cambridgeshire - additional funding	-11	27	-	-	-	- Funding to cover overhead and staffing costs
C/R.8c.150	Streetworks Income review - Permits and Licensing Team consolidation	-662	-	-	-	-	- Increased income through streetworks application which are forecast to increase in 25/26
C/R.8c.151	Highways Development Management - additional income	-1,995	-200	-	-	-	Fees are levied on developers for agreements issued under the Highway Act and such fees finance the HDM team in its entirety. While HDM revenue is dependent on external development, the available evidence indicates that growth in Cambridgeshire is expected to continue at a steady rate in the immediate future with revenue levels forecast to fall in the £2.4m to £5.4m range. This is offset against an operating cost of circa £1.4m
C/R.8c.154	Residents charges (full cost recovery)	-70	-	-	-	-	A review is being undertaken in relation to all resident parking schemes in the County. A review of prices is included in this review and any proposed changes will be subject to separate consultation.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>-1,884</b>	<b>-220</b>	<b>-81</b>	<b>-55</b>	<b>-290</b>	

## Section 3 - C: Place and Sustainability

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
C/R.8d.202	Change in Public Health Grant	7	-	166	-	-	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.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>7</b>	<b>-</b>	<b>166</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-38,355</b>	<b>-38,793</b>	<b>-38,964</b>	<b>-39,284</b>	<b>-39,840</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>82,659</b>	<b>89,118</b>	<b>87,605</b>	<b>89,496</b>	<b>91,353</b>	

### FUNDING SOURCES

<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
C/R.9.001	Budget Allocation	-82,659	-89,118	-87,605	-89,496	-91,353	Net spend funded from general grants, business rates and Council Tax.
C/R.9.002	Fees & Charges	-31,415	-31,853	-32,190	-32,510	-33,066	Fees and charges for the provision of services.
C/R.9.003	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.9.004	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.9.005	Bikeability Grant	-260	-260	-260	-260	-260	DfT funding for the Bikeability cycle training programme.
C/R.9.006	Public Health Grant	-166	-166	-	-	-	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.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-121,014</b>	<b>-127,911</b>	<b>-126,569</b>	<b>-128,780</b>	<b>-131,193</b>	

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>C/C.1</b>	<b>Integrated Transport</b>										
C/C.1.002	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	3,956	-	1,001	985	985	985	-	-
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	2,904	-	1,104	600	600	600	-	-
C/C.1.012c	Safety Schemes - Puddock Road	The 2.5km single-track stretch of Puddock Road heading south from Forty Foot Bank has seen 4 fatal incidents between 2016 and 2020 where a vehicle left the road and entered the adjacent watercourse. The Puddock Road Safety Scheme will make a number of improvements to reduce risk of accident including: reduction in speed limit and potential access restriction.	Committed	900	625	275	-	-	-	-	-
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	6,393	-	1,793	1,150	1,150	1,150	1,150	-
C/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton cycle route.	Committed	645	645	-	-	-	-	-	-



## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.1.021	A14 - Local Authority contribution	CCC's £26m funding agreement with Department for Transport for the A14 upgrade.	Committed	26,000	3,120	1,040	1,040	1,040	1,040	1,040	17,680
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	700	16	84	600	-	-	-	-
	<b>Total - Integrated Transport</b>			<b>44,348</b>	<b>4,951</b>	<b>5,867</b>	<b>4,945</b>	<b>4,345</b>	<b>4,345</b>	<b>2,215</b>	<b>17,680</b>
<b>C/C.2</b>	<b>Operating the Network</b>										
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	30,727	-	8,695	7,344	7,344	7,344	-	-
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	940	-	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	9,037	-	2,623	2,138	2,138	2,138	-	-
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	2,836	-	709	709	709	709	-	-

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.2.006	Traffic Management Centre	The Traffic Management Centre collects, processes and shares real time travel information to local residents, businesses and communities within Cambridgeshire. In emergency situations the Traffic Management Centre provides information to ensure that the impact on our transport network is mitigated and managed.	Ongoing	842	174	167	167	167	167	-	-
	<b>Total - Operating the Network</b>			<b>44,382</b>	<b>174</b>	<b>12,429</b>	<b>10,593</b>	<b>10,593</b>	<b>10,593</b>	<b>-</b>	<b>-</b>
<b>C/C.3</b>	<b>Highways &amp; Transport</b>										
C/C.3.002	Footpaths and Pavements	Additional funding for surface treatments, such as footway repairs, and deeper treatments, including resurfacing and reconstruction.	Ongoing	16,000	-	4,000	4,000	4,000	4,000	-	-
C/C.3.004	Pothole Funding	Additional funding for Potholes.	Ongoing	40,985	23,669	4,329	4,329	4,329	4,329	-	-
C/C.3.009	Wheatsheaf Crossroads	Scheme to deliver traffic signals at the Wheatsheaf Crossroads, Bluntisham.	Committed	6,845	961	5,884	-	-	-	-	-
C/C.3.010	St Neots Future High Street Fund	St Neots Future High Street Fund.	Committed	7,905	5,079	2,826	-	-	-	-	-
C/C.3.011	March Future High Street Fund	March Future High Street Fund.	Committed	7,901	7,887	14	-	-	-	-	-
C/C.3.014	St Ives local improvements	Delivery of St Ives local improvement schemes.	Committed	2,428	1,185	1,243	-	-	-	-	-
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	6,000	2,216	3,784	-	-	-	-	-
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	4,000	2,473	1,527	-	-	-	-	-
C/C.3.017	A14 De-trunking	Funding allocated to fund the ongoing costs of the former parts of the A14.	Committed	24,750	6,262	6,488	4,000	4,000	4,000	-	-
C/C.3.018	Street Lighting LED	Scheme to reduce street lighting energy costs.	Committed	13,283	4,330	5,984	2,969	-	-	-	-

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

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Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.3.022	Witchford A10 NMU	Improvements in Witchford to Ely crossing of A10.	Committed	550	230	320	-	-	-	-	-
C/C.3.023	Southern Busway Widening	Improvements to the southern section of the Cambridgeshire Guided Busway.	Committed	2,891	1,242	1,649	-	-	-	-	-
C/C.3.024	Soham-Wicken travel link	Active travel link between Wicken and Soham for non-motorised users.	Committed	1,230	367	863	-	-	-	-	-
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. Carriageway preventative treatments to reduce need for more costly interventions in future years for the roads treated. Indicative plans for investment:</p> <p>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</p> <p>Preventative and planned footways maintenance and improvement Yr 1: £2m, Yr 2 £1.5m</p> <p>Preventative and planned cycleways maintenance and improvement Yr 1: £2m, Yr 2 £1m</p> <p>Road marking and signage improvements for network safety Yr 1: £1.5m, Yr 2: £0.5m</p> <p>Drainage system capacity improvements to reduce road flooding Yr 1: £2m, Yr 2: £3m</p> <p>Public rights of way improvements to support active travel and leisure access to nature Yr 1: £0.5m, Yr 2: £0.5m</p> <p>Traffic management signal technology improvement Yr 1: £1m, Yr 2: £1.5m</p> <p>Structures maintenance Yr 1: £1m, Yr 2: £1m</p> <p>Enabling resources and intelligence Yr 1: £0.4m, Yr 2: £0.2m</p>	Committed	60,000	20,000	20,000	20,000	-	-	-	-

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

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2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.3.026	Additional highways maintenance allocation	Additional highways maintenance work funded by reallocated funds from HS2.	Committed	4,728	4,288	440	-	-	-	-	-
C/C.3.028	Guided Busway step survey and works	Step surveys along the length of the Guided Busway and resultant works	Committed	1,250	250	250	250	250	250	-	-
C/C.3.029	March Area Transport Study Phase 2	Proposal to progress three schemes for which works have been undertaken under the March Area Transport Study (MATS) utilising a proposed £7m allocation by the Combined Peterborough and Cambridgeshire Authority (CPCA) under its Medium Term Financial Plan. Two schemes will be constructed and one scheme will be progressed to FBC3 and Detail Design.	Committed	7,000	400	6,600	-	-	-	-	-
C/C.3.030	Active Travel 4	Active Travel 4 programme including 5 schemes to improve active travel in Cambridgeshire	Committed	1,192	1,088	104	-	-	-	-	-
C/C.3.031	CPCA Local Electric Vehicle Infrastructure funding	The project is to deliver Public EV charging infrastructure to enable people who do not have off road parking / ability to charge a vehicle at home to switch to EV.	2025-26	4,582	224	308	1,310	2,410	150	60	120
C/C.3.032	Highways maintenance capital	Additional highways maintenance budget	2025-26	3,500	-	3,500	-	-	-	-	-
C/C.3.033	Northstowe Capital Transport Monitoring Measures	Scheme for traffic calming measures in Northstowe's surrounding villages.	Committed	361	30	331	-	-	-	-	-
C/C.3.034	Active Travel 4 Plus	Active Travel 4 plus programme including 3 schemes to improve active travel in Cambridgeshire	Committed	1,100	580	520	-	-	-	-	-
	<b>Total - Highways &amp; Transport</b>			<b>218,481</b>	<b>82,761</b>	<b>70,964</b>	<b>36,858</b>	<b>14,989</b>	<b>12,729</b>	<b>60</b>	<b>120</b>

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>C/C.4</b>	<b>Planning Growth and Environment</b>										
C/C.4.002	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	8,693	4,514	4,112	67	-	-	-	-
C/C.4.005	Waste	We will bring forward proposals for investment into waste management in order to ensure environmental standards are met and to secure value for money for taxpayers, links to timing of revenue proposals shown in table 3	2025-26	36,650	-	7,325	29,325	-	-	-	-
	<b>Total - Planning Growth and Environment</b>			<b>45,343</b>	<b>4,514</b>	<b>11,437</b>	<b>29,392</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>C/C.5</b>	<b>Climate Change &amp; Energy Service</b>										
C/C.5.013	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.	Committed	14,170	10,964	1,803	1,403	-	-	-	-
C/C.5.014	Smart Energy Grid Demonstrator Scheme at the St Ives Park & Ride	Solar panels installed to the St Ives Park & Ride facility to generate income and carbon savings through EV chargers and direct sale to the grid/PPA customers.	Committed	5,686	5,578	54	54	-	-	-	-

## Section 3 - C: Place and Sustainability

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Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.5.015	Babraham Smart Energy Grid	This project at Babraham for a renewable energy scheme has built on the skills and experience developed in the St Ives project to replicate on other Park and Ride sites. The project is now nearing completion.	Committed	9,299	9,019	280	-	-	-	-	-
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	Committed	32,649	31,833	816	-	-	-	-	-
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	School low carbon heating element of the decarbonisation fund	Committed	3,904	3,223	681	-	-	-	-	-
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	171	95	234	-	-	-	-
	<b>Total - Climate Change &amp; Energy Service</b>			<b>66,208</b>	<b>60,788</b>	<b>3,729</b>	<b>1,691</b>	-	-	-	-
<b>C/C.7</b>	<b>Capital Programme Variation</b>										
C/C.7.001	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	-79,673	-	-31,328	-25,044	-8,978	-8,300	-683	-5,340
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	168	-	117	51	-	-	-	-
	<b>Total - Capital Programme Variation</b>			<b>-79,505</b>	-	<b>-31,211</b>	<b>-24,993</b>	<b>-8,978</b>	<b>-8,300</b>	<b>-683</b>	<b>-5,340</b>
	<b>TOTAL BUDGET</b>			<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

## Section 3 - C: Place and Sustainability

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	37,965	24,388	-5,985	-2,766	13,249	13,927	492	-5,340
Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
2025-2026 Starts	44,732	224	11,133	30,635	2,410	150	60	120
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

Funding	Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>								
Department for Transport	122,535	28,301	31,551	26,437	17,308	18,118	820	-
Specific Grants	7,272	2,914	308	1,310	2,410	150	60	120
<b>Total - Government Approved Funding</b>	<b>129,807</b>	<b>31,215</b>	<b>31,859</b>	<b>27,747</b>	<b>19,718</b>	<b>18,268</b>	<b>880</b>	<b>120</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	1,734	903	831	-	-	-	-	-
Anticipated Developer Contributions	5,195	-	687	499	731	-	-	3,278
Prudential Borrowing	165,605	97,221	28,192	29,858	208	883	683	8,560
Prudential Borrowing (Repayable)	226	556	273	-43	-43	-43	-29	-445
Other Contributions	36,690	23,293	11,373	425	335	259	58	947
<b>Total - Locally Generated Funding</b>	<b>209,450</b>	<b>121,973</b>	<b>41,356</b>	<b>30,739</b>	<b>1,231</b>	<b>1,099</b>	<b>712</b>	<b>12,340</b>
<b>TOTAL FUNDING</b>	<b>339,257</b>	<b>153,188</b>	<b>73,215</b>	<b>58,486</b>	<b>20,949</b>	<b>19,367</b>	<b>1,592</b>	<b>12,460</b>

## Section 3 - C: Place and Sustainability

### Table 5: Capital Programme - Funding

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	37,965	91,357	-2,505	-8,807	-	-42,080
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	7,700	-	-	32,450
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>129,807</b>	<b>6,929</b>	<b>36,690</b>	<b>-</b>	<b>165,831</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>C/C.1</b>	<b>Integrated Transport</b>							
C/C.1.002	Air Quality Monitoring	Ongoing	125	125	-	-	-	-
C/C.1.011	Local Infrastructure improvements	Ongoing	3,956	3,596	-	360	-	-
C/C.1.012	Safety Schemes	Ongoing	2,904	2,904	-	-	-	-
C/C.1.012c	Safety Schemes - Puddock Road	Committed	900	900	-	-	-	-
C/C.1.015	Strategy and Scheme Development work	Ongoing	2,725	2,725	-	-	-	-
C/C.1.019	Delivering the Transport Strategy Aims	Ongoing	6,393	6,393	-	-	-	-
C/C.1.020	Bar Hill to Northstowe cycle route	Committed	645	43	430	-	-	172
C/C.1.021	A14 - Local Authority contribution	Committed	26,000	-	-	1,050	-	24,950
C/C.1.024	Dry Drayton to A1307 link cycle route	Committed	700	700	-	-	-	-
	<b>Total - Integrated Transport</b>		<b>44,348</b>	<b>17,386</b>	<b>430</b>	<b>1,410</b>	<b>-</b>	<b>25,122</b>
<b>C/C.2</b>	<b>Operating the Network</b>							
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Ongoing	30,727	28,927	-	-	-	1,800
C/C.2.002	Rights of Way	Ongoing	940	940	-	-	-	-
C/C.2.004	Bridge strengthening	Ongoing	9,037	9,037	-	-	-	-
C/C.2.005	Traffic Signal Replacement	Ongoing	2,836	2,836	-	-	-	-
C/C.2.006	Traffic Management Centre	Ongoing	842	842	-	-	-	-
	<b>Total - Operating the Network</b>		<b>44,382</b>	<b>42,582</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,800</b>



## Section 3 - C: Place and Sustainability

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	37,965	91,357	-2,505	-8,807	-	-42,080
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	7,700	-	-	32,450
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>129,807</b>	<b>6,929</b>	<b>36,690</b>	<b>-</b>	<b>165,831</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>C/C.3</b>	<b>Highways &amp; Transport</b>							
C/C.3.002	Footpaths and Pavements	Ongoing	16,000	16,000	-	-	-	-
C/C.3.004	Pothole Funding	Ongoing	40,985	33,635	-	-	-	7,350
C/C.3.006a	Guided Busway - funding	2025-26	-	-	7,700	-	-	-7,700
C/C.3.009	Wheatsheaf Crossroads	Committed	6,845	-	500	250	-	6,095
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	7,901	-	-	7,901	-	-
C/C.3.014	St Ives local improvements	Committed	2,428	-	8	2,420	-	-
C/C.3.015	A141 and St Ives Improvements Scheme	Committed	6,000	-	-	6,000	-	-
C/C.3.016	A10 Ely to A14 Improvement Scheme	Committed	4,000	-	-	4,000	-	-
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.3.022	Witchford A10 NMU	Committed	550	-	-	550	-	-
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	Committed	60,000	-	-	-	-	60,000
C/C.3.026	Additional highways maintenance allocation	Committed	4,728	4,728	-	-	-	-
C/C.3.028	Guided Busway step survey and works	Committed	1,250	-	-	1,250	-	-
C/C.3.029	March Area Transport Study Phase 2	Committed	7,000	-	-	7,000	-	-
C/C.3.030	Active Travel 4	Committed	1,192	-	-	1,192	-	-
C/C.3.031	CPCA Local Electric Vehicle Infrastructure funding	2025-26	4,582	4,582	-	-	-	-
C/C.3.032	Highways maintenance capital	2025-26	3,500	-	-	-	-	3,500
C/C.3.033	Northstowe Capital Transport Monitoring Measures	Committed	361	-	361	-	-	-
C/C.3.034	Active Travel 4 Plus	Committed	1,100	-	-	1,100	-	-
	<b>Total - Highways &amp; Transport</b>		<b>218,481</b>	<b>83,795</b>	<b>8,569</b>	<b>43,589</b>	<b>-</b>	<b>82,528</b>

## Section 3 - C: Place and Sustainability

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	37,965	91,357	-2,505	-8,807	-	-42,080
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	7,700	-	-	32,450
<b>TOTAL BUDGET</b>	<b>339,257</b>	<b>129,807</b>	<b>6,929</b>	<b>36,690</b>	<b>-</b>	<b>165,831</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>C/C.4</b>	<b>Planning Growth and Environment</b>							
C/C.4.002	Waste – Household Recycling Centre (HRC) Improvements	Committed	8,693	-	435	-	-	8,258
C/C.4.005	Waste	2025-26	36,650	-	-	-	-	36,650
	<b>Total - Planning Growth and Environment</b>		<b>45,343</b>	<b>-</b>	<b>435</b>	<b>-</b>	<b>-</b>	<b>44,908</b>
<b>C/C.5</b>	<b>Climate Change &amp; Energy Service</b>							
C/C.5.013	Swaffham Prior Community Heat Scheme	Committed	14,170	608	-	-	-	13,562
C/C.5.014	Smart Energy Grid Demonstrator Scheme at the St Ives Park & Ride	Committed	5,686	1,840	-	-	-	3,846
C/C.5.015	Babraham Smart Energy Grid	Committed	9,299	199	-	-	-	9,100
C/C.5.019	North Angle Solar Farm	Committed	32,649	-	-	-	-	32,649
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	Committed	3,904	-	-	858	-	3,046
C/C.5.023	Oil Dependency Fund	Committed	500	-	-	-	-	500
	<b>Total - Climate Change &amp; Energy Service</b>		<b>66,208</b>	<b>2,647</b>	<b>-</b>	<b>858</b>	<b>-</b>	<b>62,703</b>
<b>C/C.7</b>	<b>Capital Programme Variation</b>							
C/C.7.001	Variation Budget	Ongoing	-79,673	-16,603	-2,505	-9,167	-	-51,398
C/C.7.002	Capitalisation of Interest Costs	Ongoing	168	-	-	-	-	168
	<b>Total - Capital Programme Variation</b>		<b>-79,505</b>	<b>-16,603</b>	<b>-2,505</b>	<b>-9,167</b>	<b>-</b>	<b>-51,230</b>
	<b>TOTAL BUDGET</b>		<b>339,257</b>	<b>129,807</b>	<b>6,929</b>	<b>36,690</b>	<b>-</b>	<b>165,831</b>

## Section 3 - D: Finance and Resources

Table 1: Revenue - Summary of Net Budget by Service Line

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
25	<b>Executive Director of Finance and Resources</b>							
273	Executive Director: Finance and Resources	27	-	27	-223	-323	-323	-323
	Staffing Inflation - F&R	611	-	611	1,243	1,897	2,573	3,272
<b>297</b>	<b>Subtotal Executive Director of Finance and Resources</b>	<b>638</b>	<b>-</b>	<b>638</b>	<b>1,020</b>	<b>1,574</b>	<b>2,250</b>	<b>2,949</b>
	<b>Customer and Digital Services</b>							
2,437	Customer Services	2,604	-256	2,348	2,210	1,953	1,947	1,943
11,909	IT Services	13,031	-993	12,038	11,825	11,524	11,522	11,521
<b>14,346</b>	<b>Subtotal Customer and Digital Services</b>	<b>15,636</b>	<b>-1,249</b>	<b>14,386</b>	<b>14,035</b>	<b>13,477</b>	<b>13,469</b>	<b>13,464</b>
	<b>Finance and Procurement</b>							
336	Service Director of Finance and Procurement	340	-	340	340	340	340	340
2,679	Professional Finance	3,034	-312	2,722	2,715	2,706	2,696	2,687
1,037	Procurement	1,099	-45	1,054	1,028	1,027	1,025	1,024
80	CCC Finance Operations	230	-148	82	78	74	69	65
2,544	Insurance Fund	2,094	-	2,094	2,194	2,594	2,594	2,594
2,487	Lead Authority Services	4,526	-2,002	2,525	2,521	2,517	2,512	2,508
202	External Audit	302	-	302	309	316	323	330
<b>9,364</b>	<b>Subtotal Finance and Procurement</b>	<b>11,625</b>	<b>-2,507</b>	<b>9,118</b>	<b>9,184</b>	<b>9,572</b>	<b>9,559</b>	<b>9,546</b>
	<b>Property Services</b>							
6,671	Facilities Management	7,681	-2,399	5,282	5,668	5,909	6,160	6,421
1,105	Property Services	1,130	-	1,130	1,130	1,130	1,130	1,130
390	Property Compliance	418	-19	399	403	407	411	416
-4,763	County Farms	1,003	-5,798	-4,795	-4,797	-4,801	-4,805	-4,807
1,031	Strategic Assets	1,083	-25	1,058	1,058	1,058	1,058	1,058
<b>4,435</b>	<b>Subtotal Property Services</b>	<b>11,315</b>	<b>-8,242</b>	<b>3,073</b>	<b>3,462</b>	<b>3,703</b>	<b>3,953</b>	<b>4,218</b>
	<b>Investment Activity</b>							
-5,182	Property Investments	4,401	-9,349	-4,948	-5,588	-5,843	-6,100	-4,983
-627	Company Dividends and Fees	-	-657	-657	-657	-657	-657	-657
-6,191	This Land	361	-4,592	-4,231	-2,022	-1,494	-558	71

## Section 3 - D: Finance and Resources

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
-191	Contract Efficiencies and Other Income	-251	-	-251	-341	-341	-341	-341
-1,178	Collective Investment Funds	-1,178	-250	-1,428	-1,428	-1,428	-1,428	-1,428
-425	Renewable Energy Investments	885	-1,255	-370	-370	-370	-370	-370
<b>-13,795</b>	<b>Subtotal Investment Activity</b>	<b>4,218</b>	<b>-16,103</b>	<b>-11,886</b>	<b>-10,407</b>	<b>-10,134</b>	<b>-9,455</b>	<b>-7,709</b>
<b>14,648</b>	<b>Finance and Resources Budget Total</b>	<b>43,432</b>	<b>-28,101</b>	<b>15,330</b>	<b>17,294</b>	<b>18,192</b>	<b>19,778</b>	<b>22,469</b>

## Section 3 - D: Finance and Resources

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
<b>Executive Director of Finance and Resources</b>									
Executive Director: Finance and Resources	25	-	-	3	-	-	-	-	27
Staffing Inflation - F&R	273	338	-	-	-	-	-	-	611
<b>Subtotal Executive Director of Finance and Resources</b>	<b>297</b>	<b>338</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>638</b>
<b>Customer and Digital Services</b>									
Customer Services	2,437	-3	-	54	-100	-	-40	-	2,348
IT Services	11,909	-1	-	562	100	-	-532	-	12,038
<b>Subtotal Customer and Digital Services</b>	<b>14,346</b>	<b>-4</b>	<b>-</b>	<b>616</b>	<b>-</b>	<b>-</b>	<b>-572</b>	<b>-</b>	<b>14,386</b>
<b>Finance and Procurement</b>									
Service Director of Finance and Procurement	336	0	-	4	-	-	-	-	340
Professional Finance	2,679	-7	-	50	-	-	-	-	2,722
Procurement	1,037	-1	-	18	-	-	-	-	1,054
CCC Finance Operations	80	-3	-	5	-	-	-	-	82
Insurance Fund	2,544	-	-	-	-	-	-450	-	2,094
Lead Authority Services	2,487	-3	-	59	-	-	-19	-	2,525
External Audit	202	19	-	81	-	-	-	-	302
<b>Subtotal Finance and Procurement</b>	<b>9,364</b>	<b>5</b>	<b>-</b>	<b>218</b>	<b>-</b>	<b>-</b>	<b>-469</b>	<b>-</b>	<b>9,118</b>
<b>Property Services</b>									
Facilities Management	6,671	9	-	821	-	-221	-1,998	-	5,282
Property Services	1,105	-	-	25	-	-	-	-	1,130
Property Compliance	390	4	-	5	-	-	-	-	399
County Farms	-4,763	2	-	-	-	-	-9	-25	-4,795
Strategic Assets	1,031	0	-	66	-40	-	-	-	1,058
<b>Subtotal Property Services</b>	<b>4,435</b>	<b>14</b>	<b>-</b>	<b>917</b>	<b>-40</b>	<b>-221</b>	<b>-2,007</b>	<b>-25</b>	<b>3,073</b>
<b>Investment Activity</b>									
Property Investments	-5,182	-	-	-	-35	-	-	269	-4,948
Company Dividends and Fees	-627	-	-	-	-	-	-	-30	-657
This Land	-6,191	-	-	-	-13	-2,000	-	3,973	-4,231
Contract Efficiencies and Other Income	-191	-	-	-	-	-	-60	-	-251
Collective Investment Funds	-1,178	-	-	-	-	-	-	-250	-1,428
Renewable Energy Investments	-425	-	-	-	-	-	-	55	-370
<b>Subtotal Investment Activity</b>	<b>-13,795</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-48</b>	<b>-2,000</b>	<b>-60</b>	<b>4,017</b>	<b>-11,886</b>
<b>Finance and Resources Budget Total</b>	<b>14,648</b>	<b>353</b>	<b>-</b>	<b>1,754</b>	<b>-88</b>	<b>-2,221</b>	<b>-3,108</b>	<b>3,992</b>	<b>15,330</b>

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>47,753</b>	<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	
D/R.1.001	Base Adjustments	-1,012	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2024-25, in line with officer delegations
D/R.1.002	Permanent Virements - PVs	-33	-	-	-	-	Permanent changes to expenditure budgets made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>46,708</b>	<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	
<b>2</b>	<b>INFLATION</b>						
D/R.2.001	General inflation F&R	317	248	259	270	281	The total non-staffing expenditure inflation allocation is based on different inflation indicators for each budget type. This is largely made up of contractual terms.
D/R.2.002	Staffing inflation	611	632	654	676	699	Staff inflation estimated as 3.5% per annum.
D/R.2.003	Gas & Electricity inflation	-268	165	9	10	10	Future expectations for gas and electricity inflation: Year1: -5.3%, Year 2: -20%, Year 3: -4.3%, Year 4: -1.6%, Year5: -2.5%
D/R.2.004	2024-25 Staff pay inflation upside	-273	-	-	-	-	Reduction in inflation due to 2024-25 budgeted F&R staff pay inflation being more than the agreed pay award.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>387</b>	<b>1,045</b>	<b>922</b>	<b>956</b>	<b>990</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
D/R.4.002	Customer & Digital Service Review	450	-	-	-	-	Costs in year one have arisen from Peterborough City Council ending the shared IT service. As a result of this and to reflect the important role this service plays in underpinning and enabling the Change Strategy we will review the Customer and Digital Services with the view to reduce future cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.4.004	Corporate Property	50	-	-	-		Under the "Our Future Council" Change Strategy, the council will be undertaking significant consolidation and improvement in its whole estate. As a result there will be additional capacity needed to facilitate the generation of capital receipts and delivery of improvements.
D/R.4.007	External Audit	81	-	-	-		External audit fees are set nationally by Public Sector Audit Appointments and have risen significantly as part of attempts to reset and improve the local audit position across England.
D/R.4.008	Whole Estate Building Maintenance	600	-	-	-		The Council manages a complex estate from offices to depots, libraries and care facilities. Whilst there is a programme to consolidate and improve this will be over the next 5 years. In the meantime, due to the current age and condition of our estate there is a need to prioritise works so that it is safe, enables collaboration with communities, sustainable where appropriate, maximises value for any future disposal or repurposing and reduces or carbon footprint.
D/R.4.009	Accommodation Improvement Programme	221	-221	-	-		One off costs related to removals and costs to support the Accommodation Improvement Programme.
D/R.4.010	National Insurance changes	352	-	-	-		Expected F&R staffing cost increase due to planned NI rate and threshold changes.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>1,754</b>	<b>-221</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
D/R.5.001	Corporate Procurement	-	-25	-	-		Additional temporary funding was allocated in 2023 to enable greater focus on governance and efficiency. Alongside the expected improvements from the Commercial Change Programme, embedding changes arising from the Procurement Act 2023 processes and the continued improvement in practices and capability within services this investment will be withdrawn in year 2.
D/R.5.002	Customer Services	-100	-32	-	-		Improvements in technology and efficiencies in processes have enabled the Contact Centre to manage within a reduced establishment following natural turnover of staffing without recruitment. The ongoing Customer Engagement and Experience Change Programme will continue the focus of efficiencies. As such vacant posts within the establishment will be removed and we will continue to review how our communities engage with us through the contact centre and other front doors to ensure that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.5.003	Enhancing the new property database	-40	-	-	-		The Council agreed to a short-term investment in capacity to redesign and develop its property system to better capture data and to make more informed and effective decision making. The system is now live and the temporary funding ended.
D/R.5.004	Digital Services Capital to Revenue Funding accounting treatment	100	200	-	-		Accounting rules require that costs for provision of systems to be hosted in the 'cloud' must be treated as revenue, whereas previously these on-site server costs were capitalised. This is thus a new pressure on the revenue budget.
D/R.5.005	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.5.005	This Land	-13	-253	-372	-1,168	-498	Adjustments required for commitments related This Land, including monitoring, fees and debt charges associated to the loan schedules.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>-88</b>	<b>-145</b>	<b>-407</b>	<b>-1,203</b>	<b>-533</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
D/R.6.001	Reserves draw-down for Commercial Investments	-2,000	2,000	-	-	-	Following the pandemic and global economic slowdown the Council's wholly owned company (This Land) has, like all development companies, faced changes in projections. As part of the ongoing strategic planning and direction of the company we have been working with the Board to check the robustness and adaptability of Companies business plan and commercial investment. The Strategy, Resources and Performance Committee agreed in July 2024 to review interest repayment to support the Companies position. A similar request could be needed for 2025/26 depending on a number of commercial factors and timings. The Council agreed in February 2024 to set aside earmarked reserves to facilitate the ongoing support for the Company to protect its investment as such this would be drawn down from this dedicated reserve to mitigate any in year pressure. The total drawn down in 2025-26 is £2,000k and this will be fully unwound in 2026-27.
D/R.6.002	Accommodation Improvement Programme	-221	221	-	-	-	Use of reserves agreed for costs associated with Tranche 1 of the Accommodation Improvement Programme. The total drawn down in 2025-26 is £221k and this will be fully unwound in 2026-27.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>-2,221</b>	<b>2,221</b>	<b>-</b>	<b>-</b>	<b>-</b>	



## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>7</b>	<b>SAVINGS</b>						
D/R.7.001	Customer & Digital staffing review	-52	-362	-	-		We will review the Customer & Digital service to reduce cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.
D/R.7.002	Insurance provision adjustment	-450	100	400	-		The actuarial assessment of our Insurance Fund against expected liability allows a temporary adjustment, with the expectation it will be increased in later years. This forecast relies on the Council maintaining a satisfactory and well managed claims history with its insurers.
D/R.7.003	Shared services - automation and system benefits	-19	-	-	-		Process efficiency savings have been achieved through implementation of a new income management system during 2024.
D/R.7.004	Property rationalisation	-1,512	-	-	-		We have a number of corporate office accommodation buildings around the county which have low levels of use. As part of the Assets Change 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 revenue savings through the release of buildings no longer required.
D/R.7.005	Contract Savings	-60	-90	-	-		The ability to renegotiate or procure to achieve contractual savings is expected. This line increases the central target for achievement of cost rebates, procurement savings or contract management price gains resulting from focused input by the Finance and Procurement teams.
D/R.7.007	Digital Contracts Review	-480	-50	-300	-		Reductions in software and hardware costs from re-procurement and making efficiencies with the use of technology.
D/R.7.013	Customer Services Review	-40	-50	-250	-		Making changes within the organisation to aid savings related to customer services support.
D/R.7.018	Finance and Resources Staffing Review	-	-150	-100	-		We will review Finance and Procurement and Property Services to reduce cost, ensuring that resources are deployed in the most efficient manner, aligned to the council's operating model and organisational design principles.

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.7.019	Electricity Budget Re-baselining	-495	-	-	-	-	The consolidation of our operational estate alongside the investment in carbon efficient technology has led to a reduction in energy consumption in our corporate buildings which is forecast to result in a saving.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-3,108</b>	<b>-602</b>	<b>-250</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>43,432</b>	<b>45,730</b>	<b>45,995</b>	<b>45,748</b>	<b>46,205</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-33,006</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	
D/R.8a.001	Income Base Adjustments	905	-	-	-	-	Adjustments made to income budgets in the previous year during the budget preparation period, in line with officer delegations
D/R.8a.002	Permanent Income Virements - PVs	42	-	-	-	-	Permanent changes to the income budgets made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-32,059</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	
D/R.8b.002	Fees and charges inflation	-34	-38	-45	-47	-45	Increase in external charges for contractual services to reflect inflationary increases.
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-34</b>	<b>-38</b>	<b>-45</b>	<b>-47</b>	<b>-45</b>	
D/R.8c.001	Blue Badge scheme	-	-53	-2	-2	-	Additional income received to reflect an increase in the number of Blue Badges processed by Customer Services.
D/R.8c.002	This Land - income from loan interest	3,973	462	900	2,104	1,127	The Council's wholly owned company This Land is funded from loans granted by the Council at commercial rates of interest. Alongside the delivery of homes and development of land through the company, the projected receipts from that interest across the next four years will contribute over £8 million of additional commercial income.

## Section 3 - D: Finance and Resources

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
D/R.8c.003	Commercial Income Changes	269	-605	-220	-222	1,152	The Council has a number of commercial investments across the county, ranging from the entertainment to retail and research industries. The Council receives income from these investments in the form of rents which after capital repayments generates commercial return from this capital investments. There has been a reset of a number of these investments in the last 12 months reflected in 2025/26 with then an expected to increase in the next three years. A number of these investments are due for further assessment towards the end of the decade and therefore for prudence at this stage we are reflecting a cost position. Overall though the schemes remain within the capital return expectations.
D/R.8c.012	Collective Investment Funds	-250	-	-	-	-	Based on the current treasury management trend, increased income is expected from our current investments. This will be monitored by the Strategy, Resources and Performance Committee in 2025-26.
D/R.8c.015	Fees & charges increases	-	-100	-	-	-	As part of the Commissioning and Commercial Change Programme a review of all charging across the directorate will take place to ensure we are fully recovering our costs.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>3,992</b>	<b>-296</b>	<b>678</b>	<b>1,880</b>	<b>2,279</b>	
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-28,101</b>	<b>-28,435</b>	<b>-27,802</b>	<b>-25,969</b>	<b>-23,735</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>15,331</b>	<b>17,295</b>	<b>18,193</b>	<b>19,779</b>	<b>22,470</b>	

FUNDING SOURCES							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
D/R.9.001	Budget Allocation	-15,331	-17,295	-18,193	-19,779	-22,470	Net spend funded from general grants, business rates and Council Tax.
D/R.9.002	Fees & Charges	-28,101	-28,435	-27,802	-25,969	-23,735	Fees and charges for the provision of services.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-43,432</b>	<b>-45,730</b>	<b>-45,995</b>	<b>-45,748</b>	<b>-46,205</b>	

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing Committed Schemes	14,482 36,747	500 13,313	-733 12,501	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
D/C.1 D/C.1.007	<b>Information Technology</b> IT Strategy	Implementation of the IT Strategy to support services across Cambridgeshire. To include - Operations - Business Systems - Digital Engagement	Committed	5,672	5,507	165	-	-	-	-	-
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.	Committed	4,700	1,000	1,900	1,800	-	-	-	-
D/C.2.010	IT Infrastructure Refresh	Upgrades/refresh of the core CCC IT systems that underpin use of IT across the Council. This essential work will ensure that the critical IT Infrastructure continues to be fit for purpose and supports changes in technology and business requirements.	Committed	1,074	1,049	25	-	-	-	-	-
	<b>Total - Information Technology</b>			<b>11,446</b>	<b>7,556</b>	<b>2,090</b>	<b>1,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes	36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>D/C.3</b>	<b>Property Services</b>										
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.	Ongoing	21,793	-	2,893	2,100	2,100	2,100	2,100	10,500
D/C.3.006	Decarbonisation Fund- Council Buildings	An investment in the decarbonisation of Council owned and occupied 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.	Committed	11,458	829	4,462	1,643	1,687	1,866	971	-
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	1,505	211	1,294	-	-	-	-	-
	<b>Total - Property Services</b>			<b>34,756</b>	<b>1,040</b>	<b>8,649</b>	<b>3,743</b>	<b>3,787</b>	<b>3,966</b>	<b>3,071</b>	<b>10,500</b>

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing Committed Schemes	14,482 36,747	500 13,313	-733 12,501	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>D/C.4</b>	<b>Strategic Assets</b>										
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	500	2,000
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	1,436	463	973	-	-	-	-	-
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	2,150	-	450	450	450	300	100	400
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	100	350	-	-	-	-	-
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	75	488	-	-	-	-	-

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing Committed Schemes	14,482 36,747	500 13,313	-733 12,501	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
D/C.4.017	Accommodation Improvement Programme	The Accommodation Improvement Programme is looking to rationalise the Council's office assets, improve our retained assets and redefine our library offer to utilise them for more service delivery closer to communities.	Committed	6,148	435	2,747	2,966	-	-	-	-
	<b>Total - Strategic Assets</b>			<b>19,488</b>	<b>5,217</b>	<b>5,605</b>	<b>3,916</b>	<b>950</b>	<b>800</b>	<b>600</b>	<b>2,400</b>
D/C.6 D/C.6.001	<b>Capital Programme Variation</b> 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	-14,525	-	-4,576	-2,649	-1,326	-1,334	-1,028	-3,612
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	64	-	-	64	-	-	-	-
	<b>Total - Capital Programme Variation</b>			<b>-14,461</b>	<b>-</b>	<b>-4,576</b>	<b>-2,585</b>	<b>-1,326</b>	<b>-1,334</b>	<b>-1,028</b>	<b>-3,612</b>
	<b>TOTAL BUDGET</b>			<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

## Section 3 - D: Finance and Resources

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	14,482	500	-733	465	1,724	1,566	1,672	9,288
Committed Schemes	36,747	13,313	12,501	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>

Funding	Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>								
Specific Grants	4,308	530	2,219	1,559	-	-	-	-
<b>Total - Government Approved Funding</b>	<b>4,308</b>	<b>530</b>	<b>2,219</b>	<b>1,559</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	131	-	131	-	-	-	-	-
Capital Receipts	40,000	-	3,000	10,000	8,000	6,000	3,000	10,000
Prudential Borrowing	6,390	12,908	6,393	-4,685	-4,589	-2,568	-357	-712
Prudential Borrowing (Repayable)	-119,751	-	-5,900	-27,879	-36,846	-49,126	-	-
Other Contributions	120,151	375	5,925	27,879	36,846	49,126	-	-
<b>Total - Locally Generated Funding</b>	<b>46,921</b>	<b>13,283</b>	<b>9,549</b>	<b>5,315</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>
<b>TOTAL FUNDING</b>	<b>51,229</b>	<b>13,813</b>	<b>11,768</b>	<b>6,874</b>	<b>3,411</b>	<b>3,432</b>	<b>2,643</b>	<b>9,288</b>



## Section 3 - E: Strategy and Partnerships

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
	<b>Executive Director: Strategy and Partnerships</b>							
-10	Executive Director: Strategy and Partnerships	-7	-	-7	-7	-7	-7	-7
184	Staffing Inflation - S&P	702	-	702	1,428	2,179	2,955	3,758
258	Chief Executive's Office	264	-3	261	262	262	263	264
3,489	Policy, Insight and Change	3,575	-179	3,396	3,226	3,224	3,222	3,219
846	Communications	813	-	813	755	757	758	760
190	Elections	190	-	190	190	190	190	190
271	Emergency Planning	402	-72	330	330	330	330	330
2,151	Human Resources	2,413	-221	2,192	2,174	1,502	1,501	1,500
2,613	Learning and Development	2,514	-252	2,262	2,609	2,555	2,551	2,547
300	Local Assistance Scheme	300	-	300	300	300	300	300
<b>10,293</b>	<b>Subtotal Executive Director: Strategy and Partnerships</b>	<b>11,167</b>	<b>-727</b>	<b>10,440</b>	<b>11,267</b>	<b>11,293</b>	<b>12,063</b>	<b>12,861</b>
	<b>Legal and Governance</b>							
631	Internal Audit	610	-15	595	595	549	549	549
3,962	Legal and Governance Services	4,447	-	4,447	4,557	4,489	4,608	4,732
1,109	Information Management	1,203	-41	1,161	1,173	1,123	1,173	1,231
473	Democratic and Member Services	504	-22	481	481	412	412	411
1,150	Members' Allowances	1,208	-	1,208	1,247	1,287	1,329	1,372
<b>7,325</b>	<b>Subtotal Legal and Governance</b>	<b>7,972</b>	<b>-78</b>	<b>7,893</b>	<b>8,053</b>	<b>7,861</b>	<b>8,071</b>	<b>8,295</b>
	<b>Communities, Libraries and Skills</b>							
5,846	Strategic Management - Communities, Libraries and Skills	5,329	-6,163	-834	-834	-97	-97	-97
4,305	Public Library Services	4,989	-410	4,578	4,619	4,590	4,623	4,660
-	Cambridgeshire Skills	2,550	-2,550	-	-	-	-	-
425	Archives	484	-64	420	406	405	405	404
130	Cultural Services	365	-231	133	133	133	133	133
1,269	Communities Service	1,663	-372	1,291	572	572	572	572
68	Changing Futures	778	-710	68	68	68	68	68
2,118	Domestic Abuse and Sexual Violence Service	3,086	-940	2,146	2,147	2,197	2,198	2,199
<b>14,162</b>	<b>Subtotal Communities, Libraries and Skills</b>	<b>19,243</b>	<b>-11,441</b>	<b>7,802</b>	<b>7,110</b>	<b>7,868</b>	<b>7,902</b>	<b>7,939</b>
<b>31,780</b>	<b>Strategy and Partnerships Budget Total</b>	<b>38,382</b>	<b>-12,246</b>	<b>26,135</b>	<b>26,431</b>	<b>27,021</b>	<b>28,036</b>	<b>29,095</b>

## Section 3 - E: Strategy and Partnerships

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Executive Director: Strategy and Partnerships</b>									
Executive Director: Strategy and Partnerships	-10	-	-	2	-	-	-	-	-7
Staffing Inflation - S&P	184	518	-	-	-	-	-	-	702
Chief Executive's Office	258	1	-	3	-	-	-	-	261
Policy, Insight and Change	3,489	-3	-	77	-	-	-167	-	3,396
Communications	846	1	-	23	-	-	-58	-	813
Elections	190	-	-	-	-	-	-	-	190
Emergency Planning	271	-	-	58	-	-	-	-	330
Human Resources	2,151	-1	-	42	-	-	-	-	2,192
Learning and Development	2,613	-4	-	53	-	-400	-	-	2,262
Local Assistance Scheme	300	-	-	-	-	-	-	-	300
<b>Subtotal Executive Director: Strategy and Partnerships</b>	<b>10,293</b>	<b>512</b>	<b>-</b>	<b>261</b>	<b>-</b>	<b>-400</b>	<b>-225</b>	<b>-</b>	<b>10,440</b>
<b>Legal and Governance</b>									
Internal Audit	631	-0	-	11	-	-	-46	-	595
Legal and Governance Services	3,962	106	-	379	-	-	-	-	4,447
Information Management	1,109	35	-	18	-	-	-	-	1,161
Democratic and Member Services	473	-0	-	9	-	-	-	-	481
Members' Allowances	1,150	58	-	-	-	-	-	-	1,208
<b>Subtotal Legal and Governance</b>	<b>7,325</b>	<b>198</b>	<b>-</b>	<b>416</b>	<b>-</b>	<b>-</b>	<b>-46</b>	<b>-</b>	<b>7,893</b>
<b>Communities, Libraries and Skills</b>									
Strategic Management - Communities, Libraries and Skills	5,846	-	-	3	-	-520	-	-6,163	-834
Public Library Services	4,305	29	-	119	-1,320	1,320	-	125	4,578
Cambridgeshire Skills	-	-	-	-	-	-	-	-	-
Archives	425	-0	-	10	-	-	-	-14	420
Cultural Services	130	-	-	3	-	-	-	-	133
Communities Service	1,269	-	-	22	-2,191	2,191	-	-	1,291
Changing Futures	68	-	-	-	-	-	-	-	68
Domestic Abuse and Sexual Violence Service	2,118	1	-	29	-	-	-277	275	2,146
<b>Subtotal Communities, Libraries and Skills</b>	<b>14,162</b>	<b>30</b>	<b>-</b>	<b>185</b>	<b>-3,511</b>	<b>2,991</b>	<b>-277</b>	<b>-5,777</b>	<b>7,802</b>
<b>Strategy and Partnerships Budget Total</b>	<b>31,780</b>	<b>739</b>	<b>-</b>	<b>861</b>	<b>-3,511</b>	<b>2,591</b>	<b>-548</b>	<b>-5,777</b>	<b>26,135</b>

## Section 3 - E: Strategy and Partnerships

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>30,137</b>	<b>38,381</b>	<b>32,597</b>	<b>33,210</b>	<b>34,249</b>	
E/R.1.001	Base Adjustment	404	-	-	-	-	- Adjustments made to the expenditure budget as part of budget preparation for 2024-25
E/R.1.002	Permanent Virement - PVs	-131	-	-	-	-	- Budget movements in 2024-25 reflected in the base
E/R.1.004	Base funding for teams funded by capital receipts	1,656	-	-	-	-	We can currently fund some posts from capital receipts if they are undertaking work that results in transformation of services. The rules that enable this are expected to expire in 2025-26 and so these teams will need to be covered from baselined revenue budgets.
E/R.1.005	Household Support Fund grant extension	6,163	-6,163	-	-	-	- Household Support Fund grant extension to end of March 2026.
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>38,229</b>	<b>32,218</b>	<b>32,597</b>	<b>33,210</b>	<b>34,249</b>	
<b>2</b>	<b>INFLATION</b>						
E/R.2.001	General inflation S&P	241	233	247	263	279	The total non staffing expenditure inflation allocation is based on different inflation indicators for each budget type.
E/R.2.002	Staff pay inflation	702	726	751	776	803	Assumed 3.5% per annum.
E/R.2.003	2024-25 Staff pay inflation upside	-184	-	-	-	-	Reduction in inflation due to 2024-25 budgeted S&P staff pay inflation being more than the agreed pay award.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>759</b>	<b>959</b>	<b>998</b>	<b>1,039</b>	<b>1,082</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
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.

## Section 3 - E: Strategy and Partnerships

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
E/R.4.003	Emergency Management	53	-	-	-	-	- Pressure resulting from ending of shared service arrangement with Peterborough City Council.
E/R.4.004	National Insurance changes	458	-	-	-	-	- Expected S&P staffing cost increase due to planned NI rate and threshold changes.
E/R.4.005	Re-Baselining of Central Legal Budgets	350	-	-	-	-	- Following centralisation of legal budgets in 2024-25, we have identified that demand has historically exceeded budgets.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>861</b>	<b>55</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
E/R.5.004	Communities - Migration post and Communities	-	-	-150	-	-	- The temporary investment in Communities team funded from reserves comes to an end in 2027-28. Links to E/R.6.005.
E/R.5.006	Anti-Poverty investment	-2,191	-	-	-	-	- Planned budget adjustment to reflect temporary commitment in the 2024-29 business plan. Funding not spent from that temporary investment will continue to be available.
E/R.5.008	Libraries Plus investment	-1,320	-	-	-	-	- Planned budget adjustment to reflect temporary commitment in the 2024-29 business plan. Funding not spent from that temporary investment will continue to be available.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>-3,511</b>	<b>-</b>	<b>-150</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
E/R.6.003	Learning & Development - Children's Academy funding from reserves	-400	400	-	-	-	- Funding the academy from reserves in 2025-26, with base funding re-instated in 2026-27. £400k will be drawn down in 2025-26 and this will be fully unwound in 2026-27.
E/R.6.005	Communities investments funding from reserves	-	-	150	-	-	- Communities drawdown from Homes for Ukraine grant reserve to continue for three years in total, ending in 2027-28. Links to E/R.5.004. This movement in reserves was added in 2024-25 when £150k was drawn down. This will then be fully unwound in 2027-28.

## Section 3 - E: Strategy and Partnerships

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
E/R.6.006	Use of Ukraine grant reserve	-	-	350	-	-	Contribution from Homes for Ukraine Tariff grant reserve to the costs faced by this directorate in managing the Homes for Ukraine scheme locally and providing additional support. This reserves movement was added in 2024-25 when £350k was drawn down. Totals £1.05m over three years. To be reversed in 2027-28.
E/R.6.007	Reserves funding for anti-poverty priority	2,191	-	-	-	-	Temporary funding was allocated from reserves in 2024-25 relating to E/R.5.006; unspent funding continues to be available.
E/R.6.009	Just Transition Funding - Libraries Plus	1,320	-	-	-	-	Temporary funding was allocated from reserves in 2024-25 relating to E/R.5.008; unspent funding continues to be available.
E/R.6.010	Further use of Ukraine grant reserve	-520	-	520	-	-	Further use of Home for Ukraine grant reserve to support the directorate. This a new reserves movements for 2025-26 when 2025 will be drawn down. This will then be unwound in 2027-28.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>2,591</b>	<b>400</b>	<b>1,020</b>	<b>-</b>	<b>-</b>	
<b>7</b>	<b>SAVINGS</b>						
E/R.7.005	Review of Domestic Violence service	-277	-	-	-	-	Review of Domestic Violence service, following the ending of a time-limited grant, to enable the service to focus on its statutory role as defined by the Domestic Abuse Act 2021 and direct support to victims and survivors.
E/R.7.006	Strategy and Partnerships review of working Closer to Communities	-	-764	-193	-	-	Implement the learning from Closer to Communities through community facing teams from across the council working more closely together for the benefit of residents.
E/R.7.013	HR Service Review	-	-17	-671	-	-	Organisational review of the HR service to ensure that resources are efficient, aligned to service delivery and in line with the council's target operating model.
E/R.7.019	Legal & Governance Service Review	-46	-27	-391	-	-	Organisational review the Legal and Governance services to ensure that resources are efficient, aligned to service delivery and in line with the council's target operating model
E/R.7.025	Communications Service Review	-58	-59	-	-	-	Organisational review of the Communications team to ensure that resources are efficient, aligned to service delivery and in line with the council's target operating model

## Section 3 - E: Strategy and Partnerships

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
E/R.7.026	Policy & Insight Service Review	-167	-168	-	-	-	Organisational review of the Policy, Insight & Programmes service to ensure that resources are efficient, aligned to service delivery and in line with the council's target operating model, and that efficiencies through working more closely with other parts of the council can be found.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>-548</b>	<b>-1,035</b>	<b>-1,255</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>38,381</b>	<b>32,597</b>	<b>33,210</b>	<b>34,249</b>	<b>35,331</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-6,071</b>	<b>-12,247</b>	<b>-6,167</b>	<b>-6,190</b>	<b>-6,213</b>	
E/R.8a.001	Income Base Adjustments	-401	-	-	-	-	- Adjustments made to income budgets in the prior-year.
E/R.8a.002	Permanent Income Virements - PVs	22	-	-	-	-	- Permanent changes to income budgets made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions made in 2024-25
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-6,450</b>	<b>-12,247</b>	<b>-6,167</b>	<b>-6,190</b>	<b>-6,213</b>	
E/R.8b.002	Fees & Charges inflation (S&P)	-20	-19	-22	-23	-24	Fees and charges increase in line with inflation.
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-20</b>	<b>-19</b>	<b>-22</b>	<b>-23</b>	<b>-24</b>	
E/R.8c.004	Partnership income	-14	-14	-	-	-	- Income expected through contributions from partners for work carried out on their behalf.
E/R.8c.005	Learning and Development income	-	-50	-50	-	-	- Income from the Workforce Development Fund.
E/R.8c.006	Libraries income	125	-	-	-	-	- The library service is expected to receive less income by offering space to other county council services thereby reducing income from external customers.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>111</b>	<b>-64</b>	<b>-50</b>	<b>-</b>	<b>-</b>	
E/R.8d.006	Victim services grant ending	277	-	-	-	-	- Victim services grant is ending.

## Section 3 - E: Strategy and Partnerships

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
E/R.8d.008	Household Support Fund Grant	-6,163	6,163	-	-	-	Household Support Fund grant extension to end of March 2026. £1m of the expected grant income is reflected in CE&F Tables to part fund FSM holiday voucher scheme.
E/R.8e.007	Change in Public Health Grant	-2	-	49	-	-	- Change in Public Health Grant in later years.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-5,888</b>	<b>6,163</b>	<b>49</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-12,247</b>	<b>-6,167</b>	<b>-6,190</b>	<b>-6,213</b>	<b>-6,237</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>26,134</b>	<b>26,430</b>	<b>27,020</b>	<b>28,036</b>	<b>29,094</b>	

FUNDING SOURCES							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
E/R.9.001	Budget Allocation	-26,134	-26,430	-27,020	-28,036	-29,094	Net spend funded from general grants, business rates and council tax.
E/R.9.002	Fees and Charges	-3,955	-4,038	-4,110	-4,133	-4,157	Fees and charges made for the provision of services.
E/R.9.003	Skills Funding Agency Grant	-2,080	-2,080	-2,080	-2,080	-2,080	Ringfenced contribution for the provision of adult learning and skills services.
E/R.9.004	Public Health Grant	-49	-49	-	-	-	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.
E/R.9.005	Household Support Fund	-6,163	-	-	-	-	Household Support Fund to support vulnerable households in England.
<b>8.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-38,381</b>	<b>-32,597</b>	<b>-33,210</b>	<b>-34,249</b>	<b>-35,331</b>	

## Section 3 - E: Strategy and Partnerships

**Table 4: Capital Programme**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	-1,274	-	-1,166	-92	-16	-	-	-
Committed Schemes	6,030	4,753	1,197	40	40	-	-	-
2025-2026 Starts	2,316	-	2,133	177	6	-	-	-
2026-2027 Starts	45	-	-	45	-	-	-	-
<b>TOTAL BUDGET</b>	<b>7,117</b>	<b>4,753</b>	<b>2,164</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>E/C.1</b>	<b>Policy &amp; Communities</b>										
E/C.1.004	Community Fund	A £5m fund that will help to deliver a range of community based investments that support the Council's aspiration of "Making Cambridgeshire a great place to live".	Committed	5,071	4,251	740	40	40	-	-	-
E/C.1.010	Darwin Green Library	New library provision to meet community needs and provide a welcoming central venue for the community.	Committed	208	1	207	-	-	-	-	-
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	401	181	-	-	-	-	-
E/C.1.012	Cherry Hinton Library	Improvements to Cherry Hinton Library.	Committed	88	61	27	-	-	-	-	-
E/C.1.013	Library Minor Works	Minor upgrade works needed to existing libraries across the county.	Committed	81	39	42	-	-	-	-	-
E/C.1.015	Archives - Camera replacement	Replacement of ageing Archives camera to enable the Archives service to continue to provide high quality master images of documents. This is required by the National Archives and will also maintain an income stream from digitisation.	2026-27	45	-	-	45	-	-	-	-
E/C.1.016	Huntingdon Library Redesign	S106 funded update of the Huntingdon Library space. Creating more flexible and useful community space to meet the growing needs of the population.	2025-26	81	-	75	6	-	-	-	-
E/C.1.017	Mobile Library Replacement	Replace our oldest mobile library due to increased maintenance costs as the vehicle ages.	2025-26	369	-	350	19	-	-	-	-
E/C.1.018	Libraries - Self Service Replacement	Replacement of 32 ageing self service machines reaching end of life.	2025-26	200	-	200	-	-	-	-	-



## Section 3 - E: Strategy and Partnerships

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	-1,274	-	-1,166	-92	-16	-	-	-
Committed Schemes	6,030	4,753	1,197	40	40	-	-	-
2025-2026 Starts	2,316	-	2,133	177	6	-	-	-
2026-2027 Starts	45	-	-	45	-	-	-	-
<b>TOTAL BUDGET</b>	<b>7,117</b>	<b>4,753</b>	<b>2,164</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
E/C.1.019	Whittlesey Library Refurbishment	Refurbishment of Whittlesey in line with Accommodation Improvement and Libraries Plus priorities.	2025-26	166	-	8	152	6	-	-	-
E/C.1.020	Flexible use of capital receipts for change programme	We will fund change costs through capital in line with government flexibility for use of capital receipts.	2025-26	1,500	-	1,500	-	-	-	-	-
	<b>Total - Policy &amp; Communities</b>			<b>8,391</b>	<b>4,753</b>	<b>3,330</b>	<b>262</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>E/C.6</b>	<b>Capital Programme Variation</b>										
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	-1,274	-	-1,166	-92	-16	-	-	-
	<b>Total - Capital Programme Variation</b>			<b>-1,274</b>	<b>-</b>	<b>-1,166</b>	<b>-92</b>	<b>-16</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL BUDGET</b>			<b>7,117</b>	<b>4,753</b>	<b>2,164</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Section 3 - E: Strategy and Partnerships

**Table 4: Capital Programme**

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
Ongoing	-1,274	-	-1,166	-92	-16	-	-	-
Committed Schemes	6,030	4,753	1,197	40	40	-	-	-
2025-2026 Starts	2,316	-	2,133	177	6	-	-	-
2026-2027 Starts	45	-	-	45	-	-	-	-
<b>TOTAL BUDGET</b>	<b>7,117</b>	<b>4,753</b>	<b>2,164</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>

Funding	Total Funding £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
<b>Government Approved Funding</b>								
Specific Grants	175	-	175	-	-	-	-	-
<b>Total - Government Approved Funding</b>	<b>175</b>	<b>-</b>	<b>175</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	530	172	251	103	4	-	-	-
Anticipated Developer Contributions	512	401	111	-	-	-	-	-
Prudential Borrowing	4,948	4,180	675	67	26	-	-	-
Ring-Fenced Capital Receipts	952	-	952	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>6,942</b>	<b>4,753</b>	<b>1,989</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL FUNDING</b>	<b>7,117</b>	<b>4,753</b>	<b>2,164</b>	<b>170</b>	<b>30</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Section 3 - E: Strategy and Partnerships

**Table 5: Capital Programme - Funding**

**Budget Period: 2025-26 to 2034-35**

Summary of Schemes by Start Date			Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing			-1,274	-	-279	-	-548	-447
Committed Schemes			6,030	-	1,030	-	-	5,000
Completed Schemes			-	-	-	-	-	-
2025-2026 Starts			2,316	175	291	-	1,500	350
2026-2027 Starts			45	-	-	-	-	45
<b>TOTAL BUDGET</b>			<b>7,117</b>	<b>175</b>	<b>1,042</b>	<b>-</b>	<b>952</b>	<b>4,948</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>E/C.1</b>	<b>Policy &amp; Communities</b>							
E/C.1.004	Community Fund	Committed	5,071	-	71	-	-	5,000
E/C.1.010	Darwin Green Library	Committed	208	-	208	-	-	-
E/C.1.011	Sackville House Library Expansion	Committed	582	-	582	-	-	-
E/C.1.012	Cherry Hinton Library	Committed	88	-	88	-	-	-
E/C.1.013	Library Minor Works	Committed	81	-	81	-	-	-
E/C.1.015	Archives - Camera replacement	2026-27	45	-	-	-	-	45
E/C.1.016	Huntingdon Library Redesign	2025-26	81	-	81	-	-	-
E/C.1.017	Mobile Library Replacement	2025-26	369	175	44	-	-	150
E/C.1.018	Libraries - Self Service Replacement	2025-26	200	-	-	-	-	200
E/C.1.019	Whittlesey Library Refurbishment	2025-26	166	-	166	-	-	-
E/C.1.020	Flexible use of capital receipts for change programme	2025-26	1,500	-	-	-	1,500	-
	<b>Total - Policy &amp; Communities</b>		<b>8,391</b>	<b>175</b>	<b>1,321</b>	<b>-</b>	<b>1,500</b>	<b>5,395</b>
<b>E/C.6</b>	<b>Capital Programme Variation</b>							
E/C.6.001	Variation Budget	Ongoing	-1,274	-	-279	-	-548	-447
	<b>Total - Capital Programme Variation</b>		<b>-1,274</b>	<b>-</b>	<b>-279</b>	<b>-</b>	<b>-548</b>	<b>-447</b>
	<b>TOTAL BUDGET</b>		<b>7,117</b>	<b>175</b>	<b>1,042</b>	<b>-</b>	<b>952</b>	<b>4,948</b>

Section 3 - G: Capital Financing

Table 1: Revenue - Summary of Net Budget by Service Line  
Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
38,315	Capital Financing Costs Capital Financing Costs	51,588	-9,641	41,946	44,493	46,108	43,874	41,798
38,315	Subtotal Capital Financing Costs	51,588	-9,641	41,946	44,493	46,108	43,874	41,798
38,315	Capital Financing Budget Total	51,588	-9,641	41,946	44,493	46,108	43,874	41,798

### Section 3 - G: Capital Financing

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
<b>Capital Financing Costs</b>									
Capital Financing Costs	38,315	-	-	-	-566	-	-	4,197	41,946
<b>Subtotal Capital Financing Costs</b>	<b>38,315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-566</b>	<b>-</b>	<b>-</b>	<b>4,197</b>	<b>41,946</b>
<b>Capital Financing Budget Total</b>	<b>38,315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-566</b>	<b>-</b>	<b>-</b>	<b>4,197</b>	<b>41,946</b>

## Section 3 - G: Capital Financing

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>54,910</b>	<b>51,588</b>	<b>52,849</b>	<b>53,140</b>	<b>48,378</b>	
G/R 1.002	Permanent Virement - PVs	-1,001	-	-	-	-	Changes to the expenditure budget made in 2024-25 reflected in the base, in line with officer delegations and/or committee decisions in 2024-25
G/R 1.003	Capital financing recharge budget adjustment	-1,755	-	-	-	-	- Adjustment to capital financing recharges, offset by change in Place & Sustainability budget
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>52,154</b>	<b>51,588</b>	<b>52,849</b>	<b>53,140</b>	<b>48,378</b>	
<b>2</b>	<b>INFLATION</b>						
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>CAPITAL FINANCING CHANGES</b>						
G/R 5.001	Recharge of interest receivable	-5,375	-2,701	-957	-2,163	-1,187	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 5.002	Minimum Revenue Provision	2,083	2,462	2,958	-2,857	-865	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 5.003	Interest Payable Changes	2,631	1,205	-956	-2,643	-2,348	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 5.004	Repayment of interest from invest to save schemes	36	331	-725	2,901	1,177	Capital schemes that generate a revenue return are recharged the cost of their borrowing once the income stream begins
G/R 5.005	Technical and other	59	-36	-29	-	-	- Debt management expenses.
<b>5.99</b>	<b>Subtotal Capital Financing Changes</b>	<b>-566</b>	<b>1,261</b>	<b>291</b>	<b>-4,762</b>	<b>-3,223</b>	

## Section 3 - G: Capital Financing

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
6	USE OF RESERVES						
6.99	Subtotal Use of Reserves	-	-	-	-	-	
7	SAVINGS						
7.99	Subtotal Savings	-	-	-	-	-	
	TOTAL GROSS EXPENDITURE	51,588	52,849	53,140	48,378	45,155	
8	INCOME						
	Opening Income Budget	-13,838	-9,641	-8,355	-7,031	-4,503	
G/R.8c.001	Interest receivable	4,197	1,286	1,324	2,528	1,147	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.
8a.99	Revised opening income budget	-9,641	-8,355	-7,031	-4,503	-3,356	
8b.99	Subtotal Income - inflation	-	-	-	-	-	
8c.99	Subtotal Income - generation	-	-	-	-	-	
8d.99	Subtotal Income - grant changes	-	-	-	-	-	
	Closing Income Budget	-9,641	-8,355	-7,031	-4,503	-3,356	
	TOTAL NET EXPENDITURE	41,947	44,494	46,109	43,875	41,799	
FUNDING SOURCES							
9	FUNDING OF GROSS EXPENDITURE						
G/R.9.101	Budget Allocation	-41,947	-44,494	-46,109	-43,875	-41,799	Net spend funded from general grants, business rates and Council Tax.
G/R.9.102	Fees and Charges	-9,641	-8,355	-7,031	-4,503	-3,356	Income from interest receivable
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-51,588	-52,849	-53,140	-48,378	-45,155	

## Section 3 - H: Corporate and Funding Items

**Table 1: Revenue - Summary of Net Budget by Service Line**

Budget Period: 2025-26 to 2029-30

Net Revised Opening Budget 2024-25 £000	Policy Line	Gross Budget 2025-26 £000	Income Budget 2025-26 £000	Net Budget 2025-26 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000
	<b>Corporate Items</b>							
10,077	Cambridgeshire and Peterborough Combined Authority levy	10,279	-	10,279	10,690	11,118	11,340	11,567
454	Environment Agency levy	466	-	466	479	492	505	519
200	Corporate reserves contributions	-2,181	-	-2,181	-2,238	682	1,627	1,398
1,022	Central holding and miscellaneous accounts	9,000	-772	8,228	8,723	8,723	8,723	8,723
<b>11,753</b>	<b>Subtotal Corporate Items</b>	<b>17,564</b>	<b>-772</b>	<b>16,792</b>	<b>17,654</b>	<b>21,015</b>	<b>22,195</b>	<b>22,207</b>
-	<b>Corporate Budget Gap</b>	-	-	-	<b>-17,687</b>	<b>-27,910</b>	<b>-49,709</b>	<b>-73,274</b>
<b>11,753</b>	<b>Corporate and Funding Items Budget Total</b>	<b>17,564</b>	<b>-772</b>	<b>16,792</b>	<b>-33</b>	<b>-6,895</b>	<b>-27,514</b>	<b>-51,067</b>



### Section 3 - H: Corporate and Funding Items

**Table 2: Revenue - Net Budget Changes by Service Line**

Budget Period: 2025-26

Policy Line	Net Revised Opening Budget £000	Net Inflation £000	Demography & Demand £000	Pressures £000	Priorities & Investments £000	Use of Reserves £000	Savings £000	Income Changes £000	Net Budget £000
<b>Corporate Items</b>									
Cambridgeshire and Peterborough Combined Authority levy	10,077	202	-	-	-	-	-	-	10,279
Environment Agency levy	454	12	-	-	-	-	-	-	466
Corporate reserves contributions	200	-	-	-	-	-2,381	-	-	-2,181
Central holding and miscellaneous accounts	1,022	300	-	2,000	-1,485	-245	6,669	-33	8,228
<b>Subtotal Corporate Items</b>	<b>11,753</b>	<b>514</b>	<b>-</b>	<b>2,000</b>	<b>-1,485</b>	<b>-2,626</b>	<b>6,669</b>	<b>-33</b>	<b>16,792</b>
<b>Corporate and Funding Items Budget Total</b>	<b>11,753</b>	<b>514</b>	<b>-</b>	<b>2,000</b>	<b>-1,485</b>	<b>-2,626</b>	<b>6,669</b>	<b>-33</b>	<b>16,792</b>

## Section 3 - H: Corporate Items

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>1</b>	<b>OPENING GROSS EXPENDITURE</b>	<b>8,226</b>	<b>17,564</b>	<b>739</b>	<b>-6,895</b>	<b>-27,514</b>	
H/R. 1.001	Base Adjustment	-808	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2024-25, in line with officer delegations
H/R. 1.003	Reversing previous year's reserves	5,074	2,381	2,438	290	-655	Adjustments to the base budget, including the unwinding of the previous year's corporate reserves movement in order to more transparently show the current year's contribution below
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>12,492</b>	<b>19,945</b>	<b>3,177</b>	<b>-6,605</b>	<b>-28,169</b>	
<b>2</b>	<b>INFLATION</b>						
H/R. 2.001	Combined Authority levy Inflation	202	411	428	222	227	Assumed 2% inflation in 2025-26, 2028-29 and 2029-30 and 4% inflation in 2026-27 and 2027-28, in accordance with the Combined Authority Medium Term Financial Plan.
H/R. 2.002	Environment Agency levy inflation	12	13	13	13	14	Assumed 2% inflation per year on the levy that funds regional flood and coastal committees within the county
H/R. 2.003	Staff Pay Inflation	300	-	-	-	-	3.5% allowed for in 2025-26.
<b>2.99</b>	<b>Subtotal Inflation</b>	<b>514</b>	<b>424</b>	<b>441</b>	<b>235</b>	<b>241</b>	
<b>3</b>	<b>DEMOGRAPHY AND DEMAND</b>						
<b>3.99</b>	<b>Subtotal Demography and Demand</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>4</b>	<b>PRESSURES</b>						
H/R. 4.001	Capital Financing and Commercial Risk	2,000	-	-	-	-	An allowance is made for risks across the council on capital financing and commercial lines.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>5</b>	<b>PRIORITIES AND INVESTMENTS</b>						
H/R. 5.002	SEND Capacity to Transform	-500	-	-	-	-	Funded from one off grant increase in the final finance settlement - One off capacity will be provided to the service to work with schools, parents and other partners, including the NHS, to focus provision and costs to deliver more rapidly the necessary service change and improvement

## Section 3 - H: Corporate Items

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
H/R.5.003	Home to School Transport Capacity to Transform	-530	-	-	-	-	Funded from one off grant increase in the final finance settlement - One off capacity to accelerate the deliver of change and improvement, working with operators and the Combined Authority to ensure more sustainable transport solutions in an integrated manner and to embed options which lower costs.
H/R.5.004	Additional Mental Health Support	-500	-	-	-	-	Funded from one off grant increase in the final finance settlement - This one-off investment seeks to respond to the feedback received through the Quality of Life Survey to expand upon existing resources in communities to enable a targeted and preventative approach to support adult mental health and wellbeing.
H/R.5.005	Fees & Charges review	-200	-	-	-	-	Funded from one off grant increase in the final finance settlement - The Council is reviewing how it has applied the legislation and applying its charging policy, using areas of good practice, including comparators from neighbouring councils and wider, to help inform this piece of work.
H/R.5.006	Council Tax Counter-Fraud Initiative	245	-	-	-	-	Funding for District Councils to investigate fraud linked to council tax discounts.
<b>5.99</b>	<b>Subtotal Priorities &amp; Investments</b>	<b>-1,485</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>6</b>	<b>USE OF RESERVES</b>						
H/R.6.001	Use of corporate reserves	-2,381	-2,438	-290	655	426	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.6.002	Council Tax Counter-Fraud Initiative reserve movement	-245	245	-	-	-	Reserve draw down of £245k in 2025-26 which is then fully unwound in 2026-27. Relates to H/R.5.006.
<b>6.99</b>	<b>Subtotal Use of Reserves</b>	<b>-2,626</b>	<b>-2,193</b>	<b>-290</b>	<b>655</b>	<b>426</b>	
<b>7</b>	<b>SAVINGS</b>						
H/R.7.001	Reducing the level of bad debt provision	250	250	-	-	-	Temporarily reducing the level of bad debt provision by investment in debt recovery capacity.

## Section 3 - H: Corporate Items

**Table 3: Revenue - Overview**

**Budget Period: 2025-26 to 2029-30**

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
H/R. 7.002	Salary sacrifice schemes	-88	-	-	-	-	
H/R. 7.003	Demand-led budgets risk	3,700	-	-	-	-	This provides some central provision to mitigate variances on demand management savings delivery across the council.
H/R. 7.004	Allowance for contracts and partnerships savings risk	2,807	-	-	-	-	This line makes a provision for a variance across the council on savings relating to contract management, commissioning and partnerships.
<b>7.99</b>	<b>Subtotal Savings</b>	<b>6,669</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>Budget gap</b>	<b>-</b>	<b>-17,687</b>	<b>-10,223</b>	<b>-21,799</b>	<b>-23,565</b>	<b>This is the budget gap for the council</b>
	<b>TOTAL GROSS EXPENDITURE</b>	<b>17,564</b>	<b>739</b>	<b>-6,895</b>	<b>-27,514</b>	<b>-51,067</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-939</b>	<b>-772</b>	<b>-772</b>	<b>-</b>	<b>-</b>	
H/R. 8a.001	Public Health Grant Reserve Drawdown	200	-	-	-	-	A contribution from the Public Health grant reserve is made for eligible services
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-739</b>	<b>-772</b>	<b>-772</b>	<b>-</b>	<b>-</b>	
<b>8b.99</b>	<b>Subtotal Income - inflation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
H/R. 8d.004	Change in Public Health Grant	-33	-	772	-	-	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.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-33</b>	<b>-</b>	<b>772</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-772</b>	<b>-772</b>	<b>-</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>16,792</b>	<b>-33</b>	<b>-6,895</b>	<b>-27,514</b>	<b>-51,067</b>	

## Section 3 - H: Corporate Items

**Table 3: Revenue - Overview**

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
<b>FUNDING SOURCES</b>							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
H/R.9.001	Budget Allocation	-16,792	33	6,895	27,514	51,067	Budget allocation for these lines, a positive number indicates a council-wide budget gap which is referenced above.
H/R.9.002	Public Health Funding	-772	-772	-	-	-	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.
<b>9.99</b>	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-17,564</b>	<b>-739</b>	<b>6,895</b>	<b>27,514</b>	<b>51,067</b>	



# Capital Strategy

2025-34

Business Plan Section 6



# Contents

- 1: Executive summary
- 2: Strategic Context
- 3: Capital Investment Mapping
- 4: Future Years' Strategy Development
- 5: Detailed Strategy
- Appendix 1: Non-Financial Investment Portfolio
- Appendix 2: Sources of Capital Funding



# 1. Executive Summary

The council's strategic financial plan is comprised of three distinct, but interdependent, strategies set out within this Business Plan:

- Medium-Term Financial Strategy (MTFS) (section 2)
- Capital Strategy (section 6)
- Treasury Management Strategy (section 7)

This strategy, the Capital Strategy, describes how the council's investment of capital resources over the next ten years will optimise the ability of the council to achieve its strategic vision and ambitions outlined within the council's strategic framework. The Strategy is concerned with all aspects of the council's capital expenditure programme: planning; prioritisation; management; and funding, and is updated each year as part of the business planning process.

The council achieves its vision to "Create a greener, fairer and more caring Cambridgeshire" through delivery of its Business Plan, which targets seven ambitions. To enable delivery of the plan, the council needs to undertake capital investment. This includes investment in new schools and in modernising school buildings, regeneration and improvement of the county's transport infrastructure, and tackling the council's ambitious net-zero target towards 2045.

“Create a **greener, fairer** and more **caring** Cambridgeshire”

It is crucial that when long-term investment decisions are undertaken, decision-makers can rely on clear and informed information. This includes:

- A long-term view of capital expenditure plans and any financial risks to which the council is exposed.
- Ensuring due regard to the long-term financing affordability implications and potential risks.
- A clear overview of the council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The council's 2025-26 ten-year capital programme, based on funding known at this point, is summarised by service as follows:

	Prev Years £000	2025- 26 £000	2026- 27 £000	2027- 28 £000	2028- 29 £000	2029- 30 £000	Later Yrs £000	Total £000
Children, Education and Families	168,424	44,495	85,083	40,072	16,076	9,644	11,487	375,281
Adults, Health and Commissioning	462	8,544	19,857	18,683	15,451	15,653	29,650	108,300
Place and Sustainability	153,188	73,215	58,486	20,949	19,367	1,592	12,460	339,257
Finance and Resources	13,813	11,768	6,874	3,411	3,432	2,643	9,288	51,229
Strategy and Partnerships	4,753	2,164	170	30	-	-	-	7,117
<b>Total spend</b>	<b>340,640</b>	<b>140,186</b>	<b>170,470</b>	<b>83,145</b>	<b>54,326</b>	<b>29,532</b>	<b>62,885</b>	<b>881,184</b>

This is due to be funded as follows:

	Prev Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Yrs £000	Total £000
Grants	77,716	61,540	42,029	29,278	27,828	8,346	30,110	276,847
Contributions	80,717	24,125	70,186	58,032	50,432	7,072	8,839	299,403
Capital Receipts	-	3,952	10,000	8,000	6,000	3,000	10,000	40,952
Prudential Borrowing	181,651	56,196	73,659	24,382	19,235	12,555	15,751	383,429
Prudential Borrowing (repayable)	556	-5,627	-25,404	-36,547	-49,169	-1,441	-1,815	-119,447
<b>Total funding</b>	<b>340,640</b>	<b>140,186</b>	<b>170,470</b>	<b>83,145</b>	<b>54,326</b>	<b>29,532</b>	<b>62,885</b>	<b>881,184</b>

Please see the following sections for further detail.

## 2. Strategic context

The development of this Strategy, along with the council's other core strategies and plans, is informed by the current and longer-term strategic context, as set out in the strategic framework.

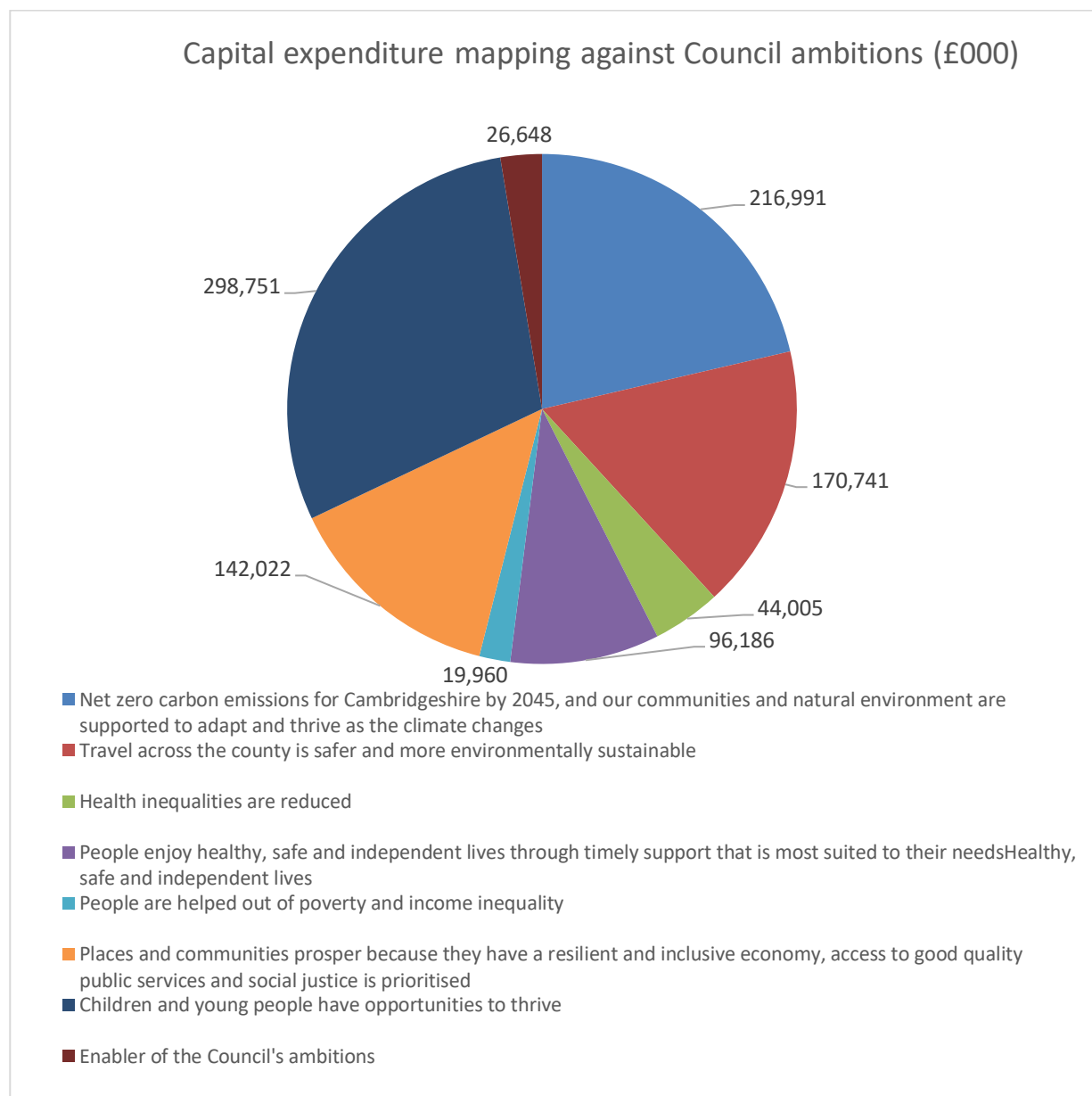
Cambridgeshire is a fast-growing place. In 2021, approximately 679,000 people lived in Cambridgeshire, one of the fastest growing populations over the last decade. Cambridge City was the second highest growing local authority in the East of England, mainly concentrated in younger adults, while our rural districts are seeing higher growth in over 65s. We expect population growth to continue through the next decade, particularly for our older age groups. Cambridgeshire also has areas of deprivation, including 16 neighbourhoods in the 20% most relatively deprived nationally. Around 8,300 adults receive long-term social care, either partially or fully funded by the council, and there has been a 71% increase since January 2020 in the number of children supported with Education, Health and Care Plans, taking the number to over 8,000 children.

The council's change strategy (Our Future Council) was agreed by the council in October 2024, and sets out the council's high-level vision and an approach to transforming the way it operates, explaining how the council understands the context in which it operates, expected future developments, and the way it intends to adapt and innovate to mitigate risks and exploit opportunities. Parts of the work through this strategy will involve capital expenditure, particularly the portfolio that will cover the council's assets.

The Climate Change and Environment Strategy sets out the council's ambition for tackling the climate and biodiversity emergencies. The carbon footprint for Cambridgeshire in 2022 was 6.45m tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) emissions; for this council in 2023-24 it was 103,255 tonnes, including indirect ("scope 3") emissions. These figures are decreasing, especially for the council's emissions, however we must work over the coming years to reduce both the council's and the country's carbon footprint further, with targets for these to be net zero by 2030 (for the council's scopes 1 and 2 emissions) and by 2045 (for the county).

### 3. Capital Prioritisation Mapping

The council's prioritisation of its capital programme can be mapped to the council's key ambitions as follows:



A more detailed review of the capital programme is provided in part 5d.

## 4. Future Years Strategy Development

The Capital Strategy undergoes continuous development as part of a process of continuous improvement to support members in their decision making.

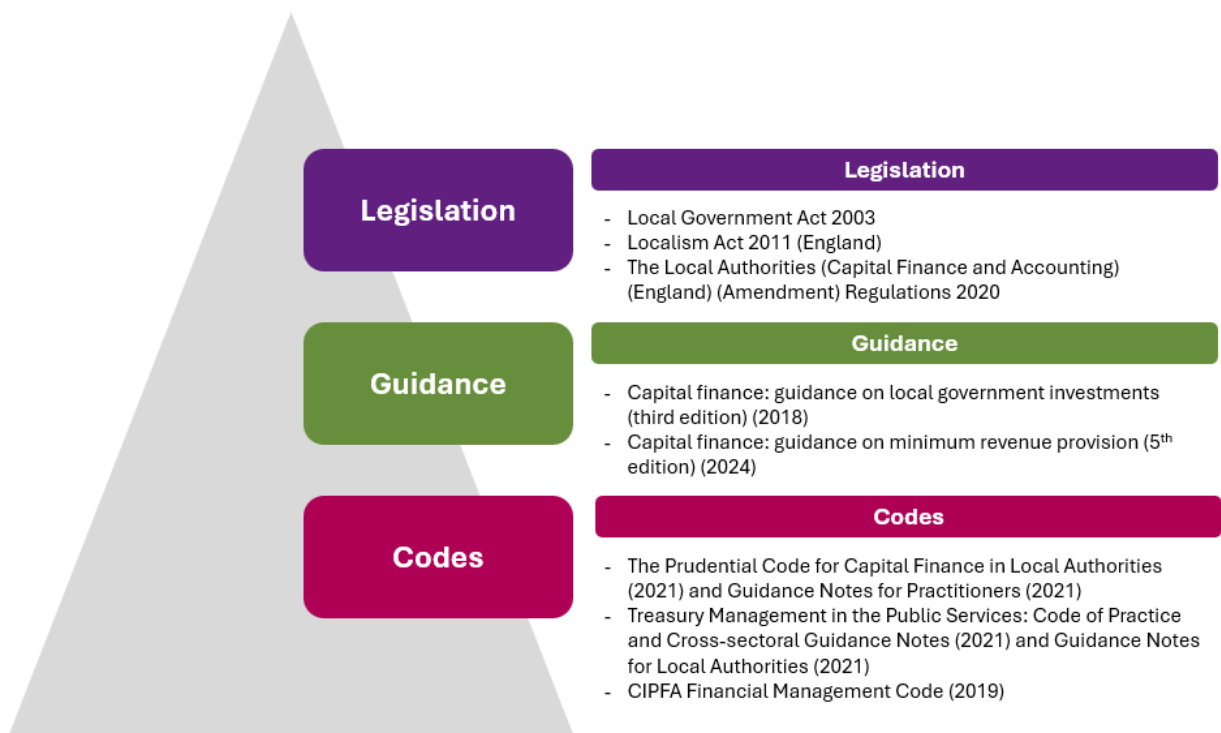
Future identified activity includes:

- Further development of the long-term (20-to-30-years) approach to the Capital Strategy, aligned to our longer-term corporate strategies.
- Assessment of asset management planning to inform decision making and risk, in particular to climate change impacts, as part of the development of the new Land and Property Strategy 2024-29.
- Alignment of the Council's Asset Change Programme
- Consideration of Cambridgeshire's growth strategy to meet the national industrial strategy
- Any upcoming changes to statutory guidance.
- Continuing development of the use of carbon emissions modelling and assessment within investment decisions across all schemes.

# 5. Detailed Strategy

## 5a. Statutory Framework

Local government capital finance is governed and operates under the Prudential Framework in England, Wales, and Scotland. The Prudential Framework is an umbrella term for several statutory provisions and professional requirements that allow authorities largely to determine their own plans for capital investment, subject to an authority following due process in agreeing these plans and being able to provide assurance that they are prudent and affordable. The relevant legislation, guidance and codes are set out as follows:



## 5b. Working with partners

The council is committed to developing strong and positive partnerships that not only enhance the investment potential of the council through opportunities for support and contributions from third parties but enable delivery of the council’s Corporate Priorities. Partnership working enables the council to leverage a larger package of investment that extends beyond our investment potential as an individual organisation.

There are a range of capital schemes currently being delivered in conjunction with partners and our commitment to social and environmental values further demonstrate our aspiration to work with the public and private sector to deliver better outcomes for people, the environment, and communities. The following summarises some of the council’s key partnerships.

### *Cambridgeshire and Peterborough Combined Authority (CPCA)*

The CPCA, led by the Mayor and representatives from the seven constituent councils, was created in 2017 to deliver the region's devolution deal. The CPCA works with the Business Board and other local partners to deliver strategic projects. Key ambitions for the Combined Authority include:

- doubling the size of the local economy
- delivering outstanding and much needed connectivity in terms of transport and digital links
- providing the UK's most technically skilled workforce
- growing international recognition for our knowledge-based economy
- improving the quality of life by tackling areas suffering from deprivation.

The Mayor and Combined Authority has a role to play in enabling carbon reduction and adaptation to climate change; therefore, the CPCAs activities and policies are informed by an ambition to tackle climate change.

As the Strategic Transport Authority for the region, the CPCA receives funding and powers from central government, which the Mayor and the Combined Authority Board oversee, and it sets out strategies and plans for delivering its ambitions. As the Local Highway Authority, it is expected that CCC will deliver much of the capital work commissioned by the CPCA within Cambridgeshire, and several schemes form part of our capital programme.

### *Greater Cambridge Partnership*

The Greater Cambridge Partnership is the local delivery body for a City Deal with central government, bringing powers and investment, worth up to £500 million over 15 years, to vital improvements in infrastructure, supporting and accelerating the creation of 44,000 new jobs, 33,500 new homes and 420 additional apprenticeships.

It is the largest of several City Deal programmes agreed by central government in 2014 and brings key partners together to work with communities, businesses, and industry leaders to support the continued growth of one of the world's leading tourism and business destinations. The five partners are:

- Cambridge City Council
- Cambridgeshire County Council
- South Cambridgeshire District Council
- University of Cambridge
- The business community – Nomination via the CPCA Business Board

The Executive Board is made up of members from the five partners.

In 2015, £100m of government funding was made available for transport improvements until 2020. Following successful completion of the Gateway Review in May 2020, an extra £200 million funding was made available up to 2025. The next Gateway Review process is underway and if successful a further £200m of funding will be unlocked.

It is important to ensure that the strategic infrastructure scoped and delivered through the City Deal reduces carbon emissions through designing out carbon emissions where it can from the construction and operation of any new assets as well as a strategic goal of the infrastructure itself. The GCP is refreshing its forward plan, alongside the council, particularly reviewing the approach to bridge funding where developer contributions will take several years to be received.

### *Connecting Cambridgeshire*

The Connecting Cambridgeshire programme is improving Cambridgeshire and Peterborough's digital connectivity to drive economic growth, help our businesses and communities to thrive and make it easier to access public services. The project is hosted by Cambridgeshire County Council and led by the CPCA, working with government bodies, local councils, and external organisations, including telecoms suppliers and mobile operators.

Together with £3m from PCC and £8.75m government funding, the council's initial outlay of £20m in 2011 has since been used to leverage over £60m of direct funding, from external public and private sector sources, including £7.5m from the CPCA to extend the programme to improve mobile and public access Wi-fi, as well as fibre broadband. In addition, the council has received over £7m of gainshare clawback from the original superfast broadband contract. The broadband rollout has now brought superfast access to over 98.5% of premises, and gigabit capable broadband coverage of over 88%, already exceeding the government target of 85% by 2025.

The Connecting Cambridgeshire [Digital Connectivity Strategy 2021-2025](#) gives an overview of work underway to significantly improve broadband, mobile and public access Wi-fi coverage across the region by 2025. The strategy for the period 2021-2025 builds on the foundations of the existing programme, incorporating multiple workstreams, targeting the different aspects of digital connectivity from broadband, mobile, 'Smart' technology, and public access Wi-Fi to ensure that Cambridgeshire and Peterborough are well positioned to take full advantage of current and emerging technological advances. A [new strategy for 2025-2029](#) has been approved by the Combined Authority.

### *This Land*

This Land Limited was established as a wholly owned company of the council in 2016 in order to enable development of land for housing. The company aims to develop the land it has acquired, predominantly from the council, to provide individual, high-quality homes and new communities that are in much demand across Cambridgeshire and the surrounding counties in the East of England. As of November 2024, the council had issued long-term loans of £117.851m to This Land, for which it receives a revenue return by way of interest payments, and equity of £5.851m. In 2021 the council undertook a shareholder review of This Land, which identified risks and recommendations, and this was followed up by a detailed review of the company's business plan by an external specialist commissioned by the council. The company is refreshing its business plan for 2025-26 and beyond, and the council continues to exercise its governance and oversight responsibilities.



### *Light Blue Fibre*

Light Blue Fibre Limited, one of the first of its kind in the UK, is a joint venture between the University of Cambridge and Cambridgeshire County Council, making both organisations' existing extensive duct and fibre networks, together with any developed in the future, commercially available. Since its formal establishment in late 2019 to support the council's work to expand the county's fibre network, Light Blue Fibre has now completed its fourth year of trading. The company is performing both operationally and commercially ahead of its business plan. The existing joint venture assets, plus the council's "dig-once" policy of installing fibre ducts in new transport schemes and then making them available to telecom providers via Light Blue Fibre, allows operators to avoid costly retrofitting and minimises disruption to highways users, together with reducing carbon emissions (approximately 20 tonnes CO<sub>2</sub> to date).

### *One Public Estate (OPE)*

OPE is an established national programme delivered in partnership by the Office of Government Property (OGP) within the Cabinet Office and the Local Government Association (LGA). It provides practical and technical support and funding to councils to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners.

Cambridgeshire's OPE group allows partners, including the district councils, health partners and the emergency services, to effectively collaborate on strategic asset management and rationalise the combined operational property estate within the county. The programme has secured up to £4.3m in funding so far to bring forward major projects for joint asset rationalisation and land release. OPE projects that have/are being delivered in conjunction with OPE partners include:

- Huntingdonshire District Council - Oaktree Health Centre, Oxmoor Estate
- Huntingdonshire District Council and Department of Work and Pensions - Pathfinder House, Jobcentre Plus
- Cambridgeshire Community Services - Ely Princess of Wales Hospital redevelopment, Wisbech North Cambridge Hospital redevelopment
- Cambridgeshire County Council - Joint Highways Depot move (from Whittlesford to Swavesey A14)
- Cambridgeshire Community / Cambridgeshire County Council - Ely Care Home (at Ely Princess of Wales)
- Peterborough City Council - Peterborough Middleholme (Brownfield Land Release Fund), Peterborough EcoHomes
- Fenland District Council - Fenland Nene Waterfront (Brownfield Land Release Fund)
- Cambridgeshire Community Services / Cambridge City Council - Brookfields / Seymour St
- Fenland District Council / Cambridgeshire and Peterborough NHS Foundation Trust - Cambridgeshire Public Sector Accommodation review including NHS

- ICS and NHS Neighbourhood Hubs Alconbury
- Cambridge City Council - Aylesborough Close Phase 2, Cambridge, East Barnwell Site 2 Regeneration

### *Community Infrastructure Levy (CIL)*

The council also works closely with the city and district councils on the creation of new infrastructure needed as a result of development. Currently, CIL is operating in Huntingdonshire District Council and East Cambridgeshire District Council only. CIL is at the discretion of the Local Planning Authority i.e., the city and district councils, who are responsible for setting the levy and have the final decision on how the funds are spent. However, as the county council has responsibility for the provision of much of the infrastructure resulting from development, it is imperative that it is involved in the CIL governance arrangements of the city and district councils, and that it works closely with these authorities to ensure that it is able to influence investment decisions that affect the council's services.

### *Local Area Energy Planning*

Approximately 45% of Cambridgeshire's carbon emissions are associated with energy. Clean energy is essential for powering buildings, warming homes, transport, digital connectivity, distribution of water and supporting businesses. To achieve net zero by 2045, the energy system across Cambridgeshire must change. Communities will need to be actively participating in the energy system to gain benefits managing their bills. Businesses will also need to actively engage in the energy system changes to grow and thrive. Local Area Energy Planning is a whole system approach, led by local government, with key stakeholders. It identifies the most cost-effective masterplan and pathways for the local area to achieve local and national net zero targets. Importantly, it identifies the capital programmes and scale of investment that needs to be delivered. There are three strands:

- Place making – to achieve low carbon, oil and gas infrastructure must shift to greater levels of 'electricity infrastructure'. Clean electricity generation and distribution will be the dominant infrastructure for heating and lighting buildings and transport for cars and light vans – or hydrogen for heavy transport. The council therefore has a role in infrastructure planning and delivery.
- Green Investment – the council can use its land and buildings assets, in line with our Land and Property strategy, to facilitate green projects that support the implementation of the Local Area Energy Masterplan e.g., buildings and land can generate electricity or clean heat, battery storage can support the local grid; highways can support electric vehicle charging and the council can participate in other green projects as an anchor tenant to support green project business cases. The council can invest in energy projects for carbon reductions and carbon removals and potentially benefit financially from this too.
- Economic development - investing in local energy projects provides jobs and services locally and benefits our local economy. Without secure and resilient energy supplies our economy cannot compete and thrive. Investing in our local energy economy through skills development, supporting local business to build their capabilities, attracting inward investment and actively supporting market demand.

The council is working with other Cambridgeshire local authorities and the CPCA to deliver Local Area Energy Planning and to have a masterplan and pathways in place during 2025. The Local Area Energy Plan will inform business plans for distribution and transmission network operators and their business plan submissions to the regulator.

### ***Large Energy Projects***

To support Cambridgeshire to get to net zero by 2045, the council has invested in building its capabilities and learning through developing and constructing energy projects. This investment has built organisational skills and knowledge of the energy system and the changes needed to achieve this. A number of large energy projects are either constructed or being finalised. Some are built as local demonstrator projects; visible assets, that everyone can identify with and learn from. As the council's Land and Property Strategy and the Local Area Energy Plan come forward, a new programme of energy projects will be scoped to support their delivery, building on the learning to date and the ambitions to achieve net zero, whilst also benefiting from the energy system changes.

To support this delivery, in early 2021, the council entered into contract with Equans (formerly Bouygues Energies and Services Ltd) and SSE Energy Solutions for design and delivery of clean energy projects to benefit the council financially, cut energy consumption and reduce carbon emissions. The Framework, led by Equans, includes strategic partners such as UK Power Networks consulting, Envision Digital, Element Energy, Cambridge Cleantech and Cambridge University Leadership in Sustainability, providing insight on the market and technological innovations. This procurement brings the engineering design skills, capabilities and capacities required for a wide range of energy projects including heat networks, building retrofits, electric vehicle charging, smart energy grids and solar farms. The Framework is available to other public bodies via Access Agreements, with the potential to generate revenue in access fees for the council and its local authority partners, if projects progress to completion.

The council is also building up its support for communities to engage in energy projects, improve energy efficiency, generate local renewables and benefit from bill savings. In 2018, the Swaffham Prior Community Land Trust approached the council to collaborate on their energy ambitions for the community. The government joined this collaboration to find solutions for rural communities where business cases and investment are more challenging to decarbonise homes.

### **5c. Internal Influences**

As well as the council's Corporate Strategy, the Capital Strategy has clear links to many other strategies, policies, and plans. The most significant of those strategies and their influence are detailed below.

Strategy	Influence
Strategic Framework	Ensures the council's plans are driven by the shared vision to create a greener, fairer, and more caring Cambridgeshire and focuses on achieving a number of outcomes for the people of Cambridgeshire.
Medium Term Financial Strategy	Sets out the financial picture facing the council over the next five years, the resources available to the council, and the council's strategy for managing its resources effectively.
Land and Property Strategy	Provides a framework to enable the safe, effective, efficient, and environmentally sustainable management of a portfolio of assets. The strategy and its associated delivery policies provide us with a structured approach to respond to service needs and priorities.
Our Future Council – change strategy	Sets out the council's approach to transforming the way the council operates, expected future developments and the way in which it intends to adapt and innovate to mitigate risks and exploit opportunities.
Flexible Use of Capital Receipts Strategy	Sets out how the council will use the Flexible Use of Capital Receipts direction on transformational activity that reduces costs or demand for services. This is section 5fii of this document.
Treasury Management Strategy	Establishes the framework for the effective and efficient management of the council's treasury management activity, including the council's borrowing and investment portfolio, within legislative, regulatory, and best practice regimes. The Strategy balances risk against reward in the best interests of stewardship of the public purse.
Investment Strategy	In addition to a high-level, long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services, it provides an overview of how the associated risk of financial and non-financial investments is managed and the implications for future financial sustainability.
Land and Property Strategy	Provides a framework to enable the safe, effective, efficient, and environmentally sustainable management of a portfolio of assets. The strategy and its associated delivery policies provide us with a structured approach to respond to service needs and priorities.

Strategy	Influence
People Strategy	The four People Strategy themes describe how it will look and feel working for the council in 2028. The themes develop a series of people outcomes and commitments that will help us to achieve our corporate ambitions.
Adult Social Care accommodation needs across all care types	Sets out Cambridgeshire's long term commissioning intentions for accommodation for all care types across adult social care to ensure sufficient, affordable, and quality accommodation is available to meet demand up to 2036.
Education Organisation Plan	Sets out the strategic direction on education based on the council's statutory duties regarding the sufficiency, diversity, and planning of places for early years, school- aged children (including special schools) and post-16 education and training provision.
SEND Transformation Programme	The programme seeks to review all aspects of services funded from the High Needs Block (HNB) of the dedicated schools grant, the element of funding allocated to support special needs, ensuring we deliver the same or better outcomes using the resources we have available. Capital investment in alternative provision is a key component of this programme.
Transport Project Proposals Database	Sets out the transport infrastructure, services and initiatives that are required to support the growth of Cambridgeshire.
Transport Delivery Plan	Provides forward visibility of all the planned highway and transport capital schemes on the local network that are in all probability going to be delivered within the 3-year timeframe.
Planning Obligations Strategy	Sets out the council's approach to securing developer contributions. Forms the principles for the advice which officers provide, including details about the service areas for which we may seek planning obligations. This will need to be reviewed against the impending regulations introducing the Infrastructure Levey following the Levelling Up Act in relation to the use of securing developer contributions and the possible limitations on the use of s106 agreements to fund infrastructure.
Climate Change and Environment Strategy 2022	Sets out the council's ambitious plans to reduce our own and the county's carbon footprint, and to support others in their efforts, to adapt to the changing climate and support and enhance nature.

Strategy	Influence
Commercial Commissioning and Procurement Framework	Sets out how procurement activity will be undertaken, supporting the delivery of the council's ambitions and the national priority outcomes in a way which is sustainable – our actions today will only have positive effects for those generations living in the Cambridgeshire of the future. Category Strategies, the Social Value Policy and other procurement related plans and policies take their lead from this Strategy.

Strategy	Influence
IT and Digital Strategy	Articulates how staff can work effectively with colleagues across the council to deliver more effective services to our citizens. Staff need access to secure, accessible, and modern IT systems that support this vision. These systems should enable easy and robust sharing with collaboration tools, delivered on a cost-effective basis, minimising duplicate costs for equipment and licenses. This approach aligns with our strategic vision of creating a sustainable 21st century council through secure, accessible, and customer-focused digital services

### *Commercial Commissioning and Procurement Framework*

Procurement activity at the council is subject to the council's Commercial Commissioning and Procurement Framework which provides detailed guidance on managing priorities to improve its commercial, commissioning, procurement and contract management practices. There is a focus on sustainability, recognising the risk that inaction on climate and biodiversity will create to our economy and social fabric; it will have the most positive environmental, social, and economic impacts on a whole life basis.

The council's procurement activity will be based on the following commercial themes:

- Skills, Knowledge and Development
- Risks Management and Controls
- Strategic Commissioning and Sourcing
- Stakeholder Relationship Management
- Strategic & Sustainable Procurement
- Contract Management
- Working in Partnership

There is a golden thread that runs through procurement activity at the council. The thread links together:

- Regulation



- Contract Procedure Rules
- Procurement Guidance and standard documentation
- Delivery of operational procurement activity

The key priorities of the Strategy are:

- The council will support the growth of local businesses and the third sector by making procurement spend more accessible.
- The council will increase the levels of social value delivered by our suppliers.
- The council will contribute to the council's net zero targets.
- The council will deliver best value outcomes through procurement activity.
- The council will ensure that our procurement processes are robust, transparent, non-discriminatory, and compliant.

### *Land and Property Strategy*

The council's Capital Strategy inevitably has strong links to the council's Land and Property Strategy 2024-2029, which provides detail on the framework for operational asset management, based on the following guiding principles:

- Suitable and effective, ensuring our assets are fit for purpose, right sized, safe and complaint and efficiently used.
- Place shaping, utilising our land and built assets to drive regeneration and development within our communities.
- Sustainable and greener, shaping our county for present and future generations and ensuring our land and built assets provide long-term support for the benefit to the natural environment.
- Working closer with communities and partners, ensuring our land and built assets are retained to create and enable strong and resilient communities and thriving partnerships.

### *Investment Strategy (Non-financial)*

Part of the council's approach of dealing with the twinned pressures of reduced central government funding and growing demand for services has been to deliver better financial returns from property and asset holdings.

CIPFA's Prudential and Treasury Management Codes 2021 require all local authorities to prepare an investment strategy, covering both financial and non-financial assets.

The Investment Strategy for financial assets is included within the Treasury Management Strategy; for non-financial assets, it is included here and should provide (in addition to a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services):

- An overview of how the associated risk of non-financial investments is managed.
- The implications for future financial sustainability.

Any commercial acquisition carries with it a degree of risk and as this involves the investment of public funds, the rationale for engaging in such activity should be clear. As with the rest of the Capital Strategy, all investment activity has been undertaken in line with the council's vision of 'creating a greener, fairer and more caring Cambridgeshire'.

However, changes to the Public Works Loan Board (PWLB) rules and CIPFA's Prudential Code mean that the council is not looking to invest further in new commercial property acquisitions beyond the current portfolio over the medium-term. The council complies with paragraph 51 of the Prudential Code in relation to investments for commercial purposes, in particular the requirement to not borrow to invest primarily for financial return.

Whilst no further investment is anticipated, the council does now hold a commercial property portfolio, and as such, still needs to consider the long-term sustainability risk implicit in becoming too dependent on commercial income, or in taking out too much debt relative to net service expenditure. There are inherent risks associated with commercial activity (for further detail see part 5h) and as such the council has taken a measured risk approach towards supporting a proportion of its core activity with commercial income.

The table below shows the forecast levels of commercial and service income as a percentage of net service expenditure, demonstrating that the council could manage to absorb any plausible losses within budget or reserves, without unmanageable detriment to local services.

	2024-25 Estimate	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	2028-29 Estimate
Net Income from commercial and services investments to net service expenditure*	4.6%	3.9%	3.5%	3.2%	2.8%

*\* Income here includes both financial and non-financial income, but excludes income from investments held for Treasury Management purposes*

As part of this Capital Strategy, the council sets a debt charges limit during the business planning process as a mechanism to ensure that the council does not overcommit its revenue resources to servicing debt. This can also be reviewed in terms of debt as a proportion of net service expenditure; for details on this see part 5f. However, it should be noted that the majority of these financing costs do not relate to borrowing incurred for commercial investment, but rather to necessary borrowing required to support the council's service capital programme.

There may be a need in the future to dispose of property investments. This could occur because of the need to return the investment to cash for other purposes, poor financial performance of a particular property, or poor environmental and energy performance, for example. Whilst it is expected that the majority of investments will be held for the medium to long-term in order to achieve the required return and to justify the cost of the acquisition, it is important to understand the opportunities to dispose of any investment.

Therefore, as part of the investment decision and ongoing management of the portfolio, consideration has been given to the potential ways in which the council could



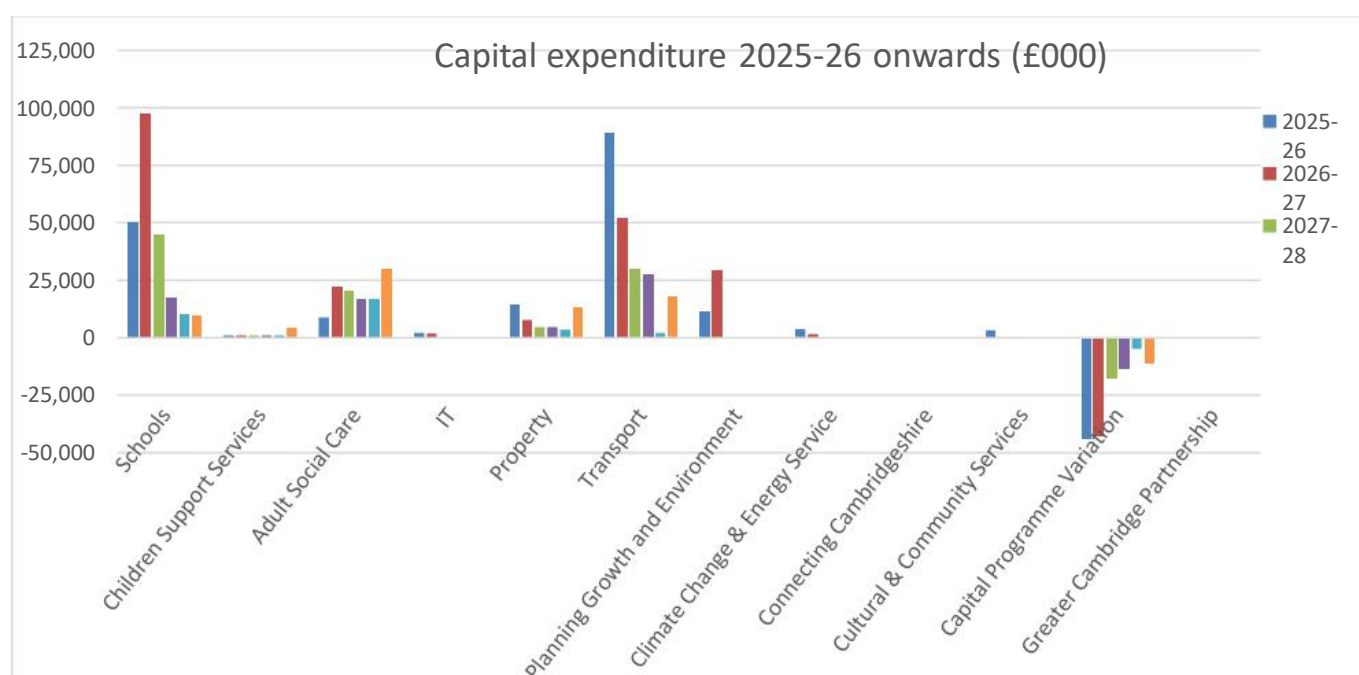
“exit” from the investment, such as sale to another investor, sale for redevelopment, etc. These exit strategies are detailed in the current investment portfolio summary in Appendix 1 of this Strategy.

Active monitoring of the performance of individual properties within the portfolio is undertaken jointly across the property and finance teams. If any underperformance is identified, the teams develop action plans to determine how to mitigate any increase in risk or threat to ongoing security, liquidity, and yield.

Whilst all capital schemes are expected to contribute to delivery of the council’s ambitions, there are some schemes that are also expected to reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme’s borrowing requirement. These schemes are called Invest to Save or Invest to Earn schemes and will be self-funded in the medium-term.

## 5d. Capital Investment Plan

Including an estimated previous spend of £340.6m on active schemes, the total value of the 2025-26 capital programme is £881.2m. The following chart and tables provide the areas of spend from 2025-26 onwards; the categories of most significant capital expenditure for the council are schools and transport.



## Schools

Capital Scheme Category	£m	Description
Basic Need	184.7	The population of Cambridgeshire is growing; therefore, additional school places are required. This covers early years, primary and secondary education for both maintained and academy schools, as the council retains the statutory duty to provide school places.
Adaptions	2.0	Covers rebuilds after major incidents such as fire or flooding, adaptions to bring older buildings up to date in line with the Department of Education Building Bulletin guidance, and work to address long-standing suitability and condition issues.
Condition & Maintenance	16.6	Addresses significant condition and statutory compliance issues identified in maintained schools' asset management plans, ensuring places are sustainable and safe. This funding is used alongside government grants and loans to fund low-carbon heating solutions in some schools where oil or gas boilers require replacement.
Schools' Managed Capital	6.2	This funding is allocated directly to maintained schools to enable them to undertake low-level refurbishments, minor condition and maintenance works, and purchase equipment such as IT.
Specialist Provision	14.2	Covers both basic need provision for Special Educational Need and Disability (SEND) places, as well as adaptions to facilitate placement of children with SEND in mainstream schools in line with decisions taken by the County Resourcing Panel.

Capital Scheme Category	£m	Description
Temporary Classrooms and Premises	5.8	<p>Enables the council to increase the number of school places provided using mobile accommodation. This could be related to temporary increases in pupil numbers that do not require long-term resolution or could be a short-term solution whilst a longer-term resolution is identified and developed.</p> <p>There may also be a need to provide mobiles for shorter periods to cover loss of accommodation in the event of an emergency e.g., flooding incidents, storm damage, etc.</p>

### *Transport*

Capital Scheme Category	£m	Description
Integrated Transport	39.4	Covers local infrastructure improvements regarding accessibility, road safety engineering work, new cycle route provision and the council's contribution to the National Highways A14 upgrade scheme.
Operating the Network	44.2	Carriageway and footway maintenance, improvements to the Rights of Way network, bridge strengthening and traffic signal replacement. It also supports provision of the Integrated Highways Management Centre and Real Time Bus Information system, which provide real-time travel information.
Highways & Transport	135.7	One-off schemes to provide resolutions to specific highways and transport issues. Examples include delivery of traffic signals at Wheatsheaf crossroads in Bluntisham and replacement of the streetlighting bulbs with LEDs. Also includes additional funding for footpaths and pavements (£16m) and potholes (£17.3m).

### *Capital Programme Variation*

The nature of capital planning is such that it can be difficult to accurately forecast

timing of capital expenditure for each individual scheme, as it is difficult to pinpoint exactly which schemes will experience unforeseen delays. In order to ensure that this does not unduly impact on the revenue position (see part 5f below for further detail on the impact capital has on revenue), the council employs the use of centrally calculated and allocated Capital Programme Variation budgets in order to reduce the overall level of anticipated borrowing each year to a more accurate level. These budgets are calculated by applying a percentage reduction at service level to the programme, based on several factors such as historical slippage, the nature of the current schemes in the programme, etc. This explains why the expenditure for this area in the chart above is negative. As slippage forecasts are reported throughout the year, they are offset against the variation budgets for each service, leading to a balanced outturn overall up until the point when rephasing exceeds this budget.

Further detail on all schemes can be found within the individual service finance tables (section 3 of the Business Plan).

## 5e. Funding the Strategy

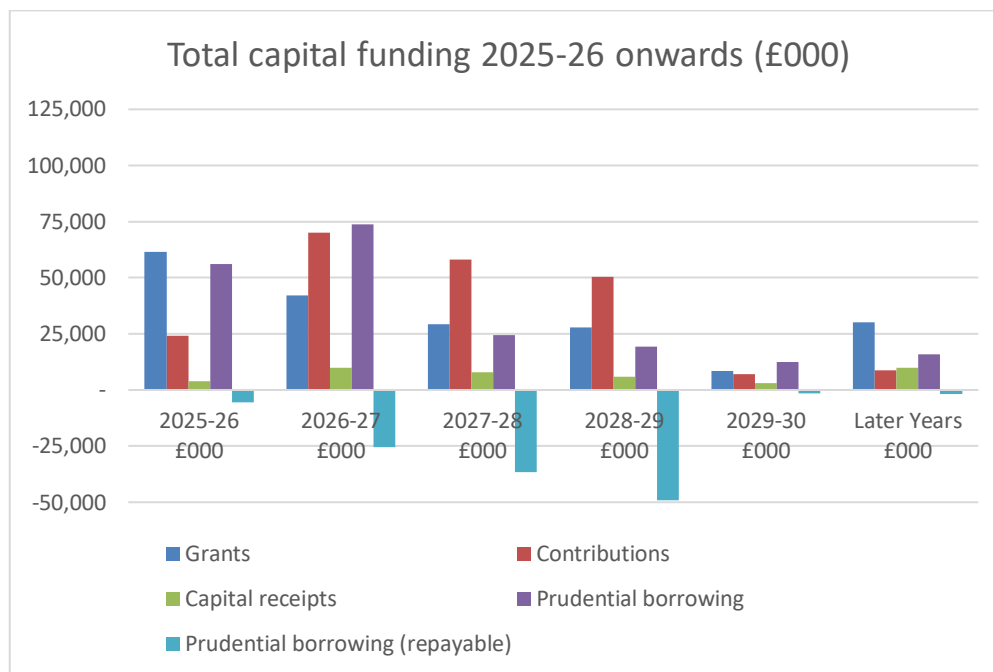
Capital expenditure is financed using a combination of the following funding sources:

Earmarked Funding	Central government and external grants
	Developer contributions (Section 106), Community Infrastructure Levy (CIL) and external contributions
	Private Finance Initiative (PFI) / Public Private Partnerships (PPP) <sup>1</sup>
Discretionary Funding	Central government and external grants
	Prudential Borrowing
	Capital Receipts
	Revenue funding

<sup>1</sup> This source of funding is no longer available for new schemes.

A more detailed explanation of these funding sources is provided in Appendix 2 of this Strategy.

The 2025-26 ten-year programme, worth £540.5m, is budgeted to be funded through £417.8m of external grants and contributions, £41.0m of capital receipts and £81.8m of borrowing.



Prudential borrowing (repayable) normally arises through timing differences between expenditure and receipt of income. This is common in relation to schemes funded, or part-funded, by developer contributions where the timing of the contribution is determined by the pace of development and meeting certain triggers, whereas the infrastructure may be required at an earlier point. For example, a new school may be required early on in a development, even though it will not reach capacity (and therefore will not trigger all the funding milestones usually linked to the number of housing completions) for several years. Prudential borrowing (repayable) will also be used to fund capital loans to other organisations; these loans will eventually be repaid, therefore over the life of the programme the borrowing required is zero. This explains the negative prudential borrowing (repayable) in some years in the above chart.

### ***Government Grants***

Councils have received one-year funding envelopes in recent years which has hampered the council's ability to make efficient and effective decisions over long-term financial planning. The lack of certainty has been further exacerbated by the number of financial reforms which have been put on hold, particularly during the pandemic as well as during various changes in political leadership. The Government's Comprehensive Spending Review (CSR) 2021 covered the period 2022-23 to 2024-25; however, despite this, the Local Government Finance Settlements for this period were each only for one year; we are expecting the same will apply for the 2025-26 settlement. This is not conducive to robust financial planning, particularly in relation to capital.

### ***Government Grants - Highways***

In addition to the Integrated Transport Block funding and Highways Maintenance formula allocation, the Department for Transport (DfT) provide a Highways Maintenance Incentive Fund. This fund is to help reward local highway authorities who

can demonstrate they are delivering value for money in carrying out asset management to deliver cost effective improvements. Each authority self-assesses themselves against set criteria that determines which of three bands they are allocated to (Band 3 is the highest performing). The council continues to be successful in maintaining Band 3 status and for 2024-25 secured the maximum funding available of £10.3m. However, this represents a 29% reduction in needs and incentive-based funding as compared to 2020-21 when the council received £14.6m. This is reflective of a £250m reduction in the overall national allocations.

The government announced as part of the Autumn Budget in October 2024 that an additional £500m cash increase on 2024-25 will be provided for local roads maintenance baseline funding in order to go “beyond the government’s promise to fix and additional £1 million potholes per year”. It also announced over £650m of funding for local transport beyond City Region Sustainable Transport Settlements in 2025-26 to ensure that transport connections improve in towns, villages and rural areas. Finally, cycling and walking infrastructure will receive a £100m investment in 2025-26 to support local authorities install cycling infrastructure and upgrade pavements and paths. We expect individual allocations to be announced for these various funding streams in due course and will be factored into the business planning process as they are announced.

In addition, the government has included funding for various capital transport projects around the country, including the East West Rail between Oxford, Milton Keynes and Cambridge.

As the CPCA is now the local transport authority, it therefore receives the above DfT local transport authority designated funding on behalf of the County; however, the CPCA continues to commission the council to carry out the required works on the transport network.

### *Government Grants – Levelling Up*

The Levelling Up White Paper was published in February 2022, setting out in detail the framework and next steps for spreading opportunity more equally across the United Kingdom. The government’s aim was to support local economic growth in order to regenerate town centres and high streets, support individuals into employment, improve local transport links and invest in local culture, while giving communities a stronger voice to take over local assets that might otherwise have been lost.

The White Paper promised a series of next steps:

- consultation on missions and metrics and the new devolution framework
- the establishment of a new independent body focusing on local government data
- rolling out Levelling Up Directors across the UK, alongside a new Levelling Up Advisory Council
- simplifying growth funding
- creating three sub-groups to support the levelling up advisory council
- introducing future legislation to create an obligation on the UK government to

publish an annual report on progress and to strengthen devolution legislation in England.

To support these objectives, the government launched four new investment programmes to support communities right across the country. All shared common challenges and opportunities, which the government anticipated addressing in collaboration with local partners. These investment programmes were:

- The UK Community Renewal Fund: £220m of funding to help local areas prepare for the launch of the UK Shared Prosperity Fund. 1,073 bids were submitted by the deadline of June 2021; 477 bids were accepted totalling £203m. The CPCA submitted 7 bids, of which 2 totalling £3.4m were successful.
- The Levelling Up Fund: £4.8bn of funding to invest in infrastructure that improved everyday life across the UK, including regenerating town centres and high streets, upgrading local transport, and investing in culture and heritage assets. The first round allocated £1.7bn to fund 105 projects; none of the local authorities in Cambridgeshire received any funding under this round. The second round allocated £2.1bn to 111 areas; the CPCA was successful in a £47.9m bid for improvements to Peterborough station. The third round allocated a further £1.1bn across 55 projects; none of these related to Cambridgeshire.
- The Community Ownership Fund: £150m of funding over 4 years to help ensure communities can support and continue benefiting from the local facilities, community assets and amenities most important to them. The fund has allocated £71.4m to 257 projects to date; none of these relate to Cambridgeshire.
- The UK Shared Prosperity Fund: £2.6bn of funding for investment by March 2025, with all areas of the UK receiving an allocation via a funding formula, rather than a competition, recognising that even the most affluent parts of the UK contain pockets of deprivation and need support. Investment plans were required to be submitted by August 2022; the CPCA was awarded £13.9m for Cambridgeshire and Peterborough.

### *Government Grants – Environment*

A new discounted interest rate was introduced in 2018, accessible to authorities for 3 years to support up to £1bn of infrastructure projects that are 'high value for money'. The council submitted two bids to access this discounted interest rate; in November 2019 it was notified that the bids had been successful, and the council can now secure eligible borrowing at a discount of 0.4% below standard PWLB borrowing rates. This has supported a variety of energy investment and community energy schemes. The first tranche was accessed in March 2020 when the council applied for £8m at the discounted rate, followed by a second tranche of £6m in August 2021 and a third tranche of £9m in December 2021.

Following on from this, the National Wealth Fund (NWF), formerly the UK Infrastructure Bank (UKIB), opened for business in June 2021 and was initially expected to unlock more than £40bn of infrastructure investment. The Autumn Statement 2022 announced that the government is placing the Bank on a statutory



footing, cementing its status as a key institution that will facilitate long-term investment in infrastructure to tackle climate change and support regional and local growth. The National Wealth Fund will have a broader mandate than the UKIB, supporting delivery of the wider UK national industrial strategy. The council is evaluating whether any of our schemes should apply for this investment.

The government has set up several grant schemes to support the retrofit of existing buildings across public and private assets, including the Public Sector Decarbonisation Scheme, Community Heat Fund, Home Upgrade Grants, a 'Prospering from the Energy revolution' fund and a whole stream of other pump prime funding. It has also brought forward the Environment Bill and Agriculture Act; these will bring inward investment to change the way we do things and value public goods.

The council has secured over £11m of funding from the Public Sector Decarbonisation Scheme to help decarbonise heating and improve energy efficiency in Council buildings and schools. The council is part of the Cambridgeshire Energy Retrofit Partnership (CERP); this covers all Cambridgeshire local authorities as well as the CPCA and together submits funding bids to the Sustainable Warmth, Home Upgrade Grants, and local authority decarbonisation schemes. To date, just over £20m has been secured for domestic retrofits across the different funding schemes.

### *Government Grants - Education*

The government allocates capital funding over a two-to-three-year time frame to enable authorities to provide sufficient school places for every child who needs one and to aid the forward planning of school places. Unfortunately, the current methodology used to distribute funding for additional school places does not always reflect the council's need, requiring additional borrowing on top of grants received. Almost all of this need relates to infrastructure that the council has a statutory responsibility to provide, therefore, there is limited flexibility for the council in deciding whether to proceed with these schemes and allowing for their costs within the capital programme.

The council seeks to maximise its Basic Need funding by establishing how the funding allocation model works and providing the School Capacity (SCAP) data to the Department of Education (DfE) in such a way as to maximise the council's allocation. The council has been allocated £12.5m of Basic Need funding for 2024-25 and £9.59m for 2025-26, based on the council's SCAP return submitted for May 2022.

The DfE has also revised the methodology used to distribute condition allocations to target areas of highest condition need. The funding now consists of a weighted pupil element, banded condition scores, and a location factor to represent increased costs as determined by the Building Cost Information Service. Transitional arrangements were put in place so that protected responsible bodies received no less than 75% of the allocation they received in 2020-21; however, any remaining protections are planned to be removed in 2025-26. The exact methodology for calculating allocations in future years is yet to be confirmed, however the Autumn budget did announce the government would be providing £6.7bn of capital funding in 2025-26 for education in England; £1.4bn for the schools' rebuilding programme, £2bn for maintenance of



schools and £950m for skills capital. The council anticipates individual funding allocations for 2025-26 will be announced in spring 2025.

To date, there are currently ten Free Schools open in Cambridgeshire, the most recent being Prestley Wood, a new special school which opened on 1 September 2024. There are an additional eight Free Schools currently approved to pre-opening stage, including three primary schools, four secondary schools (including a special school), and one all through special school. The majority of these schools in pre-opening are in areas where the council has identified a basic need requirement for places. It is not known when, or if, Wave 16 will open.

Following invitation from the DfE, the council made an application to participate in the 2022-23 Safety Valve Programme. The programme is designed to assist local authorities in reducing overspends in their High Needs Block expenditure for Special Educational Needs and Disabilities (SEND). As part of its DfE safety valve application, the council requested capital funding for a number of additional SEND capital schemes. This forms part of the overall strategy to increase capacity and reduce the reliance on more costly external placements. The council entered into a Safety Valve Agreement in March 2023. The Agreement is based on the following arrangements:

- Revenue contribution of £49m from the DfE to support the repayment of the deficit, supported by a contribution of £9m from the council's reserves.
- A further £11.3m for capital funding to support new SEND provision on mainstream school sites.
- Two new special free schools for Cambridgeshire are to be established, in March (opening September 2027) and Gamlingay (opening September 2026).

Significantly, there are also new free schools being established in Bedfordshire and Norfolk which will potentially reduce the number of children accessing our specialist provision from outside of the county.

The Safety Valve agreement commits Cambridgeshire to report to the DfE's Funding Policy Unit (FPU) in writing on the progress towards the savings targets and conditions set in the agreement. The Department will use this tri-annual reporting to monitor the progress of the agreement conditions. We have an established SEND Transformation Programme Board which is monitoring performance of the programme in line with the Safety Valve Agreement. The schemes included in the capital programme are:

- A 50-place expansion of Highfield Littleport Academy due to be complete ready for September 2025.
- The 63-place expansion of Samuel Pepys is nearing completion, due early 2025.
- The 60-place expansion of Martin Bacon Academy through a satellite provision at Swavesey Village College (40 places) which opened to students September 2024, and an extension post-16 block co-located with Northstowe Secondary College (20 places) being progressed.
- A 20-place expansion to the autism unit at Spring Meadow Infants and Nursery School in Ely is currently in consultation.
- Proposals to establish Enhanced Resource Base (ERB) provisions in primary

schools:

- Two schools opened their provisions in September 2024, these include “The Lighthouse” at Wintringham Academy St Neots (8 places), and a provision at St Laurence Primary Academy in Cambridge (8 places).
- A further two primary schools have been through the approval process and works are due to commence for these soon. Sutton Primary School is due to be open their provision in early 2025, with Townley Primary School opening after Easter 2025.

### *Developer Contributions and Capital Receipts*

2024 has been a challenging year for real estate due to persistent inflation and 15-year high interest rates. The Autumn 2024 budget may slow both growth and interest rate reductions, due to inflationary pressures and volatility which negatively impact economic growth, however, the property market is looking more optimistic with inflation falling significantly towards the end of 2024 and anticipated to stay lower than recent years in 2025, and with a real prospect of rate reductions in the first half of 2025. This, combined with the shortage of building land for housing caused by the pandemic cutback in purchases by developers suggests that the council’s ability to fund capital investment through the sale of surplus land and buildings, or from contributions by developers will not be severely impacted moving forward.

However, delivering the changes required for the net-zero target will require investment into energy infrastructure, building retrofits, circular economy, active travel, and mobility that changes our dependency on fossil fuels for heating and powering homes and businesses, moving around and waste. The changes will be significant and will include regulatory improvements to building standards, land use, transport planning, and waste management to ensure clean and sustainable growth. Whilst the development industry reacts to these changes, some impact may be felt on developer contributions as our national and local systems shift focus to tackle climate and biodiversity emergencies.

The council will re-invest 100% of all capital receipts received (after funding costs of disposal up to the allowable limit of 4% of receipt) back into the capital programme, focusing these on schemes that either generate an ongoing revenue return, remove carbon emissions or are short-life assets.

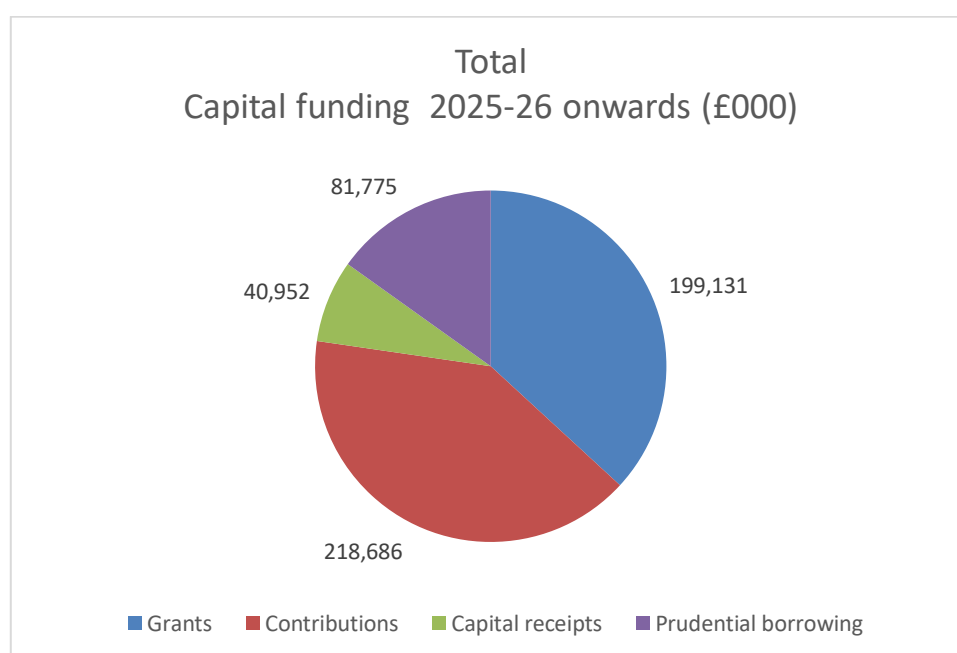
### *Community Infrastructure Levy (CIL)*

CIL works by levying a charge per net additional floor space created on all small-scale developments, instead of requiring developers to pay specific contributions towards individual projects as per the current developer contribution process (Section 106, which is still in place for large developments). Although this is designed to create a more consistent charging mechanism, it also complicates the ability of the council to fund the necessary infrastructure requirements created by new development due to the changes in process and the involvement of the city and district councils who have exclusive legal responsibility for determining expenditure. The council therefore generally receives a much lower proportion of the cost of infrastructure requirements through CIL contributions.

Huntingdonshire and East Cambridgeshire District Councils are currently the only districts within Cambridgeshire to have adopted CIL. Cambridge City Council, South Cambridgeshire District Council and Fenland District Council currently have no plans to implement.

### ***Borrowing***

The council will only look to borrow money to fund a scheme either to allow for schemes that will generate payback and/or reduce future carbon liabilities (via either financial/carbon savings or through income generation), or if all other sources of funding have been exhausted but a scheme is required. Despite this, the council has an affordability gap of £81.8m over the ten-year programme, which is due to be funded by borrowing:



### **5fi. Revenue Implications and Affordability**

All capital schemes have a potential two-fold impact on the revenue position, due to:

- the cost of borrowing through interest payments and repayment of principal (called Minimum Revenue Provision), or through the loss of investment income; and
- the ongoing revenue impact of the scheme (such as staff salaries, utility bills, maintenance, administrative costs etc.), or revenue benefits (such as savings or additional income).

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with the revenue budget planning process.

Both the borrowing costs and ongoing revenue costs/savings of a scheme are considered as part of a scheme's appraisal, and therefore, the process for prioritising schemes against their ability to deliver outcomes.

In addition, the council is required by CIPFA's Prudential Code for Capital Finance in Local Authorities 2021 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to guide this process, the council sets an advisory limit on the value of the revenue budget that can be spent on capital financing costs over the coming business planning period. This is based on an assessment of affordability of financing borrowing costs over the medium-term.

In order to afford a degree of flexibility from year to year, changes to the phasing of the debt charges is allowed within any three-year block, so long as the advisory aggregate limit remains unchanged. Blocks refer to specific three- year periods, starting from 2015-16, rather than rolling three-year periods. The advisory limit on capital financing costs is reviewed annually by the Section 151 Officer and considered by Committee.

Due to the council's strategic role in stimulating economic growth across the county through infrastructure investment, any capital proposals that can reliably demonstrate revenue income / savings at least equal to the debt charges generated by the scheme's borrowing requirement are excluded from contributing towards the advisory borrowing limit. These schemes are called Invest to Save or Invest to Earn schemes and will be self-funded in the medium-term. Whilst the financing costs for commercial activity schemes have already been removed from the budget and recharged to the Investment Activity budget within Finance and Resources, there are several other Invest to Save / Earn schemes that have not been recharged e.g., third party loans. The following table therefore compares revised net financing costs excluding these costs. Following the change in the Minimum Revenue Provision policy, agreed by Full Council in February 2016, the limits in recent years have been increased by 2% each year:

<b>Financing Costs</b>	<b>2024-25 £m</b>	<b>2025-26 £m</b>	<b>2026-27 £m</b>	<b>2027-28 £m</b>	<b>2028-29 £m</b>	<b>2029-30 £m</b>
2025-26 draft BP (net figures excluding Invest to Save / Earn schemes)	42.1	41.9	44.5	46.1	43.9	41.8
Recommend limit	42.2	43.0	43.9	44.7	45.6	46.5
<b>HEADROOM (-)</b>	<b>-0.1</b>	<b>-1.1</b>	<b>0.6</b>	<b>1.4</b>	<b>-1.8</b>	<b>-4.7</b>

Recommend limit (3 years)	129.1	136.8
<b>HEADROOM (-) (3 years)</b>	<b>-0.6</b>	<b>-5.1</b>

Once the service programmes have been refined, if the amalgamated level of

borrowing and thus debt charges breach the advisory limit, schemes will either be re-prioritised in order to reduce borrowing levels, or the number of schemes included will be limited.

Invest to Save and Invest to Earn schemes for all services are expected to fund any revenue pressures, including borrowing costs, over the life of the asset. However, any additional savings or income generated in addition to this repayment will be retained by the respective Service and will contribute towards their revenue savings targets.

However, there will still be a short-term revenue cost for these schemes, as with all other schemes funded by borrowing. Therefore, SR&P Committee still needs to review the timing of the repayments, in conjunction with the overall total level of debt charges to determine affordability of the capital programme, before recommending the Business Plan to Full Council. The debt charges budget required to fund capital borrowing for the ten-year programme is forecast to spend £41.9m in 2025-26, increasing over the subsequent years, before falling to £41.8m by 2029-30. The following table shows the proportion of net budget (excluding schools) that is forecast to be spent on debt charges, resulting from the estimated increase in borrowing levels over the period of the 2025-26 plan. Maintaining the proportion of budget spent on debt charges at 2025-26's level (9.9%) would reduce the revenue cost of capital schemes, but would require a reduction or rephasing of the capital programme.

	2025-26	2026-27	2027-28	2028-29	2029-30
Debt charges (including Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	9.9%	9.9%	9.2%	8.1%	7.3%
Debt charges (excluding Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	7.4%	7.1%	7.0%	7.1%	6.5%

The council also includes the capitalisation of the cost of borrowing within all schemes; this has helped the council to better reflect the cost of assets when they actually become operational. Although the capitalised interest cost budgets are initially held on an overall service basis within the capital programme, the funding is ultimately moved to the appropriate schemes each year once exact figures have been calculated.

### **5fii. Flexible Use of Capital Receipts**

Since 2015, local authorities have been given flexibility to spend certain capital receipts on transformation and efficiency work to deliver more efficient and sustainable services. That flexibility has been extended several times and has most recently been indicated to be extended to 2030.

This flexibility applies as long as the council complies with the following:

- The expenditure is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years; and
- The expenditure is properly incurred for the financial years that begin on 1 April 2016 to 1 April 2025 (anticipated to be extended beyond) and can only be met from capital receipts which have been received in the years to which this direction applies.
- We set out in advance the expected use of the flexibility (using the language in the regulations) on a project-by-project basis and stating the costs and expected savings and/or service transformation to be delivered.

We will use this direction for 2025-26 for two main purposes – to meet the eligible cost of any organisational redesign work to deliver planned savings for 2025-26 set out in the business plan, and to fund posts primarily in the Change Team to deliver our change programme.

This will be used to fund up to £1.5m for 2025-26. The council funded £2.9m of expenditure in 2017-18 using this direction, £3.9m in 2018-19, £2.6m in 2019-20, £1.5m in 2020-21, £1.7m in 2021-22, £1.0m in 2022-23, £0.4m in 2023-24 and is forecasting to spend £1.682m in 2024-25.

For 2025-26 we expect the flexibility to be used on the following work, to delivery savings or service transformation:

Project line	Expected use of capital receipts flexibility £000	Expected savings £000	Service transformation
Service redesign	750	-7,895	Delivers on the target operating model portfolio of our change strategy
Asset improvement programme	100	-1,512	Delivers on the Assets portfolio of our change strategy
Wider change programme	650	TBC	Delivery of the other portfolios of the council's change strategy will unlock savings, efficiencies and improved services. This will be reviewed and allocated, primarily on project/programme management resource or specialist work, through the council's Change Board
<b>Total</b>	<b>1,500</b>	<b>-9,407</b>	

As a result of using capital receipts in this way rather than applying all capital receipts

to the capital programme, prudential borrowing undertaken by the council for 2025-26 is expected to be £1.5m higher, which impacts on our prudential indicators in this way:

<b>Prudential Indicator</b>	<b>2025-26 £m</b>
Capital Financing Requirement	+1.5m
Operational Boundary (Total Borrowing)	+1.5m
Authorised Limit (Total Borrowing)	+1.5m

This is expected to create additional financing costs in the revenue budget of up to £128k per annum (decreasing) once all expenditure has been incurred.

### **5g. Managing the Borrowing Requirement**

The council's Treasury Management Strategy (section 7 of the Business Plan) considers how the cash requirements arising from the council's Capital Strategy and detailed investment programme are managed by external borrowing, and the timing of any such borrowing. Where capital expenditure has been incurred without a resource to pay for it, i.e., when it is proposed to be funded by borrowing, this will increase the council's Capital Financing Requirement (CFR). The CFR therefore effectively represents the council's underlying need to borrow. The council reduces the CFR by making a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy – this is called Minimum Revenue Provision (MRP). Calculation of the CFR is summarised in the table below and results in the need to borrow money.

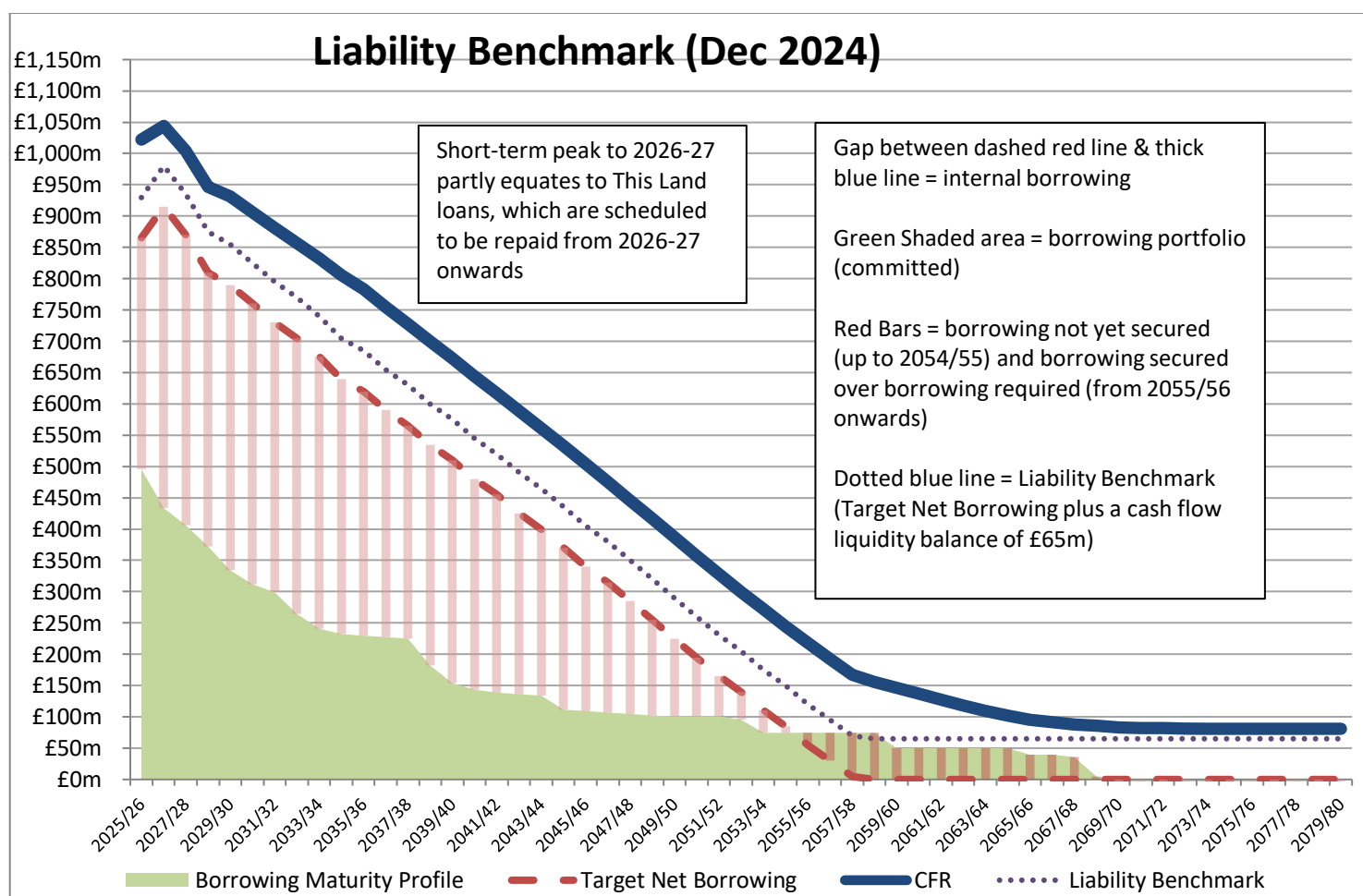
	<b>Opening Capital Financing Requirement</b>
<b>+</b>	Capital expenditure incurred in year
<b>-</b>	Grants, contributions, capital receipts and revenue funding used to fund capital expenditure
<b>-</b>	Prudent Minimum Revenue Provision (MRP)
<b>=</b>	<b>Closing Capital Financing Requirement</b>

Future projections of the CFR based on the capital programme and resources deemed available to fund it are shown in the table below. Forecasts are subject to the timing of capital expenditure and receipt of funding sources.



	2025-26 £m	2026-27 £m	2027-28 £m	2028-29 £m	2029-30 £m
Total CFR	1,022.0	1,044.0	1,004.1	946.9	931.6

The following chart shows the council's projected CFR (underlying borrowing need) against the maturity profile of all active loans. The shaded red bars therefore represent the amount of borrowing required to be secured in future in order to meet the council's projected borrowing requirement, based on the forecast capital programme.



The council's main objective when borrowing is to achieve a low but certain cost of finance, while retaining flexibility should plans change in future. These objectives are often conflicting, and the council therefore seeks to strike a balance between cheap short-term loans and long-term fixed rate loans where the future cost is known but higher. In the current higher-interest rate environment, the balance is more skewed towards taking out short-term loans; however, this has been made possible due to the council taking advantage of historically low interest rates during 2021 to extend the maturity profile of the council's debt by taking out longer-term loans at cheaper rates. For further detail regarding the council's long-term borrowing strategy, please see the



Treasury Management Strategy (section 7 of the Business Plan).

## 5h. Risk

There are a range of future risks beyond the control of the council that have the potential to impact upon the council's ability to deliver its capital ambition. Retaining a focus on future risk through a risk management approach that identifies, assesses, and manages (as far as is possible) risk is a critical part of the Capital Strategy, approach, and programme. The council does not have the resources to mitigate all risks faced, so instead manages risk proportionately, utilising the expertise of senior officers.

The council's planning and governance processes have been developed in such a way as to mitigate these risks. All capital Business Cases are required to complete a section on risk to identify the main drivers and potential mitigations. The following table sets out some of these:

Risk	Mitigation
Legislative	Changes in statute and regulation will impact upon capital projects, as they must comply with current legislation. The council ensures that it keeps abreast of these developments, responding to consultations where appropriate and taking any required adjustments to strategies or processes through the appropriate governance channels.
Property Markets	Various aspects of the programme, such as rental income, income generated by capital receipts and funding through developer contributions are affected by the health of property markets. The council ensures it has a sound property asset strategy, suitable diversification, adequate resourcing (including use of external experts where required), and a long-term approach.
Environmental	The impacts of a changing climate are being felt globally. Cambridgeshire is low lying and has a long record of water related challenges, making it vulnerable to sea level rise, increasing flood risk, drought, and overheating, as well as future resource constraints resulting from loss of nature and global competition for resources. Capital Business cases now include a section on carbon in order to identify whether a scheme is increasing or decreasing the council and the county's carbon footprint.

Risk	Mitigation
Interest Rate	A considerable proportion of the council's programme is funded by borrowing and is therefore exposed to fluctuations in interest rates. The council uses prudent forecasts for future interest rates and constantly reviews its long-term borrowing strategy to mitigate against any interest rate rise risk. Further detail can be found in the Treasury Management Strategy.
Inflation	Given the size of the portfolio, a small rise in inflation can have a significant impact upon project costs. The council builds in inflation estimates where appropriate to mitigate against this risk, plus schemes include contingency budgets in order to further mitigate against unanticipated rises. Contracts are also negotiated using fixed terms where possible. In a high-inflation environment where tender quotes are only held for a short period, appropriate short-term delegations are put in place to enable rapid response in a short timeframe. Close monitoring of the programme supports early identification and therefore appropriate response.
Capacity	A significant challenge in the current environment is the capacity within the supply chain to deliver projects on time and to budget. In addition, the council needs to ensure it has sufficient project delivery expertise in order to deliver schemes efficiently and effectively. For significant programmes, dedicated project delivery resource is allocated to ensure capacity and expertise. Supply chain capacity is managed at the project and programme level, with residual risks escalated through the council's governance process as necessary.

It is important to integrate climate risk into financial risk management to enable decision-makers to understand the climate related issues facing both the council in how it runs its budget, investments, and services, as well as enabling Cambridgeshire's residents and businesses to thrive. Identifying and diagnosing the challenges and impacts will help us to develop strategies to inform and solve them. For example, the hot summer of 2022 has increased the maintenance costs for highways as a result of roads overheating, and the ground under the highway contracting and then expanding. This type of cost could become more prevalent and needs proactive management.

The council is still developing its climate risk approach. It will look to ensure climate change is addressed through the council's governance process; how it impacts on strategy; how climate-related risks and opportunities are assessed and managed; and look to apply performance measures and targets to manage these issues.

### *Investment Strategy Risk*

The structure of the property portfolio has a significant bearing on the portfolio's inherent risk and return profile. Therefore, a key objective of the non-financial investment strategy was to create diversification within the portfolio in order to manage exposure to the risks of concentrating too much activity in any particular sector. Key risks in the portfolio can be categorised in as follows:

Risk	Mitigation
Income	The main risk in a commercial portfolio is tenant vacancies and the resultant loss of income. The costs of holding a vacant property include non-domestic rates, insurance, utilities, security, inspections, and management. In addition, there are costs of marketing the property, the agent's disposal fees and legal fees for completing the lease documentation for re-letting the premises. The council holds a sinking fund reserve, which is topped up each year in order to provide cover for both ad hoc additional expenditure, as well as both expected and unexpected loss of income through vacant property and/or lease breaks.
Yield	The main aim of the majority of investments is to provide a secure return on income. The council manages its commercial property as a single portfolio, ensuring that the collective returns achieved on the investments meet the overall financial target that is set.
Concentration	<p>Sector Concentration – the main property sectors are retail, office, industrial and leisure/healthcare. The council has spread its portfolio of investment across the different sectors in order to limit exposure to any volatility in a particular area. Like geographic diversification, industry diversification is sensitive to the diversification requirements of the overall portfolio.</p> <p>Geographical Concentration – it is important for the council to understand the future economic viability of localities, which will be influenced by a number of local and national economic factors. For example, future major transport infrastructure investment could significantly influence the economic viability of an area and therefore the future value of investments in that locality.</p>

Risk	Mitigation
	<p>Property Concentration – diversifying a real estate portfolio by property type is similar to diversifying a securities portfolio by industry. Different property types cater to different sectors of the economy. For example, office property generally responds to the needs of the financial and services-producing sectors; industrial property to the goods-producing sectors; retail property to the retail sector; and hotels to the travel and tourism sectors, employment growth, and the business cycle. Understanding the return and risk factors attendant to different property types requires understanding the factors affecting each property type’s user groups.</p> <p>Tenure Concentration – the portfolio is managed to ensure that it contains a broad spread of tenants. This analysis can be driven by credit ratings, nature of business, lease length, and the value of the leaseholds. It is important to evaluate tenant credit ratings according to the senior corporate debt of the lessees. Leases are compared regarding their length (including renewal options), which may vary considerably, typically from ten to twenty years.</p>

The Investment Strategy requires continual evaluation of the investment portfolio against the council’s ambitions to ensure that it is fit for purpose. A larger and more balanced portfolio would have helped to achieve the council’s aim of increasing income to support the delivery of services throughout the county, however, balancing this with risk means that a core portfolio of property assets has been sought, diversified by sector (industrial, offices and retail), location and risk.

## 5i. Capital Planning and Governance

This Capital Strategy supports, and is aligned to, the decision-making framework which has been developed by the council. When making long-term investment decisions, clear and informed information is vital to understanding the short- and long-term impact on key social, financial, and environmental indicators. Any investment proposal will therefore be considered in line with the impact it has on supporting the council’s seven ambitions.

The council operates a five-year rolling revenue budget, and a ten-year rolling capital programme. The very nature of capital planning necessitates alteration and refinement to proposals and funding during the planning period; therefore, whilst the early years of the Business Plan provide robust, detailed estimates of schemes, the later years only provide indicative forecasts of the likely infrastructure needs and funding streams for the council.

New schemes for inclusion in the programme are developed by services in conjunction with the finance team in line with the council ambitions outlined in the Strategic Framework. Any new capital scheme costing more than £250,000 is appraised as to its financial, human resources, property, carbon, environment, and economic consequences. The justification and impacts, as well as the expenditure and funding details of these schemes are initially specified in an outline capital Business Case, which becomes more detailed as the proposal develops. At the same time, all schemes from previous planning periods are reviewed and updated as required. All schemes, whether existing or new, are scrutinised and challenged where appropriate by officers to verify the underlying costs and/or establish whether alternative methods of delivery have been investigated in order to meet the relevant needs and outcomes of the council.

An investment appraisal of each capital scheme is undertaken as part of the business case development, which allows the scheme to be assessed against social, financial, and environmental factors. This allows schemes within and across all services to be prioritised, considering the finite resources available to fund the overall programme and in order to ensure the schemes included within the programme are aligned to assist the council with achieving its ambitions.

Capital Programme Board (CPB) is an officer board and provides support and challenge with respect to both the creation of an initial budget for a capital scheme, as well as the deliverability and ongoing monitoring of a scheme. The terms of reference require CPB to ensure that the following outcomes are delivered:

- Appropriate estimates for cost and time of capital projects
- Robust project and programme management and governance
- Post project evaluation and monitoring of key carbon reductions and environmental benefits
- Prioritisation across the whole programme.

Service committees review the draft service programmes, and the overarching capital programme is approved by Full Council each year as part of the business plan.

The capital programme is monitored in year through quarterly reporting to service committees via Finance Monitoring Reports.

These feed into the Integrated Finance Monitoring Report, which is scrutinised by CPB and also reviewed by SR&P Committee. The report identifies changes required to the capital programme and seeks approval for:

- new / updated resource allocations
- slippage or brought forward programme delivery
- increase / reduction in overall scheme costs
- virements between schemes to maximise delivery against the ambitions of the council.

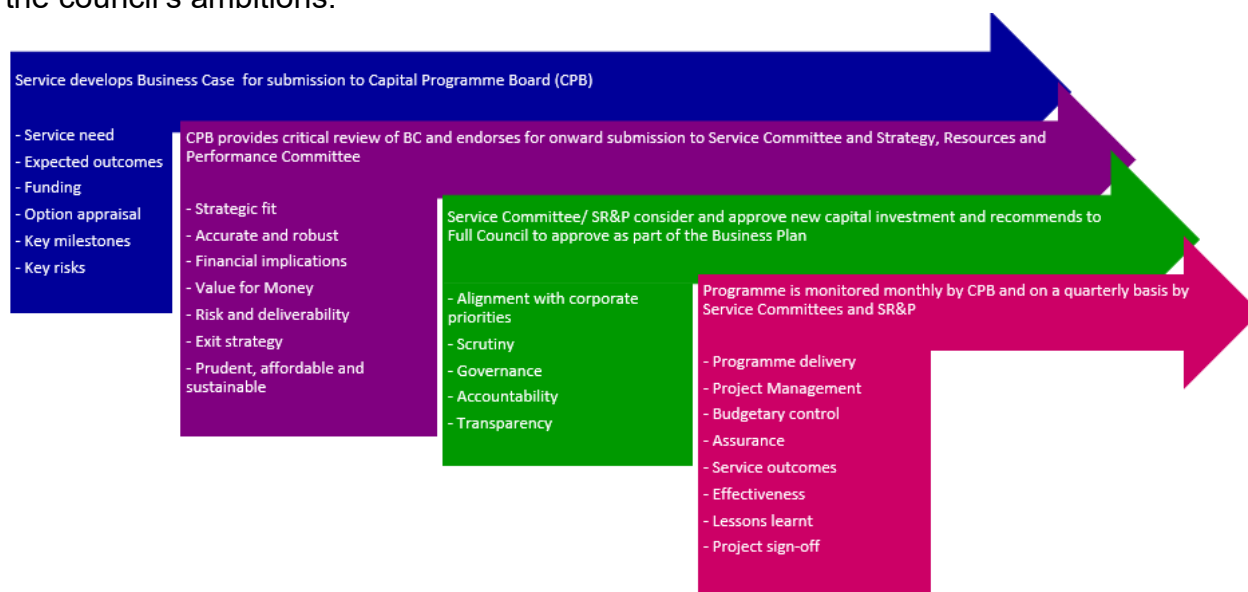
It is inevitable that new demands and pressures will be identified by the council on an ongoing basis, however, as far as possible, addressing these requirements is undertaken as part of the next business planning process, in line with Regulation 6.4

of the Scheme of Financial Management. Therefore, all new capital schemes should be approved via the Business Plan unless there is an urgent need to seek approval that cannot wait until the next planning process. In these situations, any supplementary capital request will be prepared in consultation with, and with the agreement of, the Section 151 Officer. Where possible, the report will be reviewed by CPB before being taken to the Corporate Leadership Team by the relevant Executive Director and the Section 151 Officer, before any request for a supplementary estimate is put to SR&P Committee.

New demands and pressures and changes to estimated costs and funding for ongoing schemes will also potentially result in the need for virements between schemes. All virements should be carried out in line with the limits set out in Appendix I of the Scheme of Financial Management, up to the upper limit of £250,000 by the Section 151 Officer. Anything above this limit will be dealt with in line with the process for new schemes and will be taken to SR&P Committee for approval as part of the monthly Integrated Finance Monitoring Report. Any overspends, whether in year or in relation to the whole scheme, once approved will be funded using applicable external sources and internal, non-borrowing sources first, before using borrowing as a last resort.

Once a project is complete, CPB follows a post-implementation review process for any significant schemes (schemes over £1m, or for schemes between £0.5m and £1m where the variance is more than 20%) in order to ensure that the council learns from any issues encountered, and highlights and follows best practice where possible. In addition, the board can request for a review to be completed on any scheme where it is thought helpful to have one.

The following diagram summarises the relevant responsibilities regarding the Capital Strategy to ensure decisions are made legitimately, transparently and deliver against the council's ambitions:



In order to support prioritisation and to avoid slippage and potentially unanticipated additional costs, the council needs to ensure it has access to sufficient skills and capacity both within the council and externally in order to deliver the capital

programme. Such capacity could be project management and development skills, technical and design skills, knowledge, availability of contractors as well as wider market factors.

# Appendix 1: Non-Financial Investment Portfolio

The Capital Strategy is required by local authority investment guidance issued by central government to report on non-financial investments. This should include quantitative indicators that allow total risk exposure to be assessed and scrutinised – the specific indicators are not set nationally, and so those used have been determined locally to be the most useful in making that assessment and the consistency in use between business plans shows how these have changed over time. We are also required to set out what any exit strategy from these investments might be. Overall, our non-financial investments deliver a good financial return to the council.

The tables below set out our non-financial investments, describes what they are, and provides the referenced indicators to allow for an assessment of risk.

**Tables to be added for January Committee**



## **Appendix 2: Sources of capital funding**

### **Central government and external grants**

Grant funding is one of the largest sources of financing for the capital programme. The majority of grants are awarded by central government departments including the Department for Education (DfE) and the Department for Transport (DfT). In addition, the council receives grants from various external bodies, including lottery funded organisations. Grants can be specific to a scheme or have conditions attached, including time and criteria restrictions.

### **Capital receipts**

The sale of surplus or poor-quality capital assets as determined by the Land & Property Strategy generates capital receipts, which are reinvested in full in order to assist with financing the capital programme.

### **Section 106 (S106), Community Infrastructure Levy (CIL) and external contributions**

S106 contributions are provided by developers towards the provision of public infrastructure (such as highways, education, waste management centres and libraries) required as a result of development. Capital schemes undertaken in new development areas are often funded wholly or in part by the S106 contribution negotiated with developers. The Community Infrastructure Levy (CIL) is a levy that local authorities can choose to charge on new developments in their area and replaces a substantial proportion of S106 agreements. Other external contributions are made by a variety of organisations such as district councils and central government, often contributing towards jointly funded schemes.

### **Private Finance Initiative (PFI) / Public Private Partnerships (PPP)**

The council has previously made use of additional government support through PFI and PPP and has dedicated resource to manage schemes that are funded via this source. Previous schemes that have been funded this way include Waste, Street Lighting and Schools. However, due to increasing criticism around some high-profile, large-scale PFI projects failing to deliver Value for Money, the government announced the abolishment of this form of capital finance in October 2018.

### **Borrowing (known as prudential borrowing)**

The council can determine the level of its borrowing for capital financing purposes, based upon its own views regarding the affordability, prudence, and sustainability of that borrowing, in line with the CIPFA Prudential Code for Capital Finance in Local Authorities 2021. Borrowing levels for the capital programme are therefore constrained by this assessment and by the availability of the revenue budget to meet the cost of this borrowing, considered in the context of the overall revenue budget deliberations. Further information is contained within the Treasury Management Strategy (section 7 of the Business Plan).

### **Revenue Funding**

The council can use revenue resources to fund capital projects on a direct basis. However, given the existing pressures on the revenue budget, it is unlikely that the council will often choose to undertake this method of funding.

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Finance and Resources	Strategy, Resources and Performance	Customer Services	Blue Badges Parking Permits	Cost of new badge	Statutory	£10	£10	Statutory limit	No change
Finance and Resources	Strategy, Resources and Performance	Customer Services	Blue Badges Parking Permits	Cost of replacement badge	Statutory	£10	£10	Statutory limit	No change
Finance and Resources	Strategy, Resources and Performance	Property	Workplace EV Chargepoints	Use of Electric Vehicle chargers	non-statutory	40p/kWh	30p/kWh	Full cost recovery	Charges are aligned to CCC's corporate electricity contract pricing.
Adults, Health and Commissioning	Adults and Health	Adults, Health and Commissioning	Adults, Health and Commissioning	Deferred payment set up / administration charge	Non-Statutory	£238 for setting up the agreement  £88 for a change in the agreement  £144 for closing	£716.99 DPA Setup  £91.19 DPA Annual Fee  £347.12 DPA Close/Redemption  Other fees: £44.80 Ad hoc statement  £46.41 Supplemental fee for Second Charge agreement  £POA Home Valuation/ReValuation	Full Cost Recovery	Uplift to cover increase in operating costs and legal services.
Adults, Health and Commissioning	Adults and Health	Adults, Health and Commissioning	Adults, Health and Commissioning	Self funder arrangement fee	Non-Statutory	£521.51 annually recurring charge	£550.20 annually recurring charge  (applied as £42.21 per 4-weekly invoice, equivalent to £10.55 per week).	Full Cost Recovery	For those that have capital above the LA funding threshold (£23k) but would like their care arranged by CCC.  Invoices are on a 4-week basis; fees are applied at £42.21 per 4-week invoice, equivalent to £10.55 per week).
Adults, Health and Commissioning	Adults and Health	Adults, Health and Commissioning	Adults, Health and Commissioning	Transport to and from day care centres / day activities	Non-Statutory	Minimum £3.00 return journey per day	From £3.10	Full Cost Recovery	Per return journey.
Adults, Health and Commissioning	Adults and Health	Adults, Health and Commissioning	Adults, Health and Commissioning	Learning Disability Training provision	Non-Statutory	£85 per person per day	£90 per person per day	Full Cost Recovery	Covers training fees for training external providers. New Members of staff require 2 days training, then annual 1 day refresher
Adults, Health and Commissioning	Adults and Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Appointeeship fees	Non-Statutory	Set Up resi £106 Set Up community £152  £12 per week residential £15 per week community  Wind Up fee £359	Set Up resi £111.83 Set Up community £160.36  £12.66 per week residential £15.83 per week community  Wind Up fee £378.75	Full Cost Recovery	
Adults, Health and Commissioning	Adults and Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Appointeeship fees	Non-Statutory	£12 per week residential £15 per week community	£12.66 per week residential £15.83 per week community	Full Cost Recovery	

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Adults, Health and Commissioning	Adults and Health	Adult Social Care Client Funds	Adult Social Care Client Funds	Deputyship fees	Non-Statutory	Set up fee £745 (set by the Court of Protection)  Wind Up fee £359  Property management £300	Set up fee £745 (set by the Court of Protection)  Wind Up fee £378.75  Property management £300	Full Cost Recovery	
Adults, Health and Commissioning	Adults and Health	Across Care policy lines	Adult Social Care	Client contributions	The Care Act 2014 provides the legal framework for charging for care and support.	Charges are based on assessed ability to pay	Charges are based on assessed ability to pay	Charges are based on assessed ability to pay	Client contributions towards the cost of care are covered by a separate charging policy which is available here: <a href="https://www.cambridgeshire.gov.uk/asset-library/Adult-Social-Care-charging-policy-April-2020-updated-July-2023.pdf">https://www.cambridgeshire.gov.uk/asset-library/Adult-Social-Care-charging-policy-April-2020-updated-July-2023.pdf</a>
Adults, Health and Commissioning	Adults and Health	Across Care policy lines	Adult Social Care	Peace of Mind charge	Non-Statutory	£16.90	Other option being explored - see Additional Info	N/A	2025/26 - We are exploring the option of increasing the charge to match the lowest hourly care rate across all the Extra Care schemes. As current charge is historical and hasn't been increased for more than 5 years, we may need to determine how we increase incrementally to bring the charge up at a workable level for customers
Children, Education and Families	Children and Young People	Cambridgeshire Music	Cambridgeshire Music Tuition						
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Arts therapies	Non-Statutory	£60.10	£63.00	Full cost recovery	Subsidised by Grants New prices start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Curriculum Music Lessons	Non-Statutory	£54	£57.00	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Instrumental and Vocal Studies	Non-Statutory	£43	£45.36	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Instrumental Loan	Non-Statutory	£40	£42.20	Full cost recovery	Subsidised by Music Education Hub grant New charges start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Stage and Screen	Non-Statutory	£43	£45.36	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Whole class ensemble tuition (Overture, Octave, Trio)	Non-Statutory	£43	£45.36	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April

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Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Music Academy	Non-Statutory	£65	£69.00	Full cost recovery	Subsidised by Music Education Hub grant New prices start from 1 April
Children, Education and Families	Children and Young People	School Organisation and Planning	Cambridgeshire Music	Room Hire	Non-Statutory	£99	£104.00	Full cost recovery	New prices start from 1 April
Children, Education and Families	Children and Young People	0-19 Organisation and Planning							
Children, Education and Families	Children and Young People	0-19 Organisation and Planning	0-19 Place and Planning organisation service	School Admissions Academy Service Level Agreement (SLA)	Non-Statutory	Primary £420.00 Secondary school £2,115 All through £2111	Primary £445 Secondary school £2,242 All through £2459		The proposed charges for 2025-26 are based on current model of delivery. It is intended to review current approach with a view of developing a more competitive trading offer.
Children, Education and Families	Children and Young People	0-19 Organisation and Planning	0-19 Place and Planning organisation service	School Admissions Voluntary Aided & Foundation School Service Level Agreement (SLA)	Non-Statutory	Primary £420.00 Secondary school £2,115 All through £2111	Primary £445 Secondary school £2,242 All through £2459		The proposed charges for 2025-26 are based on current model of delivery. It is intended to review current approach with a view of developing a more competitive trading offer.
Children, Education and Families	Children and Young People	0-19 Organisation and Planning	Education Welfare Benefits	Free Schools Meals for Primary and Secondary Academy schools	Non-Statutory	£9.54 Per Pupil on FSM per school	£9.76		Prices cover academic year
Children, Education and Families	Children and Young People	Home to School Transport							
Children, Education and Families	Children and Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Mainstream Transport	Statutory	Free	Free		Providing the student meets the Home to School/College Travel Assistance Policy criteria there is no charge to the family for their transport. For students not meeting the criteria please see Spare Seats
Children, Education and Families	Children and Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Mainstream Spare seats	Non-Statutory	£295 per term	To be agreed		Prices per academic year
Children, Education and Families	Children and Young People	Home to School Transport - Mainstream	Home to School Transport - Mainstream	Post 16 Transport - low income households	Non-Statutory	£150 per term	To be agreed		Prices per academic year
Children, Education and Families	Children and Young People	Home to School Transport - Special	Home to School Transport - Special	SEND Post 16 payers	Non-Statutory	£245 per term	To be agreed		Prices per academic year
Children, Education and Families	Children and Young People	Schools Improvement service	Primary Schools Adviser Support						
Children, Education and Families	Children and Young People	Schools Improvement service	Adviser Support	Primary Adviser	Non-Statutory	£105	To be confirmed		Per hour

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Children, Education and Families	Children and Young People	Schools Improvement service	Adviser Support	Primary Adviser	Non-Statutory	£500	To be confirmed		Per day
Children, Education and Families	Children and Young People	Schools Improvement service	Adviser Support	Primary School Improvement Offer Service Level Agreement (SLA) Subscription LA Schools	Non-Statutory	2465 - 3310	To be confirmed Changes will be effective from Sep 25		Per Annum The charge also includes the safeguarding team's training package
Children, Education and Families	Children and Young People	Schools Improvement service	Adviser Support	Primary School Improvement Offer Service Level Agreement (SLA) Subscription Academies	Non-Statutory	2680 - 3665	To be confirmed. Changes will be effective from Sep 25		Per Annum The charge also includes the safeguarding team's training package
Children, Education and Families	Children and Young People	Schools Improvement service	Adviser Support	Primary School Improvement Courses, conferences and Briefings	Non-Statutory	Multiple charging strcture	To be confirmed. changes will be effective from Sep 25		Per course/conference/briefing Prices from 1 September
Children, Education and Families	Children and Young People	The ICT Service	The ICT Service						
Children, Education and Families	Children and Young People	The ICT Service	The ICT Service	School ICT Consultancy and Training support	Non-Statutory	£554 - Full Day £405 - Half Day £132 - One Hour (remote) £318 - min 2 hours onsite £42 - short training session £73 - bite size training £106 - standard training £128 - half day training £217 - half day training	£586 - Full Day £429 - Half Day £140 - One Hour (remote) £337 - min 2 hours onsite £45 - short training session £77 - bite size training £112 - standard training £136 - half day training £230 - half day training	Full Cost recovery	Full Day Consultancy Half Day Consultancy One Hour Consultancy - remote Minimum 2 hours Consultancy onsite Short Session Bite Size Session Standard Session Half Day Session Full Day Session
Children, Education and Families	Children and Young People	The ICT Service	The ICT Service	ICT equipment installation support	Non-Statutory	£146 £106 £35 £81 £223 £446 £302 £543	£155 £112 £41 £86 £236 £473 £320 £576	Full Cost recovery	Installations: Gold Installations: Silver Installations: Bronze 1st/2nd Line Remote Support per hour 1st/2nd Line Onsite Half Day 1st/2nd Line Onsite Full Day Senior Technician Fixed Fee Half Day Senior Technician Fixed Fee Full Day
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Borrowing Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books	Statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Magazines	Non-statutory	Free	Free	N/A	

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Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eMagazines/eNewspapers	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- junior/ young adult	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course - adult	Non-statutory	£1.10	£1.10		Maintained as reduced expense purchasing items
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	£1	£1		Collection being phased out.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Overdue Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Junior	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Adult	Non-statutory	25p per day (max charge £5)	25p per day (max charge £5)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks/eMagazines/eNewspapers	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Junior	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Adult	Non-statutory	25p per day (max charge £13)	25p per day (max charge £13)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	N/A	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	25p per day (maximum fine £5)	25p per day (maximum fine £5)		Collection being phased out
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Membership					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Memership Card	Statutory	Free	Free		

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Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Replacement card-adult/junior	Non-statutory	£2.50 / £1.50	£2.50/ £1.50	Full cost recovery	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Lost/damaged loan items	Non-statutory	Variable dependent on item value.	Variable dependent on item value.	Full cost recovery	
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reading Groups	Non-statutory	£35	£35		Remain the same -work to take place to promote this offer.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Requests					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Under 25 copies £15 internal, £30 external	Under 25 copies £15 internal £30 external	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	25-50 copies £25 internal, £55 external	25-50 copies £25 internal, £55 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	51-99 copies, £35 internal, £80 external	51-99 copies, £35 internal, £80 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Over 100 copies, £50 Internal £100 external	Over 100 copies, £50 Internal £100 external.	Full cost recovery for externally borrowed material	2025-26 Prices to remain the same
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Items not in Cambridgeshire stock	Non-statutory	£8.50	£8.50		Any items requested from other authorities' libraries (inter-library loan) will be charged at £8.50 each. If an item is to be obtained from the British Library or Academic library, the charge will be £20.60 and £6 per renewal (recovery of costs charged by these institutions), but requestors will be contacted for confirmation to proceed with the request. Charges will still apply for uncollected items.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Loan	Non-statutory	£20.60	£20.60	Full cost recovery	Including University lending where the same fees are levelled against us i.e. full cost recovery
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Renewal	Non-Statutory	£6.25	£6.25	Full cost recovery	Full cost recovery fee set by British Library
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of Cambridgeshire adult stock	Non-statutory	50p	50p		Fees to remain the same for 2025-26.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of SPINE stock	Non-statutory	£2.00	£2.00		SPINE regional agreement across service. Next due for renegotiation with the contract in 2025. when contract up for discussion.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Printing and Copying					



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Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 black and white	Non-statutory	30p	30p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 colour	Non-statutory	80p	80p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 black and white (copying only)	Non-statutory	60p	60p		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 colour (copying only)	Non-statutory	£1.50	£1.50		To Implement change when new MFD and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4/A3 microfilm	Non-statutory	£1/£1.50	N/A		Microfilms now connected to library printers - no separate charge. replaced by normal pc printing charge
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and Email					(Fax services no longer offered)
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Online reference resources	Statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and email access	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wi-Fi access	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Events					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Adult	Non-statutory	£0-£30	£0-£30		Dependant on event type greater emphasis on covering cost of running events.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Children	Non-statutory	£0-£10	£0-£10		Dependant on event type greater emphasis on cost recovery to run events.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Central Library - Cambridge Room Hire Charges					

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Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £13-£32 ph	Price Range between £13.75 - £33.75 ph		We have introduced a range of hire prices related to the local market and the flexibility continues to reflect local conditions and varied types of spaces available.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £13-£32ph	Price Range between £13.75 - £33.75 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 3	Non-statutory	Price Range between £22-£53 ph	Price Range between £23.25 - £56 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Conference room	Non-statutory	Price Range between £26-£60ph	Price range between £27.50-£63.25ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price Range between £62-£160 per day Price range between £183-£400 per week	Price Range between £65.50-£169 per day    Price range between £194 £422 per week		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £100-£230 pw	Price Range between £105.50-£242.50 pw		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Chatteris Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Cherry Hinton Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	N/A Community will be running venue offer when new library reopens	N/A Community will be running venue offer when new library reopens		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Ely Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7.50-£53 ph	Price Range between £8-£56ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room 1	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7-£22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Huntingdon Library Room Hire Charges					

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview Rooms & Pods	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7 - £22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £26.50-£79.50 pw	Price Range between £28-£84 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	March Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £6.50-£21.50 ph	Price Range between £7-£22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Milton Road Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 1&2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 3	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Kitchen	Non-statutory	£10.50 ph (commercial) £5.25 ph (Council Partner) Free (Community)	£11 ph (commercial) £5.50 ph (Council Partner) Free (Community)		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whole Lib	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Ramsey Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		As above

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £6.50-£21.50 ph	Price range between £7-£22.75 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Rock Road Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8- £56 ph		As above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Soham Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Ives Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Neots Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8 - £56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 1	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 2	Non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer space	Non-statutory	Price range between £26.50-£79.50 pw	Price range between £28-£84 pw		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whittlesey Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £7.50-£53 ph	Price Range between £8- £67 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wisbech Library Room Hire Charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	non-statutory	Price range between £7.50-£53 ph	Price range between £8-£56 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	non-statutory	Price range between £6.50 - £21.50 ph	Price range between £7 - £22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Yaxley Library Room hire charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	non-statutory	Price range between £7.50-£21.50 ph	Price range between £8 - £22.75 ph		as above
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A3 poster £10.50 A4 poster £6.50 A5 poster £4.25	A3 poster £11 A4 poster £7 A5 poster £4.50		Fees are per month
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A5 leaflets £5.25 per 50 leaflets Multiple Leaflets / fliers 10% discount	A5 leaflets £5.50 per 50 leaflets Multiple Leaflets / fliers 10% discount		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Local Studies Research Services charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	30 mins	Non-statutory	Free	Free		
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1 hour	Non-statutory	£40	£40	Full cost recovery	Match Archives

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1.5 hours	Non-statutory	£60	£60	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	2 hours	Non-statutory	£80	£80	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Each Additional 30 min	Non-statutory	£20	£20	Full cost recovery	Match Archives
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Advertising on Mobile Library Vans	Non-statutory	From £200 per month	Mobiles from £250 pm Vans from £350 pm	Full cost recovery	New drive to increase use planned
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives Services charges					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	1 hour	Non-statutory	£40	£40	Full cost recovery	Price remaining the same for 2025-26
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	2 hours	Non-statutory	£80	£80	Full cost recovery	Price remaining the same for 2025-26
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist research for business or professional clients	Non-statutory	£95	£100	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other checks of records or indexes up to 15 minutes	Non-statutory	£17	£18	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Vehicle registration, electoral register and magistrates' court register searches	Non-statutory	£23	£24	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Replacement of lost CARN ticket	Non-statutory	£5.50	£6.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Reproduction Fees					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Local, limited distribution publications (1-10 pictures)	Non-statutory	£10.50	£11.00	Full cost recovery	Reproduction online: £20 for 1-5 images, £30 for 6-10 images. Negotiable over 10 images.
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other commercial publications	Non-statutory	£26.50	£28.00	Full cost recovery	Negotiable
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	TV, film: world wide use 5 year licence	Non-statutory	£275	£290	Inflation rise	Negotiable
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Outreach fees					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Group Visits to Archives	Non-statutory	£74	£74	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Talks to groups outside the office	Non-statutory	£90	£90	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives and Local Studies: Digitisation					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document up to A3	Non-statutory	£8.90	£8.90	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document between A3 and A1	Non-statutory	£15.00	£15.00	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document larger than A1	Non-statutory	£35.00	£35.00	Full cost recovery	Requires two scans. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	35mm transparency	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	C19 lantern slide	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	C19 glass plate	Non-statutory	£8.90	£8.90	Full cost recovery	At a specific DPI. Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A4-A2	Non-statutory	£6.15	£6.15	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A1-A0	Non-statutory	£12.20	£12.20	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Inclosure / tithe / estate maps	Non-statutory	£28.00	£28.00	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Bulk scanning / large projects	Non-statutory	£28.10	£28.10	Full cost recovery	Hourly rate . Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Image retouching	Non-statutory	£53.00	£55.00	Full cost recovery	Per image. Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	Local Studies: Non-digitised images (from negatives)					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	6 x 4 BW	non-statutory	£5.00	N/A	N/A	service withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	7 x 5 BW	non-statutory	£6.00	N/A	N/A	service withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	8 x 6 BW	non-statutory	£7.00	N/A	N/A	service withdrawn

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	10 x 8 BW	non-statutory	£8.00	N/A	N/A	service withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	12 x 9 BW	non-statutory	£10.00	N/A	N/A	service withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	35 mm slides	non-statutory	£9	N/A	N/A	Service Withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	Negatives of privately owned images	non-statutory	£9	N/A	N/A	Service withdrawn
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	Conservation work	non-statutory	£50ph	£55ph	Full cost recovery	Plus materials
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies and print outs in the search room					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 photocopy archive	Non-statutory	£1.60	£1.60	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 photocopy archive	Non-statutory	£2.10	£2.10	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 photocopy library item	Non-statutory	£0.55	£0.60	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 photocopy library item	Non-statutory	£0.80	£0.90	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 Microform print self service	Non-statutory	£1.10	£1.10	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 Microform print self service	Non-statutory	£1.60	£1.60	Full cost recovery	Prices to remain the same for 2025-26 to retain number of sales
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	IT printout black and white	Non-statutory	£0.25	£0.30	Full cost recovery	Matched with Libraries
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	IT printout colour	Non-statutory	£0.55	£0.80	Full cost recovery	Matched with Libraries
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies and print outs by post					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies or printouts	non-statutory	Minimum Charge of £10.50 (including postage) for up to 5 pages then £1 for each additional page	Minimum Charge of £11.00 (including postage) for up to 5 pages then £1 for each additional page	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Certified Copies	non-statutory	£26	£28	Full cost recovery	Inflation rise



Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photo permit - use of own camera in the search room	non-statutory	£10.50	£11.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by post					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 Colour print	non-statutory	£7.00	£7.50	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 Colour print	non-statutory	£11.50	£12.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Plus Handling Charge	non-statutory	UK: £4.50 Rest of the world: £11.00 or actual postage if in excess	UK: £5.00 Rest of the world: £12.00 or actual postage if in excess	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by email					
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per Photograph	non-statutory	£7.00	£7.50	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per email (max. 5jpegs per email)	non-statutory	£3.50	£4.00	Full cost recovery	Inflation rise
Strategy and Partnerships	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist photography by FSB Scanning Bureau	non-statutory	Prices available on application	Prices available on application	Full cost recovery	Prints larger than A3 have to be done by an external company and are quoted for on spec.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremonies - Marriage, Civil Partnership, Naming, Celebration of Life and Renewal of Vows					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sat - 2025-26	non-statutory	£715	£735	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Sun & current B/H - 2025-26	non-statutory	£815	£840	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sun & BH - Enhanced Ceremony - 2025-26	non-statutory	New service	£840	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - 2025-26	non-statutory	£315	£325	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - 2025-26	non-statutory	£450	£465	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - Enhanced Ceremony - 2025-26	non-statutory	New service	£425	Full cost recovery	

# Schedule of Fees & Charges: Proposed rates for 2025-26

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Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - Enhanced Ceremony - 2025-26	non-statutory	New service	£565	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Small Council Ceremony room Mon-Fri all day - 2025-26	non-statutory	New service	£250	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Mon-Thu - 2025-26	non-statutory	£365	£380	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Fri- Sat - 2025-26	non-statutory	£500	£520	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Two Stage Bespoke Ceremony (includes Statutory ceremony and celebration ceremony) - 2025-26	non-statutory	£765	£1,250	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sat - 2026-27	non-statutory		2026-27 rates £755	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Sun & current B/H - 2026-27	non-statutory		2026-27 rates £865	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sun & BH - Enhanced Ceremony - 2026-27	non-statutory		2026-27 rates £890	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - 2026-27	non-statutory		2026-27 rates £335	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - 2026-27	non-statutory		2026-27 rates £480	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - Enhanced Ceremony - 2026-27	non-statutory		2026-27 rates £450	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - Enhanced Ceremony - 2026-27	non-statutory		2026-27 rates £600	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Small Council Ceremony room Mon-Fri all day - 2026-27	non-statutory		2026-27 rates £265	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Mon-Thu - 2026-27	non-statutory		2026-27 rates £400	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Fri- Sat - 2026-27	non-statutory		2026-27 rates £550	Full cost recovery	

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Two Stage Bespoke Ceremony (includes Statutory ceremony and celebration ceremony) - 2026-27	non-statutory		2026-27 rates £1320	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sat - 2027-28	non-statutory		2027-28 rates £795	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Sun & current B/H - 2027-28	non-statutory		2027-28 rates £915	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sun & BH - Enhanced Ceremony - 2027-28	non-statutory		2027-28 rates £940	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - 2027-28	non-statutory		2027-28 rates £355	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - 2027-28	non-statutory		2027-28 rates £505	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - Enhanced Ceremony - 2027-28	non-statutory		2027-28 rates £475	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - Enhanced Ceremony - 2027-28	non-statutory		2027-28 rates £635	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Small Council Ceremony room Mon-Fri all day - 2027-28	non-statutory		2027-28 rates £280	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Mon-Thu - 2027-28	non-statutory		2027-28 rates £420	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Fri- Sat - 2027-28	non-statutory		2027-28 rates £580	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Two Stage Bespoke Ceremony (includes Statutory ceremony and celebration ceremony) - 2027-28	non-statutory		2027-28 rates £1395	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremonies - Private Citizenship					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Fri all day	non-statutory	£130	£200	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Sat all day	non-statutory	£220	£300	Full cost recovery	

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Approved Premise Approvals					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Approval fee	non-statutory	£2,015	£2,020	Full cost recovery	For a three year approval initially, but all thereafter (if Terms & Conditions are met) are 5 years.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	General Search					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	A general search in indexes in his/her office not exceeding 6 successive hours	Statutory	£18	£20	Statutory limit	Search in registration index books (free search available on-line via CAMDEX)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Certificates - Superintendent Registrar/ Registrar					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Production of certificate of birth, death or marriage issued at time of registration, or if requested later then processed within 15 working days	Statutory	£11	£13	Statutory limit	Certificate
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Priority issue of certificate of birth, death or marriage, on or before next working day (orders up to 3pm).	Statutory	£35	£39	Statutory limit	Certificate
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Marriages and Civil Partnerships					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending outside his/her office to be given notice of marriage of a house-bound or detained person	Statutory	£47 (housebound) £68 (detained)	£57 (housebound) £82 (detained)	Statutory limit	Attending to take notice away from office
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Entering a notice of marriage/ CP where both parties exempt within meaning of Section 49 of the Immigration Act 2014	Statutory	£35	£42	Statutory limit	Giving legal notice. Additional £12 per person if not exempt
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Entering a notice of marriage by Registrar General's Licence	Statutory	£3	£42	Statutory limit	Giving legal notice.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ CP at the residence of a house-bound or detained person	Statutory	£84 (housebound), £94 (detained)	£98 (housebound), £106 (detained)	Statutory limit	Attending to take notice away from office
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registrar attending a marriage/ CP by Registrar General's licence	Statutory	£2	£3	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ civil partnership at the register office	Statutory	£46	£56	Statutory limit	Marriage registration - statutory ceremony

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ civil partnership at a registered building or the residence of a house-bound or detained person	Statutory	£88 (Detained person) £81 Housebound £86 (Registered building)	£106 (Detained person) £101 Housebound £104 (Registered building)	Statutory limit	Marriage registration - church / chapel / housebound / detained (prison / secure health unit)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Certification of a place of meeting for religious worship	Statutory	£29	£32	Statutory limit	Legal notification of a church / chapel being registered for worship.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs	Statutory	£123	£136	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs. Building previously registered.	Statutory	£64	£71	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Joint application for the registration of a building for the marriage of a man and woman and same sex couples	Statutory	£123	£136	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Application to shorten the waiting period for a marriage/ CP	Statutory	£60	£66	Statutory limit	Application to reduce the normal 28 day period - exceptional reasons only.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Issue of Registrar-General's licence for marriage to be solemnized on the authority of that licence.	Statutory	£15	£18	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy).
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by a Superintendent Registrar of a divorce/ dissolution obtained outside of the British Isles	Statutory	£50	£55	Statutory limit	All decree absolutes in this category require checking process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by the Registrar General of a divorce/ dissolution obtained outside of the British Isles	Statutory	£75	£83	Statutory limit	All decree absolutes is this category require checking process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Change of forename added within 12 months of birth registration (Space 17)	Statutory	£40	£44	Statutory limit	Where a child's name is changed by 'Space 17' amendment.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by Registrar / Superintendent Registrar of a correction application	Statutory	£75	£83	Statutory limit	All formal corrections in this category require additional process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by the Registrar General of a correction application	Statutory	£90	£99	Statutory limit	All formal corrections in this category require additional process.

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Letter provided by the Registrar General confirming that, on the basis of information provided, no record of a marriage or civil partnership in England and Wales has been found within a 10 year search period (for example: if required when getting married or forming a civil partnership outside England or Wales)	Statutory	£50	£55	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Conversion of CP in accordance with the special procedure	Statutory	£15	£18	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	The first stage of the procedure for conversion of CP, for conversion on secular premises	Statutory	£27	£50	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Conversion of CP in accordance with the two stage procedure for conversion on religious premises: a) for the first stage of the procedure b) for the second stage of the procedure	Statutory	a) £27 b) £91.00	a) £30.00 b) £101.00	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Other Fees (inc. VAT where applicable)					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Post & handling (standard, UK)	non-statutory	£5.85	£6.00	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Signed for post & handling (UK)	non-statutory	£6.90	£7.00	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Signed for post & handling (Non-UK)	non-statutory	£14.35	£14.65	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Media use of ceremony room	non-statutory	£155	£160	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony amendment fee	non-statutory	£50	£50	Full cost recovery	Price proposed to stay the same for 2025-26
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - More than six months before the ceremony date	non-statutory	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	N/A	

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Between six months and 3 months before the ceremony date	non-statutory	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	N/A	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Between three months and 30 day before the ceremony date	non-statutory	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	N/A	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Less than 30 days before the ceremony or failure to cancel in writing before the ceremony date	non-statutory	No refund will be made on any fees paid. The fee for a statutory ceremony will be retained as an administrative fee.	No refund will be made on any fees paid. The fee for a statutory ceremony will be retained as an administrative fee.	N/A	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Request from Approved Premise to review / amend numbers / rooms (inc VAT)	non-statutory	£165	£174	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Request from Approved Premise to issue duplicate documentation (inc VAT)	non-statutory	£55	£58	Full cost recovery	Plus postage & handling if by post instead of e-mail
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Passport PD2 form	non-statutory	£55	£58	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Duplicate schedule per schedule	non-statutory	£50	£53	Full cost recovery	Plus postage & handling
Place and Sustainability	Communities, Social Mobility and Inclusion	Coroners	Coroners	Recording of Inquest provided to PIP on CD	Statutory	£5	£5	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Primary Authority Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee of 4 hours; to include 3 hours of bespoke business advice, with the balance contributing to the overall management of the scheme.	Non - Statutory	£380	£420	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Work undertaken under the formal Primary Authority Agreement	Non - Statutory	£95/hr charged at 15 minutes intervals	£105/hr charged at 15 minute intervals	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Out of county mileage to be charged on Primary Authority-related journeys	Non - Statutory	48 pence per mile	48 pence a mile	Full cost recovery	



Schedule of Fees & Charges: Proposed rates for 2025-26

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Business Advice Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Business advice provided outside of a Primary Authority agreement	Non - Statutory	£95/hr plus VAT charged at 15 minutes intervals	£105/hr charged at 15 minute intervals	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Testing & Verification Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	All equipment and other weights and measures services, including Public Weighbridge Operators	Statutory	£95/hr (minimum charge £45)	£100/hr minimum charge £50)	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	If site visit required	Statutory	Additional charge of £95	£100/hr	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Certificate of accuracy when requested following routine testing	Statutory	£47	£50	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Licensing Fees - Explosives					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (1 year duration)	Statutory	£202	£202	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (2 year duration)	Statutory	£266	£266	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (3 year duration)	Statutory	£333	£333	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (4 year duration)	Statutory	£409	£409	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (5 year duration)	Statutory	£463	£463	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (1 year duration)	Statutory	£119	£119	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (2 year duration)	Statutory	£154	£154	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021



# Schedule of Fees & Charges: Proposed rates for 2025-26

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (3 year duration)	Statutory	£190	£190	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (4 year duration)	Statutory	£226	£226	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (5 year duration)	Statutory	£260	£260	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (1 year duration)	Statutory	£94	£94	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (2 year duration)	Statutory	£161	£161	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (3 year duration)	Statutory	£226	£226	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (4 year duration)	Statutory	£291	£291	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (5 year duration)	Statutory	£357	£357	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimun separation distance is prescribed (1 year duration)	Statutory	£59	£59	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimun separation distance is prescribed (2 year duration)	Statutory	£94	£94	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimun separation distance is prescribed (3 year duration)	Statutory	£132	£132	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimun separation distance is prescribed (4 year duration)	Statutory	£166	£166	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimun separation distance is prescribed (5 year duration)	Statutory	£202	£202	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

# Schedule of Fees & Charges: Proposed rates for 2025-26

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Varying name of licensee or address of site	Statutory	£40	£40	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Any other kind of variation	Statutory	£95/hr min 30min	£100/hr min 30min	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Transfer of licence or registration	Statutory	£40	£40	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Replacement of licence or registration referred to above if lost	Statutory	£40	£40	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Extended Fireworks Licence - Annual licence to sell fireworks outside the permitted periods as stated	Statutory	£500	£500	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual Fee - Certificate to store Petroleum					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (1 year duration)	Statutory	£45	£48	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (2 year duration)	Statutory	£90	£96	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (3 year duration)	Statutory	£135	£144	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (4 year duration)	Statutory	£180	£192	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (5 year duration)	Statutory	£225	£240	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (6 year duration)	Statutory	£270	£288	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (7 year duration)	Statutory	£315	£336	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (8 year duration)	Statutory	£360	£384	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (9 year duration)	Statutory	£405	£432	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity not exceeding 2,500 litres (10 year duration)	Statutory	£450	£480	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (1 year duration)	Statutory	£61	£65	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (2 year duration)	Statutory	£122	£130	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (3 year duration)	Statutory	£183	£195	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (4 year duration)	Statutory	£244	£260	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (5 year duration)	Statutory	£305	£325	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

Schedule of Fees & Charges: Proposed rates for 2025-26

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (6 year duration)	Statutory	£366	£390	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (7 year duration)	Statutory	£427	£455	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (8 year duration)	Statutory	£488	£520	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (9 year duration)	Statutory	£549	£585	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 2,500 litres but not exceeding 50,000 litres (10 year duration)	Statutory	£610	£650	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (1 year duration)	Statutory	£128	£137	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (2 year duration)	Statutory	£256	£274	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (3 year duration)	Statutory	£384	£411	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (4 year duration)	Statutory	£512	£548	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (5 year duration)	Statutory	£640	£685	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (6 year duration)	Statutory	£768	£822	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021

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Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (7 year duration)	Statutory	£896	£959	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (8 year duration)	Statutory	£1,024	£1,096	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (9 year duration)	Statutory	£1,152	£1,233	Set in Statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (10 year duration)	Statutory	£1,280	£1,370	Set in statute	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Environmental Searches					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Fees charged in respect of environmental searches carried out on request will include for up to two hours officer time	Statutory	£95 p/h (minimum charge £47)	£100/hr (minimum charge £50)	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Where environmental search requests are made that incur officer's time in excess of two hours, an additional charge of £33 per hour per officer, or part there of will be charged	Statutory	£47	£50	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Fees Payable for Approval					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Manufacture only, or manufacture and placing on the market, of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such additives (Approvals)	Statutory	£451 one off	£451 one off	Set in statute	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Placing on the market of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such (Approvals).	Statutory	£226 one off	£226 one off	Set in statute	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Investigation fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Trading Standards Officer	Statutory	£95 p/h, rounded to the nearest hour	£100/hr, rounded to the nearest hour	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Administrative Officer	Statutory	£57 p/h rounded to the nearest hour	£60/hr rounded to nearest hour	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Accredited Financial Investigator	Statutory	£95 per officer per hour, rounded to the nearest hour	£100/hr, rounded to the nearest hour	Full cost recovery	
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House Residentials and Courses						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential - seasonal zone A	non-statutory	£169-207	£177-215	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone A
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential - seasonal zone B	non-statutory	£147-184	£152-192	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone B
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Primary School 2 night residential- seasonal zone C	non-statutory	£128-153	£132-167	Full cost recovery	Prices in a range dependent on size of group. Seasonal Zone C
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Youth group catered weekend residential visit	non-statutory	£104-138	£110 -146	Full cost recovery	Prices in a range dependent on size of group (Pricing in academic years)
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Adult group catered weekend residential visit	non-statutory	£153-165	£162-190	Full cost recovery	Prices in a range dependent on size of group (Pricing in academic years) larger higher end fee to reflect new meal offer
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Self-catered course Youth groups and charities	Statutory	£1,940	£2,060	Full cost recovery	pricing in academic years
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Burwell House	Self-catered course families and commercial	non-statutory	£2650 inc VAT	£2760 inc VAT	Full cost recovery	pricing in academic years
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Residential: 3 days / 2 nights						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£252	£266	Full cost recovery	April
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£268	£283	Full cost recovery	May

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Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£268	£283	Full cost recovery	June
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£268	£283	Full cost recovery	July
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£252	£266	Full cost recovery	Aug
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£226	£238	Full cost recovery	Sept
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£226	£238	Full cost recovery	October
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£190	£200	Full cost recovery	November
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£130	£137	Full cost recovery	December
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£130	£137	Full cost recovery	January
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£190	£200	Full cost recovery	February
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 3 day, 2 night	non-statutory	£226	£238	Full cost recovery	March
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Residential: 5 days / 4 nights						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£436	£460	Full cost recovery	April
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£454	£479	Full cost recovery	May
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£454	£479	Full cost recovery	June
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£454	£479	Full cost recovery	July
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£436	£460	Full cost recovery	August
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£355	£375	Full cost recovery	September
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£355	£375	Full cost recovery	October

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Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£306	£323	Full cost recovery	November
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£253	£267	Full cost recovery	December
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£253	£267	Full cost recovery	January
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£306	£323	Full cost recovery	February
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 5 day, 4 night	non-statutory	£355	£375	Full cost recovery	March
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Residential: 2 days / 1 night						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£155	£164	Full cost recovery	April
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£169	£178	Full cost recovery	May
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£169	£178	Full cost recovery	June
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£169	£178	Full cost recovery	July
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£155	£164	Full cost recovery	August
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£141	£149	Full cost recovery	September
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£141	£149	Full cost recovery	October
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£118	£124	Full cost recovery	November
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£78	£82	Full cost recovery	December
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£78	£82	Full cost recovery	January
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£118	£124	Full cost recovery	February
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Residential visit - 2 day, 1 night	non-statutory	£141	£149	Full cost recovery	March



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Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Day visits						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - full day High Season (March to October)	non-statutory	£60	£63	Full cost recovery	6 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - half day High Season (March to October)	non-statutory	£40	£46	Full cost recovery	3 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - school day High Season (March to October)	non-statutory	£50	£53	Full cost recovery	4.5 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - full day Low Season (November to February)	non-statutory	£40	£46	Full cost recovery	6 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - half day Low Season (November to February)	non-statutory	£24	£25	Full cost recovery	3 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Day visit - school day Low Season (November to February)	non-statutory	£35	£37	Full cost recovery	4.5 hours
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Conferences						
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire (day)	non-statutory	£20	£25	Full cost recovery	Charge is per person - Minimum of 20
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire and lunch	non-statutory	£33	£41	Full cost recovery	Charge is per person - Minimum of 20
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire and activity (3 hr)	non-statutory	£68	£85	Full cost recovery	Charge is per person - Minimum of 20
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Conference room hire lunch and activity (3hr)	non-statutory	£80	£100	Full cost recovery	Charge is per person - Minimum of 20
Children, Education and Families	Children and Young People	Cambridgeshire Outdoors	Grafham Water Centre	Offsite delivery	non-statutory	£45	£47	Full cost recovery	Charge is per person - Minimum of 20
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Written advice in response to a written enquiry	Non statutory	£350	£370	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.

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Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	One meeting with Planning Officer at Shire Hall followed by written advice at Shire Hall followed by written advice	Non statutory	£500	£530	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	One follow up meeting at Shire Hall with Planning Officer	Non statutory	£315	£335	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	One meeting on site by Planning Officer followed by written advice	Non statutory	£650	£685	Partial	Although this increase is more than the 6% it is still very low for the service received, especially compared with other Councils and it is not set so high as to discourage applicants seeking advice which will ensure better quality planning applications. The fee increases are based on an average officer hourly rate of £50 with no on costs.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Waste Management	Provision of Asbestos Disposal Bag suitable for disposing of up to two sheets of cement bonded asbestos.	Non statutory	£14	£14.35	Full cost recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Consents	Consents					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Consents	Advice and input into all stages of NSIP and TWAO processes.	Non statutory	The following rates are per hour and excluding VAT P6 - £108.75 P5 - £96.46 P4 - £85.90 P3 - £79.51 P2 - £74.18 P1 - £69.35 SO2 - £65.21 SO1 - £62.62	The following rates are per hour and excluding VAT P6 - £114.25 P5 - £101.46 P4 - £90.44 P3 - £83.77 P2 - £78.20 P1 - £73.16 SO2 - £68.84 SO1 - £66.13	Partial	These rates cover officer input into Nationally Significant Infrastructure Projects (NSIPs) and Transport and Works Act Orders (TWAOs). Planning Performance Agreements (PPAs) are the mechanism through which officer time is recovered, and these are negotiated with developers. Where specialist teams in the Council have certain rates, these will be applied to this work instead of the Consents Rates Schedule listed here.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Flood and Water - Ordinary Watercourse Consenting Pre-application charging schedule					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Written advice in response to a written enquiry	Non statutory	n/a (Access Culverts ≤ 6M), £53 (All other Structures)	n/a (Access Culverts ≤ 6M), £53 (All other Structures)		

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Meeting and written advice with Officer at the Council Office	Non statutory	n/a (Access Culverts ≤ 6M), £80 (All other Structures)	n/a (Access Culverts ≤ 6M), £80 (All other Structures)		
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Meeting on site with an officer followed by written advice.	Non statutory	£53 (Access Culverts ≤ 6M), £106 (All other Structures)	£53 (Access Culverts ≤ 6M), £106 (All other Structures)		
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Additional work	Non statutory	£61/hr plus expenses (£0.45 mileage)	£75/hr Coporate rate (£0.45 mileage)		
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Flood and Water - Surface Water Flood Risk Planning Pre-application Advice					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Written advice in response to a written enquiry	Non statutory	£128 (Minor), £330 (Major development) exc. VAT	£135 (Minor) £348 (Major development) exc. VAT	Full Cost Recovery	The charging has been simplified to make it easier for service users to determine which level of pre-application they seek. The costs have been calculated based on average of the last 12 months
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Meeting and written advice including review of drainage strategy	Non statutory	£248 (Minor development), £550 (Major development) exc. VAT	£262 (Minor development) £580 (Major development) exc. VAT	Full Cost Recovery	The charging has been simplified to make it easier for service users to determine which level of pre-application they seek. The costs have been calculated based on average of the last 12 months
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk	Additional work	Non statutory	£61./hr plus expenses (£0.45 mileage)	£75/hr Coporate rate (£0.45 mileage)	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Team					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Pre-Application Enquiry	Non statutory	£96 per hour	£100 per hour	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Stage 1 Evaluation	Non statutory	£545 (Small), £700 (Medium), £1225 (Large) £1865 (Major), negotiation or PPA (Strategic)	£570 (Small), £740 (Medium), £1295 (Large) £1965 (Major), negotiation or PPA (Strategic)	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Stage 2 Investigation	Non statutory	£695 (Small), £1545 (Medium), £2400 (Large) £2770 (Major), negotiation or PPA (Strategic)	£730 (Small), £1625 (Medium), £2530 (Large) £2920 (Major), negotiation or PPA (Strategic)	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Additional work	Non statutory	£96 p/h or £560 p/d plus expenses	£100 p/h or £680 p/d plus expenses	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historical Building Recording Pre-Application Enquiry	Non statutory	£96 p/h £560 p/d	£100 p/h £680 p/d	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historical Building Recording Project	Non statutory	By Negotiation	By Negotiation	Full Cost Recovery	Negotiation rates based on day rate, travel and HER search fees
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Record Searches Up to 1KM Radius (approximately 300 hectares)	Non statutory	£110	£120	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Record Searches Up to 2KM Radius (approximately 1250 hectares)	Non statutory	£160	£170	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Record Searches Up to 4KM Radius (approximately 5000 hectares)	Non statutory	£220	£230	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Record Searches larger than 4KM Radius (above approximately 5000 hectares)	Non statutory	By agreement	By agreement	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Historic Environment Record Searches Priority - response within 48 Hrs additional charge	Non statutory	£96	£100	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Archive Storage Deposit	Non statutory	£30	£30	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Historic Environment Team	Archive Storage Charge	Non statutory	£90	£90	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highways					

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highway boundary/extent/status enquiries (Advice including site surveys, documentation and written advice provided as applicable)	Non statutory	£93.60 (inc VAT) for single initial site plan and 1 hour of officer time investigating boundary. Travelling expenses @45p per mile (+ VAT).  Additional officer time at £91.20 per officer hour (inc VAT)  Copies of additional plans to cover wider areas, where needed: £18.00 (inc VAT)	£102.00 (inc VAT) for single initial site plan and 1 hour of officer time investigating boundary. Travelling expenses @45p per mile (+ VAT).  Additional officer time to provide extra detail or to cover larger areas charged at £91.20 per officer hour (inc VAT)	Full Cost Recovery	Enhanced service For further information and to apply, please see <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Full search	Non statutory	Enhanced service fee (guaranteed; 3 days): £60.00 inc VAT  EIR fee (supply only; within 20 days): £45.00	Enhanced service fee (guaranteed; 3 days): £66.00 inc VAT  EIR fee (supply only; within 20 days): £50.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.4 (a,b,c,d,e,f) Nearby road schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £16.20 inc VAT  EIR fee (supply only; within 20 days): £9.00	Enhanced service fee (guaranteed; 3 days): £18.00 inc VAT  EIR fee (supply only; within 20 days): £13.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.6 (a,b,c,d,e,f,g,h,i,j,k,l) Traffic Schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £18.00 inc VAT  EIR fee (supply only; within 20 days): £11.00	Enhanced service fee (guaranteed; 3 days): £18.00 inc VAT  EIR fee (supply only; within 20 days): £13.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Service requested which is not listed below	Non statutory	Quotation will be provided. Enhanced service: £91.20 per officer hour (inc VAT) EIR: £75 per officer hour	Quotation will be provided. Enhanced service: £91.20 per officer hour (inc VAT) EIR: £75 per officer hour	Full Cost Recovery	Enquire online at <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Certified copy of Definitive Map/highway record/ Common or Village Green	Non statutory	£62.00 (inc VAT), by post or by email (pdf)	£66.00 (inc VAT), by post or by email (pdf)	Full Cost Recovery	Non-statutory charge made under relevant legislative provisions  Enhanced service Copy of relevant document certified that it is a true copy of the actual legal record

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Amendment of the legal highway record and records management after completion of adoption agreement under s38 HA1980 or s278 HA1980 (charged at sealing of Agreement)	Non statutory	£160	£170	Full Cost Recovery	Amendment of the legal highway record and records management (charged at sealing of Agreement)
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Copy of s38/278 HA80 road adoption agreement or s106 TCPA90 affecting highway	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £14.40 by email (pdf) or post (inc VAT).  EIR: Document only, no check. Supplied within 20 working days: £9 by email (pdf) or post.	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £18.00 by email (pdf) or post (inc VAT).  EIR: Document only, no check. Supplied within 20 working days: £12.00 by email (pdf) or post.	Full Cost Recovery	Document only, no advice. Non-statutory charge made under relevant legislative provisions
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 26/118/119 Highways Act 1980 Public Path Order applications (no certification)	Non statutory	£5050 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	£5350 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	Full Cost Recovery	These orders are used to create, stop up or divert a public right of way where no certification for works is required.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 26/118/119 Highways Act 1980 Public Path Order applications (with certification)	Non statutory	£5,350 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process	£5,650 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process	Full Cost Recovery	Web guidance available. Non-statutory charge made under relevant legislative provisions
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 257 Town & Country Planning Act 1990 Public Path Order applications	Non statutory	£5,900 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £76/hr to that point in the process	£6,250 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process	Full Cost Recovery	Web guidance available. Non-statutory charge made under relevant legislative provisions. Cambridgeshire County Council undertakes these applications on behalf of most district councils. Please contact us for advice.

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 261 Town & Country Planning Act 1990 Temporary stopping up for mineral workings	Non statutory	£5,900 (inc VAT)	£6,250 (inc VAT)	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Legal Event Modifications Orders (LEMO)	Non statutory	£325(No VAT)	£350(No VAT)	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 116 Highways Act 1980 stopping up/diversion of highway applications (Used to stop up or divert any class of highway)	Non statutory	Stage 1: Pre-application consultations: £330 (inc VAT) for County Council internal consultations on proposal.  Stage 2: Enhanced service fee of £815 (inc VAT) for advice, site visit and drafting of Order plan, consideration of draft order by Assistant Director, plus travelling expenses at 45p/mile (+VAT)  Stage 3: Legal fee of c.£4,000 to £6,000, plus officer time of at least 1 hour for attendance at Magistrates' Court and supporting resolution of related issues @ £91.20/hr (inc VAT), plus disbursements  Stage 4: Registration of the made Order on the County Council's legal record, including archiving of file, £160 (no VAT). Charged together with Stage 3 costs upon conclusion of case.	Stage 1: Pre-application consultations: £350 (inc VAT) for County Council internal consultations on proposal.  Stage 2: Enhanced service fee of £860 (inc VAT) for advice, site visit and drafting of Order plan, consideration of draft order by Assistant Director, plus travelling expenses at 45p/mile (+VAT)  Stage 3: Legal fee of c.£4,000 to £6,000, plus officer time of at least 1 hour for attendance at Magistrates' Court and supporting resolution of related issues @ £91.20/hr (inc VAT), plus disbursements  Stage 4: Registration of the made Order on the County Council's legal record, including archiving of file, £170 (no VAT). Charged together with Stage 3 costs upon conclusion of case.	Full Cost Recovery	Hyperlink for enhanced service: <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 247 Town & Country Planning Act 1990 Stopping up/diversion of highway applications; (Used to stop up or divert highway affected by development)  For guidance and information on how to apply please see below:  <a href="http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records">http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records</a>	Non statutory	Stage 1: Initial scoping enquiry - free.  Stage 2: Enhanced service Charged at rate of £91.20 per officer hour; travelling expenses at 45p/mile (+ VAT).  Stage 3: undertaken by Secretary of State. If further officer advice is required this will be charged at £91.20/hr (inc VAT).	Stage 1: Initial scoping enquiry - free.  Stage 2: Enhanced service Charged at rate of £91.20 per officer hour; travelling expenses at 45p/mile (+ VAT).  Stage 3: undertaken by Secretary of State. If further officer advice is required this will be charged at £91.20/hr (inc VAT).	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu2.1 (a,b,c,d) Roads adopted	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu2.2 Public Rights of Way crossing/abutting land	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu2.5 Plan showing Public Rights of Way	Non statutory	Enhanced service fee (guaranteed; 3 days): £18 (inc VAT)  EIR fee (supply only; within 20 days): £11	Enhanced service fee (guaranteed; 3 days): £21.60 (inc VAT)  EIR fee (supply only; within 20 days): £14	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu2.4 Pending applications to record PROW	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT) EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT) EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu2.3 Pending orders to stop-up, divert, create, extinguish PROW	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.2 Land required for road works	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.5 Nearby railway schemes	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	



# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.7e Outstanding notices - highways	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.800 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - Qu3.7g Outstanding notices - flooding	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29R - additional questions	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29O - Qu16 Mineral consultation areas	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29O - Qu22.1 Common ground + town/village green	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29O - Qu21 Flood defense and land drainage consents	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	CON29O - Qu22.2 Registration of landowner deposits under S15A Commons Act 2006 or 31A HA80	Non statutory	Enhanced service fee (guaranteed; 3 days): £14.40 (inc VAT)  EIR fee (supply only; within 20 days): £9	Enhanced service fee (guaranteed; 3 days): £16.80 (inc VAT)  EIR fee (supply only; within 20 days): £10	Full Cost Recovery	Including VAT

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Public Rights of Way: Pre-Application Planning Advice (Consideration of proposed development; discussion of specific PROW issues with site; provision of written advice including legal mechanisms required for any changes to PROW network, map from legal record.)	Non statutory	Charged at £91.20 (incl. VAT) per officer hour, starting at £375 (incl. VAT). Work required will be assessed and a quotation provided.	Charged at £91.20 (incl. VAT) per officer hour, starting at £400 (incl. VAT). Work required will be assessed and a quotation provided.	Full Cost Recovery	See initial Guidance and checklist for public path order applicants on website under 'Highways Act 1980' at <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highway boundary/extent extracts: Enhanced Service  Document only; will be checked as being correct. Supplied within 3 working days	Non statutory	Answer from database by email (pdf): £31.20 (inc VAT)  Answer requiring physical retrieval from archives by email (pdf): £91.20 (inc VAT)  Please note any answers requested via post will incur an additional charge to be calculated on application	Answer from database by email (pdf): £34.80 (inc VAT)  Answer requiring physical retrieval from archives by email (pdf): £91.20 (inc VAT)  Please note any answers requested via post will incur an additional charge to be calculated on application	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	EIR - Highway boundary/extent extracts: Enhanced Service  Document only; no check. Supplied within 20 working days	Non statutory	Answer from database by email (pdf): £22  Answer requiring physical retrieval from archives by email (pdf): £75  Please note any answers requested via post will incur an additional charge to be calculated on application	Answer from database by email (pdf): £25  Answer requiring physical retrieval from archives by email (pdf): £75  Please note any answers requested via post will incur an additional charge to be calculated on application	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Certified copy of extract of List of Streets/highway records	Non statutory	Enhanced service: copy of relevant documentation certified that it is a true copy of the actual legal record: £62.00 (inc VAT) by email (pdf) or post.	Enhanced service: copy of relevant documentation certified that it is a true copy of the actual legal record: £66.00 (inc VAT) by email (pdf) or post.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Public Rights of Way on the Definitive Map & Statement and orders relating to the same	Non statutory	Free	Free	Statutory Limit	Viewable at Shire Hall upon appointment during normal office hours  Digital version and guidance available here: <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/199/definitive_map_and_statement</a>

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Copy of extract of the Definitive Map & Statement (including Public Path Orders and other deeds relating to the same)	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days. £16.20 (inc VAT) by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days. £10 by email (pdf) or post	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days. £18.00 (inc VAT) by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days. £50 by email (pdf) or post	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Copies of Landowner Deposits under Section 31(6) Highways Act 1980 and s15A Commons Act 2006, and any subsequent declarations	Non statutory	Enhanced service- £14.40 (incl. VAT) EIR – £8 (incl. VAT)	Enhanced service- £18.00 (incl. VAT) EIR – £12 (incl. VAT)	Full Cost Recovery	Enhanced service: Documents only; will be checked as being correct. Supplied within 3 working days, or as advised where documents require extraction from archive EIR: Document only, no check. Supplied within 20 working days
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Landowner deposits under s31(6) Highways Act 1980 only	Non statutory	£360	£380.00	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing.  Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Landowner deposits under s31(6) Highways Act 1980 only: Additional Declarations	Non statutory	Additional declarations £250	Additional declarations £265	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing.  Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Public Rights of Way enquiries - advice (Written advice and documentation provided as applicable)	Non statutory	£93.60 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £91.20 per officer hour (inc VAT)	£102.00 (inc VAT) for single initial site plan and 1 hour of officer time. Travelling expenses @45p per mile (+ VAT) and additional officer time at £91.20 per officer hour (inc VAT)	Full Cost Recovery	For further information and to apply please see <a href="http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches">http://www.cambridgeshire.gov.uk/info/20092/business_with_the_council/573/highway_searches</a>

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

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Place and Sustainability	Highways and Transport	Highways	Highway Assets	Corrective applications for Commons & Town/Village Greens under Commons Act 2006	Non statutory	Unopposed applications: £4,450 (inc VAT), plus disbursements (legal advice if required; travelling expenses @ 45p/mile (+ VAT); legal Notices).  Opposed applications: £4,450 (inc VAT), plus officer time charged at £91.20/hr (inc VAT) and legal fees including barrister if public inquiry required, plus disbursements (travel, legal Notices, hire of hall)	Unopposed applications: £4,700 (inc VAT), plus disbursements (legal advice if required; travelling expenses @ 45p/mile (+ VAT); legal Notices).  Opposed applications: £4,700 (inc VAT), plus officer time charged at £91.20/hr (inc VAT) and legal fees including barrister if public inquiry required, plus disbursements (travel, legal Notices, hire of hall)	Full Cost Recovery	Applications to amend the Register of Commons or Village Greens
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Copy or extract of the Commons Register or Town & Village Greens Register	Non statutory	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £16.20 by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days: £10 by email (pdf) or post	Enhanced service: Document only; will be checked as being correct. Supplied within 3 working days: £18.00 by email (pdf) or post  EIR: Document only, no check. Supplied within 20 working days: £12 by email (pdf) or post	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Certified copy of extract of Commons Register or Town & Village Greens Register	Non statutory	Enhanced service: Copy of relevant document certified that it is a true copy of the actual legal record: £62.00 (inc VAT) by post or email (pdf)	Enhanced service: Copy of relevant document certified that it is a true copy of the actual legal record: £66.00 (inc VAT) by post or email (pdf)	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Public Rights of Way or Common Land and Town/Village Green Digital Datasets	Non statutory	Free	Free	Statutory Limit	(free since 1 June 2017)

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Place and Sustainability	Highways and Transport	Highways	Highway Assets	Requests for other related highway or Public Right of Way Digital datasets  Service dependent upon availability and format of dataset	Non statutory	<u>Discretionary Service - Recovery of Costs only</u> Licensed with conditions as detailed above. Format dependent upon dataset. Provided by email or other format as agreed. Please contact Asset Information using the inquiry form via the link above before requesting data, as availability differs across datasets	<u>Discretionary Service - Recovery of Costs only</u> Licensed with conditions as detailed above. Format dependent upon dataset. Provided by email or other format as agreed. Please contact Asset Information using the inquiry form via the link above before requesting data, as availability differs across datasets	Full Cost Recovery	Work undertaken to provide datasets will be quoted on the basis of Enhanced and EIR hourly service rates detailed above.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 26/118/119 Highways Act 1980 Public Path Order applications (no certification)	Non statutory	£5050 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	£5350 admin fee (inc VAT), travelling expenses @ 45p/mile (+ VAT), & cost of newspaper notices. Includes LEMO fee. If order is contested and has been sent to the Secretary of State for the determination, officer time will be charged @ £75/hr to that point in the process.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Section 25 Creation Agreements	Non statutory	New for 2025-26	£3700 + £320 certification fee where necessary	Full Cost Recovery	Section 25 HA1980 agreements for creation of new public rights of way
Place and Sustainability	Highways and Transport	Highways	Highways	Other Charges					
Place and Sustainability	Highways and Transport	Highways	Highways	Private works, including clearance of debris following accident	Non statutory	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £134)	Actual cost of work + 20% administration / supervision fee (with a minimum charge of £141)	Depending on size of scheme, 20% does not cover costs on low value schemes, but may over recover on higher value schemes to compensate.	
Place and Sustainability	Highways and Transport	Highways	Highways	Private works - Third Party Requests	Non statutory	Actual cost of work + officer fees. £557 non-refundable application fee for feasibility assessment applies at point of application.	Actual cost of work + officer fees charged at £75 / hr. £588 non-refundable application fee for feasibility assessment applies at point of application.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways	Dropped crossings	Non statutory	£223 If application is unsuccessful then £122 refunded	£400 If application is unsuccessful, then £300 refunded.	Full Cost Recovery	

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Place and Sustainability	Highways and Transport	Highways	Highways	Access Protection Markings	Non statutory	£229	£250	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways	Collection from Local Highways depot of unauthorised signs removed from the Highway	Non statutory	£34	£35		
Place and Sustainability	Highways and Transport	Highways	Highways	Section 142 Licence to Cultivate	Non statutory	£139	£142	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways	Removal of obstructions/Reinstatement of ploughed/cropped paths	Non statutory	£195	£199	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways	Asset Data Fee	Non statutory	£160	£170		Amendment of the asset register record and records management (charged at sealing of Agreement)
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	Highways and Traffic Orders					
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	Implementation of TRO's	Non statutory	Actual cost of work +20% admin fee (min charge £360)	N/C	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	Temporary road closures	Non statutory	£1262 + £530 for a standalone Order	£1331 + £559 for a standalone Order	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	Emergency road closures	Non statutory	£885.10	£934	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	TRO advertisement for Private / Third Party / LHI Funded Works, Businesses and other Private Bodies	Non statutory	£1,256	£1,325	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Highways and Traffic Orders	Temporary road closures (Special Events)	Non statutory	£1,262	£1,331	Full Cost Recovery	In line with Street Works TTRO increase
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Licenses and Permits					
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Permission to deposit a skip on the highway	Non statutory	£58.30 for 14 days	£62 for 14 days	Full Cost Recovery	£62 renewal for every 14 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Charge for unauthorised skip on the highway	Non statutory	£371	£391		
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Store Materials on the Highway	Non statutory	£58.30 for 14 days	£62 for 14 days	Full Cost Recovery	£62 renewal for every 14 days or part of thereafter

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Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Permission to erect scaffolding/hoarding over the highway	Non statutory	£153.70 for 28 days	£162 for 28 days	Full Cost Recovery	£162 renewal for every 28 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Obligation to dispense with consent for erection of hoarding/fence	Non statutory	£153.70 for 28 days	£162 for 28 days	Full Cost Recovery	£162 renewal for every 28 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Oversailing licence	Non statutory	£153.70 for 28 days	£162 for 28 days	Full Cost Recovery	£162 renewal for every 28 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Banner licence	Non statutory	£58.30 for 14 days	£62 for 14 days	Full Cost Recovery	£62 renewal for every 14 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Traffic counter licence	Non statutory	£58.30 for 14 days	£62 for 14 days	Full Cost Recovery	£62 renewal for every 14 days or part of thereafter
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Streetworks Section 50 licences- apparatus on public highway	Non statutory	£604.20 for upto 200m Additional £185.50 / 200m over and above initial 200m. Non refundable deposit may be required, details on application.	£638 for upto 200m Additional £196 / 200m over and above initial 200m. Non refundable deposit may be required, details on application.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Licence to Excavate Highway (Road Opening)	Non statutory	£270.30 upto 200m length. Additional £185.50 / 200m over and above initial 200m.	£285 upto 200m length. Additional £196 / 200m over and above initial 200m.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Licenses and Permits	Third Party Roadspace Booking	Non statutory	£58.30	£62.00	Full Cost Recovery	£62 for an extension
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations						
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Park and ride departure charge	Non statutory	£2 per departure	£2 per departure	Full cost recovery	No change for 2025-26 fees
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Other concessions	Non statutory	£15 cycle lockers £15 coach booking	£15 cycle lockers £15 coach booking	Full cost recovery	
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Waterbeach railway station car park charges	Non statutory	Daily peak £3.30 Off-peak £2.20 Weekly £21.10 Monthly £53.70 Quarterly £134.10 Annual £509.80	Daily peak £3.50. Off-peak £2.50. Weekly £22.10. Monthly £56. Quarterly £139.60. Annual £530.4	Full cost recovery	New charges to reflect other car parks on rail route
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Park and ride car parking charges	Non statutory	Free for up to 18 hours. 18 - 24 hours: £10 24 - 48 hours £20 48 - 72 hours £30	Free for up to 18 hours. 18 - 24 hours: £10 24 - 48 hours £20 48 - 72 hours £30	Full cost recovery	No change for 2025-26 fees
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Young driver event Babraham Motorcycle Training at Milton	Non statutory	£500 per event £250 per week	£500 per event £250 per week	Full cost recovery	No change for 2025-26 fees
Place and Sustainability	Highways and Transport	Highways	Park & Ride and Busway Operations	Park and ride advertising	Non statutory	£2,000 to £5000 per annum	£2,000 to £5000 per annum	Full cost recovery	No change for 2025-26 fees

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Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Park & Ride - EV chargers	Use of Electric Vehicle chargers	non-statutory	50p/kwh	14p kw/h	Full cost recovery	Reflects full charge recovery figure
Place and Sustainability	Highways and Transport	Highways	Parking	Huntingdonshire					
Place and Sustainability	Highways and Transport	Highways	Parking	Parking fees	Non statutory	30p for 15 mins max stay 1 hour	50p for 15 mins max stay 1 hour	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Parking Excess charge notices applicable to "paid for bays"	Non statutory	£60 (Reduced to £40 if paid within 14 days)	£60 (Reduced to £40 if paid within 14 days)	Full Cost Recovery	No change - charge defined by HDC
Place and Sustainability	Highways and Transport	Highways	Parking	Excess Charge Notices	Non statutory	£60 (Reduced to £40 if paid within 14 days)	£60 (Reduced to £40 if paid within 14 days)	Full Cost Recovery	No change - charge defined by HDC
Place and Sustainability	Highways and Transport	Highways	Parking	Cambridge					
Place and Sustainability	Highways and Transport	Highways	Parking	Band 1: Monday to Saturday 8.30am to 6.30pm maximum stay 1 hour Free School Lane, King Street, Manor Street	Non statutory	£1.20 for each 10 minutes	£1.40 for each 10 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 2: Monday to Saturday 8.30am to 6.30pm maximum stay 2 hours Jesus Lane, Park Terrace Sun St	Non statutory	£1.20 for each 15 minutes	£1.40 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 3: Sunday 9.00am to 5.00pm maximum stay 2 hours Free School Lane, King Street, Manor Street	Non statutory	£1.20 for each 15 minutes	£1.40 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 4: Sunday 9.00am to 5.00pm maximum stay 4 hours Brookside, Lensfield Road, Regent Street , Tennis Court Road, Trumpington Street (south of Silver Street),Park Terrace	Non statutory	£1.20 for each 15 minutes	£1.40 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 5: Monday to Saturday 8.30am to 6.30pm maximum stay 2 hours Brookside, Lensfield Road, Regent Street, Tennis Court Road, Trumpington Street (south of Silver Street)	Non statutory	£1.20 for each 10 minutes	£1.40 for each 10 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 6: Monday to Sunday 9.00am to 5.00pm maximum stay 4 hours Gresham Road, Norwich Street, Russell Court, West Road	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p



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Place and Sustainability	Highways and Transport	Highways	Parking	Band 7: Sunday 9.00am to 5.00pm maximum stay 4 hours Bateman Street,Castle Street, Chesterton Road (West of Victoria Avenue), Jesus Lane, Newnham Road, (north of Fen Causeway, west side near Maltings Lane), Northampton Street) Panton Street, Pound Hill, Queens Road, Russell Street, Sun Street	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 8: Monday to Friday 9.30am to 5.00pm Saturday 9.00am to 5.00pm (No stopping Monday to Friday 7.00am to 9.30am) maximum stay 4 hours Newnham Road (north of The Fen Causeway, westside near Maltings Lane), Queen's Road	Non statutory	£1.20 for each 15 minutes	£1.30 for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 9: Monday to Saturday 9.00am to 5.00pm maximum stay 2 hours Bateman Street, Canterbury Street, Castle Street, Chesterton Road (west of Victoria Avenue), Chesterton Road (east of DeFreville Avenue, opposite numbers 168A to 170), DeFreville Avenue,Devonshire Road (east of Tenison Road), Emery Street, Ferry Path (Hamiton Road), Glisson Road, Gwydir Street (Mill Rd), Hamilton Road, Linden Close, Humberstone Road, Mawson Road, Mill Road Council Depot Access Road, Mill Street, Montague Road, Norfolk Street, Northampton Street, Panton Street, Pound Hill, Russell Street, St Barnabas Road	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

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Place and Sustainability	Highways and Transport	Highways	Parking	Band 10: Monday to Saturday 9.00am to 5.00pm maximum stay 4 hours Abbey Road, Arthur Street, Aylestone Road, Beche Road, Devonshire Road (Mill Road), Fisher Street, Gwydir Street (Cambridge Blue), Harvey Road, Histon Road (South of Canterbury St), Holland Street, Kingston Street, Newnham Road (south of the Fen Causeway, adjacent to Lammas Land), Ravensworth Gardens, St Paul's Road, St Peter's Street, Shelly Row	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 11: Monday to Sunday 9.00am to 5.00pm maximum stay 8 hours Broad Street, Cutter Ferry Close, Lady Margaret Road, Mount Pleasant, Newnham Walk, Ridley Hall Road, Sidgewick Avenue, Station Road, Trumpington Road, Union Road, Wordsworth Grove	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 12: Monday to Saturday Maximum stay 1 hour 9.00am to 5.00pm Milton Road (Mitcham's Corner, layby adjacent to Springfield Road), Chesterton Road (east of Victoria Avenue, outside numbers 34 to 46	Non statutory	70p for each 15 minutes	90p for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 13: Monday to Saturday 9.00am to 5.00pm maximum stay 8 hour - Clarendon Road, Great Northern Road, Huntingdon Road, Priors Road, River Lane, Saxon Road, St Matthew's Street, Shaftesbury Road, Sturton Street, Tenison Avenue, Tenison Road (south of George Pateman Court), Walnut Tree Avenue	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p

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Place and Sustainability	Highways and Transport	Highways	Parking	Band 14: Monday to Saturday 7.00am to 5.00pm maximum stay 30 minutes Newtown Road	Non statutory	80p for each 15 minutes	90p for each 15 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 15: Monday to Saturday 9.00am to 5.00pm maximum stay 20 minutes Parkside (o/s nos. 37 - 38)	Non statutory	90p for each 20 minutes	£1.00 for each 20 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 16 Monday to Friday 9.30am to 3pm, maximum stay 4 hours - Courtney Way, Gurney Way	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 17: Monday to Friday 10am to 5pm maximim stay 4 hours Blinco Grove, Rock Rd	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 18: Monday to Friday 10am to 6pm maximum stay 4 hours Hope St, Rustat Road	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 19: Monday to Friday 10am to 6pm maximum stay 8 hours Clifton Road	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 20: All days 9am to 5pm maximum stay 4 hours Barton Road	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 21: Monday to Friday 9.00am to 12 noon maximum stay 2 hours Richmond Road, Windsor Road	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 22: Monday to Saturday 9am to 5pm maximum stay 8 hours Riverside	Non statutory	£1.20 for each 30 minutes	£1.30 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 23: Monday to Saturday 9.00am to 7.00pm Shire Hall Car Park and Castle Court Car Park no maximum stay	Non statutory	£1.60 per hour	£1.80 per hour	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Band 24: Sunday 9.00am to 5.00pm Shire Hall Car Park and Castle Court Car Park no maximum stay	Non statutory	£1.20 per hour	£1.50 per hour	Full Cost	Traffic Management Purposes - tariff increase of 20p

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Place and Sustainability	Highways and Transport	Highways	Parking	Band 25: Monday to Friday 9.00am to 12.00 noon maximum stay 3 hours Wentworth Road	Non statutory	£1.20 for each 30 minutes	£1.40 for each 30 minutes	Full Cost	Traffic Management Purposes - tariff increase of 20p
Place and Sustainability	Highways and Transport	Highways	Parking	Permits - Resident					
Place and Sustainability	Highways and Transport	Highways	Parking	Accordia	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Ascham	Non statutory	£63	£70	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Benson	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Benson North	Non statutory	£63	£70	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Coleridge West	Non statutory	£63	£70	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Kite	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Brunswick	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Castle Hill	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	De Freville	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Guest	Non statutory	£111	£123	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Morley	Non statutory	£68.00	£75.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Newnham	Non statutory	£63.00	£70.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Newtown	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Park Street	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Petersfield	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Regent Terrace	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Riverside	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Shaftesbury	Non statutory	£75	£83	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Silverwood	Non statutory	£87	£96	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Staffordshire	Non statutory	£119.00	£131.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Tenison	Non statutory	£103.00	£114.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	Victoria	Non statutory	£75.00	£83.00	Full Cost	
Place and Sustainability	Highways and Transport	Highways	Parking	West Cambridge	Non statutory	£87	£96	Full Cost	

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Parking	Staff Permit					
Place and Sustainability	Highways and Transport	Highways	Parking	Newnham	Non statutory	£94	£105	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Permits - Business					
Place and Sustainability	Highways and Transport	Highways	Parking	Accordia	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Ascham	Non statutory	£94.00	£105.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Benson	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Benson North	Non statutory	£94.00	£105.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Coleridge West	Non statutory	£94.00	£105.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Kite	Non statutory	£0.00	£0.00	A business permit is not permitted in this zone	
Place and Sustainability	Highways and Transport	Highways	Parking	Brunswick	Non statutory	£0.00	£0.00	A business permit is not permitted in this zone	
Place and Sustainability	Highways and Transport	Highways	Parking	Castle Hill	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	De Freville	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Guest	Non statutory	£166.00	£185.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Morley	Non statutory	£101.00	£113.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Newnham	Non statutory	£94.00	£105.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Newtown	Non statutory	£178.00	£197.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Park Street	Non statutory	£178.00	£197.00	Full cost recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Petersfield	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Regent Terrace	Non statutory	£0.00	£0.00	A business permit is not permitted in this zone	
Place and Sustainability	Highways and Transport	Highways	Parking	Riverside	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Shaftesbury	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Silverwood	Non statutory	£131.00	£144.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Staffordshire	Non statutory	£178.00	£197.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Tenison	Non statutory	£154.00	£171.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Victoria	Non statutory	£112.00	£125.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	West Cambridge	Non statutory	£131.00	£144.00	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Permits - Motorcycle Permits 50% discount					

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Parking	Accordia	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Ascham	Non statutory	£31.50	£35.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Benson	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Benson North	Non statutory	£31.50	£35.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Coleridge West	Non statutory	£31.50	£35.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Kite	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Brunswick	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Castle Hill	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	De Freville	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Guest	Non statutory	£55.50	£61.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Morley	Non statutory	£34.00	£37.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Newnham	Non statutory	£31.50	£35.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Newtown	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Park Street	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Petersfield	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Regent Terrace	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Riverside	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Shaftesbury	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Silverwood	Non statutory	£43.50	£48.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Staffordshire	Non statutory	£59.50	£65.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Tenison	Non statutory	£51.50	£57.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Victoria	Non statutory	£37.50	£41.50	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	West Cambridge	Non statutory	£43.50	£48.00	Full Cost Recovery	50% discount has been calculated from 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Permits - Low emmission resident Permits - 20% discount					
Place and Sustainability	Highways and Transport	Highways	Parking	Accordia	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Ascham	Non statutory	£50.40	£56.00	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Benson	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Parking	Benson North	Non statutory	£50.40	£56.00	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Coleridge West	Non statutory	£50.40	£56.00	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Kite	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Brunswick	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Castle Hill	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	De Freville	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Guest	Non statutory	£88.80	£98.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Morley	Non statutory	£54.40	£60.00	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Newnham	Non statutory	£50.40	£56.00	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Newtown	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Park Street	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Petersfield	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Regent Terrace	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Riverside	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Shaftesbury	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Silverwood	Non statutory	£69.60	£76.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Staffordshire	Non statutory	£95.20	£104.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Tenison	Non statutory	£82.40	£91.20	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Victoria	Non statutory	£60.00	£66.40	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	West Cambridge	Non statutory	£69.60	£76.80	Full Cost Recovery	20% discount has been calculated form 2025/26 resident permit amount
Place and Sustainability	Highways and Transport	Highways	Parking	Permits					
Place and Sustainability	Highways and Transport	Highways	Parking	Visitors	Non statutory	£16	£18	Full Cost Recovery	10% increase to cover costs
Place and Sustainability	Highways and Transport	Highways	Parking	Temporary Hire car	Non statutory	£12 per week	£18 per week	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Ely - Chapel Street	Non statutory	£35	£39	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Whittlesford Resident Permit	Non statutory	£35	£70	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Huntingdonshire Resident Permits	Non statutory	£35	£39	Full cost recovery	

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Parking	Medical _ Dr's bays	Non statutory	£64.50	£71	Full Cost Recovery	10% increase to cover costs
Place and Sustainability	Highways and Transport	Highways	Parking	Dispensations - manual (health care workers)	Non statutory	£41	£46	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Dispensations - City Rangers ( carry hazardous chemical)	Non statutory	£50	£55	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Car Club	Non statutory	£70	£77	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Parking	Amendment fee to change permits ( vrm)	Non statutory		£10	Full Cost Recovery	new charge
Place and Sustainability	Highways and Transport	Highways	Parking	Blue badge visitor permit	Non statutory	0	0	Full Cost Recovery	No charge for this permit
Place and Sustainability	Highways and Transport	Highways	Parking	Samaritan parking ermit	Non statutory	0	0	Full Cost Recovery	No charge for this permit
Place and Sustainability	Highways and Transport	Highways	Parking	Visitor medical permits	Non statutory	0	0	Full Cost Recovery	No charge for this permit
Place and Sustainability	Highways and Transport	Highways	Parking	Events Permit	Non statutory		£20	Full Cost Recovery	New permit
Place and Sustainability	Highways and Transport	Highways	Parking	Tradesperson permits	Non statutory	Flat rate £14 per day plus £9 admin fee	Flat rate £18 per day plus £10 admin fee	Full Cost Recovery	Induce focus/reduction on time needed in locations.
Place and Sustainability	Highways and Transport	Highways	Parking	Waiver	Non statutory	£29	£33	Full Cost Recovery	Induce focus/reduction on time needed in locations.
Place and Sustainability	Highways and Transport	Highways	Parking	Adhoc bollard/gates manning for pre planned events/works - St Johns, Sidney St , Lower park street and opening/closing of Kings Parade anti terroism barrier for City Council ( excludes emergencies & current agreed opening time Mon - Sat) by Civil Enforcement Officers	Non statutory	£53	£65	Full cost recovery	To cover civil enforcement officer cost
Place and Sustainability	Highways and Transport	Highways	Parking	Penalty charge notices - CPE	Non statutory	£50.00 - Lower contravention, discounted to £25.00 if paid within 14 days .	£50.00 - Lower contravention, discounted to £25.00 if paid within 14 days .	Full cost recovery	The charge is defined by legislation
Place and Sustainability	Highways and Transport	Highways	Parking	Penalty charge notices - Moving Traffic /bus lane	Non statutory	£70.00 - higher contravention, discounted to £35.00 if paid within 21 days .	£70.00 - higher contravention, discounted to £35.00 if paid within 21 days .	Full cost recovery	Defined by legislation



# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Parking	Parking Suspensions	Non statutory	£53.00 per bay (approximately 5 metres per bay) for each calender day. Charge of £21 for each suspension sign and £19 for each cone that is not returned by a contractor to the Authority following completion of a large suspension, £9 admin fee. £30 cancellation or amendment fee	£60.00 per bay ( each bay s approximately 5 metres) for each calender day. Charge of £25 for each suspension sign and £22 for each cone that is not returned by a contractor to the Authority following completion of a large suspension, £10 administration fee to process. Charge of £35 cancellation of amendment fee	Full cost recovery	Induce focus/reduction on time needed in locations.
Place and Sustainability	Highways and Transport	Highways	Road Safety	Road Safety					
Place and Sustainability	Highways and Transport	Highways	Road Safety	Driver Training – including minibus training, defensive driver training, driver workshops and other bespoke packages for businesses.	Non statutory	Driver Training - including minibus training,defensive driver training driver workshopsand other bespoke packages for businesses: Price on application	Driver Training - including minibus training,defensive driver training driver workshopsand other bespoke packages for businesses: Price on application	Price on application	Actual cost of service including officer time.  Price will vary as each group is tendered off a framework by mini competition.
Place and Sustainability	Highways	Road Safety	Road Safety	Standard small scheme Safety Comments	Non statutory	£329.66 for standard small schemes.  Pre-audit discussions no charge for under £100k Max 1 hr	Safety comments £347.79 for standard small schemes.  Pre-audit discussions no charge for under £100k Max 1 hr	Full Cost Recovery	
Place and Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 1	Non statutory	Concept £914.78 for under £100k £1,736.28 for £100k - 1m  Schemes over £1 million start at £1,736.28	Concept £965.09 for under £100k  £1,831.78 for £100k - 1m  Schemes over £1 million start at £1,831.78	Full Cost Recovery	
Place and Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 2	Non statutory	Detailed design £914.78 for under £100k  £1,736.28 for £100k - 1m From £1,736.28 for over £1m	Detailed design £965.09 for under £100k  £1,831.78 for £100k - 1m  Schemes over £1 million start at £1,831.78	Full Cost Recovery	
Place and Sustainability	Highways	Road Safety	Road Safety	Road Safety Audit Stage 3	Non statutory	Post construction £1,736.28 for under £100k  £2,343.66 for £100k - 1m  From £2,343.66 for over 1m	Post construction £1,831.78 for under £100k  £2,471.87 for £100k - 1m  From £2,471.87 for over 1m	Full Cost Recovery	
Place and Sustainability	Highways	Road Safety	Road Safety	Road Safety Engineer (Investigations, road safety advice or participation in 3rd party audit)	Non statutory	Hourly rate £85.86/hr	Hourly rate £89.68/hr	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Street lighting	Street lighting					

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Street lighting	Charge for the vetting service we provide to check lighting designs and lighting installations for all new street lighting asset installations.	Non statutory	Initial vetting - £ 921.97 Subsequent vetting - £573.64 per vetting.	Initial vetting - £ 972.68 Subsequent vetting - £605.20 per vetting.	Full Cost Recovery	To cover costs
Place and Sustainability	Highways and Transport	Highways	Street lighting	These charges are linked to technical approval checks and street lighting inventory records updates as detailed/required within the County Councils street lighting attachments policy. <u>Fees apply to commercial organisations only.</u>	Non statutory	<u>Cambridgeshire County Council Checks</u> - £123.82  <u>1-5 standard attachments in a single application</u> £159.12  <u>6-10 standard attachments in a single application</u> £187.61  <u>10+ attachments in a single application</u> £194.84.  <u>Banners Technical Approval Check fee</u> £141.48  <u>Street Lighting Inventory records Update fee</u> £2.11 per unit for administration for banners covered by application	<u>Cambridgeshire County Council Checks</u> - £130.63  <u>1-5 standard attachments in a single application</u> £167.87  <u>6-10 standard attachments in a single application</u> £197.93  <u>10+ attachments in a single application</u> £205.56  <u>Banners Technical Approval Check fee</u> £149.26  <u>Street Lighting Inventory records Update fee</u> £2.23 per unit for administration for banners covered by application		Fees apply to commercial organisations only.  2024-25 fees more accurately cover the staff time spent on the checks required for street lighting license applications.
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Traffic Signals					
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks: weekdays (excluding Bank and Public Holidays)	Non statutory	£195.64 per off or on +/- % yearly adjustment, determined in Jan'24	£158.85 per off or on +/- % yearly adjustment, determined in Jan'25	Full Cost Recovery	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Charge for switching off or on traffic lights for roadworks: Weekends, Bank & Public Holidays	Non statutory	£234.77 per off or on +/- % yearly adjustment, determined in Jan'24	£198.56 per off or on +/- % yearly adjustment, determined in Jan'25	Full Cost Recovery	Rate fixed by Cambridgeshire County Council but work arranged with and paid directly to supplier
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Charges for traffic signal data	Non statutory	£149.06	£157.26	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Commutated sums for traffic signals and ITS systems	Non statutory	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	Price on application, dependent on size and type of asset. Based on 20 years of maintenance costs plus one full refurbishment	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Vetting of Traffic Signal Designs	Non statutory	5% of traffic signal, associated equipment and system costs	5% of traffic signal, associated equipment and system costs	Full Cost Recovery	

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Traffic Signal Factory Acceptance Test (FAT), Site Acceptance Test (SAT) and joint post commissioning monitoring	Non statutory	2.5% of traffic signal and associated equipment and systems cost.	2.5% of traffic signal and associated equipment and systems cost.	Full Cost Recovery	
Place and Sustainability	Highways and Transport	Highways	Traffic Signals	Traffic signal pre-application input	Non statutory	£61.42/hour + VAT	£64.80/hour + VAT	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	Planning Advice					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	Pre-application planning advise on County Council matters including possible developer contributions sought. Standard report produced. (Additional work and attendance of meetings charged at hour rate below plus expenses.)	Non statutory	£362 (Excluding VAT)  Price applicable for residential units or equivalent, Category 1: small (5 units or below) Category 2: medium (6-50 units), and Category 3: large 51 to 500 units)  Planning Performance Agreement Category 4 (major) or Category 5 (strategic)	£382.00	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	Tailored advice / Additional work	Non statutory	£81/Hr plus expenses (Excluding VAT)	£85.00	Full Cost Recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	Growth and Development-Transport Assessment and Highways					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	1. Pre-Application Meeting and written advice: CCC meet with the developer team to discuss the proposals & subsequently provide written advice on the scope and methodology of the assessment plus any key transport considerations pertaining to the proposals	Non statutory	Excluding VAT Category 1 (small, 5 units or less) £943 Category 2 (medium, 6-50 units) £1,102 Category 3 (large, 51-500 units) £1,463 Category 4 (major, 501-2000 units) £2,300  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Excluding VAT Category 1 (small, 5 units or less) £995 Category 2 (medium, 6-50 units) £1,160 Category 3 (large, 51-500 units) £1,463 Category 4 (major, 501-2000 units) £2,300  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	2. Pre Application Written Advice: CCC provide written advice on the scope and methodology of the assessment plus any key transport considerations pertaining to the proposals	Non statutory	Excluding VAT Category 1 (small, 5 units or less) £689 Category 2 (medium, 6-50 units) £827 Category 3 (large, 51-500 units) £1,102 Category 4 (major, 501-2000 units) £1,378  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Excluding VAT Category 1 (small, 5 units or less) £725 Category 2 (medium, 6-50 units) £875 Category 3 (large, 51-500 units) £1,102 Category 4 (major, 501-2000 units) £1,378  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	3. Pre Application Transport Assessment / Transport Statement review: Review pre-submission draft transport assessment / transport statement	Non statutory	Excluding VAT Category 1 (small, 5 units or less) N/A Category 2 (medium, 6-50 units) £1,193 Category 3 (large, 51-500 units) £2,756  Category 4 (major, 501-2000 units) PPA (Planning Performance Agreement)  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Excluding VAT Category 1 (small, 5 units or less) N/A Category 2 (medium, 6-50 units) £1,260 Category 3 (large, 51-500 units) £2,756  Category 4 (major, 501-2000 units) PPA (Planning Performance Agreement)  Category 5 (strategic, 2000+) PPA (Planning Performance Agreement)	Full Cost Recovery	The Transport Assessment Team advice to include cycling and travel plan expertise alongside TA scoping
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Growth and Development	Tailored advice / Additional work	Non statutory	£93/Hr plus expenses (Excluding VAT)	£98.00	Full Cost Recovery	Inflation rise
Place and Sustainability	Highways and Transport	Highways	Highways Development Management	Highways Development Management					
Place and Sustainability	Highways and Transport	Highways	Highways Development Management	Highways Act Section 38 road adoption agreement	Non statutory	8.5% of linear metre rate determined by Milestone Term Contractor up to £1.5 million; above £1.5million, reduction to 6%.	8.5% of linear metre rate determined by Milestone Term Contractor up to £1.5 million; above £1.5million, reduction to 6%.	Full Cost Recovery	No change to base fee rate
Place and Sustainability	Highways and Transport	Highways	Highways Development Management	Section 106 & Section 278 agreements	Non statutory	Fees 8.5% of approved Tender value of works costs	Fees 8.5% of approved Tender value of works costs	Full Cost Recovery	No change to base fee rate

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highways Development Management	Commutated sums including soakaways/ trees/ hydrobrakes/ petrol interceptors and other 'non standard' infrastructure.	Non statutory	Commutated sums are calculated and collected in accordance with Highways Commuted Sum Policy adopted by Highways and Transport Committee 1st April 2023.	Commutated sums are calculated and collected in accordance with Highways Commuted Sum Policy adopted by Highways and Transport Committee 1st April 2023.	Full cost recovery in accordance with adopted policy.	<a href="#">Highways development - Cambridgeshire County Council</a>
Place and Sustainability	Highways and Transport	Highways	Transport Strategy and Funding	Transport Modelling - CaPCAM					
Place and Sustainability	Highways and Transport	Highways	Transport Strategy and Funding	A completely new suite of models has been refined. The model is now funded by the CPCA and the proposed rates are with them for approval.					
Place and Sustainability	Highways and Transport	Highways	Transport Strategy and Funding	Transport Modelling - ABM					
Place and Sustainability	Highways and Transport	Highways	Transport Strategy and Funding	A completely new suite of models has been refined. The model is now funded by the CPCA and the proposed rates are with them for approval.					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk and Biodiversity	Flood and Water - Ordinary watercourse consenting					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Flood Risk and Biodiversity	Ordinary water Consenting Charge	Statutory	£50	£50	Statutory Limit	Set by Defra
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Streetworks (NRWSA)					
Place and Sustainability	Highways and Transport	Highways	Traffic Management	NRSA road opening sample inspection charges	Statutory	Now performance based inspections £50 between 20% and 100% based on previous year's and ongoing performance	Now performance based inspections £50 between 20% and 100% based on previous year's and ongoing performance	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	NRSA defect charge	Statutory	£120 x 2	£120 x 2	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Section 74- charge for overstay	Statutory	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)	Statutory limit	Set by legislation as per September 2020 Code of Practice for the Co-ordination of Street Works and Works for Road Purposes and Related Matters (fifth edition)
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Charges in relation to works occupying the carriageway during period of overrun					
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	Statutory	£5,000	£5,000	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	Statutory	£3,000	£3,000	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation.

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	Statutory	£750	£750	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic -sensitive or protected street not in road categories 2, 3 or 4.	Statutory	£10,000	£10,000	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other streets not in road categories 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic-sensitive or protected street in road category 2.	Statutory	£8,000	£8,000	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Traffic -sensitive or protected street in road category 3 or 4.	Statutory	£750	£750	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Other street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation.
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Charges in relation to works outside the carriageway during period of overrun					
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Street not in road category 2, 3 or 4.	Statutory	£2,500	£2,500	Statutory limit	Set by National Legislation
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Street in road category 2.	Statutory	£2,000	£2,000	Statutory limit	Set by National Legislation
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Street in road category 3 or 4.	Statutory	£250	£250	Statutory limit	Set by National Legislation
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Charges in relation to Offences against Part 3 and 4 of the Traffic Management Act (2004)					
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Fixed Penalty Notices	Statutory	£120 unless paid within 29 days then £80	£120 unless paid within 29 days then £80	Statutory limit	Set by National Legislation
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Fixed Penalty Notices	Statutory	£500 unless paid within 29 days then £300	£500 unless paid within 29 days then £300	Statutory limit	Set by National Legislation
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Permit Fees in relation to Part 3 of the Traffic Management Act (2004)					
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Provisional Advanced Application	Statutory	Road Category 0-2 or Traffic Sensitive £105	Road Category 0-2 or Traffic Sensitive £105	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Provisional Advanced Application	Statutory	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Major Activity or requiring a TTRO	Statutory	Road Category 0-2 or Traffic Sensitive £240	Road Category 0-2 or Traffic Sensitive £240	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Major Activity or requiring a TTRO	Statutory	Road Category 3-4 and non Traffic Sensitive £150	Road Category 3-4 and non Traffic Sensitive £150	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Standard Activity	Statutory	Road Category 0-2 or Traffic Sensitive £130	Road Category 0-2 or Traffic Sensitive £130	Statutory limit	Set by Legal Order

Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Standard Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £75	Road Category 3-4 and non Traffic Sensitive £75	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Minor Activity	Statutory	Road Category 0-2 or Traffic Sensitive £65	Road Category 0-2 or Traffic Sensitive £65	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Minor Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £45	Road Category 3-4 and non Traffic Sensitive £45	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Immediate Activity	Statutory	Road Category 0-2 or Traffic Sensitive £60	Road Category 0-2 or Traffic Sensitive £60	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Immediate Activity	Statutory	Road Category 3-4 and non Traffic Sensitive £40	Road Category 3-4 and non Traffic Sensitive £40	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Permit Variation	Statutory	Road Category 0-2 or Traffic Sensitive £45	Road Category 0-2 or Traffic Sensitive £45	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Permit Variation	Statutory	Road Category 3-4 and non Traffic Sensitive £35	Road Category 3-4 and non Traffic Sensitive £35	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Traffic Management	Works on Traffic Sensitive Streets carried out wholly outside Traffic Sensititve Times	Statutory	30% discount on relevant permit fee as above	30% discount on relevant permit fee as above	Statutory limit	Set by Legal Order
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highway Assets					
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Landowner deposits under s15A Commons Act 2006 with or without S31(6) Highways Act 1980	Statutory	£430 deposit + placing notices at £75 per hour + travel expenses @ 45p per mile + £5.60 per notice.	£455deposit + placing notices at £75 per hour + travel expenses @ 45p per mile + £6 per notice.	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing.  Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Landowner deposits under s15A Commons Act 2006 with or without S31(6) Highways Act 1980: Additional Declarations	Statutory	Additional declarations £250	Additional declarations £265	Full Cost Recovery	Landowner deposits which, if correctly made, can help protect land against public rights accruing  Please note that the County Council reserves the right to increase the stated fees for extensive land holdings or deposits consisting of multiple plans, in order to recover actual costs involved.
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highway record (List of Streets (s36(6) Highways Act 1980) and pending road adoptions)	Statutory	Free	Free	Statutory Limit	Viewable at Shire Hall upon appointment during normal office hours  Digital list available here: <a href="http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records">http://www.cambridgeshire.gov.uk/info/20081/roads_and_pathways/116/highway_records</a>  Interactive map available here: <a href="http://my.cambridgeshire.gov.uk/myCambridgeshire.aspx?MapSource=CCC/AllMaps&amp;tab=maps&amp;Layers=AdoptedRoads,Section38Streets">http://my.cambridgeshire.gov.uk/myCambridgeshire.aspx?MapSource=CCC/AllMaps&amp;tab=maps&amp;Layers=AdoptedRoads,Section38Streets</a>



Schedule of Fees & Charges: Proposed rates for 2025-26

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Highway boundary/extent records	Statutory	Free	Free	Statutory Limit	Maps viewable at Shire Hall upon appointment during normal office hours
Place and Sustainability	Highways and Transport	Highways	Highway Assets	Commons and Village Greens	Statutory	Free	Free	Statutory Limit	Registers viewable at Shire Hall upon appointment during normal office hours.  Digital version and guidance available here: <a href="http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/344/protecting_and_providing_green_space/2">http://www.cambridgeshire.gov.uk/info/20012/arts_green_spaces_and_activities/344/protecting_and_providing_green_space/2</a>
Strategy and Partnerships	Highways and Transport	Policy, Insight and Programmes	Policy, Insight and Programmes	Road traffic collision (accident) data	non-statutory	£370+VAT standing charge for all data queries.  Extra fee for larger requests exceeding 1,000 collisions (£106+VAT per additional 500 collisions).  Extra fee for alternative data export formats (£425+VAT).  Extra fee for PDF map of collisions: -Up to 25 collisions: £370+VAT - 26-50 collisions: £400+VAT - 51-75 collisions: £425+VAT - 76-100 collisions: £450+VAT - 101-150 collisions: £475+VAT - 151-200 collisions: £500+VAT - 201-250 collisions: £530+VAT - 251+ collisions: Not available.  Data can be downloaded for free at: <a href="https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/">https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/</a>	£390+VAT standing charge for all data queries.  Extra fee for larger requests exceeding 1,000 collisions (£112+VAT per additional 500 collisions).  Extra fee for alternative data export formats (£450+VAT).  Extra fee for PDF map of collisions: -Up to 25 collisions: £390+VAT - 26-50 collisions: £425+VAT - 51-75 collisions: £450+VAT - 76-100 collisions: £475+VAT - 101-150 collisions: £500+VAT - 151-200 collisions: £530+VAT - 201-250 collisions: £560+VAT - 251+ collisions: Not available.  Data can be downloaded for free at: <a href="https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/">https://cambridgeshireinsight.org.uk/roads-transport-and-active-travel/cambridgeshire-collision-data/</a>	Full cost recovery	
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Statutory fees external applicants	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Statutory fees CCC applicants	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.



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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Full Applications (and First Submissions of Reserved Matters) Erection of buildings (not dwellings, agricultural, glasshouses, plant nor machinery)	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Erection/alterations/replace ment of plant and machinery	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Applications other than Building Works					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Car parks, service roads or other accesses	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Operations connected with exploratory drilling for oil or natural gas	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Operations (other than exploratory drilling) for the winning and working of oil or natural gas	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Other operations (winning and working of minerals) excluding oil and natural gas	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Other operations (not coming within any of the above categories)	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees set nationally
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Lawful Development Certificate					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	LDC – Existing Use - in breach of a planning condition	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	LDC – Existing Use LDC - lawful not to comply with a particular condition	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	LDC – Proposed Use	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Prior Approval					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Proposed Change of Use to State Funded School or Registered Nursery	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Proposed Change of Use of Agricultural Building to a State-Funded School or Registered Nursery	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Approval/Variation/ Discharge of Condition					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Application for removal or variation of a condition following grant of planning permission	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Request for confirmation that one or more planning conditions have been complied with	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.

# Schedule of Fees & Charges: Proposed rates for 2025-26

Unless otherwise specified, or term time, prices for 2025-26 start from 1 April 2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Stat / non stat	Current charge for 2024-25 6% inflation increase applied for non-stat rates	Proposed charge for 2025-26 Inflation rate for non-stat rates: 2.25% or 5.5% if covers CCC staff costs	Full Cost Recovery, Agreed Discount or Statutory Limit	Additional information
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Other Changes of Use of a building or land	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Application for a New Planning Permission to Replace an Extant Planning Permission					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Applications in respect of major developments	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Applications in respect of other developments	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Application for a Non-material Amendment Following a Grant of Planning Permission					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Applications in respect of other developments	Statutory	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	See fees for planning applications found here <a href="https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf">https://ecab.planningportal.co.uk/uploads/english_application_fees.pdf</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	County Planning, Minerals and Waste-Other Charges					
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	County Planning, Minerals and Waste	Site Monitoring fees	Statutory	See fees for site monitoring visits available at <a href="https://www.legislation.gov.uk/uksi/2012/2920/contents/made">https://www.legislation.gov.uk/uksi/2012/2920/contents/made</a>	See fees for site monitoring visits available at <a href="https://www.legislation.gov.uk/uksi/2012/2920/contents/made">https://www.legislation.gov.uk/uksi/2012/2920/contents/made</a>	Fees set by legislation	Fees changed in 2023 and set nationally so no amendments to note in this sheet.
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Heat Network						
Place and Sustainability	Environment and Green Investment	Planning, Growth and Environment	Heat Network - Swaffham Prior	Unit charge for heat at Swaffham Prior	Non-statutory	9.68p/kwh including VAT	8.53p/kwh including VAT	Agreed discount	2025/26 proposed charge is an estimate, to be updated once October index is provided at the end of November. Price provided is the best estimate to date (6th November).



## Appendix 3

# Engagement Report for Business Planning and Budget 2025-26 Survey

Produced by the Policy and Insight Team

Date of publication: 9<sup>th</sup> December 2024

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# Introduction

## Background

Cambridgeshire County Council has a vision of creating a greener, fairer and more caring Cambridgeshire. To achieve this vision, the council aims to work with residents and partner organisations to make services responsive to the diversity of people and places in Cambridgeshire. Doing this effectively requires the council to be an evidence-led, listening organisation that is responsive to resident priorities. Like most councils across the country, the financial outlook for Cambridgeshire County Council is increasingly challenging, with pressures on budgets having increased significantly in recent years. Through business planning the council sets out how it will respond to the challenges and set a legal budget.

Between 04 November 2024 and 02 December 2024, the first phase of the council's engagement and consultation exercise was undertaken. Cambridgeshire County Council (CCC) engaged with residents to invite them to learn more about the business planning process and share this priority areas for council spending and views on council tax.

154 responses were received across the online and paper surveys. Respondents who indicated they didn't live in Cambridgeshire have been excluded from the following summaries, baring the question on location and the open comments, however any key differences will be noted alongside.

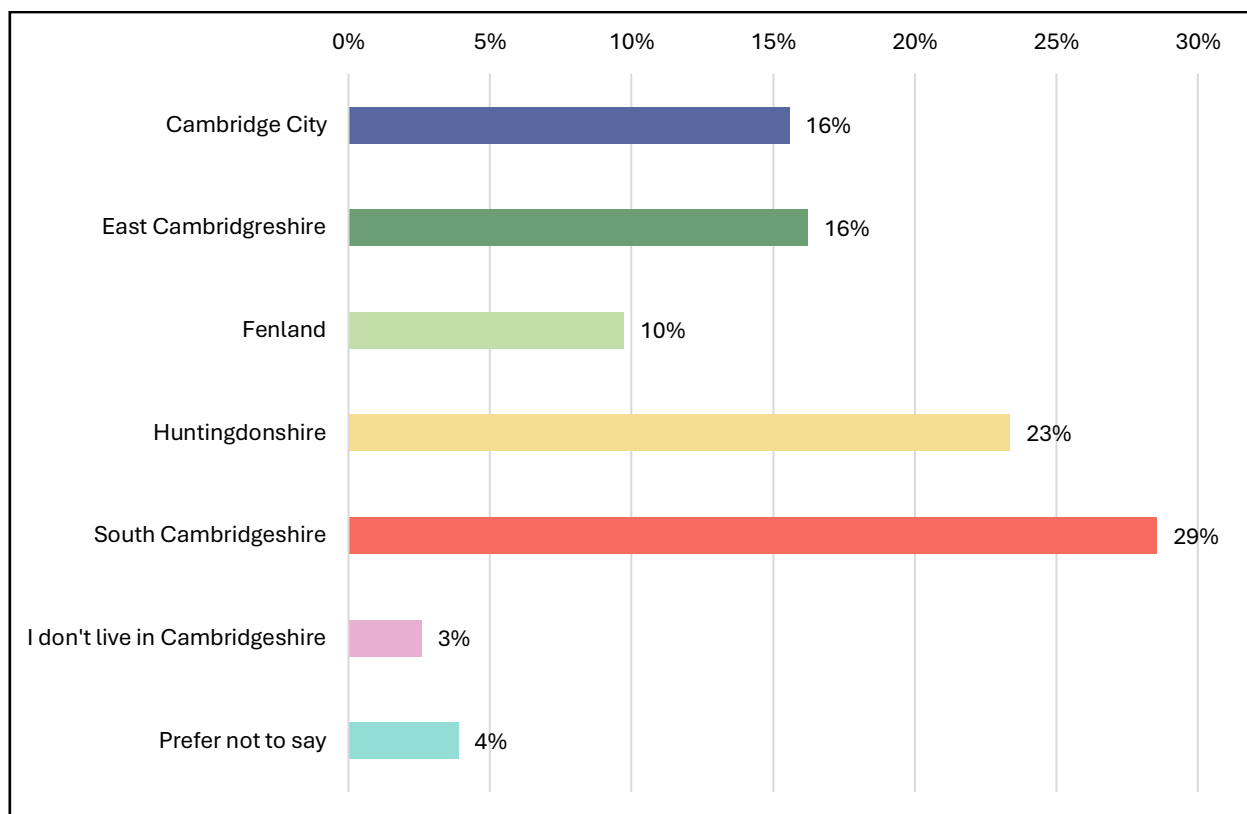
## Demographics

### Location

Respondents were asked which district of Cambridgeshire they lived in, 1 respondent skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- 'South Cambridgeshire' had the highest number of respondents (29%) while Fenland had the lowest number of respondents (10%).

**Figure 1: Location**



Respondents who indicated they didn't live in Cambridgeshire have been excluded from the following summaries, however any key differences will be noted alongside.

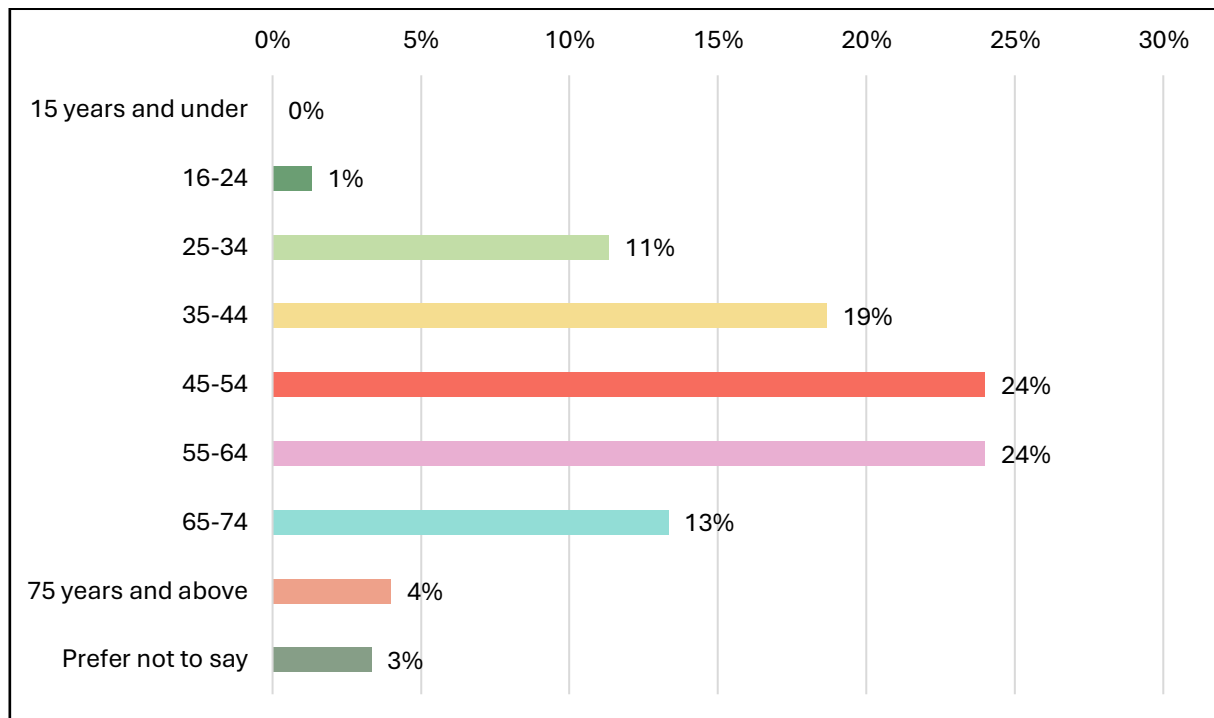


## Age

Respondents were asked which age group they belonged to:

- Age groups '45-54' and '55-64' had the highest number of respondents (24% each) while age group '16-24' had the lowest number of respondents (1%), with no respondents indicating they were aged '15 years and under'.

**Figure 2: Age group**



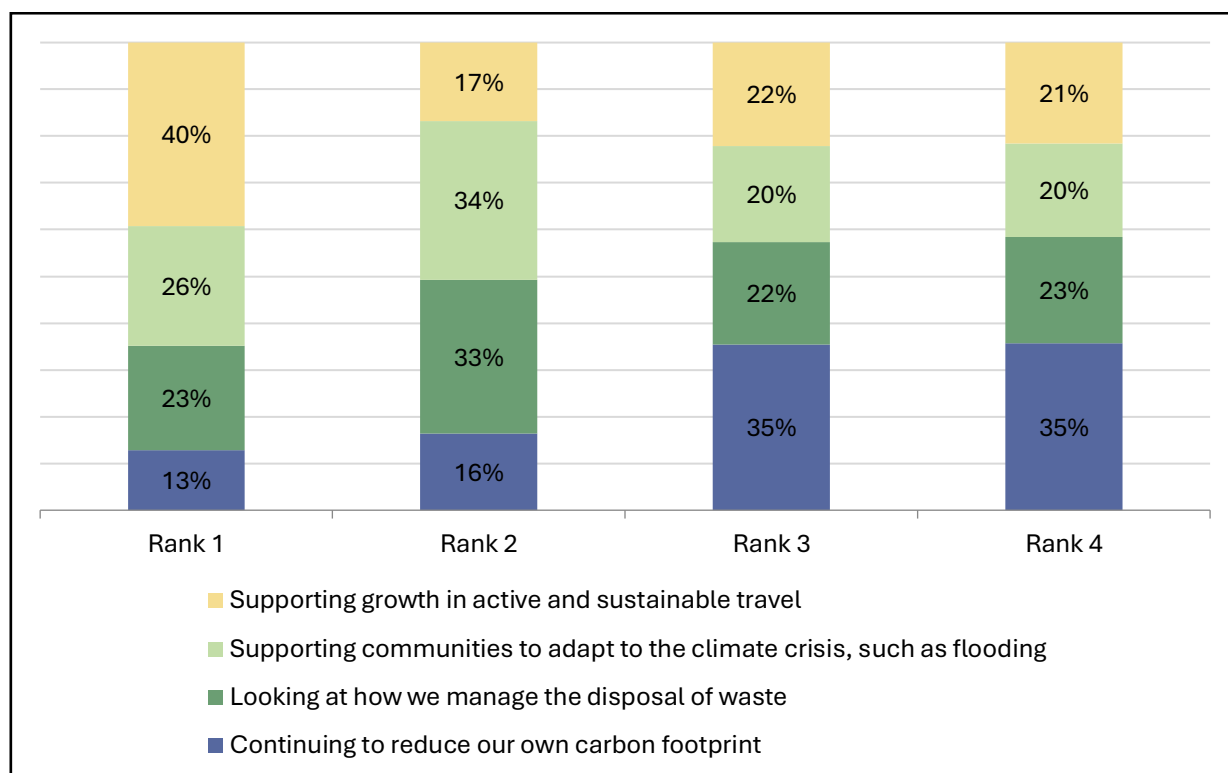
## Response to the engagement

Question 1: “Greener: From 2018-19 to 2023-24, we reduced the council’s direct carbon emissions (from our assets and the actions we take as an organisation) by 42%, with 25 council building heating systems decarbonised. We plan to achieve net zero direct emissions by 2030. Considering the current position the council is in and the limited resources available, please order the following statements from highest (number 1) to lowest (number 4) priority, based on what you believe we should do to support our vision of a Greener Cambridgeshire.”

149 respondents answered this question. Respondents were asked to rank four statements in order of priority, with number 1 being the highest priority and number 4 being the lowest priority.

- Two fifths of respondents (40%) ranked ‘Supporting growth in active and sustainable travel’ as number 1.
- Just over a third of respondents (34%) ranked ‘Supporting communities to adapt to the climate crisis, such as flooding’ as number 2, with just over a quarter (26%) ranking it number 1.
- A third of respondents (33%) ranked ‘Looking at how we manage the disposal of waste’ as number 2. Under a quarter of respondents ranked it rank 1 (23%), under a quarter ranked it rank 3 (22%), and under a quarter ranked it rank 4 (23%).
- Over a third of respondents (35%) ranked ‘Continuing to reduce our own carbon footprint’ as number 3 or number 4.

**Figure 3: Ranking of Greener priorities**

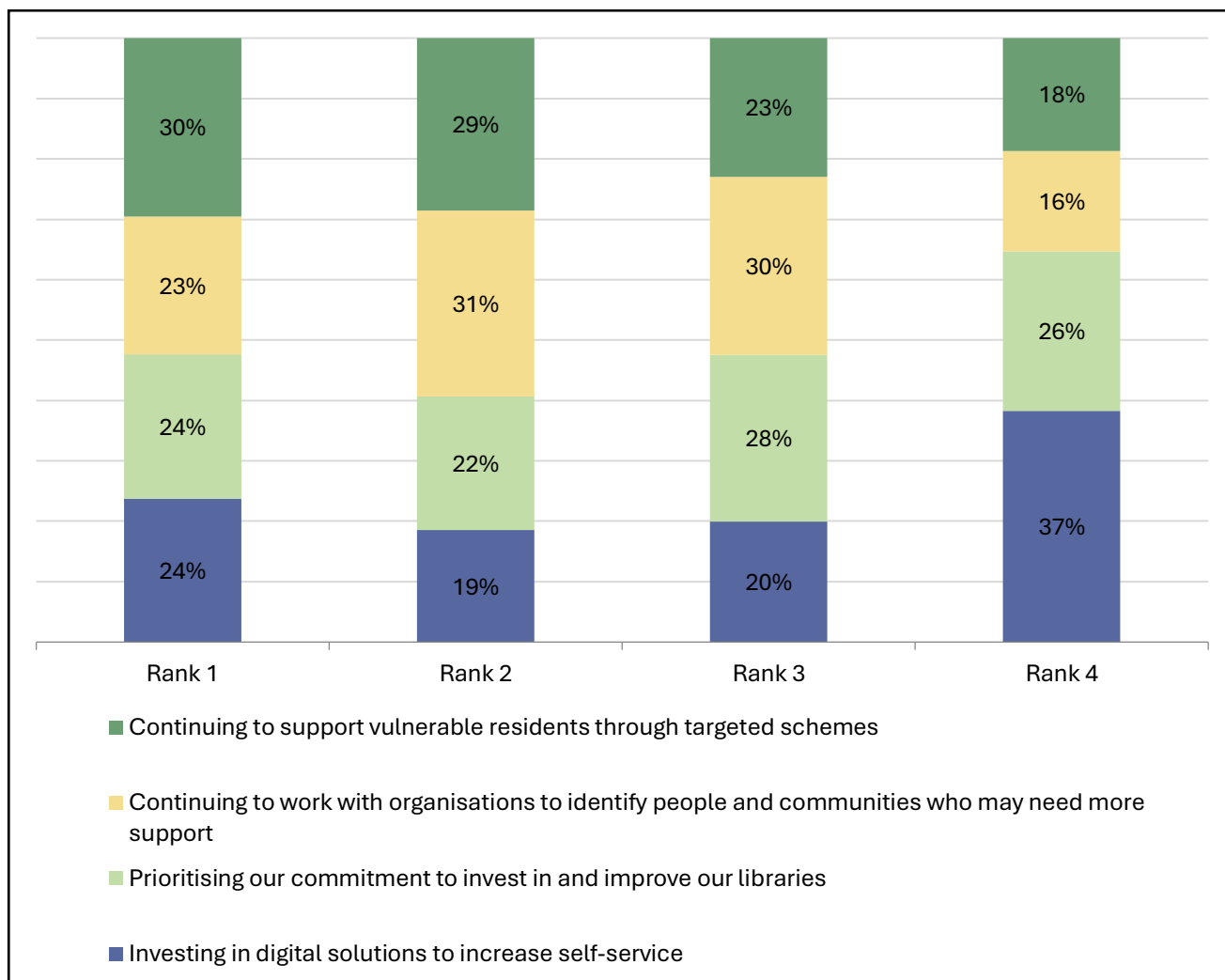


Question 2: “Fairer: Cambridgeshire has one of the fastest growing populations in the country, but the funding to support services residents rely on is not growing as quickly. This means we have to work hard to ensure our services reach those who need them. Please order the following statements from highest (number 1) to lowest (number 4) priority, based on what you believe we should do to ensure equitable access to services for residents across the county, to support our vision of a Fairer Cambridgeshire.”

145 respondents answered this question. Respondents were asked to rank four statements in order of priority, with number 1 being the highest priority and number 4 being the lowest priority.

- More respondents ranked ‘Continuing to support vulnerable residents through targeted schemes such as our Holiday Vouchers to give children access to food during school holidays’ as number 1 (30%) than the other statements, however, a similar number ranked this statement as number 2.
- More respondents ranked ‘Continuing to work with organisations to identify people and communities who may need more support - like the Cambridgeshire Countywide High Harms Board, bringing together local partners to coordinate responses to priority issues like drugs and violence’ as number 2 (31%) than the other statements, however, a similar number ranked this statement as number 3.
- Over a quarter of respondents (28%) ranked ‘Prioritising our commitment to invest in and improve our libraries, making them more accessible and suitable to deliver a broader range of council services in the heart of our communities’ as number 3, however, a similar number ranked this statement as number 4.
- Over a third of respondents (37%) ranked ‘Investing in digital solutions to increase self-service and support residents to access information and advice in a more timely way while also reducing our operating costs’ as number 4.

**Figure 4: Ranking of Fairer priorities**

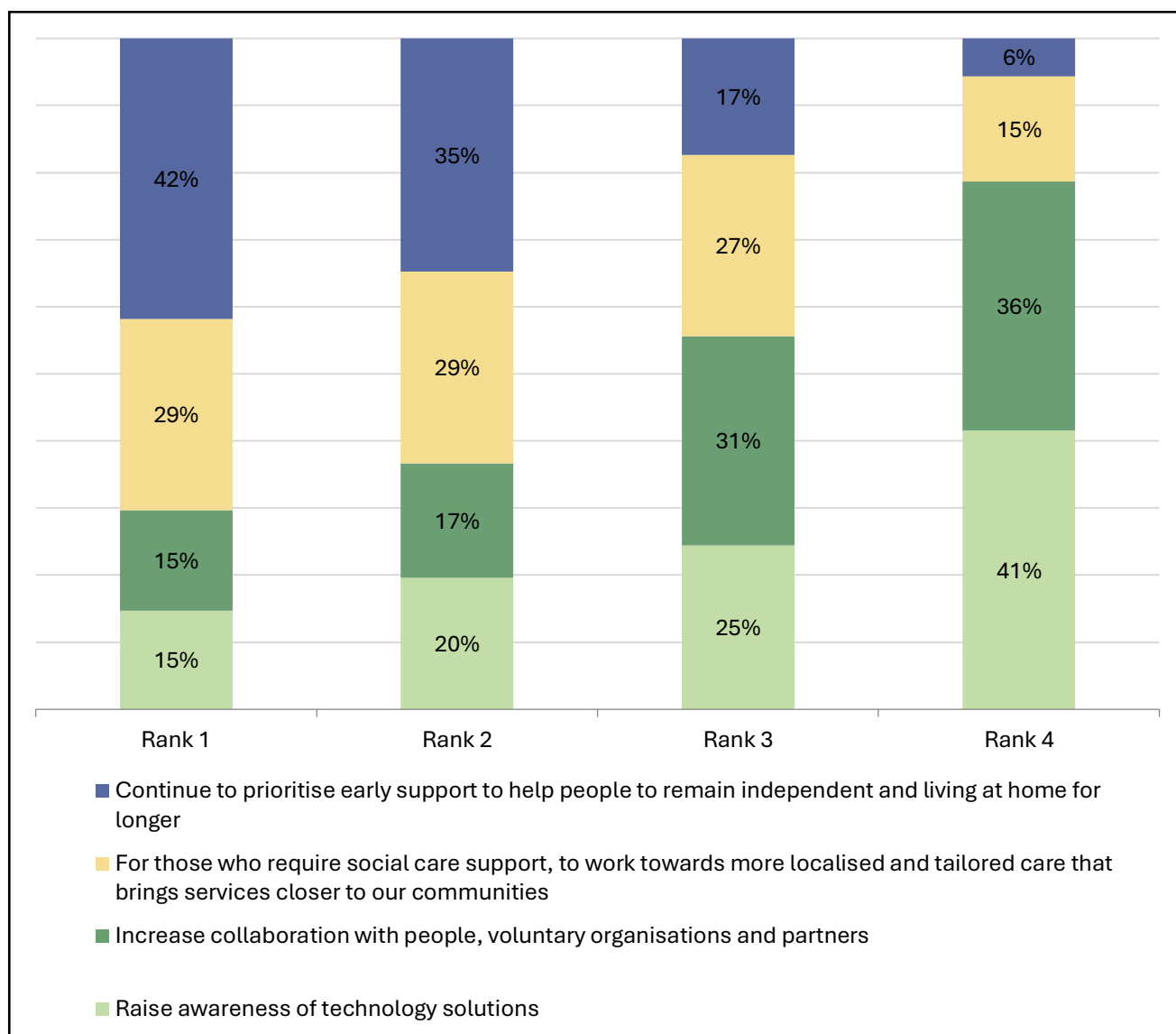


Question 3: “More Caring: One of our ambitions is for people to enjoy healthy, safe and independent lives through timely support that is most suited to their needs. While the demand for Adult Social Care services is increasing, the council needs to support residents, within an ongoing limited budget. Please order the following statements from highest (number 1) to lowest (number 4) priority, based on what you believe we should do to support our vision of a More Caring Cambridgeshire.”

143 respondents answered this question. Respondents were asked to rank four statements in order of priority, with number 1 being the highest priority and number 4 being the lowest priority.

- Over two fifths of respondents (42%) ranked ‘Continue to prioritise early support to help people to remain independent and living at home for longer’ as number 1, however, over a third (35%) ranked it as number 2.
- Over a quarter of respondents (29%) ranked ‘For those who require social care support, to work towards more localised and tailored care that brings services closer to our communities, so that people get the support that best meets their need through better coordinated services’ as number 1, however, a similar number ranked this statement as number 2 or number 3.
- Over a third of respondents (36%) ranked ‘Increase collaboration with people, voluntary organisations and partners to better understand our communities and work with them to address health inequalities’ as number 4, however, under a third (31%) ranked it number 3.
- Over two fifths of respondents (41%) ranked ‘Raise awareness of technology solutions, for example medication prompts and fall detectors through high quality information, advice and guidance that supports people to maximise their independence’ as number 4, with a quarter (25%) ranking it number 3.

**Figure 5: Ranking of More Caring priorities**

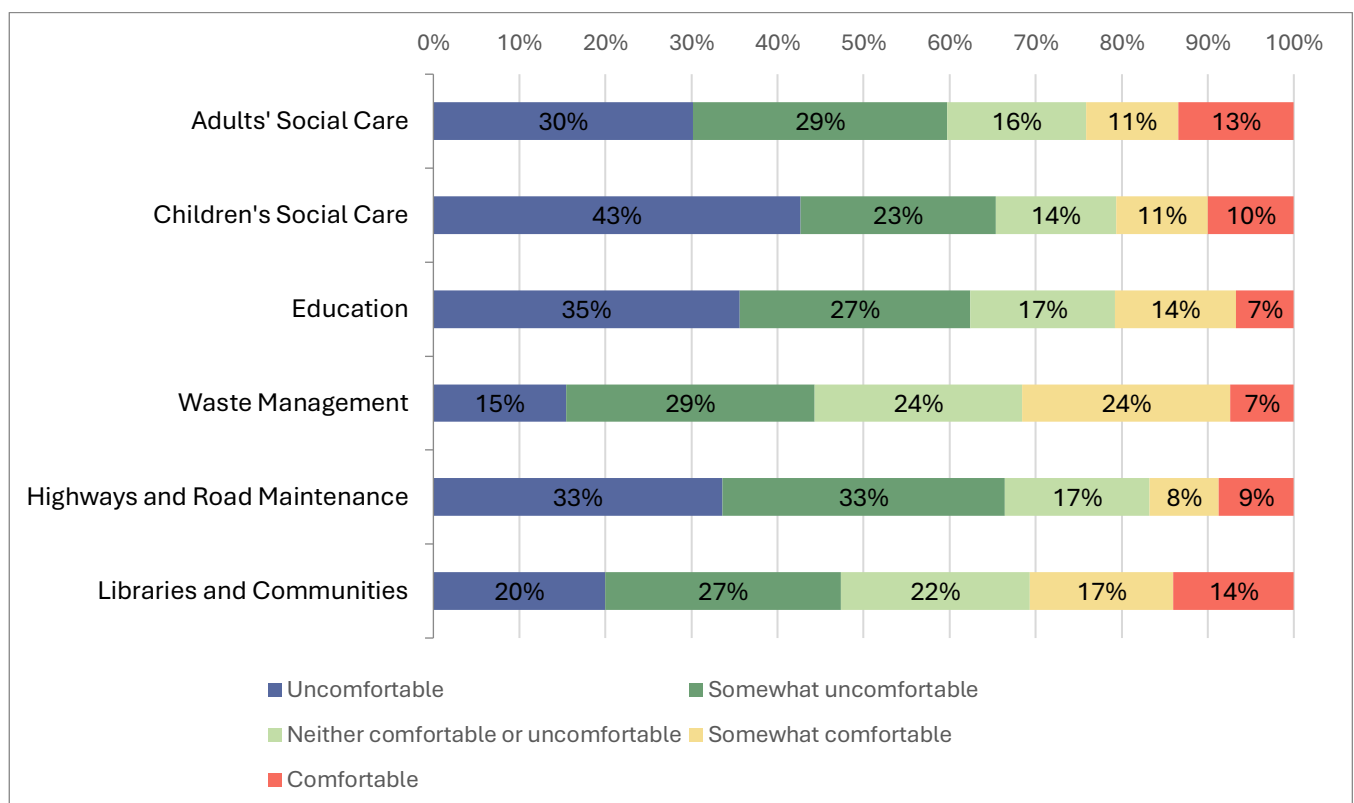


**Question 4: “Imagine you are setting Cambridgeshire County Council's budget. For each major service area, please indicate the degree to which you would be comfortable with a spending reduction.”**

150 respondents answered this question.

- The majority of respondents were ‘somewhat uncomfortable’/‘uncomfortable’ with a spending reduction in ‘Highways and Roads Maintenance’ (66%), ‘Children’s Social Care’ (65%), ‘Education’ (62%), and ‘Adults’ Social Care’ (59%).
- Under half of respondents (47%) were ‘somewhat uncomfortable’/‘uncomfortable’ with a spending reduction in ‘Libraries and Communities’.
  - Under a third of respondents (31%) were ‘somewhat comfortable’/‘comfortable’.
- Over two fifths of respondents (44%) were ‘somewhat uncomfortable’/‘uncomfortable’ with a spending reduction in ‘Waste Management’.
  - Under a third of respondents (31%) were ‘somewhat comfortable’/‘comfortable’.

**Figure 6: Comfort with spending reductions**



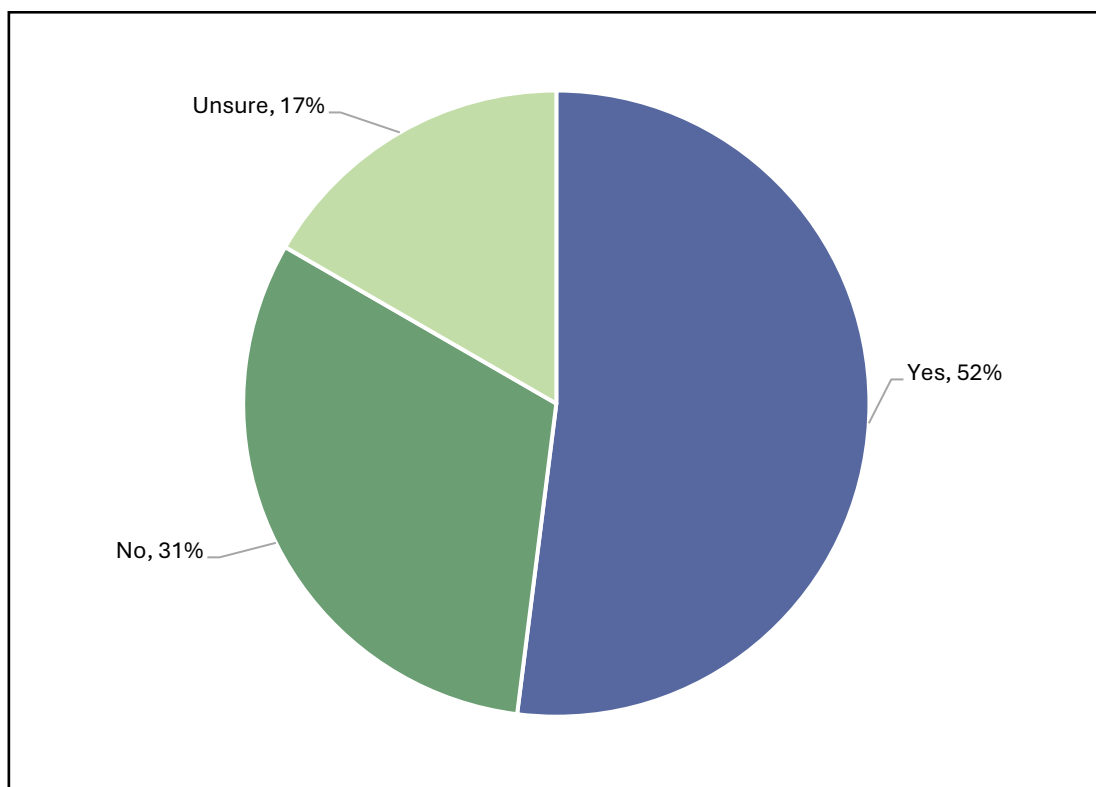


Question 5: “The maximum amount we are allowed to increase Council Tax (without requiring a referendum) is 4.99%, which includes the Adult Social Care precept. For every 1% that we increase Council Tax, we can increase our income by £4 million. Would you support an increase in Council Tax of up to 4.99% to maintain or improve essential services such as social care or highways and roads maintenance?”

150 respondents answered this question.

- Over half of respondents (52%) indicated that, ‘yes’ they would support an increase in Council Tax of up to 4.99%, with around a third indicating they would not support an increase.

**Figure 7: Support for Council Tax increase**



Question 6: “If you have any further comments on how we should prioritise and plan our services for the future, please leave your comments here. We ask you not to identify yourself or anyone else within your answer.”

67 respondents left comments on this question. The main themes were:

- Spending and staffing review:
  - Most of the respondents who discussed this theme felt there should be a review of Cambridgeshire County Council’s spending, staffing, and how departments are organised. These respondents felt there were inefficiencies present in how systems work and how things are funded, that better collaboration could result in savings, and that there could be savings in staff costs, particularly at more senior levels.
  - A few of the respondents who discussed this theme felt there needed to be a reduction in the number of local government organisations and partnerships, such as the Greater Cambridge Partnership, as they felt they were unnecessary and wasteful.
- Highways and road maintenance:
  - Some of the respondents who discussed this theme felt that money shouldn’t be spent on particular larger projects as they felt it would be a waste.
    - While there was no consensus on any particular project those mentioned included Mill Road bridge, the A141 improvements, Park & Ride sites, and the guided bus to Cambourne.
  - Some of the respondents who discussed this theme felt that more should be spent on active travel, and to a lesser extent public transport, either because improvements were needed (flatter paths, pavement maintenance, routes to new areas) or because they felt there would be long-term benefits to the environment, by reducing carbon emissions from modal shift, or to public health.
  - A few of the respondents who discussed this theme felt spending should focus on road maintenance.
  - A few of the respondents who discussed this theme felt there should be a congestion charge, which they felt would help pay for public transport and active travel improvements.
- Population resilience:
  - Most of the respondents who discussed this theme felt there needed to be more long-term plans for adults’ and children’s social care that reduces the

need for things like residential care (which was felt to only financially benefit private providers), helped residents stay independent for longer and worked as preventative support. Some of the suggestions included things like healthy eating initiatives and encouraging exercise through recreational areas or active travel.

- Alternative income generation and savings:
  - Respondents who discussed this theme suggested ways of increasing income generation outside of Council Tax increases and ways of saving money. These include:
    - Increasing fines related to criminal activity.
    - Increasing taxes on tourism.
    - Sale of unused Council property.
    - Congestion charging, however, there were comments directly opposing this.
    - Increasing the initial costs of adding a dropped curb or making it a yearly fee.
    - Savings and efficiencies in staffing costs from a 4-day work week, such as South Cambridgeshire Council have been trialling, however, there were comments directly opposing this.
    - Stricter controls on social benefits.
    - Updating the Council Tax banding for those with higher property values.

Whilst the majority of comments related to services delivered or commissioned by Cambridgeshire County Council, a few comments related to partner organisations or other local government bodies. Comments about services for which CCC have direct responsibility will be considered in business planning processes however other comments will not. Where possible views will be shared with other local bodies.

# Engagement and Analysis Methodology

## Background

The engagement strategy for this stage of the Business Planning and Budget 2025-26 process was designed by Cambridgeshire County Council's Policy and Insight Team and Communications Team.

## Engagement Strategy

### Identification of the Audience

The engagement was open for anyone to contribute to. The key target audience was individual residents of Cambridgeshire.

### Design of Engagement Materials

The engagement exercise was designed to share information with residents ahead of asking respondents for their views. It was identified that the audience for the engagement required detailed information upon which to base their responses. The supporting documentation was created to provide an overview of information related to business planning, budget and the vision and ambitions of the organisation. The questions were; ranking four Greener priorities, ranking four Fairer priorities, ranking four More Caring priorities, how comfortable they would be introducing a spending reduction across six key Council areas, and whether they supported an increase in Council Tax of up to 4.99%.

## Design of Engagement Questions

The engagement questions were designed to be neutral and clear to understand. They were structured to enable people to comment on all the key areas of decision making. This was done in order to help respondents to understand and comment on CCC's approach and the local implications of this.

For the first half of the engagement survey there was a focus on questions relating to the vision of creating a Greener, Fairer, More Caring Cambridgeshire, comfortableness of spending reductions in key areas, and support for a Council Tax increase of up to 4.99%. Respondents also had the opportunity to explain why they had chosen particular options through the free text question. The second half of the survey focused on multiple choice questions relating to respondents' personal characteristics, allowing measurement of the impact of the Business and Budget 2025-26 on various groups, as outlined in more detail below.

The main tool for gathering comments was an online survey. Recognising that online engagement, whilst in theory available to all residents, could potentially exclude those without easy access to the internet, the survey was advertised online and via posters within council buildings and paper copies of the information document and survey were available on request.

The survey included the opportunity for a 'free text' response and the analysis approach taken has enabled an understanding of sentiment as well as the detailed points expressed.

## Diversity and Protected Characteristics

Information was collected on age.

## Analysis

The strategy for analysis of the engagement was as follows:

- The Policy and Insight team monitored the survey whilst it was open to identify any issues with the survey or barriers to completion.
- An initial quality assurance review of the data was conducted and a review with the engagement team carried out to identify any issues or changes that occurred during the engagement process.
- A set of frequencies was then produced and checks made against the total number of respondents for each question and the engagement overall. A sense check of the data was made at this point with issues such as checking for duplicate entries, data entry errors and other quality assurance activities taking place.
  - **Duplicate Entries.** Measures were in place to avoid analysing duplicated entries. The online survey software collects the timestamp of entries so patterns of deliberate duplicate entries can be spotted and countered.
  - **Partial Entries.** The system records all partial entries as well as those that went through to completion (respondent hit submit). These partial entries are reviewed separately and in a limited number of cases - where a substantial response has been made (as opposed to clicking through without answering) - these are added to the final set for analysis.
  - Within the analysis a search for any unusual patterns within the responses was carried out, such as duplicate or 'cut and paste' views being expressed on proposals.
- Closed questions (tick box answers) are then analysed using quantitative methods, and these are presented in the final report through charts, tables and descriptions of key numerical information.
- Free text questions were analysed using qualitative methods, namely through thematic analysis. Key themes are identified using specialist software and then responses tagged with these themes (multiple tags can be given to the same response). Totals of tagged themes are then created and sample quotes chosen for the final report that typify particular tagged themes.
- The final report is then produced to provide an objective view of the results of the engagement.

## Quality Assurance

### Data Integrity

- A visual check of the raw data shows no unusual patterns. There were no large blocks of identical answers submitted at a similar time.
- Date / time stamp of submissions showed no unusual patterns.
- Text analysis showed no submissions of copy/pasted text.





## Treasury Management Quarter Two Update 2024-25

To: Strategy, Resources and Performance Committee

Meeting Date: 17 December 2024

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: Through this report the committee supervises the council's treasury management, and ensures that public money across the council's cashflows, borrowing and investments is utilised and deployed effectively and in compliance with the Treasury Management Strategy (TMS). This fulfils the statutory requirement for Full Council to consider the treasury management position regularly.

Recommendation: Strategy, Resources and Performance Committee is recommended to note the Treasury Management Quarter Two Update for 2024-25 and endorse it for consideration at Full Council.

Officer contact:

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

- 1.1 This report sets out how the council is managing its treasury activity, including borrowing, lending and investments. This is a key enabling function that underpins all of the council's activities, with particular attention drawn to borrowing that funds the council's capital programme which delivers schools, highways maintenance, green energy schemes and other key projects.

## 2. Background

- 2.1 Treasury management is the coordination of the council's investments and cash flows, banking and deposits, and borrowings and money market transactions. The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code 2021 requires reporting on prudential indicators linked to treasury management activity quarterly as part of the authority's integrated revenue, capital and balance sheet monitoring, and consideration in more detail several times a year.
- 2.2 Updates on treasury management activities are provided quarterly to this committee, either through the Integrated Finance Monitoring Report (IFMR) or through this more detailed biannual report, and are necessarily retrospective in describing the position at the end of a quarter. However, changes to the UK economy and corresponding implications for our treasury management activity can sometimes be fast paced, therefore some of the information relevant to this biannual report may be partially out of date by the time it is reported. Any significant live treasury management information is therefore presented on a regular basis to committee as part of the Integrated Finance Monitoring Reports.
- 2.3 As part of the council's Treasury Management Strategy, implementing the requirements of the Prudential Code, the detailed treasury report needs to be considered by Full Council twice annually. The key prudential indicators against which our treasury management activity is assessed are reviewed quarterly by Strategy, Resources and Performance Committee through the IFMR and these reports, and are set out in Appendix 1.
- 2.4 This report therefore forms the update on treasury management and is the first standalone report of 2024-25 for consideration by Council. The information presented is as at the end of the second quarter, so reflects a report made at a specific point in time. In the current environment where the economic context and loan rate projections can move quickly, it is possible that some of the wider context has moved on by the time this report is reviewed.
- 2.5 This report covers the management of the council's cash, investments and borrowing. All three affect the general council budget. This is principally through the level of capital financing costs that we pay as a council when we need to borrow, but also in the returns we get on managing our cash balances and in returns from investments.
- 2.6 Treasury management is a complex area of local authority financial management and governance. As such, the most recent revision of the Treasury Management Code has tightened its stipulations to require ongoing member training in this area, as well as the completion of self-assessments against the required competencies. Training for members of this committee with our external treasury management advisor will be delivered after Christmas and completion of self-assessments will be arranged.

- 2.7 The Treasury Management Strategy for 2024-25 will need restating before the end of the year to include the impacts of the council's accounting practices regarding leases shifting over to report on an IFRS 16 basis.

### 3. Compliance with Treasury and Prudential Limits

- 3.1 The council's treasury and prudential indicators are summarised in Table 1 and Figure 1 and are provided in detail in Appendix 1.
- 3.2 It is a statutory duty for the council to determine and keep under review the affordable borrowing limits. During the quarter ended 30 September 2024, the council has operated in compliance with and within all of the treasury and prudential indicators agreed by Full Council in the Treasury Management Strategy (TMS) for 2024-25, as demonstrated below:

Table 1: Treasury and prudential indicators quarter 2 (see appendix 1 for more explanation of these indicators)

Prudential and Treasury Indicators	2024-25 Planned TMS	31 Mar 2024 Actual	Q1 30 Jun 2024 Estimate	Q2 30 Sep 2024 Estimate
Annual capital expenditure	£198.6m	£177.0m	£158.8m	£166.4m
Annual capital financing	-£105.4m	-£122.1m	-£109.4m	-£108.3m
Annual Minimum Revenue Provision and loan repayments	-£22.6m	-£22.0m	-£23.0m	-£24.5m
<b>In-year Capital Financing Requirement</b>	<b>£70.6m</b>	<b>£32.9m</b>	<b>£26.5m</b>	<b>£33.6m</b>
Capital Financing Requirement (CFR) at 31 March <sup>1</sup>	£1,030.6m	£972.7	£999.2m	£1,006.2m
Authorised limit for external debt, and quarterly estimates <sup>1</sup>	£1,160.0m	£778.7m	£758.6m	£779.4m
Operational boundary for external debt <sup>1</sup>	£1,130.0m	£778.7m	£758.6m	£779.4m
Ratio of financing costs to net revenue streams – yearly average	9.6%	7.2%	7.5%	7.6%
Ratio of net income from commercial and service investments to net revenue stream	5.5%	4.8%	4.4%	4.0%
Upper limit of fixed interest rates based on net debt <sup>2</sup>	150%	79%	81%	73%
Upper limit of variable interest rates based on net debt <sup>2</sup>	65%	21%	19%	27%
Principal sums invested over 365 days (excluding Third-Party Loans)	£50.0m	£32.3m	£32.8m	£33.4m
<b>Maturity structure of borrowing limits<sup>3</sup>:</b>				

Prudential and Treasury Indicators		2024-25 Planned TMS	31 Mar 2024 Actual	Q1 30 Jun 2024 Estimate	Q2 30 Sep 2024 Estimate
Under 12 months	Max. 80%	26.1%	25.5%	27.6%	
	Min. 0%				
12 months to 2 years	Max. 50%	10.3%	12.5%	12.0%	
	Min. 0%				
2 years to 5 years	Max. 50%	14.3%	11.5%	12.1%	
	Min. 0%				
5 years to 10 years	Max. 50%	13.2%	13.5%	13.2%	
	Min. 0%				
10 years and above	Max. 100%	36.1%	37.0%	35.1%	
	Min. 0%				

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

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

Note 3 – the indicators relating to the maturity structure of borrowing limits is being reviewed as part of the draft treasury management strategy for the 2025-26 business plan

### 3.3 Indicators that currently appear in excess of the planned level set in the Treasury Management Strategy:

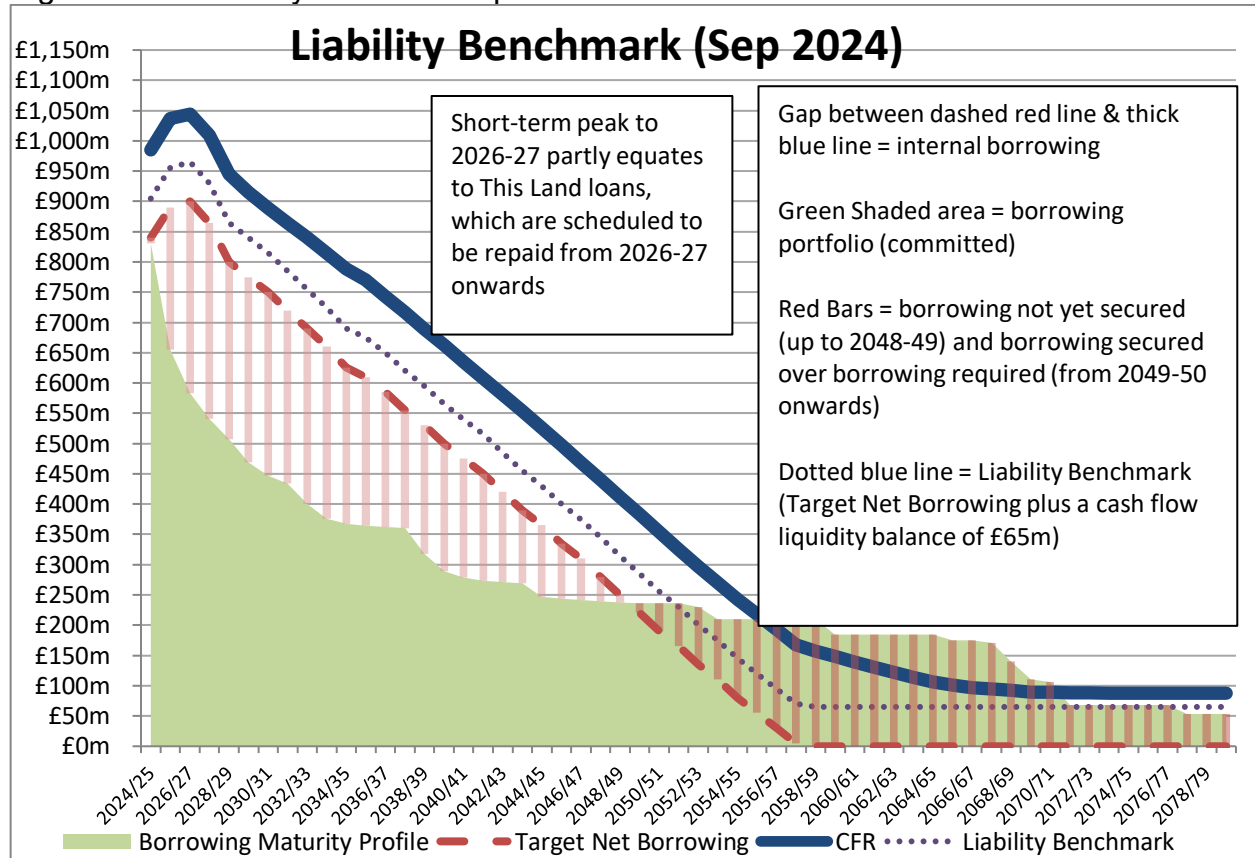
- Annual capital financing: higher levels of non-borrowing financing for capital spend is expected than when the budget was set (grants, contributions and capital receipts).
- Annual Minimum Revenue Provision (MRP): the planned MRP charge required for the coming year is an estimate at the time the business plan is set, and accordingly makes assumptions about the impact of capital spend on the necessary MRP for the following year. This higher charge is as a result of a larger number of significant capital assets becoming operational towards the end of 2023-24 than anticipated (there was an uptake of capital spend, particularly on highways, in the last quarter).

The impact of both of these increases above the planned level is positive in this context, as it has the effect of reducing the estimated in-year Capital Financing Requirement.

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

The peak in the blue CFR line in 2026-27 is £5m higher than set out in the 2024-25 TMS due to updated capital expenditure plans, however the peak in the dotted red external borrowing line is £80m lower across 2025-26 and 2026-27, due to an expectation of higher cash balances and therefore lower external borrowing required. As the Business Plan 2025-26 continues to be refined, these estimates will be updated accordingly.

Figure 1: The liability benchmark quarter 2



- 3.5 All treasury management operations have also been conducted in full compliance with the council's Treasury Management Practices.

## 4. Summary Treasury Management Position

- 4.1 The level of net debt borrowing (including third-party loans) expected to be required set in the Treasury Management Strategy (TMS) for 31 March 2025 was £745.0m. On 1 April 2024, net debt (excluding 3<sup>rd</sup> party loans and equity) was £684.7m; by 30 September 2024 this has increased to £686.2m. This reflects a small increase in borrowing during the year so far, but it is anticipated this will increase more substantially over the remainder of the year as more of the council's loans become due for refinancing, and the capital programme continues to spend.

- 4.2 Table 2 summarises the council's debt and investment position. For more in-depth information on investment and borrowing, please refer to sections 5 and 6.

Table 2: Net borrowing quarter 2

	Actual as at 1 Apr 2024 £m	Actual as at 30 Jun 2024 £m	Actual as at 30 Sep 2024 £m	Change 1 Apr 24 to 30 Sep 24 £m
Borrowing repayable in <12mth	203.2	193.2	215.2	12.0
Borrowing repayable in >12mth	575.4	565.3	564.2	-11.2
<b>Total Borrowings</b>	<b>778.7</b>	<b>758.6</b>	<b>779.4</b>	<b>0.8</b>
Treasury Investment	-93.9	-151.6	-93.2	0.8
<b>Total Net Debt/Borrowings</b>	<b>684.7</b>	<b>607.0</b>	<b>686.2</b>	<b>1.5</b>
Third-Party Loans and Equity	-124.1	-124.0	-125.0	- 0.9
<b>Total Net Debt/Borrowings (allowing for 3<sup>rd</sup> party loans and equity)</b>	<b>560.6</b>	<b>483.0</b>	<b>561.2</b>	<b>0.6</b>

Note – the large balance in treasury investments at the end of June was due to a high cash balance at the start of the year, which is quite common due to timing of income.

- 4.3 The council also reviews its treasury performance alongside near neighbours using CIPFA's financial resilience index. While the information in this is lagging the council's gross external debt (equivalent to the total borrowings line in table 2) was rated as higher risk relative to the benchmarking group. This is likely due to relatively high gross borrowing resulting from loans to This Land Ltd as well as cumulative levels of investment in infrastructure in a high growth county. However, we are relatively more average in terms of risk in respect of the 'interest payable divided by net revenue expenditure' indicator, showing that despite the high level of borrowing, we are in a relatively more sustainable position to service that debt.

## 5. Investments

- 5.1 The Treasury Management Strategy for 2024-25, including the Annual Investment Strategy for financial assets, was approved by Council in February 2024. It sets out the council's investment priorities as being:
1. Security of capital;
  2. Liquidity; and then
  3. Yield
- 5.2 The council will aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. Money Market Fund (MMF) and Call Account rates have plateaued and are now starting to decrease in line with Bank Rate decreases, therefore the council continues to ladder investments in order to balance the need to have liquid available cash, against securing higher rates for longer on slightly longer-term fixed deposits.
- 5.3 At 30 September 2024, the council's investment balances totalled £93.2m; this is split between Money Market Funds, Call/Notice accounts, Collective Investment Funds and

Deposit funds (see Table 3 below). This balance excludes Third-Party Loans and Share Capital (Equity) of £125.0m.

### Collective Investment Funds

The revised Prudential Code 2021 states that authorities with an expected need to borrow must review any existing commercial investments annually; this requirement is undertaken as part of the quarter 4 report. Two of the council's collective investment funds have continued to struggle to maintain capital value in the current economic climate; however, they have stayed fairly static during the last few months and the fund managers anticipate the values will recover in the medium-term. The drop in value is tempered by a strong dividend position overall. The dividends are forecast to deliver £1.5m in 2024-25, compared to a budget of £1.2m. The finance team and our external treasury management advisors keep these funds under close review.

- 5.4 **Property Fund:** The Property Fund's investment capital value in quarter 2 was £10.2m compared to the original investment of £12m. The portfolio is actively managed to achieve high income and long-term capital appreciation. The latest dividend rate of return for this fund was 4.57%, against a target of 4.35%. This is a longstanding investment fund with many local authorities as members and we would expect capital values to return to the level expected over the medium-term.
- 5.5 **Better World Cautious Fund:** At the end of quarter 2, the capital value of the investment was £2.3m compared to an original investment value of £2.5m. The investment objective of the fund is to provide a total return (the combination of capital growth and income) after costs, of inflation plus 2% per annum over any rolling 5-year period. The fund invests in a broad range of assets including fixed/floating income securities (bonds) and global equities (shares of companies). The latest dividend rate of return for this fund was 4.18%, which is higher than expected and is therefore forecast to deliver £13k additional income this year.
- 5.6 **Multi-Class Credit Fund:** At the end of quarter 2, the valuation of the council's share of the fund stood at £14.8m compared to an original investment value of £14.5m. The fund aims to generate positive returns throughout the interest rate and economic cycles by allocating to different credit asset classes and through bottom-up security selection. The latest dividend rate of return for this fund was 5.08%, which is higher than expected and is therefore forecast to deliver £207k additional income this year.
- 5.7 **Infrastructure Income Fund:** At the end of quarter 2, the valuation of the council's share of the fund stood at £6.1m, compared to an original investment value of £8m. The fund's objective is to deliver a regular income, whilst preserving investor's capital throughout market cycles and with the potential for growth. The fund invests in a diversified portal of global listed securities and offers exposure to companies engaged in the provision, storage, supply and consumption of clean energy. The capital value of the fund has struggled over the last 18 months; however, the council receives monthly detailed updates from the fund managers and the performance of the fund (in terms of capital value) is expected to increase over the medium to long term once interest rates start to fall. The fund performance generally sits between the two sector benchmarks but is also less volatile. The latest dividend rate of return has held up well at 4.75%, against a target of 4.5%.

- 5.8 The average investment balance during quarter 2 (excluding Third-Party Loans and Equity) was £114.6m, which carried a weighted average rate of 4.79%. The level of investment funds varies dependent on the timing of precept receipts, grants, the progress of the capital programme and decisions made about timing of borrowing. Table 3 below shows the investment by counterparty at 30 September 2024 (excluding Third-Party Loans and Equity).

Table 3: Investments allocation by counterparty quarter 2

Counterparty as at 30 Sep 2024	Liquidity	Principal £m	Principal %
Allianz Global Investors	Notice Period 14 days	14.8	15.9
Handelsbanken	Instant Access	14.7	15.7
CCLA Local Authorities Property Fund	Notice Period 6m	10.1	10.9
SMBC Bank International plc	Fixed 3-6 mths	10.0	10.7
Goldman Sachs International Bank	Fixed 3-6 mths	10.0	10.7
Goldman Sachs International Bank	Fixed 3-6 mths	10.0	10.7
Valu-Trac Administration Services	Same Day	6.1	6.6
Aberdeen Liquidity Fund - Sterling Fund Class L-1	Same-Day	3.2	3.4
Insight Liquidity Sterling C3	Same-Day	3.0	3.2
Barclays Bank plc	Instant Access	3.0	3.3
National Westminster Bank plc	Instant Access	3.0	3.2
CCLA Better World Cautious Fund	Notice Period 6m	2.3	2.5
Deutsche Managed Sterling Platinum	Same-Day	1.9	2.0
Santander UK plc	Instant Access	1.0	1.1
<b>Total</b>		<b>93.2</b>	<b>100</b>

- 5.9 The table below summarises the maturity profile of the council's investment portfolio at the end of quarter 2 (excluding Third-Party Loans and Equity):



Table 4: Investment maturity profile at end of quarter 2

Product	Access Type	Daily	0-3m	3-6m	~5yrs	Total	
		£m	£m	£m	£m	£m	%
Money Market Funds	Same-Day	8.1				8.1	8.7
Bank Call Account	Instant Access	21.7				21.7	23.3
Fixed Deposit Account	3-6 Months			30.0		30.0	32.2
Pooled Property Fund	Redemption Period Applies				10.1	10.1	10.9
Pooled Diversified Income Fund	Redemption Period Applies				2.3	2.3	2.5
Pooled Multi-class credit Fund	Redemption Period Applies				14.8	14.8	15.9
Income Fund (Energy)	Same-Day				6.1	6.1	6.6
Total		29.8	0.0	30.0	33.4	93.2	100.0
%		32.0	0.0	32.2	35.8	100.0	

- 5.10 The tables below set out details of the amounts outstanding on loans and share capital investments classed as capital expenditure advanced to third-party organisations at the end of quarter 2. Unless otherwise stated, the original loan value is the outstanding amount. Where appropriate, the council holds security over these loans in the form of property charges (fixed and/or floating).

Table 5: Loans/equity holdings in This Land companies end of quarter 2

Loan Summary	Amount Outstanding (£m)	Repayment Year
Land, Construction & Development loans	114.851	2026-27, 2027-28 and 2028-29
Equity holding	5.851	N/A
Total Loans/Equity in This Land Ltd	120.702	

Note: £13.3m of individual loans to This Land Ltd in addition to the above have been repaid in full.

Table 6: Loans/equity holdings in Pathfinder Legal Services end of quarter 2

Loan Summary	Amount Outstanding (£m)	Repayment Year
Cashflow loan	0.325	2029-30

Loan Summary	Amount Outstanding (£m)	Repayment Year
Equity holding	0.475	-
<b>Total Loans/Equity in Pathfinder Legal Services</b>	<b>0.800</b>	

Table 7: Other Third-Party Loans principal outstanding end of quarter 2

Loan Counterparty	Original Amount (£m)	Amount Outstanding (£m)	Repayment Year
Arthur Rank Hospice Charity	4.000	2.880	2042-43
Estover Playing Field 2015 Community Interest Company (Guaranteed by March Town Council)	0.350	0.042	2024-25
Wisbech Town Council	0.150	0.150	2043-44
VIVA Arts & Community Group	0.300	0.029	2031-32
<b>Total Third-Party Loans</b>	<b>4.800</b>	<b>3.100</b>	

- 5.11 Investment returns compared to benchmark returns are shown in Table 8 below. The preferred benchmark is SONIA (Sterling Overnight Index Average), which is the risk-free rate for sterling markets administered by the Bank of England. SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. The council uses the 30-day backward looking rate on a SONIA basis, as this most accurately reflects the type and length of investments (excluding Collective Investment Funds) that the council holds. The decision to use backward looking is because this reflects the rates at the time of decision-making, rather than forward looking rates at the time of reporting.

Table 8: Average benchmark versus Council performance (excluding Collective Investment Funds) for quarter 2

	Benchmark	Benchmark Return	Council Performance
Quarter 1	<b>30-day backward SONIA</b>	5.2%	5.0%
Quarters 1-2	<b>30-day backward SONIA</b>	5.1%	4.8%

- 5.12 Market conditions aside, the council's return on investments is influenced by several factors, the largest contributors being the duration of investments and the credit quality of the institution or instrument:

- Credit risk is the consideration of the likelihood of default and is controlled through the creditworthiness policy approved by Council.
- The duration of an investment introduces liquidity risk; the risk that funds cannot be accessed when required.
- Interest rate risk, arising from fluctuating market interest rates.

These factors and associated risks are actively managed by the council's finance team. Given the recent volatility of the financial markets, the finance team is keeping a close eye on the credit ratings of institutions we have deposits with, as well as looking to spread deposits across a range of institutions and is also considering the mix of type and duration of deposits.

## 6. Borrowing

- 6.1 The council can borrow money to fund its capital programme to deliver on its strategic ambitions. The amount of borrowing required each year is based on plans for capital expenditure, projections of the Capital Financing Requirement, underlying borrowing requirements, forecasted cash reserves, and current and future economic conditions. The following table shows the highest, lowest (with dates) and average Public Works Loan Board (PWLB) rates for 2024-25 at the end of quarter 2:

Table 9: Highest / Lowest / Average PWLB Rates for 2024-25 at the end of quarter 2

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	4.78%	4.31%	4.52%	5.08%	4.88%
<b>Date</b>	17/09/2024	17/09/2024	17/09/2024	17/09/2024	17/09/2024
<b>High</b>	5.61%	5.14%	5.18%	5.61%	5.40%
<b>Date</b>	29/05/2024	01/05/2024	01/05/2024	01/05/2024	01/05/2024
<b>Average</b>	5.21%	4.76%	4.88%	5.35%	5.14%
<b>Spread</b>	0.83%	0.83%	0.66%	0.53%	0.52%

- 6.2 The council continues to utilise short to medium-term borrowing from other local authorities and authorised brokers, particularly in the current environment of higher interest rates which we expect to reduce over the medium-term, and whilst rates are more competitive compared to PWLB. In addition, the council will supplement borrowing from local authorities with loans from PWLB, particularly as we enter the second half of the financial year and market loans start to become less available. The council intends to continue with the strategy of keeping a reasonable proportion of the borrowing portfolio short-dated to avoid fixing in the current higher interest rates and is able to do so having taken advantage of the low-interest rate environment of pre-2022 to extend the average duration of loans in the portfolio during that time by fixing loans for extended maturities at historically low levels. This does present a risk that we will see higher costs over the medium-term if interest rates do not fall in line with current predictions. We take advice on our borrowing strategy from our external treasury management advisors. The council's average interest rate for borrowing was still relatively low at 3.7% during quarter 2, despite facing higher rates on new loans as a result of higher Base Rates, as well as higher rates on a number of historic debts. This average will continue to rise, as we continue to have to refinance historic loans at higher rates.
- 6.3 During quarter 2, the council has repaid a total of £49.2m upon maturity. Out of this amount, £33.0m was short-term loans from other local authorities and £15.0m longer-term loans, and £1.2m was longer-term PWLB. The council has raised £70.0m in loans from during this period; all from other local authorities of which £45.0m was short-term borrowing and £25.0m was for longer-term loans. The following table shows the movement in borrowing over the year to date:

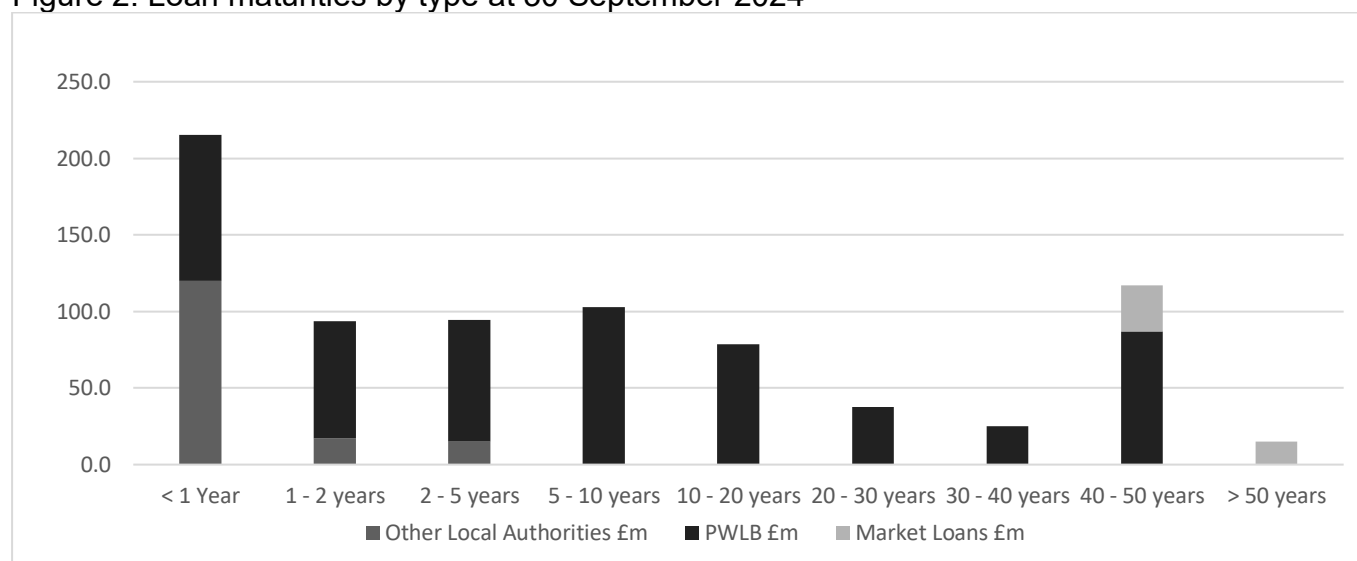
Table 10: Movement in borrowing during 2024-25

Actual as at 1 Apr 2024 £m	Repaid During 2024-25 £m	Raised During 2024-25 £m	Actual as at 30 Sep 2024 £m
778.7	-84.2	85.0	779.4

6.4 At the end of quarter 2, the council held £779.4m in borrowing, with £215.2m due to mature within a year. The council continues to be able to re-finance loans as required, albeit now at higher rates than the maturity loan in the case of some loans that were taken out during the period of historically low interest rates. Refinancing of maturing PWLB loans is also no longer possible at a lower rate in most cases, as current rates are now comparable to some of the older loans that were also fixed at a time of higher interest rates. Therefore, an increase in our revenue capital financing budget is built into the business plan.

6.5 Figure 2 below sets out the maturity profile of the council's borrowing portfolio at the end of quarter 2; £582.4m is held with PWLB, £152.0m from other local authorities and £45.0m in market loans.

Figure 2: Loan maturities by type at 30 September 2024



6.6 The council is in an internally borrowed cash position. This means that we are utilising cash balances held (for example from grants received in advance of linked expenditure) to defer the need to borrow. Balances will need to be replenished at some point in the future (subject to expenditure demands), which is in accordance with our Treasury Management Strategy. This strategy is prudent while investment returns are no higher than the cost of servicing debt and serves to mitigate counterparty risk. The council therefore plans to maintain this internal borrowing position but will closely monitor those reserves, balances and cashflows supporting this approach.

6.7 No rescheduling of borrowing has taken place up to 30 September 2024. The council's loan portfolio limits opportunities for rescheduling. In the case of PWLB loans, early redemption rates exceed the carrying rate of existing borrowing for many loans, resulting in substantial exit costs. Similarly, market borrowing lenders hedge against forecast interest rate

movements using the loans cashflow profile, passing on the cost of unwinding these instruments as an exit premium to the council. Officers are closely monitoring the situation as there are a minimal number of PWLB loans that could deliver a short-term benefit from rescheduling, but this would substantially reduce the portfolio's maturity profile.

## 7. Capital Financing Budget

- 7.1 The capital financing budget is held as a central budget and complies with the reporting requirement in the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Treasury Management Practice. The outturn forecast at the end of quarter 2 is a balanced budget.

Table 11: Debt financing budget quarter 2

	Budget (£m)	Outturn (£m)	Variance (£m)
Interest payable	28.5	29.5	1.0
Interest charged to Other Funds	-9.8	-9.8	0.0
Interest receivable	-13.8	-11.0	2.8
Interest receivable charged from Other Funds	14.3	9.8	-4.5
Capitalisation of interest cost	-1.7	-2.9	-1.2
Technical & Other	0.2	0.2	0.0
Minimum Revenue Provision (MRP)	22.4	24.3	1.9
<b>Total</b>	<b>40.1</b>	<b>40.1</b>	<b>0.0</b>

- 7.2 The forecast is comprised of the following elements:

- The council has been required to take out some refinancing of loans earlier in the year than anticipated, due to both changes in the levels of cash balances available to undertake internal instead of external borrowing, whilst also trying to secure market loans which tend to be more readily available earlier in the year rather than later. This, combined with interest rates not dropping as quickly as anticipated, has resulted in higher levels of interest payable.
- Interest receivable and interest receivable recharges net out to an overachievement of income of £1.7m. Again, this is partly due to sustained higher rates compared to what was originally anticipated.
- The council is required to repay an element of the capital spend funded by borrowing each year through a revenue charge (MRP), so that over the course of the usable life of the asset we have provided for enough funding to repay the associated borrowing. Following analysis of capital schemes completed in 2023-24 and how they were funded, we are anticipating that the MRP payment for 2024-25 will be £1.9m higher than budgeted. This is largely due to a few particularly large schemes funded by borrowing that completed during 2023-24.

## 8. Economic Position for 2024-25 and Interest Rate Forecasts

8.1 The economic position for 2024-25 provides context for the monetary policy strategy of central banks, which in turn impacts on historic interest rate movements and forward-looking forecasts. The following summarises the key economic impacts of 2024-25 to the end of quarter 2:

- GDP growth stagnated in July following downwardly revised figures for the quarter. However, this points more to a mild slowdown in GDP growth than a sudden drop back into a recession.
- CPI inflation hit its target in June before edging above it to 2.2% in July and August. CPI inflation is likely to rise in the coming months before it falls back to its target of 2.0% in mid-2025.
- The Bank of England has initiated its easing cycle by lowering interest rates from 5.25% to 5.0% in August, however held them steady in its September meeting, signalling a preference for a more gradual approach to rate cuts. However, Link's central forecast was still for rates to fall to 4.5% by the end of 2024 with further cuts likely throughout 2025. This now seems unlikely and has been updated mid-November following the 30 October budget, 5 November US presidential election and 7 November Monetary Policy Committee meeting, all of which have had a significant impact on future projections.

8.2 Whilst it is anticipated that the peak in the Base Rate has now been reached and that rates are starting to fall, there are numerous factors that influence this position, and the speed with which this will happen, and therefore caution over interest rate forecasts should be exercised.

## 9. Significant Implications

### 9.1 Finance Implications

This report provides information on performance against the Treasury Management Strategy. Decisions on treasury management, which are driven by the capital programme and the council's overall financial position, will impact the capital financing budget and are also reported through the financial monitoring process.

### 9.2 Legal Implications

There are no significant implications for this category.

### 9.3 Risk Implications

The council continues to operate within the statutory requirements for borrowing and investments.

#### 9.4 Equality and Diversity Implications

There are no significant implications for this category.

### 10. Source documents guidance

10.1 The council's 2024-25 [Treasury Management Strategy](#)

10.2 [Financial Reporting and Related Matters Update](#) (which includes a section on the impact of the introduction of IFRS 16 Leases)

## Appendix 1 – Prudential and Treasury Indicators at 30 September 2024

In this section, we will monitor Prudential and Treasury Indicators to ensure they align with the indicators approved by the council in February 2024, as outlined in the Treasury Management Strategy.

Did the council adopt the CIPFA code of practice for Treasury Management in Public Services?

Yes, the council has adopted the CIPFA's Treasury Management in the Public Services: Code of Practices and Cross-sectoral Guidance Notes.

### 1. The capital prudential indicators

Capital expenditure.

	<b>2024-25 TMS £m</b>	<b>Q1 24-25 £m</b>	<b>Q2 24-25 £m</b>
Total Capital Expenditure	198.6	158.8	166.4
Capital Financing	-105.4	-109.4	-108.3
<b>Net Capital Financing Need</b>	<b>93.2</b>	<b>49.5</b>	<b>58.1</b>
MRP and other financing movements	-22.6	-23.0	-24.5
<b>Capital Financing Requirement</b>	<b>70.6</b>	<b>26.5</b>	<b>33.6</b>

For the detail of capital expenditure and funding please refer to the capital forecast outturn in the Integrated Finance Monitoring Report.

The council's borrowing need (The Capital Financing Requirement (CFR))

<b>Capital Financing Requirement in 2024-25 TMS</b>	<b>Actual Borrowings (1 April 24)</b>	<b>Actual Gross Borrowings (30 Sep 24)</b>	<b>Increase in borrowing during 2024-25</b>	<b>Difference between CFR &amp; Borrowings (30 Sep 24)</b>
<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
1,030.6	778.7	779.4	0.7	-251.2

### Liability benchmark

There are four components to the liability benchmark:

1. **Existing loan debt outstanding**: existing loans that are still outstanding in future years.
2. **Loans CFR**: calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. Only approved borrowing should be included.



3. **Net loans requirement:** the council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance.

### The authorised limit for external borrowing

<b>2024-25 TMS Limit</b> <b>£m</b>	<b>Actual Borrowings</b> <b>30 Sep 24</b> <b>£m</b>	<b>Headroom compared to</b> <b>Authorised Limit</b> <b>£m</b>
1,160.0	779.4	380.6

The Authorised Limit is the legal cap on the amount of debt the council can have, and it must not be exceeded. This means that the council cannot have more debt than this limit in any given year.

### The operational boundary

<b>2024-25 TMS Limit</b> <b>£m</b>	<b>Actual Borrowings</b> <b>30 Sep 24</b> <b>£m</b>	<b>Headroom compared to</b> <b>Operational Boundary</b> <b>£m</b>
1,130.0	779.4	350.6

The operational boundary serves as a warning that the debt is approaching the authorised limit and requires close monitoring.

## 2. Treasury management limits on activity

### Interest rate exposure

	<b>2024-25 TMS Limit</b>	<b>Q1 24-25</b>	<b>Q2 24-25</b>
Fixed rate	150%	81%	73%
Variable rate	65%	19%	27%

The interest rate exposure is calculated as a percentage of net debt. Due to the mathematical calculation, exposures could be greater than 100% or below zero (i.e., negative) depending on the component parts of the formula. Where the indicator is negative, it is due to investment income of that category exceeding debt of that category. The formulas are shown below:

Fixed rate calculation:

$$\frac{\text{Fixed rate borrowing}^* - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

Variable rate calculation:

Variable rate borrowing\*\* – variable rate investments  
Total borrowing – total investments

\* Defined as greater than 1 year to run

\*\* Defined as less than 1 year to remaining to maturity or, in the case of LOBO borrowing, the next call date falling within 12 months – to reflect the risk of fluctuation of short-term borrowing costs

### Maturity structure of borrowing

	<b>2024-25 TMS Upper Limit</b>	<b>Q1 24-25</b>	<b>Q2 24-25</b>
< 1 Year	80%	25.5%	27.6%
1 - 2 years	50%	12.5%	12.0%
2 - 5 years	50%	11.5%	12.1%
7.5 - 10 years	50%	13.5%	13.2%
>10 years	100%	37.0%	35.1%

*Note: The guidance for calculation of this indicator requires that LOBO loans are shown as maturing at the next possible call date rather than at final maturity.*

### Total principal funds invested for the periods longer than 365 days

	<b>2024-25 TMS Limit</b>	<b>Q1 24-25</b>	<b>Q2 24-25</b>
Investment longer than 354 days to run*	£50.0m	£32.8m	£33.4m

\*Treasury Management Investment only

## 3. Affordability Indicators

Ratio of financing costs to net revenue stream.

<b>2024-25 TMS</b>	<b>Q1 24-25</b>	<b>Q2 24-25</b>
9.6%	7.5%	7.6%

Ratio of net income from commercial and service investments to net revenue stream

<b>2024-25 TMS</b>	<b>Q1 24-25</b>	<b>Q2 24-25</b>
5.5%	4.4%	4.0%

## Corporate Performance Report

To:	Strategy, Resources and Performance Committee
Meeting Date:	17 December 2024
From:	Executive Director of Strategy and Partnerships
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	This report provides an update to the Strategy, Resources and Performance Committee on the performance monitoring information for the 2024/25 quarter 2 period, covering 1 July to 30 September.
Recommendation:	The Committee is asked to note performance information and act, as necessary.

Officer contact:

Name: Richard Springbett  
Post: Governance and Performance Manager, Strategy and Partnerships  
Email: [Richard.Springbett@cambridgeshire.gov.uk](mailto:Richard.Springbett@cambridgeshire.gov.uk)

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

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

## 2. Background

- 2.1 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
  - Select and approve the addition and removal of Key Performance Indicators (KPIs) for the committee performance report.
  - Track progress quarterly.
  - Consider whether performance is at an acceptable level.
  - Seek to understand the reasons behind the level of performance.
  - Identify remedial action.
- 2.2 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected Key Performance Indicators (KPIs) which track the performance of the services the committee oversees.
- 2.3 The report covers the period of quarter 2 2024/25, up to the end of September 2024.
- 2.4 The most recent data for indicators for this committee can be found in the dashboard at Appendix 1. The dashboard includes the following information for each KPI:
- Current and previous performance and the projected linear trend.
  - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
  - Red / Amber / Green (RAG) status.
  - Direction for improvement to show whether an increase or decrease is good.
  - Change in performance which shows whether performance is improving (up) or deteriorating (down).
  - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
  - KPI description.
  - Commentary on the KPI.
- 2.5 The following RAGB criteria are being used:
- Red – current performance is 10% or more from target.
  - Amber – current performance is off target by less than 10%.
  - Green – current performance is on target or better by up to 5%.
  - Baseline – indicates performance is currently being tracked in order to inform the target setting process.

- Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
- In development - KPI has been agreed, but data collection and target setting are in development.

### 3. Main Issues

- 3.1 Following the approval of the refreshed Performance Management Framework at this committee on 31st October, work is now underway to develop Directorate Scorecards across the 5 Directorates. As part of this process, Executive Directors along with their Directorate Management Teams have been identifying Strategic Key Performance Indicators (SKPI) which will be reported to Policy and Service Committees and form the Organisational Scorecard that will be presented quarterly to this committee.
- 3.2 These proposed SKPIs are currently being circulated through each of the Policy and Service Committees' quarter 2 performance reports which are being presented in committees between November and January for comment. Following this, the new proposed indicators will start to be reported to this committee.
- 3.3 Current performance of available indicators monitored by this Committee for this quarter is as follows:

Status	Number of KPIs	Percentage of KPIs*
Red	1	8%
Amber	1	8%
Green	10	76%
Baseline	1	8%
Contextual	0	0%
In Development	0	0%
Suspended	0	0%

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

- 3.4 There are 10 Green and Blue indicators this quarter. Below are some highlights.

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

Over the period of July to September 2024, Customer Services achieved a First Contact Resolution percentage of around 82% including a drop off to 76.1% in August.

The decrease in August can be attributed largely to an increase in the number of contacts being passed to the service from the Registration Service. For comparison we saw the individual percentage for the Registration Service drop to 61% in August when it had achieved 78% and 72% in July and September respectively. The Registration Service during quarter 2 have been undertaking recruitment, which when complete, will allow more appointments to be booked through the Registration Service booking system rather than being directed through to the Customer Services team.

In addition, during late August and early September Customer Services received a large volume of contacts for Education Transport regarding passes for the new school year with a lot of these needing to be passed on to the service to respond to. During August we saw the percentage for this service drop down to 66% whilst in September it rose to 75% with September receiving a higher number of total contacts.

#### Indicator 214: Staff turnover (rolling 12 month average)

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

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

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

3.5 There is 1 red indicator for commentary this quarter.

#### Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale

This has improved this quarter by 7% and continues to make good progress. There is a continued high level of requests on contentious issues relating to highways in particular. The process has begun around publishing data on potholes to address the higher levels of requests on that topic as well as meeting with our IT and Digital Services' colleagues to discuss improvements to reporting, self-service and the use of AI to enable smoother processing. We have also introduced a better search functionality to the FOI system through Power BI and we are working on more improvements to ensure that the FOI team look at what we have published already on the web before going to colleagues in the service for information.

## 4. Conclusion and recommendations

4.1 Paragraph 3.1 shows the breakdown of RAG status for this committee's indicator set. Of the indicators updated this quarter, 2 indicators saw an improvement in performance from the quarter 1 update, reported to the committee in October 2024:

- Indicator 190: Proportion of information enquiries resolved at first point of contact has gone from Amber to Green
- Indicator 212: Number of staff who have completed Introduction to First Aid has gone from Red to Green

10 indicator's performance status has remained unchanged:

- Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale
- Indicator 183: Percentage of Subject Access Requests completed within statutory timescales
- Indicator 184: Statutory returns completed on time

1 indicator continues to be classified as baseline:

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

## 5. Significant Implications

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

## 6. Source Documents

6.1 Appendix 1: Strategy, Resources and Performance Corporate Performance Report Q2 2024-25





**Produced on:** 06 December 2024



# Performance Report

## Quarter 2

### 2024/25 financial year

Strategy, Resources & Performance Committee

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

## Key



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

## Indicator 182: Proportion of Freedom of Information requests responded to within statutory timescale

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December 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	80.2%	73.3%	Improving
RAG Rating				
Red				

## Indicator Description

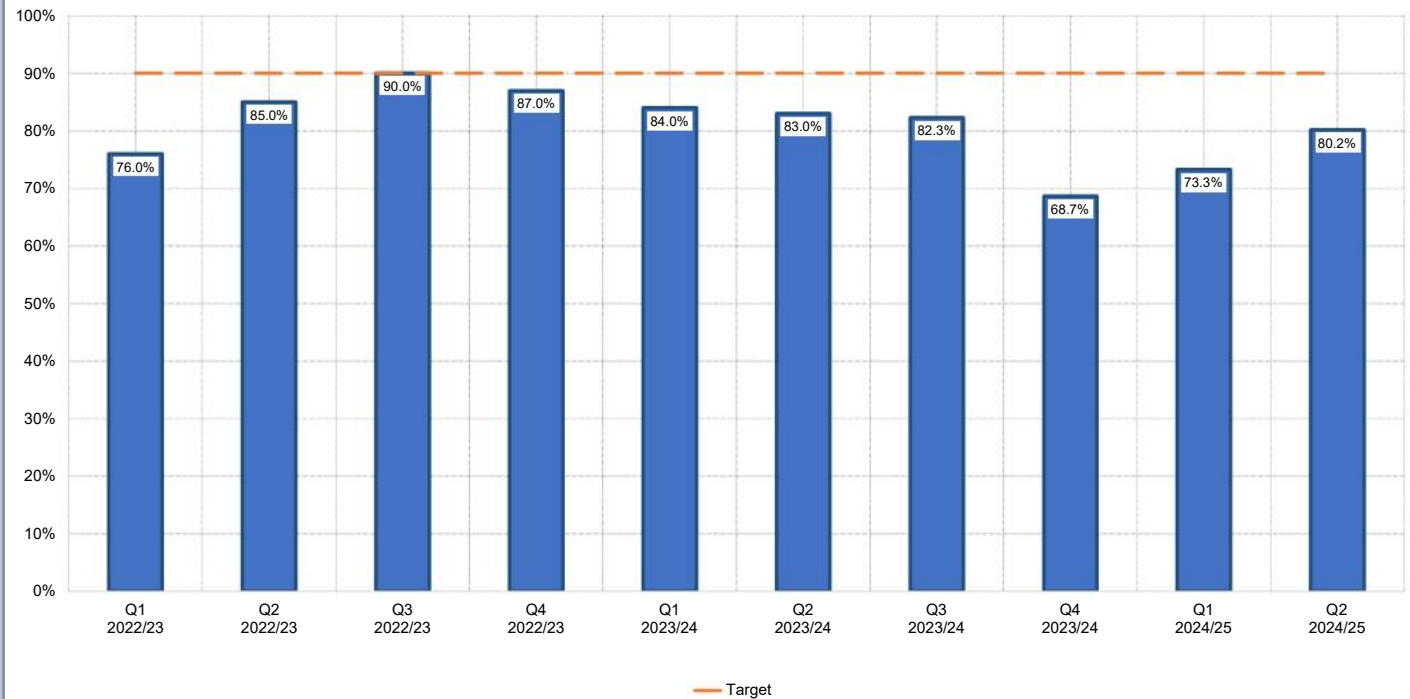
The percentage of Freedom of Information (FOI) responses issued within statutory timescales of 20 working days as required by the Freedom of Information Act (2000) or if extended to 40 working days to consider the public interest test.

## Useful Links

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

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

## Cambridgeshire Performance



## Commentary

This has improved this quarter by 7% and continues to make good progress. There is a continued high level of requests on contentious issues relating to highways in particular. The process has begun around publishing data on potholes to address the higher levels of requests on that topic as well as meeting with our IT & Digital Services' colleagues to discuss improvements to reporting, self-service and the use of AI to enable smoother processing. We have also introduced a better search functionality to the FOI system through Power BI and we are working on more improvements to ensure that the FOI team look at what we have published already on the web before going to colleagues in the service for information.

## Path to Green

The FOI service is actively working with the directorates to support, guide and find ways of publishing data on the most common requests to reduce the impact for all.

The team have been provided with the means to search past requests easily to identify similar requests which can support quicker completion of requests.

Any responses reaching the 10 day deadline will be flagged to the service manager and any reaching 15 day deadline will be escalated to the head of service to chase with the relevant service/executive director.

The service are working with IT & Digital Service and Communications colleagues to utilise AI and a disclosure log on the website to direct requesters to self service.

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

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December 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90.0%	↑	88.0%	86.0%	Improving
RAG Rating				
Amber				

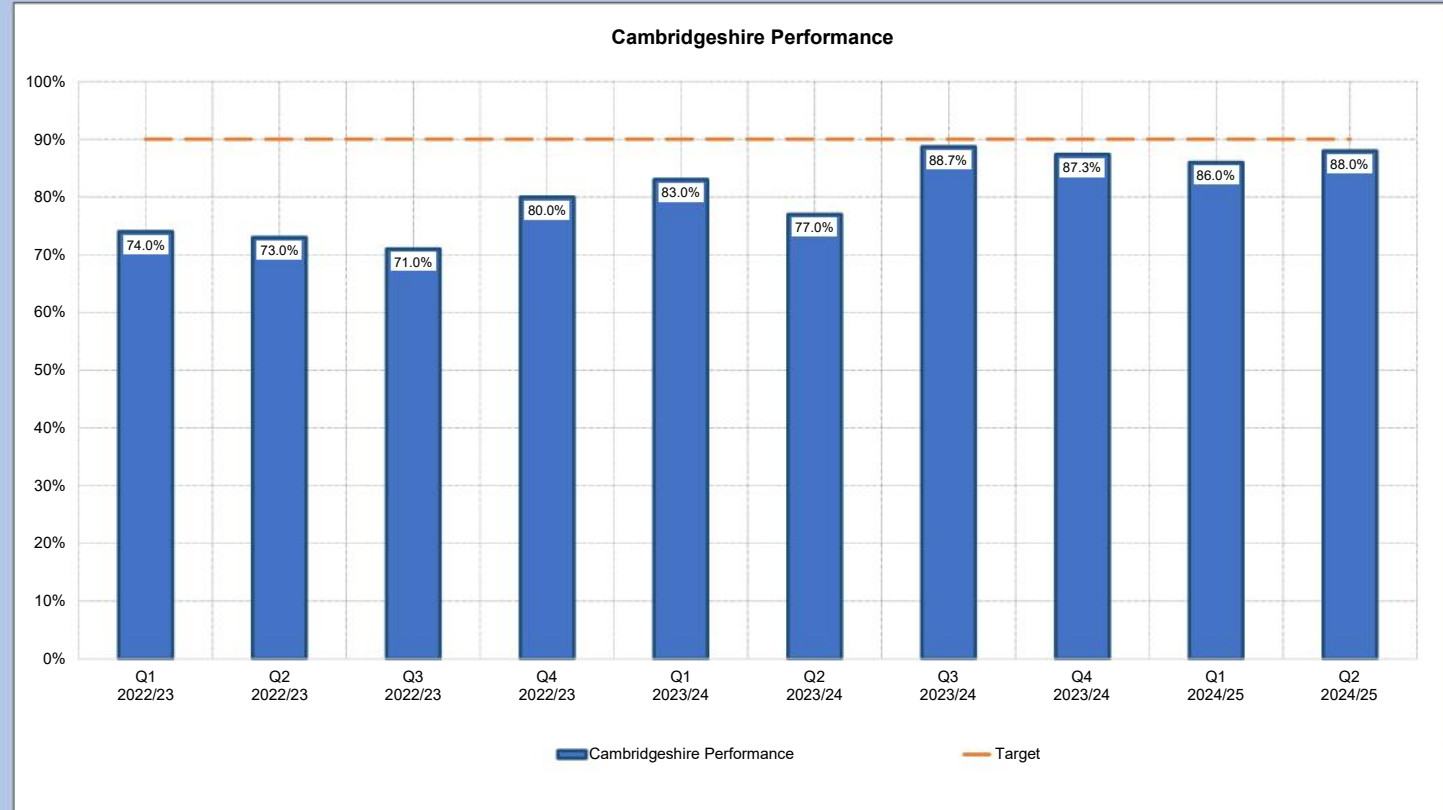
**Indicator Description**

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

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

**Useful Links**

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

**Commentary**

The team continues to make great progress, with improvement seen over the last three financial years, to achieving 87% of responses issued on time for the first half of the year. The team continue to make great strides to increase this response rate despite continued high volumes of requests received, averaging more than 1 per working day, some of which are resource intensive due to the timeframe or the complexity of the matter at hand.

The team closed 99 matters in Q2 with 84 responses issued. For the remaining 15, there was no further response received from the submission requester, following a request for identification or clarification from the team.

**Path to Green**

The team are working with Childrens Social Care to identify more beneficial ways to deal with care leaver requests through better engagement with care leavers around what information is helpful rather than providing thousands of pages that a care leaver may find overwhelming and unhelpful. We are also working with services to ensure that they do not refer customers to make a subject access request which could be a business as usual response. The aim is to bring down the level of requests made and enable the team to respond in time for all requests where possible and to find better ways for individuals to access information rather than having to revert to using the SAR process.

Indicator 184: Statutory returns completed on time

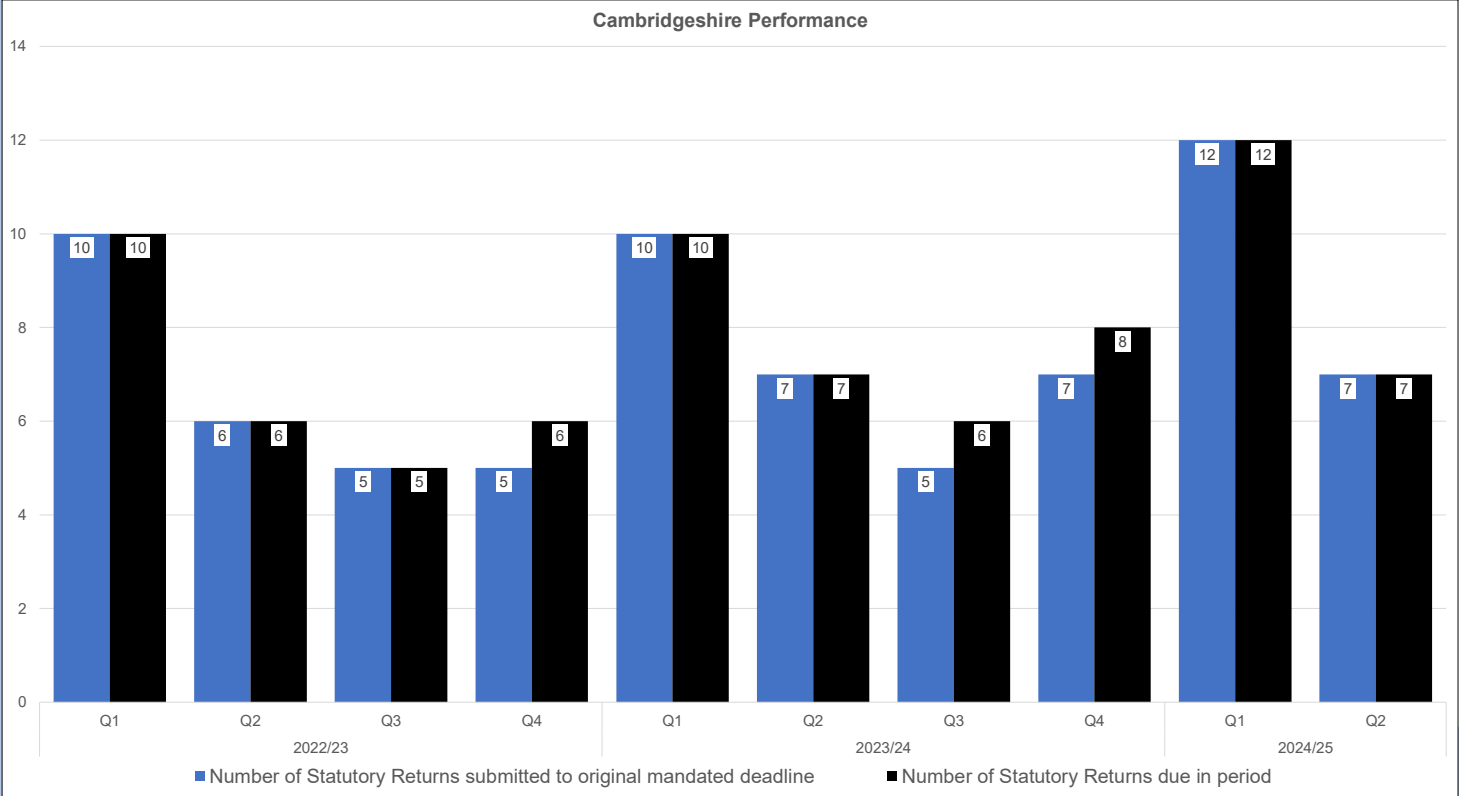
Target	Direction for Improvement	Current Quarter	Previous Year	Change in Performance
100%	↑	100.00%	95.65%	Improving

RAG Rating

Green

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

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



**Commentary**  
Within Q2, there were 7 statutory returns due and all were completed on time. So far there have been 19 statutory returns in 2024/25.

**Path to Green**

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

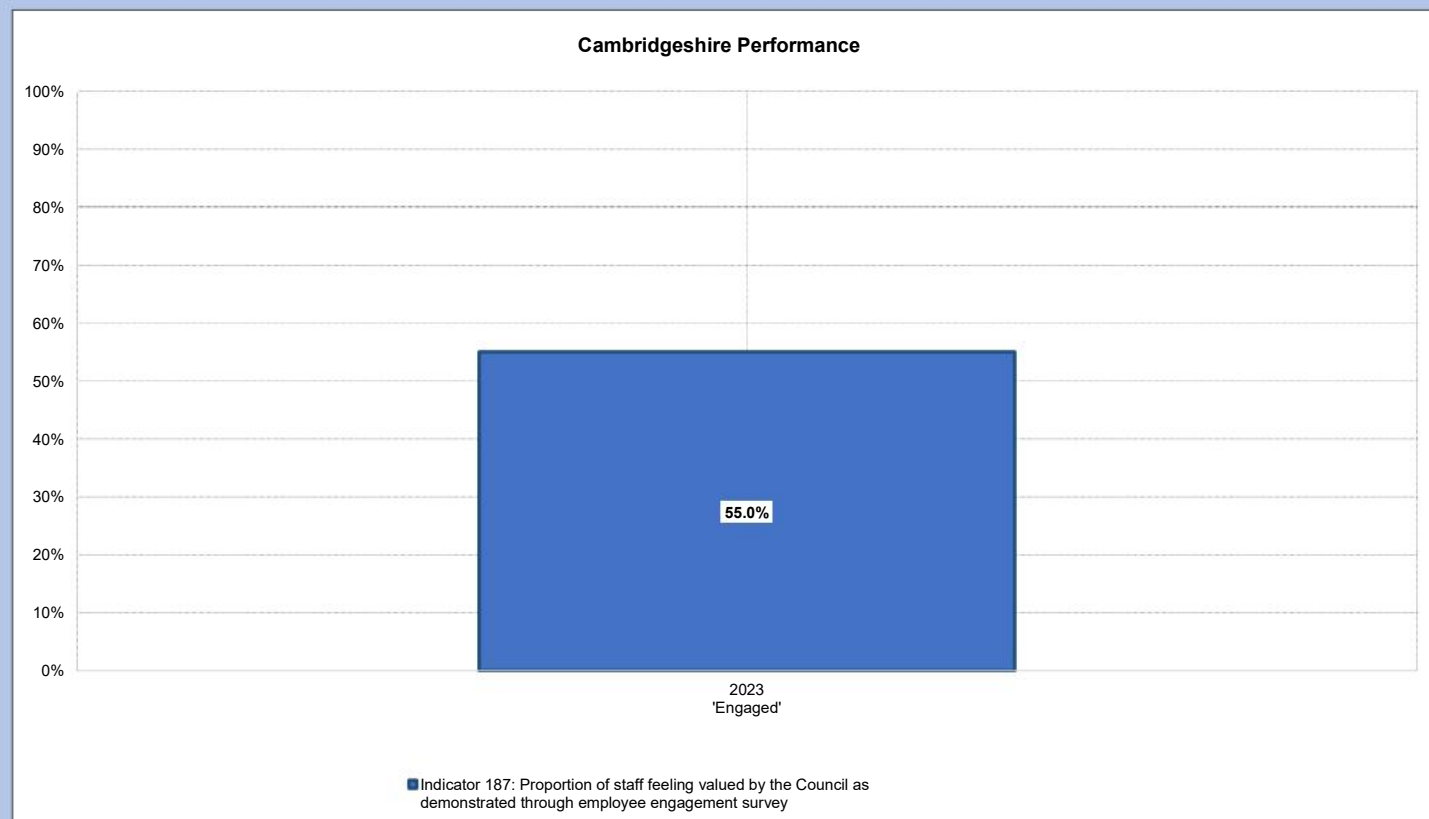
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December 2024

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

### Indicator Description

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



### Commentary

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

### Actions

The Employee Engagement Survey results have been widely communicated and shared within the Council and employee listening sessions involving members of the Corporate Leadership Team have taken place during January – March to test the results with focus groups of employees and to inform the development of the Council's action plan in response to the survey. In addition, each of the Executive Directors has been holding listening sessions within their own directorates to inform local action plans. Actions in response to the survey will be developed and considered by Corporate Leadership Team, with Directorate actions plans developed locally. Updates will be reported to Staffing and Appeals Committee as part of regular updates on the progress of the Council's People Strategy. Relevant indicators have been included as measures of activity in the People Strategy Action Plan and in local workforce plans, such as Children's and Adults'.

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
80.0%	↑	80.63%	76.10%	Improving

RAG Rating

Green

Indicator Description

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

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

Cambridgeshire Performance

Month	Series1 (%)	Series2 (%)
Apr 22	84.5	80.0
May 22	84.0	80.0
Jun 22	85.0	80.0
Jul 22	85.0	80.0
Aug 22	84.5	80.0
Sep 22	82.5	80.0
Oct 22	83.0	80.0
Nov 22	84.0	80.0
Dec 22	84.0	80.0
Jan 23	82.5	80.0
Feb 23	83.5	80.0
Mar 23	85.0	80.0
Apr 23	84.5	80.0
May 23	87.5	80.0
Jun 23	84.0	80.0
Jul 23	83.5	80.0
Aug 23	83.0	80.0
Sep 23	84.0	80.0
Oct 23	83.5	80.0
Nov 23	81.5	80.0
Dec 23	81.0	80.0
Jan 24	80.0	80.0
Feb 24	81.5	80.0
Mar 24	82.5	80.0
Apr 24	82.5	80.0
May 24	81.5	80.0
Jun 24	78.5	80.0
Jul 24	84.0	80.0
Aug 24	76.5	80.0
Sep 24	80.5	80.0

Commentary

Over the period of July to September 2024, Customer Services achieved a First Contact Resolution percentage of around 82% including a drop off to 76.1% in August.

The decrease in August can be attributed largely to an increase in the number of contacts being passed to the service from the Registrations Service. For comparison we saw the individual percentage for the Registrations Service drop to 61% in August when it had achieved 78% and 72% in July and September respectively.

In addition, during late August and early September Customer Services received a large volume of contacts for Education Transport regarding passes for the new school year with a lot of these needing to be passed on to the service to respond to. During August we saw the percentage for this service drop down to 66% whilst in September it rose to 75% with September actually receiving a higher number of total contacts.

Path to Green

In order to address the above issue for Registrations the service is still undertaking recruitment to fill posts that will in turn allow more appointments to be booked and help alleviate the pressure.

The pressure caused by the dip for Education Transport is a regular annual occurrence caused by people not receiving passes in the post or wanting to discuss changes with the route they have been assigned. After the first few weeks of September this percentage increases significantly for the rest of the year.

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

RAG Rating

Green

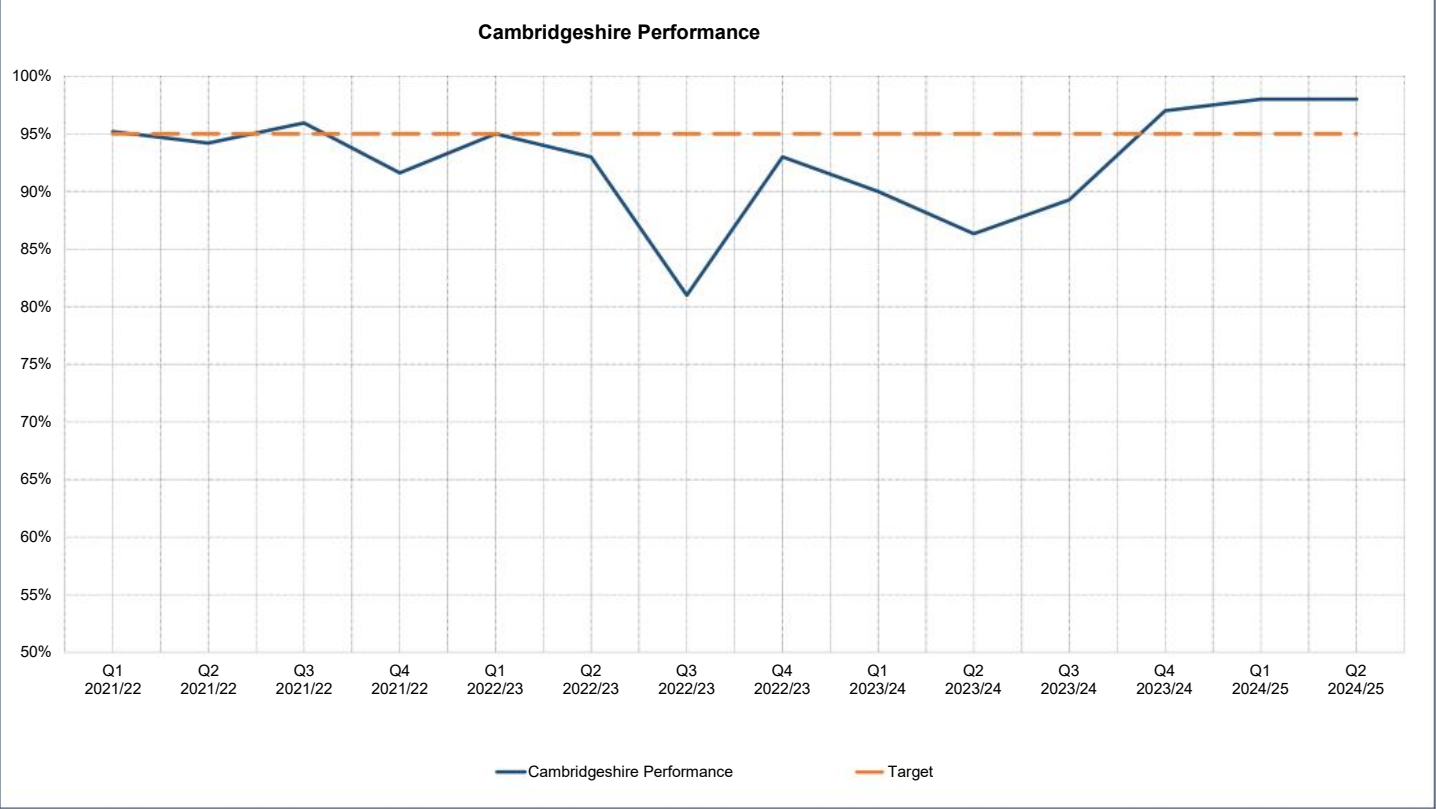
**Indicator Description**

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

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

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

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



**Commentary**

Performance for Q2 is holding well during the transition period despite calls on resource to enable the decoupling of this service from Peterborough City Council's IT and Digital service. Process refining and training continues and with stability in the teams, the progress made should ensure consistent performance going forward.

**Path to Green**



## Indicator 212: Number of staff who have completed Introduction to First Aid

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December 2024

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
1,500	↑	1,607	541	Improving

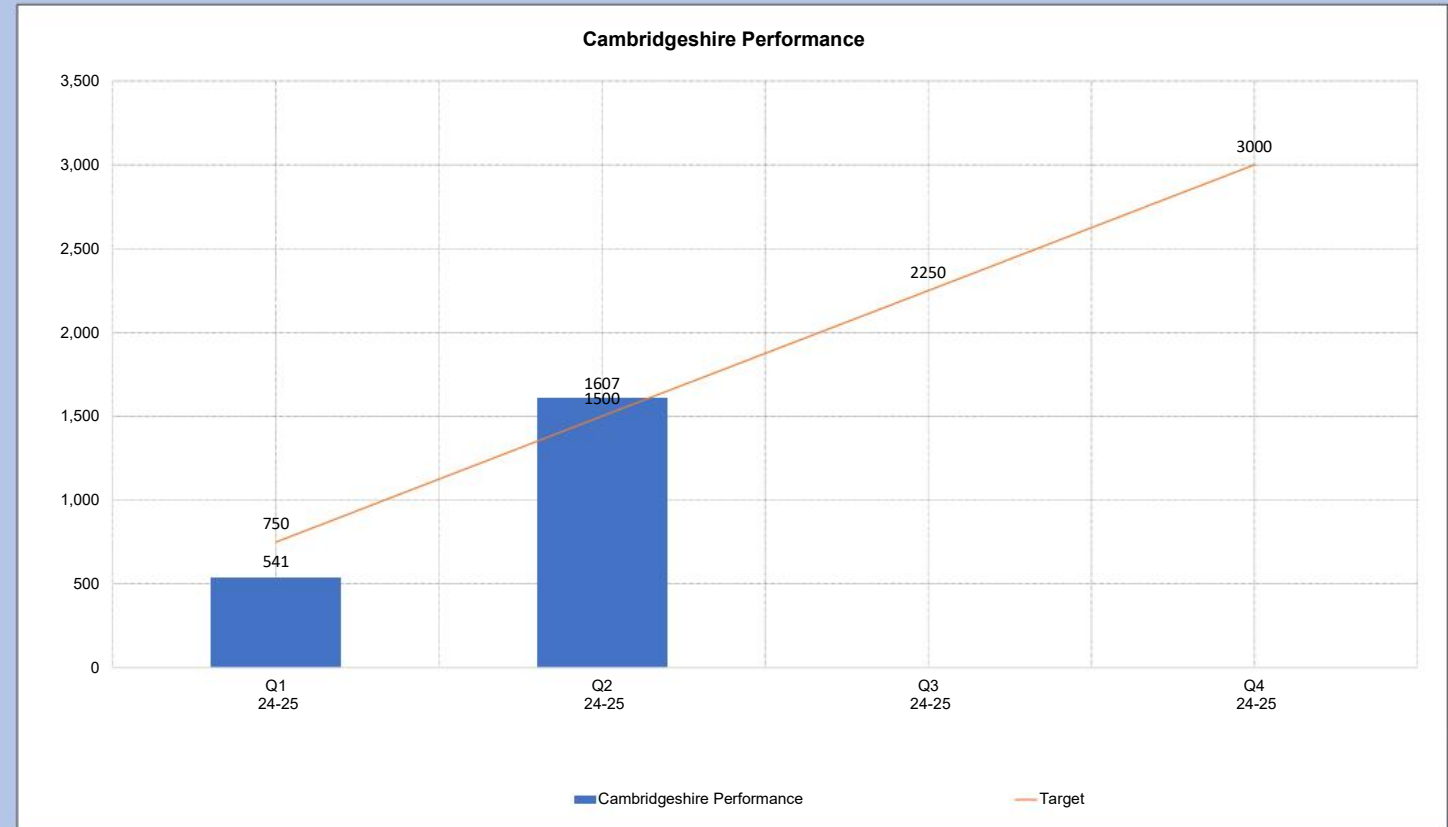
RAG Rating

Green

**Indicator Description**

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

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

**Commentary**

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

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

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

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

**Path to Green**

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

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
8 - 10	Within Target Range	9.01	8.80	Declining

RAG Rating

Green

Indicator Description

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

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

The calculation is as follows:

Total FTE days lost to sickness absence in last 12m

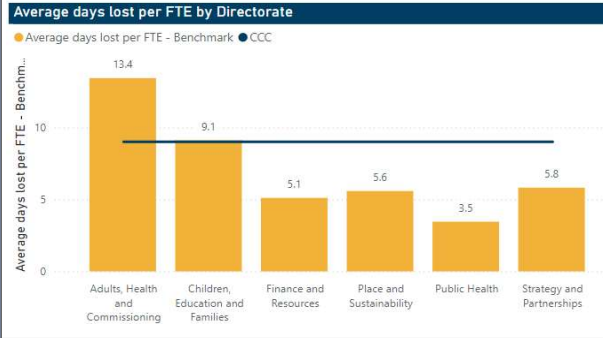
Average number of FTE (average taken from start and end of 12m period)

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

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

Directorate Comparison

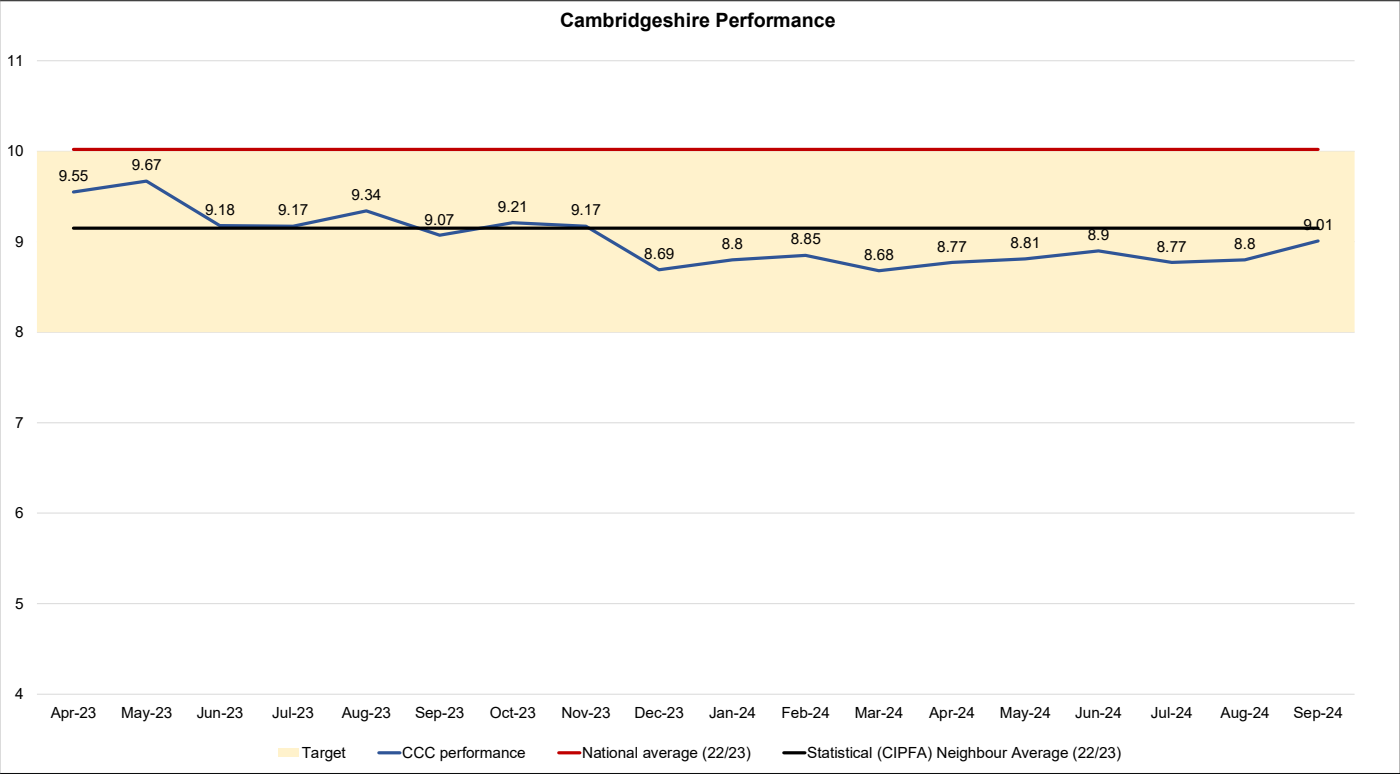
The below graph shows the directorate comparison of average sickness days lost per FTE for the end of the latest quarter (Q2 2024/25). The yellow bars are the average days lost per FTE for the 12m period up to the end of the quarter. The blue line is the overall performance for CCC for that same period



Wellbeing support

Support and interventions aimed at support for health and wellbeing include:

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



Commentary

Our overall levels remain steady and consistently below our statistical neighbours throughout this calendar year. The top 5 reasons for absence continue to be monitored monthly at Corporate Leadership Team and through dasboards to each directorate. The most common reason for long-term absence is anxiety, mental health and depression and for short term absence it is coughs, cold and flu. We continue to focus on a range of interventions supporting both managers and their teams to create a culture in which mental health is routinely discussed and resources accessed to promote good mental health. We have procured a new contract for our Employee Assistance Programme and will be supported by our provider to provide tailored sessions to employees, managers, HR colleagues, and other networks. We have tripled the contacts made to our increasingly active Mental Health First Aiders network, through more effective promotion, and provide and monitor a comprehensive range of wellbeing-related learning opportunities, including for managers as we know the importance of manager support in sustaining good health at work. Long-term absences related to stress and to musculoskeletal issues remain at higher levels and we are continuing to highlight interventions and resources that can act on work-related causes of these kinds of absence, including our Stress Policy, monitoring of DSE assessments, and an audit of risk assessments, which will capture both physical and psychosocial risk factors. HR Teams are following up where work has been cited as a factor to ensure that appropriate actions and support is in place. Where non-work related factors are the cause, our range of supportive employment policies and wellbeing interventions including Occupational Health advice, are available to enable managers to support and promote healthy attendance, and for colleagues to seek support. We continue to promote health and wellbeing interventions and resources with a focus on those that address our main reasons for absence, this includes: Our monthly Schwartz Rounds, which provide a safe, facilitated space in which colleagues reflect on the emotional impact of work, regular blogs and a monthly wellbeing hour focusing on different topics. Feedback from our new starters shows that awareness of our wellbeing offer is high. Since July, we have embedded our Health and Attendance Policy, with its strong focus on supporting people to remain healthy in the workplace. This policy is providing managers with the right tools and advice to support health in the workplace and minimise the amount of absence taken. We are also focusing on ensuring managers and colleagues alike are aware of and familiar with the reasonable adjustments that can be offered to support people to stay in work and remain healthy with any individual needs met through adjustments as necessary.

Path to Green

## Indicator 214: Staff turnover (rolling 12 month average)

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December 2024

Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
10-13%	Within Target Range	11.44%	11.22%	Declining
RAG Rating				
Green				

## Indicator Description

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

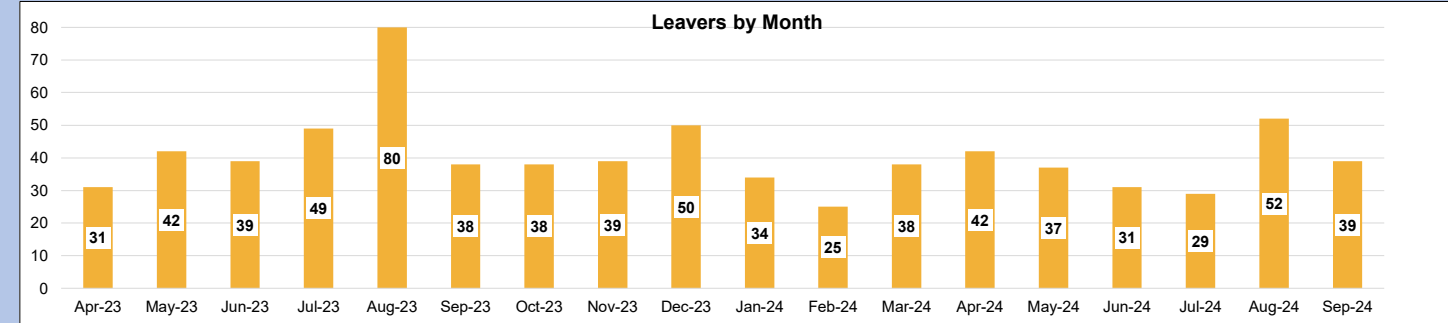
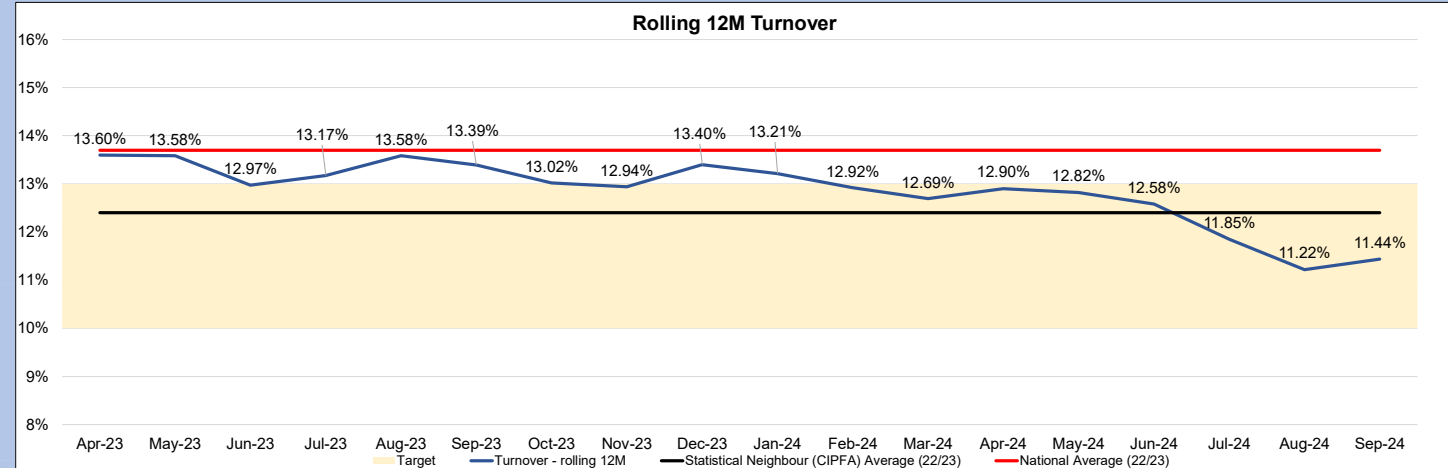
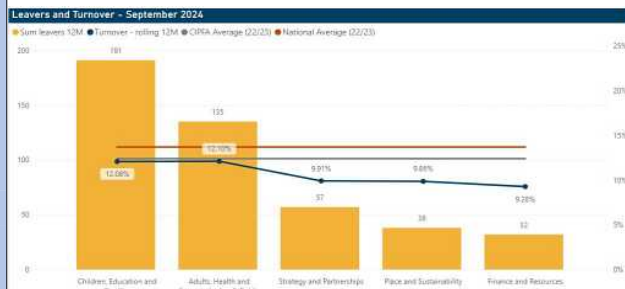
The blue line confirms the rolling 12 month average turnover which is calculated by number of voluntary and non-voluntary leavers / average headcount over a 12 month period. All permanent employees are included in the leavers and headcount figures used for the turnover calculation. This excludes agency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

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

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

## Directorate Comparison

The below graph shows the directorate comparison of turnover for the end of the latest quarter (Q1 2024/25). The orange bars show the sum of leavers over the past 12 months (Jul 23-Jun 24). The blue line shows the rolling 12M turnover at the end of the latest quarter for each directorate. The grey and red lines are the statistical neighbour (CIPFA) and national average benchmark figures (2022-23).



## Commentary

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

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

## Path to Green

Indicator 215: IT & Digital Services Network Access Availability

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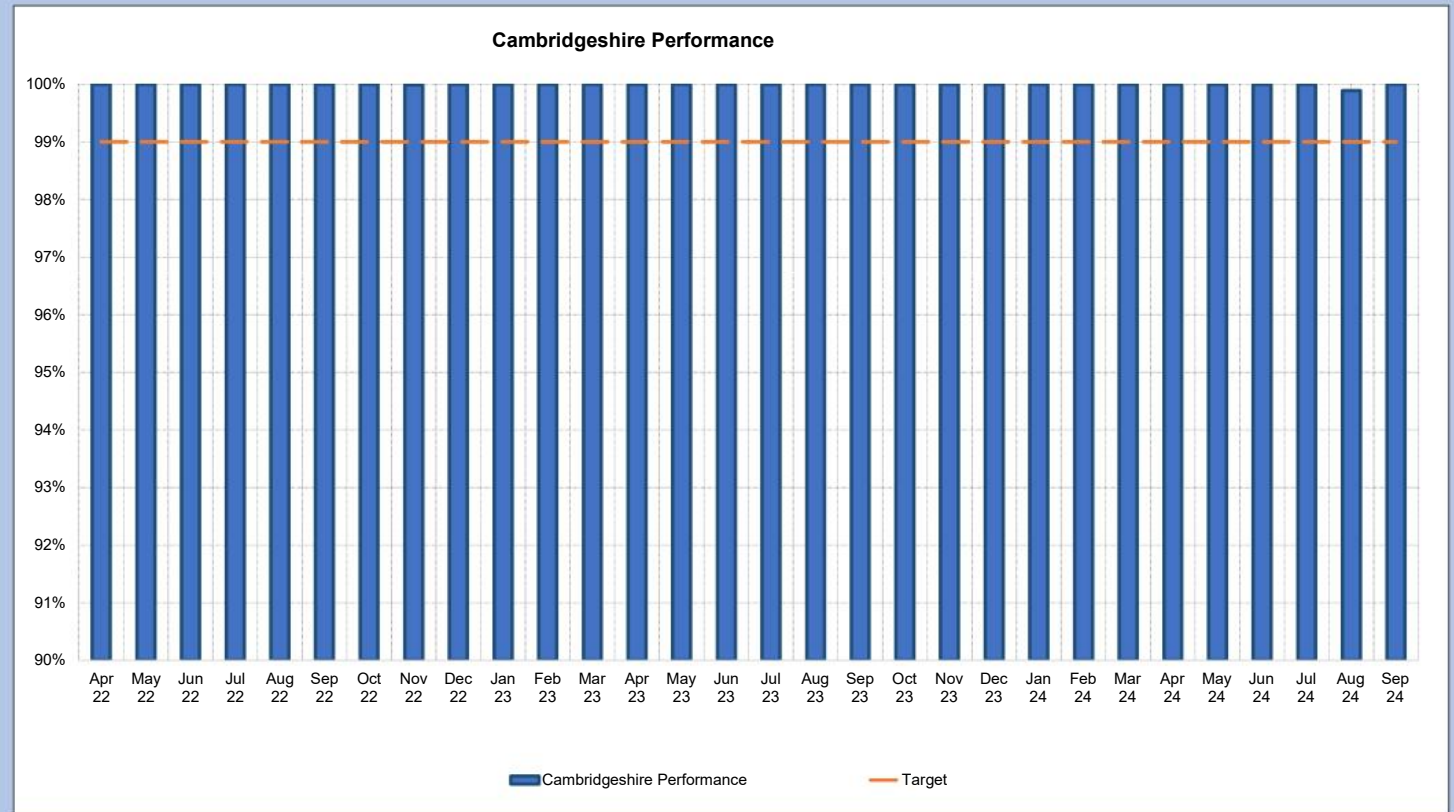
December 2024

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

Indicator Description

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

The measure excludes outages for scheduled maintenance.



Commentary

PaloAlto Secure Web Gateway (network) availability has been 100% in operational hours for this quarter. There was a short break out of hours on the 12th August but there were no reports of it impacting our services.

Path to Green

# Indicator 216: IT & Digital Services Customer Perception Rating

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December 2024

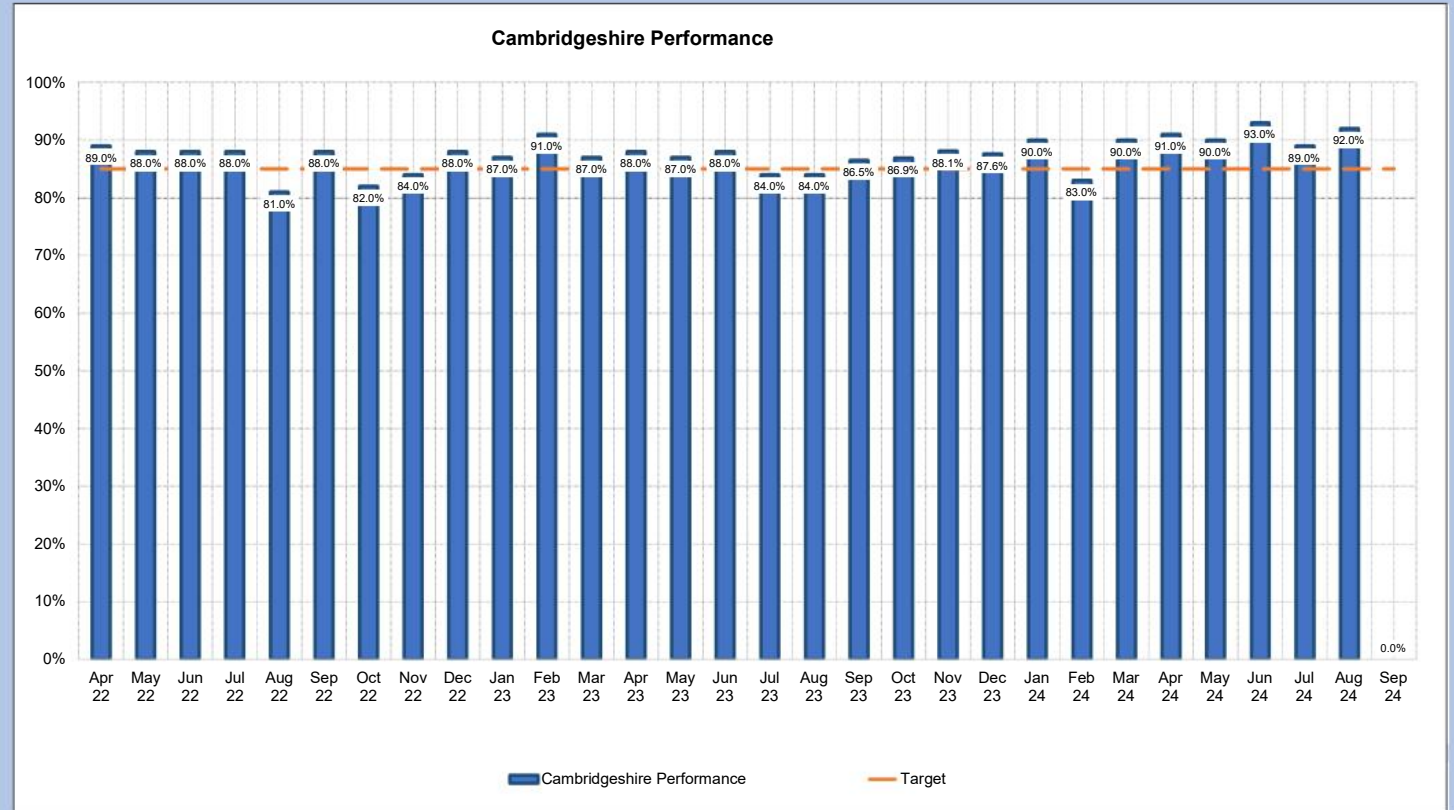
Target	Direction for Improvement	Current Month	Previous Month	Change in Performance
85.0%	↑	92.0%	92.0%	Unchanged
RAG Rating				
Green				

## Indicator Description

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

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

## Useful Links



## Commentary

September figures are currently unavailable due to Hornbill being updated to be a Cambridgeshire only platform occurring on the day the report generated. The Hornbill support team will endeavour to have this data available for the next reporting cycle. Figures are holding up well despite the calls for additional resource from teams to support the decoupling from Peterborough City Council's IT and Digital service.

## Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
87.0%	↑	99.0%	98.0%	Improving

RAG Rating

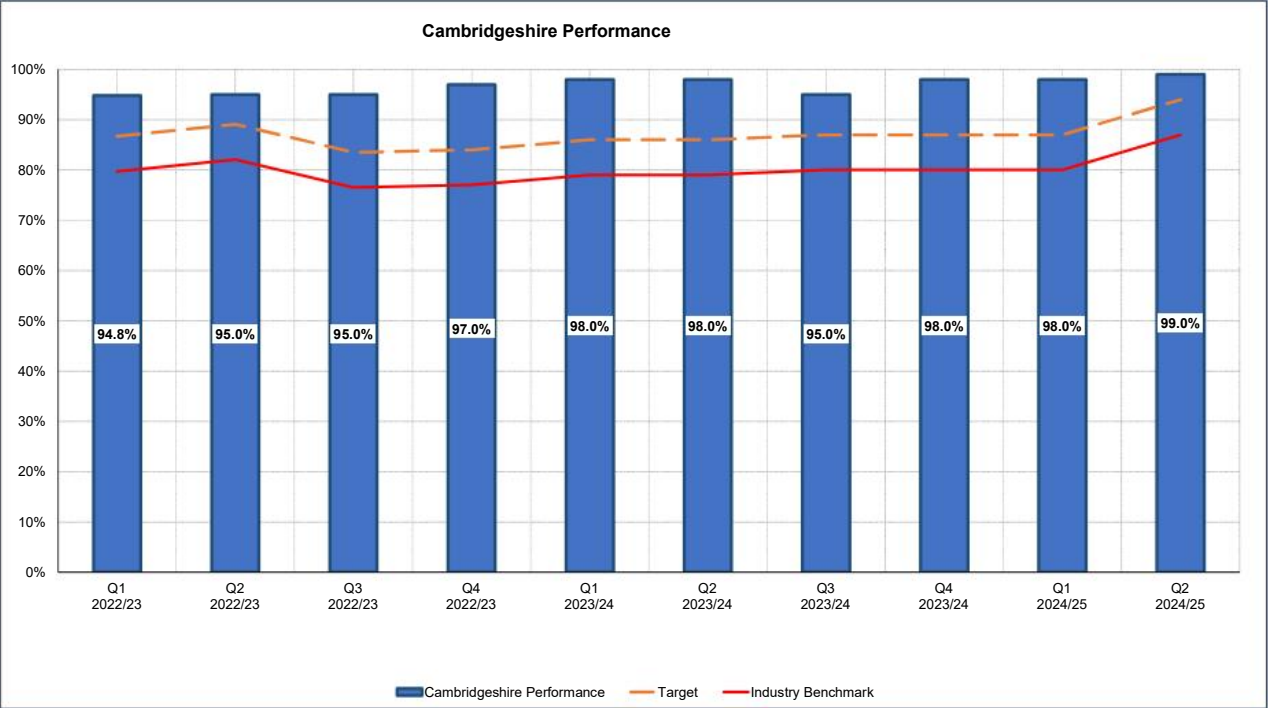
Green

Indicator Description

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

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

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



Commentary

The Q2 score for the website remains high at 99%, while at the same time the Industry Standard has increased to 87% from 80%.

Path to Green

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
92.0%	↑	93.0%	94.0%	Declining

RAG Rating

Green

**Indicator Description**

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

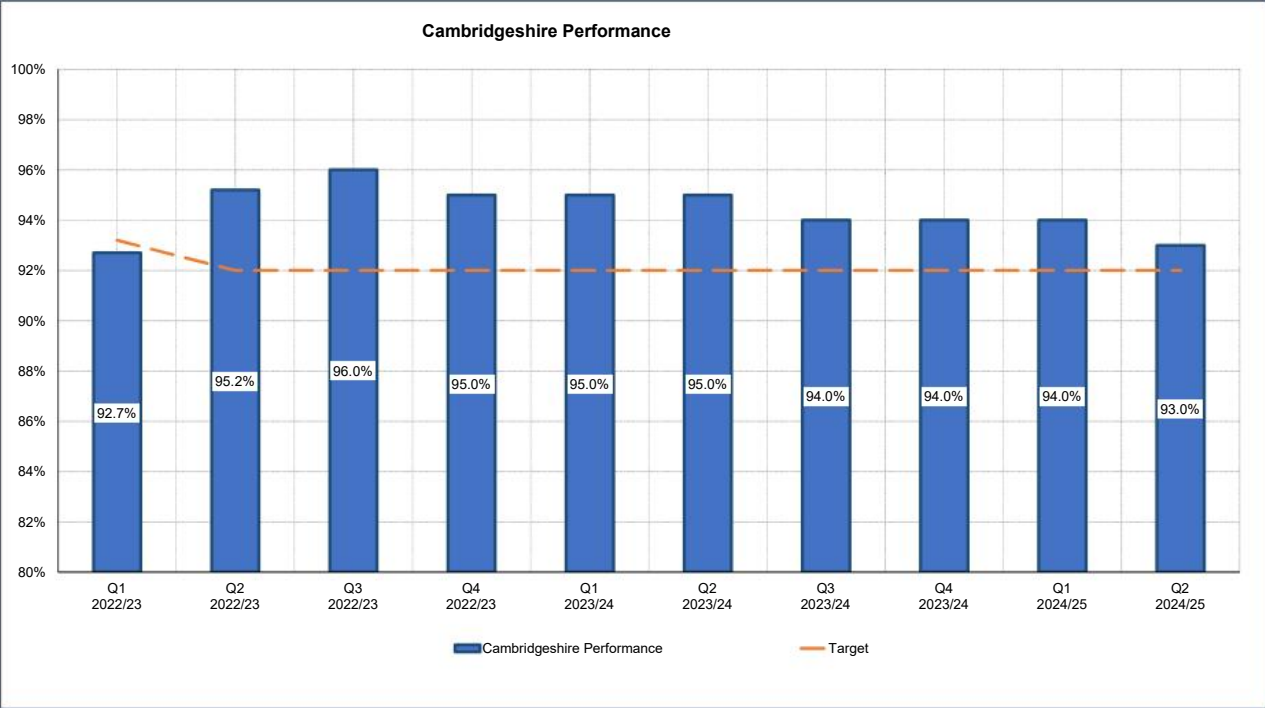
New regulations on accessibility came into force for public sector bodies in 2018 - <https://www.gov.uk/guidance/accessibility-requirements-for-public-sector-websites-and-apps>. We must make our website accessible by making it 'perceivable, operable, understandable and robust'.

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

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

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

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



**Commentary**

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

**Path to Green**





## Agenda Item No.8

# Strategy, Resources and Performance Committee Agenda Plan

## Notes

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

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

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

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

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

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
28/01/25	Integrated Finance Management Report for the Period Ending 30th November 2024	S Howarth	2025/001	15/01/25	20/01/25
	Corporate Business Planning Strategies – Strategic Framework	S Grace	Not applicable		
	Full Draft Business Plan and Budget*	T Kelly	Not applicable		
11/03/25	Integrated Finance Management Report for the Period Ending 31st January 2025	S Howarth	2025/002	26/02/25	03/03/25
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
	Corporate Risk Register	M Claydon	Not applicable		
24/06/25	Integrated Finance Management Report for the Period Ending 31st March 2025	S Howarth	2025/003	11/06/25	16/06/25
	Outturn 2024-25 Integrated Finance Management Report	S Howarth	2025/023		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		
	Treasury Management Report Quarter 4*	E Tod	Not applicable		
	Annual Risk Report	M Claydon	Not applicable		
23/09/25 [Reserve]				10/09/25	15/09/25
23/10/25	Integrated Finance Management Report for the Period Ending 31st August 2025	S Howarth	2025/025	10/10/25	15/10/25
	Business Planning and Budget setting 2026/27 – 2028/29	T Kelly/ J Lacey Holland	Not applicable		
	Quality of Life Survey Results	R Hallam	Not applicable		
	Strategic Framework: Update	S Grace	Not applicable		
	Corporate Services Performance Report Quarter 1	R Springbett	Not applicable		
	Corporate Risk Register	M Claydon	Not applicable		
11/12/25	Integrated Finance Management Report for the Period Ending 31st October 2025	S Howarth	2025/023	28/11/25	03/12/25
	Business Planning Proposals for 2026-31	T Kelly	Not applicable		
	Corporate Services Performance Report Quarter 2	R Springbett	Not applicable		
	Treasury Management Report – Quarter 2*	E Tod	Not applicable		
29/01/26	Integrated Finance Management Report for the Period Ending 30th November 2024	S Howarth	2026/001	16/01/26	21/01/26
	Corporate Business Planning Strategies – Strategic Framework	S Grace	Not applicable		
	Full Draft Business Plan and Budget*	T Kelly	Not applicable		
12/03/26	Integrated Finance Management Report for the Period Ending 31st January 2026	S Howarth	2026/002	27/02/26	04/03/26

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Risk Register	M Claydon	Not applicable		
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		
23/06/26	Integrated Finance Management Report for the Period Ending 31st March 2025	S Howarth	2026/003	10/06/26	15/06/26
	Outturn 2025-26 Integrated Finance Management Report	S Howarth	2026/004		
	Treasury Management Report Quarter 4*	E Tod	Not applicable		
	Annual Risk Report	M Claydon	Not applicable		
	Corporate Services Performance Report Quarter 4	R Springbett	Not applicable		

STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE TRAINING PLAN				The Training Plan below includes topic areas for S,R&P approval. Following sign-off by the details for training and development sessions will be worked up.					
Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
1.	Link Treasury Management	Local Government Finance – Third session as part of Members' Induction Programme		November 2021	Tom Kelly	Virtual	Cllrs Bulat, Corney, Coutts, Kindersley, S King, McDonald, Milnes, Murphy, Shailer, Sharp, Taylor, Thompson, van de Ven & Whelan	14	Not applicable
2.	Performance Management training and case study research	In response to recommendations from the Peer Review and an internal audit. Members will be involved in reviewing and revising Key Performance Indicators that will be reported to Policy and Service Committees.		3 February 2022	Tom Barden	One hour session with PowerPoint presentation and live polls	All Members	18	Not applicable

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

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

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

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



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

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

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

