

# STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE



**Tuesday, 28 January 2025**

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

**10:00**

New Shire Hall  
Alconbury Weald  
Huntingdon  
PE28 4YE

**Red Kite Room**

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

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

1. **Apologies for Absence and Declarations of Interest**  
*Guidance on declaring interests is available in [Chapter 6 of the Council's Constitution \(Members' Code of Conduct\)](#)*

2. **Minutes – 17th December 2024 and Action Log** **5 - 18**

3. **Public Questions and Petitions**

### **OTHER DECISIONS**

4. **Integrated Finance Monitoring Report for Period 8 2024-25** **19 - 68**
5. **2025-30 Financial Sustainability Assessment** **69 - 108**

**6. 2025-30 Business Plan and Budget**

**109 - 548**

**7. Agenda Plan, Training Plan and Appointment to Outside Bodies  
and Internal Advisory Groups and Panels**

**549 - 560**

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

Councillor Lucy Nethsingha (Chair) Councillor Elisa Meschini (Vice-Chair) Councillor David Ambrose Smith Councillor Chris Boden Councillor Steve Corney Councillor Steve Count Councillor Lorna Dupre Councillor Mark Goldsack Councillor Richard Howitt Councillor Peter McDonald Councillor Edna Murphy Councillor Tom Sanderson Councillor Alan Sharp Councillor Alison Whelan and Councillor Graham Wilson

Clerk Name:	Michelle Rowe
Clerk Telephone:	01223 699180
Clerk Email:	Michelle.Rowe@cambridgeshire.gov.uk







## STRATEGY, RESOURCES AND PERFORMANCE COMMITTEE: MINUTES

Date: 17th December 2024

Time: 10.00a.m. to 11.42a.m.

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

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

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

There were no apologies for absence or declarations of interest.

### 234. Minutes – 31st October and 28th November 2024 and Action Log

The minutes of the meetings held on 31st October and 28th November 2024 were agreed unanimously as a correct record and signed by the Chair, and the action log was noted.

### 235. Petitions and Public Questions

No petitions or public questions were received.

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

The Committee was informed that there was a forecast overspend of £7.5m in the revenue budget, which was a £2.1m reduction from the previous reported forecast. This overspend continued to reflect the pressures in looked after children placement costs, home to school transport, waste disposal costs, delays in income generation from renewable energy schemes and investments, and higher than expected capital financing costs. Some of this pressure was off set in lower than expected spend in Adult Social Care and additional funding from grants and business rates. Whilst this was an improved position, the council was working to identify further mitigations, as any overspend would be funded from the General Reserve which had implications for business planning.

There was also an £18.4m forecast in-year pressure and a cumulative £58m deficit projected in the Dedicated Schools Grant (DSG) budgets particularly in relation to high needs spend. Work was continuing with government through the Safety Valve Programme to address these pressures and reduce cost growth. A balanced in year position continued to be forecast for the capital budget, which reflected a higher level of spend compared to recent years. Attention was drawn to the recommendations in the report. The Executive Director for Children, Education and Families reported that

following discussion at Children and Young People Committee (CYPC) and having taken further advice, officers would not be moving recommendation c).

It was noted that the Conservative group had submitted an amendment in relation to this recommendation to ask for the design to be value engineered to accommodate a sprinkler system, so greater clarity was therefore requested regarding the process for progressing the Alconbury Weald Secondary School Scheme. The Chair confirmed that the decision of the CYPC to request a sprinkler system be included in the design remained the current decision. However, further investigation was needed to understand the cost, as the current assumption appeared to be high. Once those costs were known, a report would be presented to the relevant committee. In response to a request, the Chair agreed to add an action to report back on the outcome of the discussion at CYPC, and whether any further action was required in terms of budgeting.

**Action Required.**

In response to a query regarding growth funding in the older people's service not being required, it was noted that funding had been allocated to budgets for demand growth and inflation but the numbers and costs of people coming through meant that this funding was not required hence the underspend. The business plan for 2025-26 reflected the implications of any reduction going forward.

The Local Member for March North and Waldersey supported the March BMX Pump track which had been led by local people. He was concerned about the narrative in the report which implied that it was a County Council project when it had also involved local people, Local Members and sponsorship from companies. The Chair commented that it was delightful that the council had been able to support this community based project.

One Member expressed disappointment regarding the failure to deliver £16m of savings out of a target of £34m particularly given that some of the savings had been challenged previously as being unrealistic. There was also concern regarding the positive way the achievement of just over half the planned savings had been presented in the report. The Chair reminded the committee that councils set ambitious savings plans due to the pressure on local government spending, and it was therefore likely that not all savings would be met particularly when dealing with demand led services.

It was resolved unanimously:

- 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.
- 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

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

The Committee received the draft 2025-30 Business Plan and Budget. Members were reminded that they had already approved the Strategic Framework and the Engagement and Consultation Strategy, which included two phases of engagement with the first already concluded and the commencement of the second phase on 9 December 2024 concluding on 9 January 2025. The report also set out a progress update on the council's Strategic Framework and seven ambitions, an overview of its new strategy for changing the way the council would 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. The Committee would receive the final draft Business Plan report at its January meeting with a recommendation to full Council in February.

One Member drew attention to the following statement in Section 3.6.1 of the report "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." He challenged the accuracy of this statement, as he was of the view that it distorted the views of the public who thought they were supporting an increase in council tax to fund roads maintenance when responding to the original question "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."

The Chief Executive had provided a written response to the Member and asked for this explanation to be included in the minutes. The response confirmed that the change reflected supporting documentation in the survey, which was clearly framed around the council's approved vision and equally clearly set out the financial context for the question that then appeared on council tax in the survey. The statement "recognising the financial pressures facing the council" was a clear reference back to this supporting information, otherwise respondents would not know anything about the financial pressures, because it was not included in the question itself (to prevent it being too leading). Additionally, there was no distinction between the vision/ambitions and delivering/maintaining essential services, because these were one and the same thing. Specific examples had been included in the question for clarity and to avoid the question being too abstract.

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

- questioned the achievability of the potential savings set out in the Business Plan and whether they were savings or cuts in services. It was noted that all the savings would be scrutinised by policy and service committees in January. The Committee was reminded that it would also receive the Section 151 Officer's assessment of the Council's financial standing in line with the statutory duty of that role under Section 25 of the Local Government Act at its next meeting. Members were advised to review table 3 in Appendix 1b, which focused on efficiencies and income, redesigning the way the council worked, and a reassessment of demand.

- acknowledged that the council had not been able to deliver all its savings due to the very challenging financial position. It was noted that the Chief Executive had brought in greater stringency regarding savings proposals.
- highlighted that the council was still awaiting the announcement of the Local Government Finance Settlement. Another Member commented that it was possible there would be less ringfencing and requirement to apply for different grants in the settlement for social care which was welcome. However, it would put greater emphasis on the committee and the council as to how to meet social care needs.
- highlighted decisions taken early in the administration which were impacting positively on the budget such as the decision to meet the real living wage, including for staff employed by contractors, before the government's recent increase in the national living wage. The council was also cushioned from some of the impact of the Employers National Insurance increase as it had been paying the lowest paid staff the real living wage.
- acknowledged the challenge for officers in projecting demand for learning disability and older people's services. It was noted that the pattern of demand for older people's services was being reflected nationally. An upturn in demand had been expected post Covid for permanent accommodation particularly in relation to older people, which had turned out not to be the case. The council had therefore provided for greater demand than had materialised so this budget would be rebaselined going forward.
- noted that officers were continually looking at the underlying reasons as to why the forecast had not met demand and would report back to Adults and Health Committee if the situation changed. It was important to ensure there were no barriers to accessing services and that the needs of older people were being met.
- stressed the importance of not underestimating demand in older people's services. The exercise in forecasting therefore needed to be conducted as rationally and dispassionately as possible with an appropriate sensitivity analysis to see what risk was being taken on board in relation to assessments. Given the amount of funding involved, it was suggested that Members should see the sensitivity analysis in order to understand the risks in forecasting demand for learning disability and older people's services.
- highlighted the need to consider the impact on the council of the depleting finances of older people in care, as excellent care and health care was helping them to live longer particularly those with dementia.
- acknowledged that birth rates were declining whilst the population was ageing with one older person to three working people compared to a previous ratio of 1:20, which would increase pressure on social care authorities.

The Chair thanked officers across the whole council who had worked hard to get the council to this position. She drew attention to the detrimental impact of single year financial settlements over the last ten years. The council faced a number of risks but

two particularly significant ones relating to the Waste PFI contract, and predicting demography in the field of social care after the pandemic.

It was resolved unanimously to consider the draft 2025-30 Business Plan and Budget, including:

- i. Medium Term Financial Strategy (Appendix 1a)
- ii. Financial Tables 1-5 (Appendix 1b)
- iii. Capital Strategy (Appendix 1c)
- iv. Fees and Charges (Appendix 2)
- v. Engagement Survey Results (Appendix 3).

## 238. Treasury Management Quarter Two Update 2024-25

This report fulfilled the requirement for full Council to consider the treasury management position twice annually. The council was generally in compliance in quarter 2 with its prudential indicators with only the estimated Minimum Revenue Provision for capital expected to exceed the budgeted level. Whilst the council was within its debt limits, the maturity structure of borrowing limits was being reviewed as part of the updated Treasury Management Strategy (TMS) for next year in order to provide narrower limits. The total level of the council's external borrowing was close to the position at the start of the year but interest rates for borrowing were higher than anticipated. The council continued to generally take out shorter term debt for refinancing and new borrowing (a mix of Public Works Loan Board and other authorities) in anticipation of lower rates in the medium term. The treasury investments were performing well due to the same high interest rates though cash balances were being reduced closer to the minimum level to defer taking out high cost borrowing. Dividends from the collective investment funds continued to perform well.

One Member highlighted that Table 4: Investment maturity profile at end of quarter 2, was just a snapshot of one day. As demands changed on a day by day basis, it would be helpful to understand the average position over a quarter including average returns for different levels of maturity. The Head of Finance acknowledged the need for the information in the report to be as useful as possible and agreed to investigate changes. It was noted that the council was seeing relatively good overnight rates compared to shorter dated deposits.

The same Member acknowledged the challenge of making future projections, and drew attention to the interest rate forecasts in Section 8 and the contradictory statement in the third bullet. There was unlikely to be a gradual reduction in interest rates in late 2024 and 2025 following the October budget, the US presidential election, and the Monetary Policy Committee meeting. The council had been taking out short-term debt in the expectation of continuing reductions in interest rates. It would therefore be helpful if an updated estimation could be provided as to likely future interest rates and the consequential impact on the council's short-term debt activity and future borrowing. The Head of Finance reminded the committee that it would receive the quarter three update soon. However, it was unlikely to change the Treasury Advisor's advice, which was interest rates were likely to decrease over the medium term so taking out short-dated debt was likely to be the best course of action to reduce the risk of locking in high interest rates for a longer period. In response the same Member suggested taking out

medium term debt instead. It was noted that the council was looking to take out debt in the two to four year range.

Another Member suggested holding a session to consider derisking the way prudential and treasury indicators were managed by reviewing minimum and maximum levels in the TMS. One Member commented that it was difficult to assess performance without historical information to consider budget versus actuals. It was queried whether this could be included for the Integrated Finance Management Report (IFMR). The Head of Finance agreed to consider this request for the Treasury Management Report and the IFMR.

It was resolved unanimously to note the Treasury Management Quarter Two Update for 2024-25 and endorse it for consideration at Full Council.

## 239. Corporate Performance Report

The Committee received an update on the performance monitoring information for the 2024/25 quarter 2 period, covering 1 July to 30 September. Members were reminded that work was taking place to develop new score cards to present to policy and service committees with a revised organisational score card to be presented to the Strategy, Resources and Performance Committee. Attention was drawn to Section 3.3 detailing current performance of available indicators.

One Member expressed disappointment regarding the failure to meet the target for Indicator 182: Proportion of Freedom of Information (FOI) requests responded to within statutory timescale, and Indicator 183: Percentage of Subject Access Requests completed within statutory timescales. In relation to the latter, it was queried why the target was not 100% when there was a statutory timescale. Another Member acknowledged that this failure had been a consistent problem, it was important therefore that FOI requests and complaints were seen as a positive part of democracy.

A Member queried whether continued high level of FOI requests on contentious issues relating to highways could be attributed to potholes. The Executive Director of Strategy and Partnerships agreed to provide a written response. **Action Required.**

Attention was drawn to Indicator 187: Proportion of staff feeling engaged as demonstrated through employee engagement survey. It was noted that there was no comparable data and there was surprise that the engagement score was only 55%; it was therefore queried how this could be improved. It was also noted that only 54% of staff had responded to the survey which meant that 46% had not engaged.

The Chief Executive explained that there was no comparable data as the 2023 survey had been the first of its kind for a number of years. It was important to note that the 46% of staff who had not responded did not necessarily mean there was a lack of engagement as they might have chosen not to respond, and some staff also did not have day to day access to digital systems so it was challenging to get their engagement. It was also important to note at this time some services were decoupling from Peterborough City Council, which might have had an impact on responses. Whilst a higher response rate would have been welcome, IPSOS Mori had confirmed that the current rate was still statistically significant with many other public sector organisations

having a lower response rate. Members were advised that there was also a degree of variation in responses across directorates. In response to a request, the Chief Executive agreed to provide information on the percentage of staff where a response had not been expected. **Action Required.**

Members were reminded of the council's People Strategy, which had a detailed action plan with a series of steps designed to improve engagement. It had recently been considered by the Staffing and Appeals Committee and a copy of the presentations presented to that committee and a briefing note from the Service Director: Human Resources would be circulated to Members. **Action Required.** It was noted that another full Employee Engagement Survey was scheduled for 2025, which in light of the steps taken would hopefully increase engagement. The council also continued to receive positive ratings from colleagues leaving the organisation on Glassdoor.

The Chair thanked IT staff who had recorded 98% against Indicator 195: Percentage of IT requests resolved a first line within expected timescales. She stressed the importance of identifying that resolution was to the satisfaction of the person who had made the contact. It was noted that feedback was sought from users after every experience.

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

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

The Committee considered its agenda plan, training plan, appointments to outside bodies and internal advisory groups and panels. It was noted that dates for meetings up to June 2026 had been included on the agenda plan and work was taking place to prepare a training plan for the first meeting after the election. In response to questions, it was noted that a candidates' page would be available on the council's website in January detailing useful information and there would also be individual candidates' packs. Members were informed that the Corporate Leadership Team and the Member Development Panel had agreed the draft Members' Induction Programme which had been influenced by previous Member feedback and had been designed to avoid overwhelming Members early on. A copy of the programme would be circulated to Group Leaders. **Action Required.**

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

Chair





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

This is the updated action log as of 20th January 2025 and captures the actions arising from the most recent Strategy, Resources and Performance Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 17th December 2024					
Minute number	Item title	Responsible officer(s)	Action	Comments	Status
236.	Integrated Finance Monitoring Report for Period 7 2024-25	M Hudson M Purbrick	Report back on the outcome of the discussion at CYPC in relation to sprinklers being included as part of the Alconbury Weald Secondary School Scheme, and whether any further action was required in terms of budgeting.	January 2024 – Children and Young People Committee received an update via Committee papers in January which noted the position.	Complete

239.	Corporate Performance Report	S Grace B Stevenson	Written response on whether continued high level of FOI requests on contentious issues relating to highways could be attributed to potholes.	Contentious issues, the Council has received requests relating to Mill Road, a closed river lock, potholes, highway inspections, Kings Dyke crossing, cycle schemes. The ICO have always used 90% for SARS (and FOI) as an indicator of performance. It accepts that sometimes authorities will miss the deadline because of factors such as sheer volume of a request or its complexity of that request along with the number received. The FOI Team will be taking a stronger approach to directing people to information already in the public domain.	Complete
		S Moir J Atkin	Information on the percentage of staff where a response had not been expected to the Employee Engagement Survey.	Included in briefing note circulated on 7 January 2025.	Complete
		S Moir J Atkin	To circulate a copy of the presentations considered by the Staffing and Appeals Committee on the People Strategy and a briefing note from the Service Director: Human Resources on steps to improve employee engagement.	Briefing note circulated on 7 January 2025.	Complete
240.	Agenda Plan, Training Plan, Appointments to Outside Bodies and Internal Advisory Groups and Panels	M Rowe	A copy of the Members' Development Programme to be circulated to Group Leaders.	Circulated to Group Leaders on 18 December 2024.	Complete

## Minutes of 31st October 2024

Minute number	Item title	Responsible officer(s)	Action	Comments	Status
219.	Integrated Finance Monitoring Report for Period 5 2024-25	M Hudson	Provide Members with a briefing on the Chancellor's budget statement and following the local government settlement in December.	January 2025 – An update is included within the Business and Budget Plan papers at the January Committee.	Complete
		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 to the guided busway prosecution.	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
220.	Waterbeach Train Station Relocation – Funding Agreement	M Hudson	Delegate authority to the Executive Director of Finance and Resources, in consultation with the Chair and Vice Chair of the Committee, to agree the final terms and execute	January 2025 – still awaited.	Ongoing

			documents to enable this funding approach		
227.	Corporate Performance Report	S Grace B Stevenson	To compare the response to Freedom of Information requests to the Council's statistical neighbours.	Information has been gathered from a number of other councils and we are preparing this benchmarking to share with the committee at the next meeting.	Ongoing
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.	January 2025 – this has been updated and will be reported to in the next cycle of consideration of the register alongside further announcements on the Funding Review expected from Government 18 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.	January 2025 – this has been updated and will be reported to in the next cycle of consideration of the register.	Ongoing

## Minutes of 9th July 2024

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

## Minutes of 26th March 2024

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

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

To: Strategy, Resources and Performance Committee

Meeting Date: 28 January 2025

From: Executive Director of Finance and Resources

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: This report presents financial information setting out the current financial position of the council and projections for year-end as at period 8 (end of November). The report covers revenue and capital budgets, and balance sheet items including borrowing and reserves.

Recommendation: Strategy, Resources and Performance Committee is recommended to note and comment on the report.

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

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

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

## 2. Background

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

## 3. Main Issues

- 3.1 The detailed Integrated Finance Monitoring Report for period 8 (November 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 £6.8m for the year. While this is an improvement from the £7.5m forecast in period 7, and more improved from the high point of nearly £10m, being further through the year the options for further mitigation are reducing. Other reports on the agenda for this meeting set out that a forecast overspend of this level would deplete the general reserve below the minimum necessary level, and therefore this has implications on budget setting for next year.
- 3.3 The report sets out the drivers of that forecast overspend and existing mitigations, as well as setting out the position of the capital programme, the council's balance sheet, and the savings tracker.
- 3.4 Other than noting and commenting on it, there are no other recommendations with this report for committee to consider.

## 4. Significant Implications

### 4.1 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.

### 4.2 Legal Implications

There are no significant implications within this category.



#### 4.3 Risk Implications

There are no significant implications within this category.

#### 4.4 Equality and Diversity Implications

There are no significant implications within this category.

### 5. Source Documents

Place & Sustainability Finance Monitoring Report (Period 8)

Children, Education & Families FMR (Period 8)

Adults & Public Health FMR (Period 8)

Finance & Resources and Strategy & Partnerships FMR (Period 8)



# Integrated Finance Monitoring Report

## 2024-25 Period 8, November 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	Reserves and provisions	Schedule of reserves held
Appx 4	Budget transfers between directorates / areas	Breakdown of movements between directorates /areas in 2023-24
Appx 5	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 and Families – non-DSG	7,594	5%	-	-%
Adults, Health and Commissioning	-6,882	-3%	-	-%
Place and Sustainability	1,983	3%	-	-%
Finance and Resources	5,271	36%	-	-%
Strategy and Partnerships	260	1%	-	-%
Capital Financing	1,359	3%	-	-%
Corporate and Funding Items	-2,743	-45%	-	-%
<b>Net Spending Total (+ overspend / - underspend)</b>	<b>6,842</b>	<b>1%</b>	<b>-</b>	<b>-%</b>
Children, Education and Families – DSG	18,426	-	-	-

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 8, the council is now forecasting an overspend of £6.8m on its revenue budget (1%). This is a reduction from the last report to Committee which forecast a £7.5m overspend (Period 7), and is a continued improvement from a high-point forecast of close to £10m. The overspend remains due to the key pressure areas of:
- looked after children placement costs
  - home to school transport
  - waste disposal costs
  - income generation from renewable energy schemes and investments
- 1.2.3 The first two areas are being reported across a wide range of upper tier councils and are seen as demand in the main driven from national legacy decisions not supported by additional funding, for example government policy changes related to Education, Care and Health Plans for young people, and waste disposal. Locally, historical decisions taken around renewable energy and commercial investment income assumptions which did not equate to the events that unfolded have added additional costs and lowered the forecast income. To address these areas the council is taking actions over the remainder of this year and into next year as set out further in this report, such as opening its own children's residential provision, lobbying alongside other county councils for changes to Special Educational Needs and Disabilities (SEND) policy and funding, reassessing the current Waste Private Finance Initiative contract, and finalising connection to its renewable energy sites. With North Angle Solar Farm having been connected to the grid, there are now two council-owned solar farms generating clean electricity and long-term income for the council.
- 1.2.4 This is an improved forecast compared to the previous month and is part of a continued improvement over the third quarter as mitigations have been identified. These include further growth funding in older people's service not being required, additional business rates income and 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 continues to identify further mitigations, with tighter spending controls implemented over non-pay spend (to complement the workforce expenditure controls that have been in place for some time). Through the business planning proposals, general reserves are returned to the minimum prudent level for 2025-26.
- 1.2.5 The overspend position in the Children, Education and Families directorate continues to be extremely challenging. National issues around the cost of placements for looked after children with the highest and most complex needs are impacting us, with constrained supply of places driving costs up. This position has continued to worsen over the course of the year – despite work to achieve better value for money on placements, children with high needs continue to require

placements and the national supply issue continues to worsen. We 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 The Adults, Health and Commissioning directorate is forecasting an increased underspend resulting from growth throughout the year in older people services being significantly below the level allowed for in the budget. This is a shift from the trends we had been seeing before, 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 yet 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 the Place and Sustainability directorate continues to be driven by two key causes. Firstly, waste management costs are higher as a result of the treatment facilities at Waterbeach being non-operational as it is currently not in compliance with some government regulations and therefore waste needing to be diverted through more costly routes. Strategic options to address this issue have been assessed and an overall strategy will be recommended to members to consider this year, and throughout the year the pressure has reduced through activity-driven costs being lower than expected. Secondly, energy scheme income is forecast to be lower than budgeted. In part this is due to delays with some schemes, but predominantly is due to a reduced expectation of energy prices for electricity sold following recent changes in the energy market. These same changes do result in some partial mitigations in the cost of energy used in our buildings and to power our streetlights. The directorate is also expecting to overachieve on income budgets relating to highways development control and street-works, which can be used to fund certain services.
- 1.2.8 Pressures in the Finance and Resources directorate relate primarily to lower than expected income from the council's investments, particularly 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 hard 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. Ministerial consent on the revised Safety Value submission remains outstanding at present.

- 1.2.11 The council is still forecasting a balanced position on the capital programme for the year. Capital spend so far this year has been in excess of the profile seen in recent years, suggesting we will be closer to, or possibly slightly under, the budgeted level of slippage. This should be viewed positively, when compared to the historical under delivery of capital schemes by this authority and will necessitate a review of how capital spend is managed in the future. 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

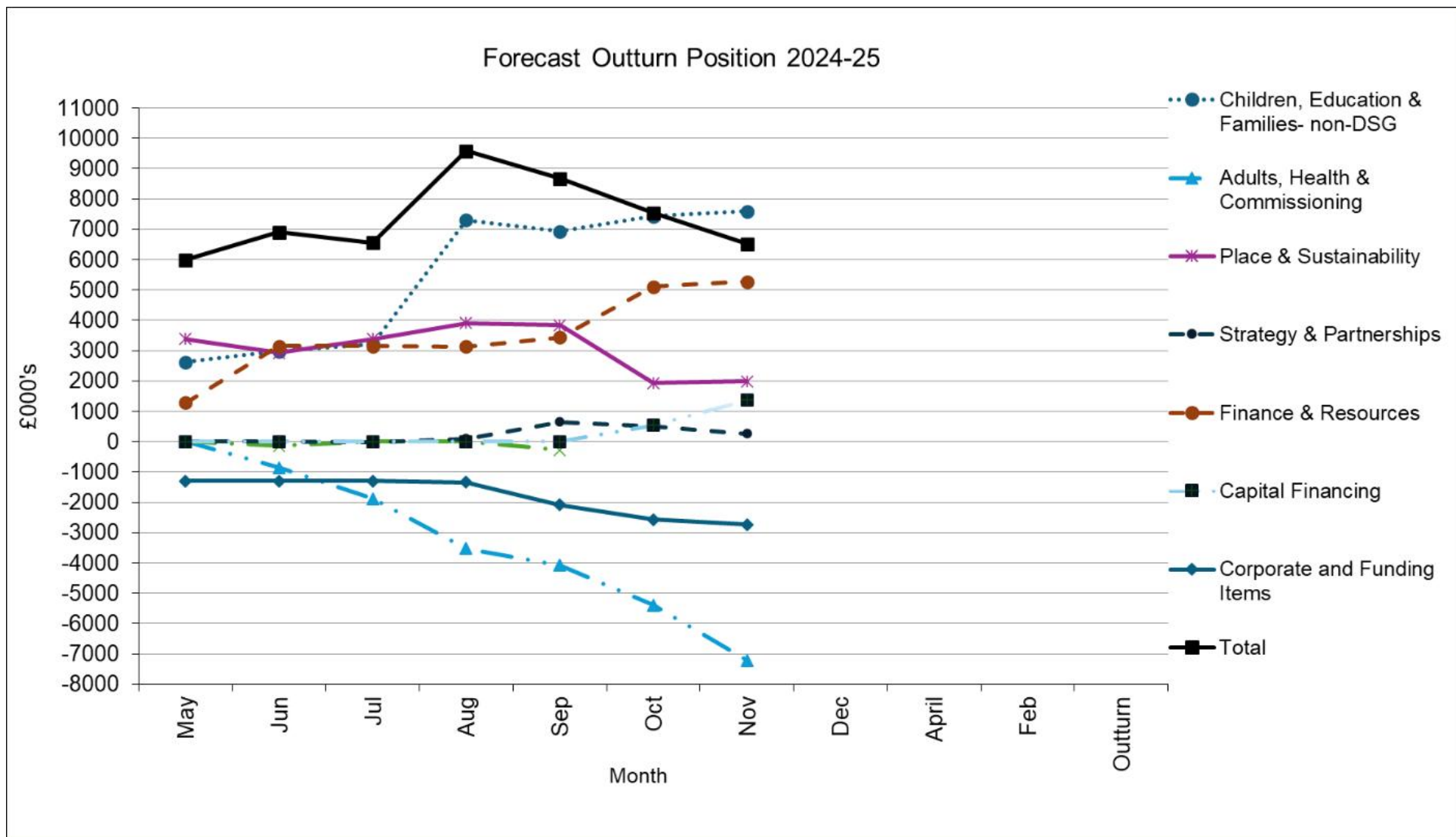
2.1.1 This table shows summary information for the council's 2024-25 revenue budgets at the end of November 2024 (key variances are reported in appendix 1).

Line	Previous Public Forecast Variance £000 (October 2024)	Previous Forecast Variance £000	Directorate/Area	Gross Budget £000	Income Budget £000	Net Budget £000	Actuals £000	Forecast Variance £000	Forecast Variance %
1	7,431	7,431	Children, Education and Families (non DSG)	180,177	-30,710	149,467	84,080	7,594	5%
2	-5,636	-5,636	Adults, Health and Commissioning	414,701	-183,653	231,048	135,472	-7,130	-3%
3	248	248	<i>Of which is Public Health Grant underspend, carried-forward</i>					248	
4	1,929	1,929	Place and Sustainability	110,725	-36,810	73,914	44,861	1,983	3%
5	5,109	5,109	Finance and Resources	46,699	-32,059	14,640	22,499	5,271	36%
6	496	496	Strategy and Partnerships	30,656	-6,680	23,976	12,692	260	1%
7	532	532	Capital Financing	53,909	-13,838	40,070	-189	1,359	3%
8	-2,576	-2,576	Corporate Items	6,888	-739	6,150	3,371	-2,743	-45%
	<b>7,534</b>	<b>7,534</b>	<b>CCC Core Spending Total</b>	<b>843,754</b>	<b>-304,490</b>	<b>539,264</b>	<b>302,787</b>	<b>6,842</b>	<b>1%</b>
9	11,730	11,730	Children, Education and Families (DSG)	183,745	-183,745	0	11,821	18,426	-
	<b>15,068</b>	<b>15,068</b>	<b>Total including ring-fenced budgets</b>	<b>1,027,499</b>	<b>-488,234</b>	<b>539,264</b>	<b>314,608</b>	<b>25,268</b>	<b>5%</b>
			Funding delegated to maintained schools	133,941	-133,941	0			
			<b>Total Budget</b>	<b>1,161,440</b>	<b>-622,175</b>	<b>539,264</b>			

Notes on this table:

1. The actuals figures are net.
2. Numbers are presented based on current information, with adjustments for any recommendations proposed for Committee in this report.
3. Lines 3 and 9 show ring-fenced budgets, with any outturn variance treated separately to core council budgets. The balance for DSG is subject to separate accounting requirements. More information can be found on the DSG in section 2.2.





## 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	656,725
Less Academy Recoupment	-334,346
<b>DSG within CCC's gross budget</b>	<b>322,379</b>
<i>of which spent or commissioned by CCC</i>	<i>182,940</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>305,013</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 November the reported net DSG forecast is £18.4m in-year overspend. The challenges around the funding gap include increased growth and demand, inflation on placements, complexity of needs continuing to increase, delays in opening new provision (including those initiated by the DfE) and improvements being required to the council's data systems to support the SEND service. 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 submitted a revised model to the DfE and await their comments. An update report will be brought to the Children and Young People Committee later in the year on the progress of the resubmission to the DfE.

## 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 and Sustainability	101,192	-30,605	<b>70,587</b>	40,612	0	0.00%	587,440	0
0	Children, Education and Families	84,385	-12,348	<b>72,037</b>	51,255	0	0.00%	403,204	-1272
-616	Adults, Health and Commissioning	6,615	-75	<b>6,540</b>	5,060	-616	-9.42%	116,040	-473
0	Strategy and Partnerships	4,485	-1,532	<b>2,953</b>	1,348	0	0.00%	16,782	0
0	Finance and Resources	19,606	-3,275	<b>16,331</b>	7,879	-312	-1.91%	191,991	-362
616	Outturn adjustment	-	-	-	-	928	-	-	-
<b>0</b>	<b>Total</b>	<b>216,283</b>	<b>-47,835</b>	<b>168,448</b>	<b>106,155</b>	<b>0</b>	<b>0.00%</b>	<b>1,315,457</b>	<b>-2,107</b>

Notes on this table:

1. The Budget column incorporates any changes in the funding available to what was originally budgeted in the Business Plan. A breakdown of the budget changes made in-year can be found in 4.4.
2. The Budget column also includes an assumed level of variations, called the 'capital variations budget' which is shown in section 4.2.
3. The reported Place and Sustainability capital figures do not include the Greater Cambridge Partnership.
4. The 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 two directorates are reporting overall forecast underspends, 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 have historically and typically been delays in some form across the capital programme due to unforeseen events, but we cannot project this for each individual scheme. We therefore budget centrally for some level of delay. Any known delays are budgeted for and reported at scheme level. If forecast underspends are reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up to the point when 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 and Sustainability	-30,605	-8,159	-8,159	26.7%	0
Children, Education and Families	-12,348	-8,541	-8,541	69.2%	0
Adults, Health and Commissioning	-75	-691	-75	100.0%	-616
Strategy and Partnerships	-1,532	-1,256	-1,256	82.0%	0
Finance and Resources	-3,275	-3,587	-3,275	100.0%	-312
Outturn adjustment	-	-	-929	-	928
<b>Total</b>	<b>-47,835</b>	<b>-22,235</b>	<b>-22,235</b>	<b>46.5%</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	-0.2	34.6	30.7	-3.9	232.3	0.0
Basic Need Grant	12.5	0.0	0.0	0.0	12.5	12.3	-0.2	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	14.3	-3.5	149.4	-0.9
S106 Contributions and Community Infrastructure Levy	25.4	22.1	-17.1	0.5	31.0	30.9	-0.1	148.7	-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	11.8	9.3	9.3	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	61.4	8.3	479.2	-1.1
<b>TOTAL</b>	<b>198.6</b>	<b>38.8</b>	<b>-82.6</b>	<b>13.7</b>	<b>168.4</b>	<b>168.4</b>	<b>0.0</b>	<b>1,315.5</b>	<b>-2.1</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 **Fen Drayton fire remedial works:** In August 2024 there was a fire at Fen Drayton primary school in relation to the kitchen ventilation and roofing works which were being carried out. It was established that the fire and subsequent water damage have left the school unusable until remedial works are completed. In response to this the council placed two temporary buildings on the site to enable the school to open again at the end of September 2024. This has ensured that the council is meeting its statutory duty to provide sufficient education places.

The current estimate of capital costs is £1.3m. The funding split is currently being finalised; part will be covered by insurance and part could be covered by existing temporary classrooms budget and school conditions budget. No additional prudential borrowing is required.

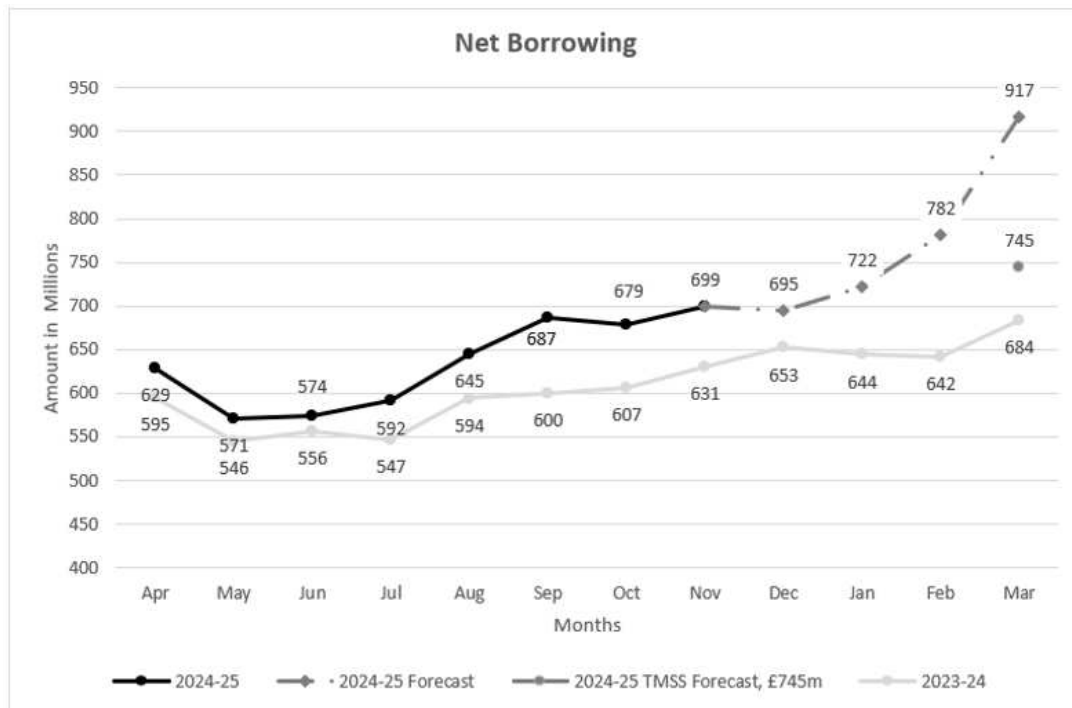
## 5 Balance Sheet

### 5.1 Reserves

- 5.1.1 At the end of November, 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 3](#).
- 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.

### 5.2 Borrowing

- 5.2.1 The graph overleaf shows net borrowing (borrowings less investments) on a month-by-month basis and compares the position with previous financial years. At the end of November 2024, investments held totalled £125.7m (excluding all 3rd party loans and This Land) and gross borrowing totalled £824.4m, equating to a net borrowing position of £678.7m. 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 November 2024
1	% of income collected (owed to the council) within 90 days on rolling 12 month basis: Adult Social Care	80%	73%
2	Level of debt outstanding (owed to the council) 91 days +, £m: Adult Social Care	£16.1m	£17.28m
3	Level of debt outstanding (owed to the council) 91 days +, £m: Sundry	£7.1m	£13.05m
4	% of invoices registered on ERP Gold within 2 working days	98.0%	99.8%

	<b>Measure</b>	<b>Target</b>	<b>Year to date at the end of November 2024</b>
5	% of Undisputed Commercial Supplier Invoices Paid Within 30 Days	95.0%	99.3%
6	% of Undisputed Commercial Supplier Invoices Paid Within Terms	95.0%	98.3%

5.3.2 Indicators 1 and 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 business as usual position. The deep 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 remains common across councils.

5.3.3 The council's modelling suggests that without continuing mitigating actions the level of Adult Social Care outstanding debt would be a further £1.2m worse as of November 2024 than the current position, this is as a result of inflation and reductions to waiting times for financial assessment.

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 collaboration between the Adults Finance operations team and the Debt team has been improved with the implementation of Halo which has inbuilt workflow and a reporting facility that will provide further MI to facilitate future improvements.
- Increased digital approach to be implement over the next few months following procurement of paperless direct debit and SMS reminder solutions. The solutions will improve engagement and assist with the customer journey in respect of signing up to pay by direct debit.
- Additional external recovery options have been identified and implemented which provide the council with a wider offering to tackle unpaid debt.



- Increased resources have been funded and are either in place or currently being recruited.
- Increased training, support and guidance across Council teams with involvement in client contributions

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

## **6 Treasury Management**

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

## 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 and Commissioning	Executive Director - Adults, Health and Commissioning	-37,955	927	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.</p>
2	Updated	Adults, Health and Commissioning	Autism and Adult Support	4,125	-595	-14%	<p>The 24-25 budget for the Autism and Adult Support Service included additional demand funding in recognition of the fact the service has been clearing its substantial waiting list. However, the assessments and reviews completed so far indicate that fewer people on the waiting list will require placements than was originally anticipated. Therefore,</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							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 £45k increase in repayments of unused direct payments.
3	Unchanged	Adults, Health and 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 and Commissioning	Older People's and Physical Disabilities	93,795	-11,638	-12%	Older People's and Physical Disabilities services are forecasting an £11.6m underspend. Demand increased significantly during 2023-24, and this was reflected in the budget set for 2024-25. However, net activity levels are significantly lower than expected for the year to date, especially for care homes and domiciliary care. This is the main component of the reported underspend position. The budget assumes in-year savings delivery of £2.3m. Current progress suggests we will underachieve against this savings target by £850k. There remains uncertainty regarding income from clients contributing to the cost of

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							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 £2.46m. However, uncertainties remain regarding the potential impact of increasing levels of adult social care debt.
5	Updated	Adults, Health and Commissioning	Mental Health	23,742	2,688	11%	Mental Health services are forecasting an overspend of £2.688m for November. 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 in recent months, 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 £577k 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 and Commissioning	Public Health Directorate	-24,129	-326	-7%	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 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.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
7	Unchanged	Children, Education and Families	Children in Care Placements	32,462	7,000	22%	The continuing £7m forecast overspend is primarily due to a small number of young people in very high-cost placements. If forecast to year-end, these placements would result in a more significant overspend position, however, the service is working hard with relevant agencies to secure placements at more manageable costs and therefore we do not expect these to continue for the full year.
8	New	Children, Education and Families	Disability Service	9,343	680	7%	The 0-25 Disability Service is now reporting a revised overspend of £680k which predominantly reflects the increase in demand and need across the direct payment budget, community support and Camplay holiday clubs. There has also been pressure created by the intensive therapeutic support hub (ITSH) which is no longer being implemented.
9	Updated	Children, Education and Families	Integrated Front Door	4,297	1,389	32%	The Integrated Front Door and Assessment service is forecasted to overspend by £1.46million 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. This is offset by a forecasted underspend (£69k) within the Emergency Duty Team (EDT) due to additional funding from Peterborough City Council
10	Updated	Children, Education and Families	Executive Director CEF	801	-750	-94%	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.
11	New	Children, Education and Families	Staffing Pay Inflation	606	-606	100%	Following the confirmation of the national pay award, and the decision by Staffing and Appeals Committee for locally determined pay scales, there is an underspend of £606k against the allowance made in the budget for pay inflation.

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
12	Unchanged	Children, Education and Families	Home to School Transport – Special	25,092	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.
13	Unchanged	Children, Education and 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.
14	Unchanged	Children, Education and 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.
15	Updated	Children, Education and Families (DSG)	SEND Financing – DSG	-14,686	20,570	140%	The revised forecast DSG deficit is reflective of continuing pressures and increasing demand within the High Needs Block (HNB).
16	Unchanged	Children, Education and Families (DSG)	Schools Financing - DSG	2,907	-2,270	-78%	Budgeted underspend on the DSG Central Schools Services Block (CSSB) to mitigate HNB pressures.
17	Unchanged	Place and Sustainability	Highways Development Management (HDM)	0	-1,687	0%	<p>Forecast income for Highways Development Management (HDM) team in 2024-25 is assessed based on income generated in 2023-24 and in first three months of 2024-25. Further:</p> <ul style="list-style-type: none"> <li>• Bond rates (and by extension S.38 fees) increased (as of April 2024) by 15-20% dependent on nature of infrastructure. The increase in rates is proportionate to inflation in construction costs as benchmarked by Milestone.</li> <li>• More robust planning of pre-application fee recovery to take place.</li> <li>• More robust fee recovery for developer temporary directional signs to take place.</li> <li>• Potential S.184 income to facilitate new S01/S02 roles.</li> <li>• Gradual realisation of the commuted sum policy of April 2023 as</li> </ul>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							sites come through the development pipeline. • Interim / consultant fees should drop by around ~£200,000 in 2024-25.
18	Updated	Place and Sustainability	Energy Services	-2,064	4,435	215%	<p><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 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 March 2025 in-line with their current expected programme. This means no net income is forecast. Although there are also savings on debt charges of £233k, it still leaves a net pressure of £154k on the scheme for 24-25.</p> <p><b>North Angle:</b> All major construction activities are now complete. NASF passed the initial UKPN testing, paving the way for both power generation from NASF and providing an uprated power supply to the Swaffham Prior Energy Centre (SPEC). The power supply was connected to SPEC on 21 November 2024. The forecast variance on North Angle is now £3,705k, an improvement of £88k due to a reduction in OandM costs.</p> <p><b>Swaffham Prior:</b> The current forecast worst case scenario shortfall in May 24 was £1,009k. This has improved to £753k following a review of the forecast income to be received from heat and the Renewable Heat Incentive (RHI) and a review of the input electricity costs. The</p>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							site is now drawing electricity from North Angle, and noise mitigation has been implemented. To date 81 homes are connected, a further 6 are underway to be connected by end of December and the forecast is a total of 95 homes by March 2025. Work continues to further increase the sign ups.
19	Unchanged	Place and Sustainability	Street Lighting	9,022	-644	-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.
20	Unchanged	Place and Sustainability	Highways Maintenance	10,903	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 from this scheme will not be achieved. This is being mitigated through increased level of income from highway development control.
21	Updated	Place and Sustainability	Traffic Management	116	-654	-565%	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.
22	Updated	Finance and Resources	This Land	-6,191	6,274	101%	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.



Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
23	Updated	Finance and Resources	Facilities Management	6,671	1,076	16%	<p>This is comprised of:</p> <ul style="list-style-type: none"> <li>- A pressure for service charges of £92k in relation to the Council's use of external properties</li> <li>- The maintenance budget saving of £100k which was put into the business plan is forecast as non-achievable</li> <li>- Following the outcome of procurement of the facilities management contract, the ongoing higher cost of maintaining the estate and a one-off investment for asset tagging, a further pressure of £955k is forecast.</li> <li>- The estimated saving for buildings allocated in the Accommodation Improvement Programme (approved in October 2024) is now £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 £51k.</li> </ul> <p>To offset these pressures the service has identified:</p> <ul style="list-style-type: none"> <li>- New savings reported this month for grounds maintenance, cleaning and waste collection of £67k</li> <li>- A saving of £375k for electricity and gas is forecast based on the unit price reducing and current usage.</li> <li>- There is additional income of £177k expected for the Shire Hall site car park which is an increase on the previous estimate.</li> </ul> <p>The annual cost of the old Shire Hall site is forecast to be £619k, which will be part funded from reserves.</p>
24	New	Finance and Resources	IT Service	11,767	-539	-5%	<p>The change from last month's forecast is a £64k improved position from reviewing nonessential spend. This is comprised of:</p> <ul style="list-style-type: none"> <li>- The telephone and mobile phone budgets are expected to save £151k this year.</li> <li>- The Enterprise Agreement contract renewed in October, is</li> </ul>

Note	Status	Directorate	Service Area / Budget Line	Net Budget £000	Forecast Outturn Variance £000	Forecast Outturn Variance %	Commentary
							<p>forecasting an underspend of £146k.</p> <ul style="list-style-type: none"> <li>- There is less demand on the Hardware budget this year resulting in an increased underspend of £451k.</li> <li>- The staffing budget is currently estimating a £268k overspend as a result on the decoupling with PCC; this will be reviewed due to the recharges required for capital work over the next 6 months.</li> <li>- The Networks budget is forecasting an underspend of £103k.</li> <li>- System Licenses budget is now forecasting an overspend of £81k.</li> </ul> <p>These pressures/savings will be reviewed as part of the 2025-26 business plan.</p>
25	Unchanged	Strategy and Partnerships	Legal and Governance	2,522	650	17%	<p>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.</p>
26	Updated	Corporate and Funding Items	Central holding and misc accounts	493	-1,100	-223%	<p>Grant funding has been applied, in line with grant conditions, to corporate costs.</p>
27	Updated	Corporate and Funding Items	Corporate Grants	-16,656	-1,306	-7%	<p>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.</p>
28	Updated	Capital Financing	Capital Financing	40,070	1,359	3%	<p>The cost of financing borrowing for the Council's capital programmes is expected to increase by £1.3m in 2024-25, due to taking out borrowing earlier than anticipated to support our cashflow position, and at slightly elevated rates above those forecast.</p>

## Appendix 2 – Capital – commentaries on exceptions

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

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget £m	Budget for 2024-25 £m	Forecast Outturn Variance £m	Cause	Commentary
1a	New	P&S	St Ives local Improvements	2.7	0.5	0.8	Phasing	Additional schemes are being delivered in FY24-25 following discussion with the scheme funder due to available funding and resource.
1b	New	P&S	Waste Infrastructure	8.0	3.4	-2.7	Phasing	The actual construction is scheduled to start May 2025 with completion in Dec 2025. The costs for this financial year relate to professional fees, design confirmation, project management costs and preliminaries.
1c	Updated	P&S	A14 De-trunking	24.8	8.6	-2.8	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 hadn't yet been applied to the figure in the FMR, which has now been adjusted to account for this.</p> <p>A further -£400k flagged in Dec 24 as underspend linked to the £500k discretionary ad-hoc maintenance allocation which won't all be spent in year.</p>
1d	Updated	P&S	March Future High Street Fund and Broad Street	7.9	3.0	0.8	Phasing	Main works on site have been completed. Construction budget underspend being used to bring forward additional ancillary improvements as part of the scheme in 24-25.
1e	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

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
								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.
1f	Unchanged	P&S	Carriageway and 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.
1g	Unchanged	P&S	Additional Highways Maintenance (HS2 allocation)	4.7	2.8	0.6	Phasing	50% of this budget was originally profiled for spend in 25/26, however due to network condition and site-specific safety issues further work has been undertaken in 24/25 to mitigate safety and other risks to the authority of delaying work until 25/26. This has allowed us to deliver more work in year under existing traffic management / road closures delivering better value for money.
1h	Unchanged	P&S	Soham Wicken Non-Motorised Users	1.2	1.0	-0.7	Phasing	Planned construction start date has been delayed pending further survey work and licencing requirements for protected species along the route. Work is anticipated to commence later in 24-25, with completion early in 25.26.
1i	Unchanged	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.

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
2a	New	CEF	Meadowgate Special School Expansion	4.7	1.0	-0.9	Total scheme variance	Project to be stopped and cancelled.
2b	Updated	CEF	Darwin Green (North West Fringe) secondary	34.7	1.0	-0.9	Phasing	Slippage due to lack of progress in design. Anticipated that only 75% of MS2 would be completed by 31st March. Contractor award will now be March 2025. Scheme will be delivered for 2027 completion.
2c	Updated	CEF	Highfields Littleport - Expansion	8	2.8	-1.4	Phasing	Slippage due to revised start on site from November 2024 to January 2025 due to redesign, omission of alterations and for increased externals due to requirement for turning circle. Further slippage as there will be no parallel works, the new turning head and access needs to be complete before works on substructure start.
2d	Unchanged	CEF	Littleport Community Primary	6	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.
2e	Unchanged	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.
2f	Unchanged	CEF	Townley Primary	1.6	1.4	-0.7	Phasing	Delays due to highways work required and the timing of this. Further slippage due to delay in authorising the project spend. Completion now slipped to July 2025.
3a	Unchanged	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.

Ref	Commentary vs previous month	Directorate	Scheme	Scheme Budget  £m	Budget for 2024-25  £m	Forecast Outturn Variance  £m	Cause	Commentary
								Additionally, updated estimates for the construction costs have reduced the total scheme budget by £473k.
4a	Unchanged	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	Updated	F&R	Condition Survey Works	4.3	2.5	-1.1	Total scheme variance -0.4, Phasing -0.7	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. Update November- new underspend on total scheme of £362k which will reduce prudential borrowing in 2024-25.
5b	Unchanged	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 – 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 and 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	
Improvement programme subtotal	<b>19,853</b>	<b>-1,575</b>	<b>18,278</b>	<b>14,410</b>	Reserves committed by business plan to support revenue position over medium-term
Investment reserves	2,690	-156	2,534	1,996	
Invest to save reserves	537	-305	232	129	
MTFS support	8,924	-33	8,892	5,936	
<b>Strategic Framework Priorities Reserves Total</b>	<b>32,005</b>	<b>-2,101</b>	<b>29,904</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 and Equity Offset</i>	8,600	0	8,600	8,600	
<i>This Land minimum revenue provision risk</i>	1,456	0	1,456	1,456	
<i>Revaluation and Repair (Buildings)</i>	2,940	0	2,940	2,940	
<i>Local taxation volatility and appeals account</i>	3,868	0	3,868	3,868	
<i>High Needs Block Offset</i>	8,185	0	8,185	6,125	
<i>Adults Risk Reserve</i>	7,011	0	7,011	6,611	
<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	23,241	
Risk contingencies subtotal	<b>50,550</b>	<b>9,945</b>	<b>60,495</b>	<b>56,041</b>	
Specific legal/contractual risks reserves	18,436	-27	18,409	12,932	
Funding Review Shortfall Reserve	7,415	0	7,415	7,415	
Risk - Smoothing	3,328	0	3,328	3,327	

Fund Description	Balance at 1 April 2024 £000s	Movements in 2024-25 £000s	Balance at 31 Oct 2024 £000s	Forecast balance at 31 March 2025 £000s	Notes
Insurance Reserve	5,210	0	5,209	5,160	<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>
<b>Risk Reserves Total</b>	<b>84,940</b>	<b>9,917</b>	<b>94,856</b>	<b>84,875</b>	
<b>Ringfenced Reserves</b>					
Ringfenced contribution	27,944	-9,657	18,287	12,692	
Ringfenced - Unusable	0	0	0	0	
Ringfenced account	2,906	0	2,906	1,917	
Ringfenced - Developer Fund / Commuted Sum	2,278	104	2,382	2,165	
<b>Ringfenced Reserves Total</b>	<b>33,128</b>	<b>-9,553</b>	<b>23,576</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>-1,882</b>	<b>182,683</b>	<b>149,654</b>	
Children, Education and Families	15,827	0	15,827	6,739	
Adults, Health and Commissioning	33	0	33	0	
Place and Sustainability	26,194	-1,080	25,114	150	
Finance and Resources	895	382	1,277	394	
Corporate	33,380	-5	33,376	21,066	
<b>Capital Useable Reserves subtotal</b>	<b>76,330</b>	<b>-703</b>	<b>75,627</b>	<b>28,349</b>	
<b>Reserves Grand Total</b>	<b>260,895</b>	<b>-2,585</b>	<b>258,310</b>	<b>178,003</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 and Resources Short Term Provisions	2,093	0	2,093	2,093	Insurance short term provision
Finance and Resources Long Term Provisions	4,746	0	4,746	4,746	Insurance long term provision
<b>GRAND TOTAL</b>	<b>6,839</b>	<b>0</b>	<b>6,839</b>	<b>6,839</b>	



## Appendix 4 – Budget transfers between directorates / areas in 2024-25

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

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
<b>Opening Budgets as per Business Plan</b>	176,260	-27,360	410,162	-179,801	107,453	-34,654	30,140	-6,070	47,752	-33,005	54,910	-13,838	8,259	-939
Adjustments during detailed budget build to reflect inputs made by budget managers	2,862	-3,048	2,783	-1,853	1,221	-1,221	402	-402	-1,012	904			-841	200
In Service Virements between gross and income budgets	276	-276	1,999	-1,999	949	949	207	-207	-42	-42				
Transfer of contract budget reporting line	194		-194											
Post reporting line transfer		73	-73											
Adjust Legal budget P&S with Waste					100		-100							
Transfer of function			-7				7							
Energy Scheme capital financing budget correction					1,001						-1,001			
Adjust service allocations of Public Health funding	85	-99				14								
Allocation of budget from Corporate for Mental Health Investment			30										-30	

Budgets and Movements	CEF		AHC		P&S		S&P		F&R		Capital Financing		Corporate Items	
	£000s		£000s		£000s		£000s		£000s		£000s		£000s	
	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income	Gross	Income
Allocation of budget from for SEND Capacity to Transform	500												-500	
Correction								-1		1				
<b>Current budget</b>	<b>180,177</b>	<b>-30,710</b>	<b>414,701</b>	<b>-183,653</b>	<b>110,724</b>	<b>-36,810</b>	<b>30,655</b>	<b>-6,680</b>	<b>46,698</b>	<b>-32,059</b>	<b>53,909</b>	<b>-13,838</b>	<b>6,889</b>	<b>-739</b>

## Appendix 5 - Revenue summary comparison to last year's outturn position

2023-24 Net Budget £000	Actual Outturn Variance £000	Actual Outturn Variance %	Directorate/Area	2024-25 Net Budget £000	Forecast Variance £000	Forecast Variance %
132,095	11,349	9%	Children, Education and Families- non-DSG	149,467	<b>7,594</b>	5%
215,263	-3,871	-2%	Adults, Health and Commissioning	231,048	<b>-7,310</b>	-3%
68,957	4,072	6%	Place and Sustainability	73,914	<b>1,983</b>	3%
20,102	393	2%	Strategy and Partnerships	23,976	<b>260</b>	1%
15,129	-1,113	-7%	Finance and Resources	14,640	<b>5,271</b>	36%
38,141	-3,499	-9%	Capital Financing	40,070	<b>1,359</b>	3%
11,503	-6,094	-53%	Corporate and funding items	6,150	<b>-2,743</b>	-45%
<b>501,191</b>	<b>1,236</b>	<b>0%</b>	<b>Net Spending Total</b>	<b>539,264</b>	<b>6,842</b>	<b>1%</b>



Directorate: Finance & Resources and Strategy & Partnerships  
 Subject: Finance Monitoring Report – November (period 8)

## Contents

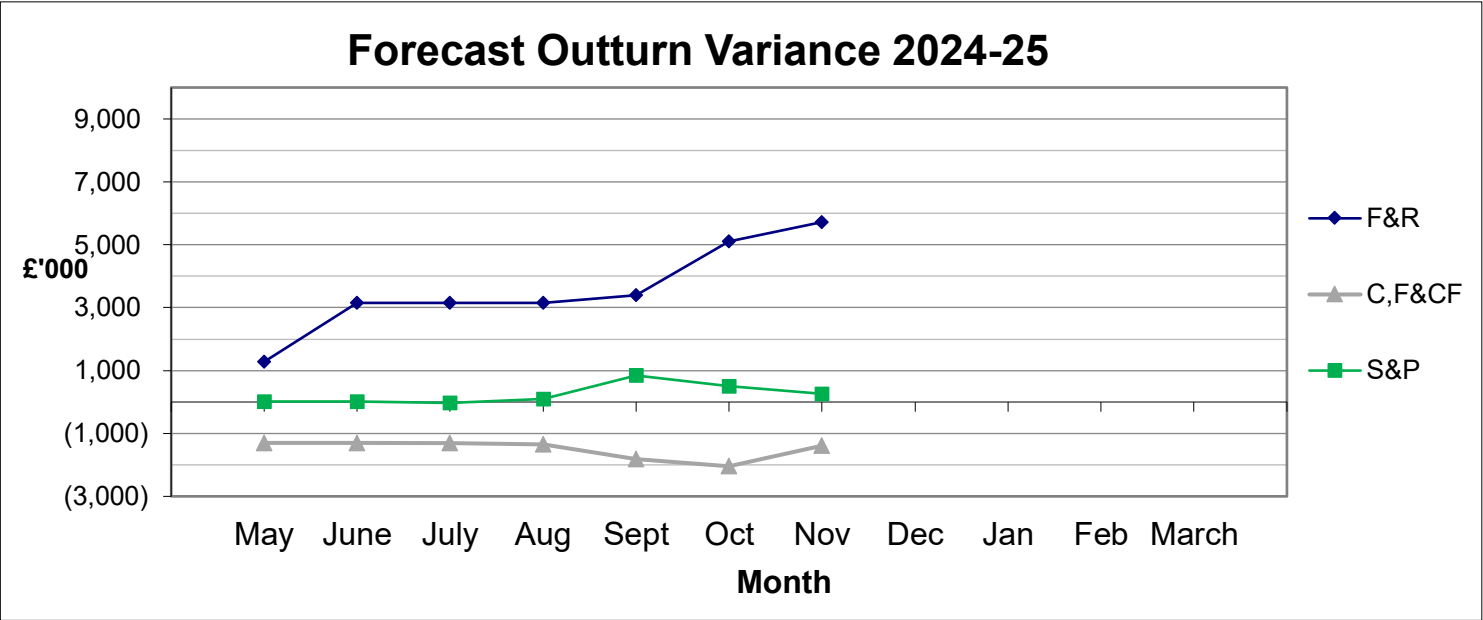
Section	Item	Description
1	Revenue Executive Summary	High level summary of information and narrative on key issues in revenue financial position
2	Capital Executive Summary	Summary of the position of the Capital programme within Finance & Resources and Strategy & Partnerships
3	Savings Tracker Summary	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.

# 1. Revenue Executive Summary

## 1.1 Overall Position

At the end of November 2024, Finance & Resources is projected to be £5.271m overspent; Strategy & Partnerships £260k overspent; and Corporate, Funding & Capital Financing £1.384m 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 %
-459	Executive Director of Finance & Resources	556	0	556	153	-512	-92.1%
-510	Customer & Digital Services	15,255	-1,245	14,010	12,994	-582	-4.2%
121	Finance & Procurement	11,792	-2,492	9,300	6,006	116	1.3%
969	Property Services	12,637	-8,202	4,435	5,222	1,084	24.4%
4,988	Investment Activity	6,459	-20,120	-13,662	-1,877	5,166	-37.8%
5,109	Total	46,699	-32,059	14,640	22,499	5,271	36.0%

## 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  %
-263	Executive Director: Strategy & Partnerships	7,156	-471	6,685	6,110	-321	-3.4%
634	Legal & Governance	7,304	-78	7,225	5,173	632	8.8%
125	Communities, Libraries & Skills	16,196	-6,131	10,065	1,409	-50	-0.6%
<b>496</b>	<b>Total</b>	<b>30,656</b>	<b>-6,680</b>	<b>23,976</b>	<b>12,692</b>	<b>260</b>	<b>0.0%</b>

## 1.2.3 Corporate, Funding & Capital Financing

Forecast Outturn Variance (Previous)  £000	Service Area	Gross Budget  £000	Income Budget  £000	Net Budget  £000	Actual to date  £000	Forecast Outturn Variance  £000	Forecast Outturn Variance  %
532	Capital Financing	53,909	-13,838	40,070	-189	1,359	3.4%
-923	Corporate Items	6,888	-739	6,150	3,371	-1,097	-17.8%
-1,653	General funding sources	0	-539,264	-539,264	-375,642	-1,646	-0.3%
<b>-2,044</b>	<b>Total</b>	<b>60,797</b>	<b>-553,841</b>	<b>-493,044</b>	<b>-372,460</b>	<b>-1,384</b>	<b>-0.3%</b>

## 2. Capital Executive Summary

At the end of November 2024, the Strategy and Partnerships capital programme is expected to be on budget. The Finance and Resources capital programme forecast is expected to be underspent by £312k in 2024-25 exceeding the Capital Variation Budget.

Details of the currently forecasted capital variances can be found in [Appendix 3](#).

## 3. Savings Tracker Summary

The savings trackers are produced quarterly to monitor delivery of savings against agreed plans.

## 4. Technical note

On a quarterly basis, a technical financial appendix will be included as Appendix 5. 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>									
-459	SRP	1	Executive Director	283	0	283	153	-239	-85%
0	SRP	15	Staffing Pay Inflation	273	0	273	0	-273	-100%
<b>-459</b>			<b>Executive Director of Finance &amp; Resources Total</b>	<b>556</b>	<b>0</b>	<b>556</b>	<b>153</b>	<b>-512</b>	<b>-92%</b>
<b>Customer &amp; Digital Services</b>									
-35	SRP		Customer Services	2,496	-253	2,243	1,261	-44	-2%
-475	SRP	8	IT Services	12,759	-992	11,767	11,734	-539	-5%
<b>-510</b>			<b>Customer &amp; Digital Services Total</b>	<b>15,255</b>	<b>-1,245</b>	<b>14,010</b>	<b>12,994</b>	<b>-582</b>	<b>-4%</b>
<b>Finance &amp; Procurement</b>									
0	SRP		Service Director of Finance & Procurement	336	0	336	218	-7	-2%
0	SRP		Professional Finance	2,921	-305	2,616	1,662	-15	-1%
0	SRP		Procurement	1,078	-44	1,034	647	0	0%
6	SRP		CCC Finance Operations	225	-145	80	59	4	5%
0	SRP		Insurance Fund	2,544	0	2,544	2,297	0	0%
-52	SRP		Lead Authority Services	4,486	-1,998	2,488	1,251	-33	-1%
167	SRP	11	External Audit	202	0	202	-127	167	83%
<b>121</b>			<b>Finance &amp; Procurement Total</b>	<b>11,792</b>	<b>-2,492</b>	<b>9,300</b>	<b>6,006</b>	<b>116</b>	<b>1%</b>
<b>Property Services</b>									
932	SRP	2	Facilities Management	9,070	-2,399	6,671	5,588	1,076	16%
1	SRP		Property Services	1,105	0	1,105	772	1	0%
36	SRP		Property Compliance	409	-19	390	238	36	9%
0	SRP		County Farms	996	-5,759	-4,763	-1,973	12	0%
0	SRP		Strategic Assets	1,057	-25	1,031	596	-41	-4%
<b>969</b>			<b>Property Services Total</b>	<b>12,637</b>	<b>-8,202</b>	<b>4,435</b>	<b>5,222</b>	<b>1,084</b>	<b>24%</b>



Investment Activity									
40	SRP		Property Investments	4,436	-9,618	-5,182	-2,437	40	-1%
0	SRP	16	Company Dividends & Fees	0	-627	-627	0	-299	48%
5,774	SRP	4	This Land	2,374	-8,565	-6,191	1,433	6,274	-101%
0	SRP		Contract Efficiencies & Other Income	-58	0	-58	-58	0	0%
-371	SRP	3	Collective Investment Funds	-1,178	0	-1,178	0	-394	-33%
-455	SRP	7	Renewable Energy Investments	885	-1,310	-425	-815	-455	107%
4,988	Investment Activity Total			6,459	-20,120	-13,662	-1,877	5,166	-38%
5,109	Overall Finance & Resources Total			46,699	-32,059	14,640	22,499	5,271	36%

# 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  %
-225	SRP	14	Executive Director: Strategy & Partnerships	158	0	158	199	-52	-33%
0	SRP	14a	Staffing Pay Inflation	184	0	184	0	-184	-100%
0	SRP		Chief Executive Office	261	-3	258	170	0	0%
0			Policy, Insight & Change	2,008	-176	1,833	1,705	0	0%
-20	SRP	18	Communications	846	0	846	580	-47	-6%
0	SRP		Elections	190	0	190	0	0	0%
0			Emergency Planning	343	-72	271	134	0	0%
14	SRP		Human Resources	2,371	-220	2,151	1,403	15	1%
-32	SRP		Learning & Development	2,847	-248	2,599	1,694	-52	-2%
0	CSMI		Local Assistance Scheme	300	0	300	225	0	0%
<b>-263</b>			<b>Executive Director: Strategy &amp; Partnerships Total</b>	<b>9,508</b>	<b>-718</b>	<b>8,789</b>	<b>6,110</b>	<b>-321</b>	<b>-4%</b>
			<b>Legal &amp; Governance</b>						
1	SRP		Internal Audit	611	-15	595	313	-2	0%
650	SRP		Legal & Governance Services	3,918	0	3,918	3,217	651	17%
-13	SRP		Information Management	1,137	-41	1,096	638	-13	-1%
0	SRP		Democratic & Member Services	488	-22	466	284	-1	0%
-4	SRP		Members' Allowances	1,150	0	1,150	721	-2	0%
<b>634</b>			<b>Legal &amp; Governance Total</b>	<b>7,304</b>	<b>-78</b>	<b>7,225</b>	<b>5,173</b>	<b>632</b>	<b>9%</b>
			<b>Communities, Libraries &amp; Skills</b>						
0	CSMI		Strategic Management - C,L&S	-317	0	-317	-1,119	0	0%
125	CSMI	6	Public Library Services	4,831	-525	4,305	2,818	65	2%
0	CSMI		Cambridgeshire Skills	2,780	-2,780	0	-530	0	0%
0	CSMI		Archives	474	-49	425	305	-1	0%
0	CSMI		Cultural Services	362	-231	130	30	-4	-3%
0	CSMI		Communities Service	1,642	-372	1,269	-80	0	0%

0	CSMI		Changing Futures	778	-710	68	-883	0	0%
0	CSMI	17	Domestic Abuse and Sexual Violence Service	3,295	-1,215	2,080	867	-110	-5%
125			Communities, Libraries & Skills Total	13,844	-5,883	7,961	1,409	-161	-2%
496			Overall Strategy & Partnerships Total	30,656	-6,680	23,976	12,692	260	1%

# 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>									
532	SRP	12	Capital financing costs and minimum revenue provision	53,909	-13,838	40,070	-189	1,359	3%
<b>532</b>			<b>Capital Financing Total</b>	<b>53,909</b>	<b>-13,838</b>	<b>40,070</b>	<b>-189</b>	<b>1,359</b>	<b>3%</b>
<b>Corporate Items</b>									
-1	SRP		Cambridgeshire and Peterborough Combined Authority levy	10,077	0	10,077	10,076	-1	0%
4	SRP		Environment Agency levy	454	0	454	458	4	1%
0	SRP		Corporate reserves contributions	-4,874	0	-4,874	-4,874	0	0%
-926	SRP	9	Central holding and miscellaneous accounts	1,231	-739	493	-2,289	-1,100	-223%
<b>-923</b>			<b>Corporate and Funding Items Total</b>	<b>6,888</b>	<b>-739</b>	<b>6,150</b>	<b>3,371</b>	<b>-1,097</b>	<b>-18%</b>
<b>General funding sources</b>									
0	SRP		Council Tax Precept	0	-397,617	-397,617	-278,332	0	0%
-340	SRP	13	Business Rates	0	-76,535	-76,535	-50,945	-340	0%
-1,313	SRP	5	Corporate grants	0	-65,084	-65,084	-46,337	-1,306	-2%
0	SRP		Revenue support grant	0	-28	-28	-28	0	0%
<b>-1,653</b>			<b>Total general funding for net budget</b>	<b>0</b>	<b>-539,264</b>	<b>-539,264</b>	<b>-375,642</b>	<b>-1,646</b>	<b>0%</b>
<b>-2,044</b>			<b>Overall Corporate, Funding &amp; Capital Financing Total</b>	<b>60,797</b>	<b>-553,841</b>	<b>-493,044</b>	<b>-372,460</b>	<b>-1,384</b>	<b>0%</b>

## Appendix 3 – Capital Position

### 3.1 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 (Nov)  £000	Forecast Outturn Variance (Nov)  £000
<b>Finance and Resources</b>										
<b>1,000</b>	SRP	IT Strategy	5,881	0	1,364	0	-58	2,306	891	-494
<b>1,000</b>	SRP	IT Digital Service	2,500	0	0	0	0	1,000	399	0
-	SRP	IT Education System Replacement	2,281	0	1,845	0	-640	1,205	806	0
-	SRP	IT Infrastructure refresh	1,074	0	325	0	375	700	10	0
<b>450</b>	SRP	Local Plans & Development Funding	3,137	0	0	0	0	450	138	0
<b>600</b>	SRP	Building Maintenance	6,000	0	68	0	0	668	392	-100
<b>1,150</b>	SRP	Condition Survey Works	4,308	-362	0	-134	1,472	2,488	424	-1,095
-	SRP	Investment in the CCC asset portfolio	5,398	0	71	0	0	71	32	0
-	SRP	Asbestos Management Surveys (Schools)	135	0	26	0	-17	9	-1	-9
<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	37	-368
<b>495</b>	SRP	Decarbonisation Fund - Council buildings low carbon heating	11,664	0	521	-111	0	905	130	-71
<b>500</b>	SRP	County Farms Investment	5,000	0	110	0	0	610	458	0
<b>778</b>	SRP	Community Hubs - East Barnwell	1,436	0	18	-698	0	98	0	-97
-	SRP	Mill Farmhouse	563	0	258	0	0	258	120	0
-	SRP	Lower Portland Farm	3,741	0	128	0	0	128	0	0

Original 2024-25 Budget as per Business Plan  £000	Committee	Scheme Category	Total Scheme Revised Budget  £000	Total Scheme Forecast Variance  £000	Budget Carried- forward 2024-25  £000	Budget Re- phasing 2024-25  £000	Additional/ Reduction in Funding 2024-25  £000	Revised Budget for 2024-25  £000	Actual Spend (Nov)  £000	Forecast Outturn Variance (Nov)  £000
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	3,275
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	7,879	-312
<b>Strategy and Partnerships</b>										
1,682	CSMI	Capitalisation of Policy, Design and Delivery Team	11,889	-	-	-	-	1,682	507	0
-	CSMI	Community Fund	5,071	-	1,641	71	-	1,712	585	-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	107	0	0
-773	CSMI	Capital Programme Variations Budget	-1,604	-	-	-759	-	-1,532	0	1,256
1,810			16,782	0	1,868	-888	163	2,953	1,348	0

### 3.2 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.

### 3.3 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 (Nov)  £000	Forecast Variance - Outturn (Nov)  £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	14,557	548
-	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>16,018</b>	<b>-312</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>





## 2025-30 Financial Sustainability Assessment

To:	Strategy, Resources and Performance Committee
Meeting Date:	28 January 2025
From:	Executive Director of Finance and Resources (Section 151 Officer)
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not applicable
Executive Summary:	<p>This report provides Committee with the Section 151 Officer's assessment of Cambridgeshire County Council's financial standing and the robustness of the budget estimates in line with the statutory duty of that role under Section 25 of the Local Government Act 2003.</p> <ul style="list-style-type: none"><li>○ Overall, this concludes that assumptions around the 2025/26 budget estimates are robust and that the reserve levels as proposed in the Medium-Term Financial Plan (MTFP) are considered to be adequate (subject to the final 2024/25 outturn position and the 2023/24 External Audit).</li><li>○ This assumes that there will be no draw on council revenue reserves relating to the Dedicated Schools Grant (DSG) High Needs deficit as Government will either, for all local authorities, extend the statutory override or fund the ongoing and cumulative deficits.</li><li>○ Compared to other county councils, Cambridgeshire remains in the middle of the resilience range.</li><li>○ Reserves will need to be further strengthened over the medium term to cover the Council's risks, such as the High Needs deficit as well as underpinning commercial ventures and disputes.</li><li>○ The level of reserves will require continuous monitoring considering the ongoing risks from the wider economic circumstances and changes to the structures of local government.</li><li>○ The Council cannot be complacent and must continue to maintain financial rigour, particularly with regard to accumulated borrowing and associated financing costs, which have in recent years benefitted from internal borrowing to a large degree.</li></ul>
Recommendations:	<p>The Committee is recommended to scrutinise the Section 151 Officer's assessment and note the conclusions in consideration of the proposed Budget for 2025/26 to Full Council, and the proposed level of reserves set out at Appendix 1.</p>
Officer contact:	
Name:	Michael Hudson
Post:	Executive Director of Finance and Resources (Section 151 Officer)
Email:	<a href="mailto:Michael.Hudson@Cambridgeshire.gov.uk">Michael.Hudson@Cambridgeshire.gov.uk</a>

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

- 1.1 This report assesses and ensures the financial sustainability of the Council in order for it to deliver its vision and seven ambitions as set out in the [strategic framework for 2023-28](#).

## 2. Background

- 2.1 When the authority is considering its budget requirement, Section 25 of the Local Government Act 2003 requires the Section 151 officer (for Cambridgeshire this is the Executive Director of Finance and Resources) to formally give an opinion as to the robustness of the budget estimates and the level of reserves held by the Council. The Act also requires that the Council must give consideration to this report when making decisions about the budget. Section 26 of the Local Government Act 2003 gives the Secretary of State a general power to set a minimum level of reserves for local authorities. However, the government has undertaken to apply this only to individual authorities in the circumstances where an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty.
- 2.2 It is therefore essential that the budget includes an assessment of the potential financial risks facing the Council and that the Council has adequate reserves should those risks materialise.
- 2.3 The Council holds two types of cash usable reserves:
- a general reserve for unforeseen and unplanned circumstances or events, such as flooding; and
  - a range of earmarked reserves within which there are a number of classes:
    - Strategic Framework priorities - to deliver the Council's ambitions.
    - Risk eventualities - funds set aside to cover foreseen or likely events and risks.
    - Ringfenced grants and contributions – monies from Government and third parties for specific purposes such as Public Health, Dedicated Schools Grant (DSG) and s106 contributions.
    - Capital items - reserves to enable the delivery of the capital programme.
    - Sinking funds – to cover future liabilities, such as Private Finance Initiative (PFI) equalisations.
- 2.4 The proposed 2025-30 medium term financial plan includes both draws on and contributions to reserves and assumed balances are summarised in Appendix 1. This format is consistent with the ways of reporting reserves introduced in 2024/25, and where there are proposed movements these have been set out during 2024/25 monitoring or in the 2025-30 Business and Budget Plans.

2.5 In carrying out the assessment of these reserves there has been consideration of:

- The Council's governance and control environment, including its:
  - Constitution and Financial Regulations that govern and control the financial position of the Council.
  - Standards to control finances, alongside Internal and External Audit findings.
  - The Council's Annual Governance Statement (AGS).
- External guidance and advice:
  - Codes of practice, including International Financial Reporting Standards (IFRSs), the Prudential Code and the Chartered Institute of Public Finance and Accountancy (CIPFA) standards and guidance/bulletins.
  - External audit reporting.
  - Other professional practice and advice such as best value notices or interventions.
- The Council's risk management:
  - The Corporate Risk Register
  - Known potential contractual or legal risks.
  - The risks facing the Council in running its day-to-day operations which could impact on the robustness of estimates, as well as legacy to deliver savings.
  - Preparedness for and ability to respond to unknown risks, in particular environmental events.
- The Council's financial health:
  - The Council's financial standing in comparison to its peers.
  - The 2023/24 Financial Outturn and external audit progress.
  - The 2024/25 outturn and controls in place to mitigate and strengthen the control environment through the leadership of the Workforce Expenditure Control and the Financial Transparency Panels, led by the Chief Executive and s151 Officer respectively.
  - The robustness of budget proposals being considered by the Committee which will likely be proposed to Council in February 2025.
  - The Council's business and medium-term financial plans beyond 2025/26 and the ability to manage change to control future costs
  - The current and forecast position of reserves, including comparison to other peer authorities.
  - Cambridgeshire's maintained school balances.
  - The council's capital programme.
  - The Council's treasury management and security positions.
- Upcoming proposals or events surrounding the local government structure and funding nationally and locally.

2.6 The remainder of this report addresses each point in turn to enable openness and transparency of review of the assessment for members in their consideration of setting a balanced budget at Full Council in February.

### 3. Main Issues

3.1 The following sections set out the assumptions and considerations to enable conclusions to be made about the level of reserves and use going forward to support the medium-term financial plan and ensure the financial standing of the Council remains robust.

## The governance and control environment

- 3.2 The Council's Constitution is regularly overseen and reviewed by the Constitution and Ethics Committee with advice from the Monitoring Officer and other statutory officers. The Constitution includes clear Financial Regulations and Contract Procedure Rules (Part 4.5) which set out the Council's scheme of financial management. Alongside this Part 3A-C set out the responsibilities of Full Council and Committees, with Part 3D setting out the extent and nature of the authority delegated to officers to undertake functions on behalf of Council. Part 4C sets out the Budget and Policy Framework Procedure Rules for the adoption of its budget and policy framework as set out in Article 4.
- 3.3 The constitutional rules are supported by financial policies and procedures that set out the detailed controls over the financial management of the Council and the way they are operated. These are subject to regular review by Internal Audit, whose findings are reported to both the Corporate Leadership Team (CLT) and the Audit and Accounts Committee for scrutiny of action implementation. During 2024/25 Internal Audit have carried out a range of risk based financial audits, including within schools. A number of these audits have identified improvements needed which have been considered in this assessment, in particular Debt Recovery, Adults, Health and Commissioning Directorate Business Plan and the DSG Safety Valve reviews.
- 3.4 Service and policy committees received regular Financial Monitoring Reports on the forecast in-year spend for scrutiny and action. This included a half yearly snapshot of the Council's reserves as well as any recommendation for movement, drawdown or addition to reserves in year. The financial monitoring has identified challenges in year arising from continued pressure on services from demand, as well as a number of longstanding legacy matters that continue to be addressed such as the realisation of income from the Council's energy projects and additional waste disposal costs arising from changes in legislation, impacting the current Waste Private Finance Initiative (PFI). In addition, around £16 million of savings planned are not expected to be delivered in year, with compensating plans needing to be found. Overall, this saw a mid-year forecast revenue overspend of nearly £10 million reported to Strategy, Resources and Performance Committee in October 2024.
- 3.5 During 2024/25, the Corporate Leadership Team (CLT) has, as a result of the challenging financial situation forecast, been driving work to reduce expenditure where possible. This began with a Workforce Expenditure Control Panel initiated and chaired by the Chief Executive, as Head of Paid Service, supported by the Service Director: Human Resources and Section 151 Officer to check and challenge the need for any workforce related spending, including agency workers. The financial pressures have continued and before the end of 2024, the Chief Executive and S151 Officer agreed to introduce further measures to report, manage and control third party spend which accounts for around two thirds of all spending. This is being led through a Financial Transparency Panel chaired by the Section 151 Officer and includes the removal of some officer spending delegations, moving these to at least Heads of Service and above in structural terms. The combination of these measures and actions by Executive Directors as budget holders has reduced the forecast overspend in 2024/25 from nearly £10 million to £6.8 million as at period 8. These controls will remain in place for the foreseeable future.
- Governance and controls conclusions
- 3.6 From this assessment overall, the Council has a strong financial control environment, however the scale of the challenges has led to the need for additional controls, a focus on

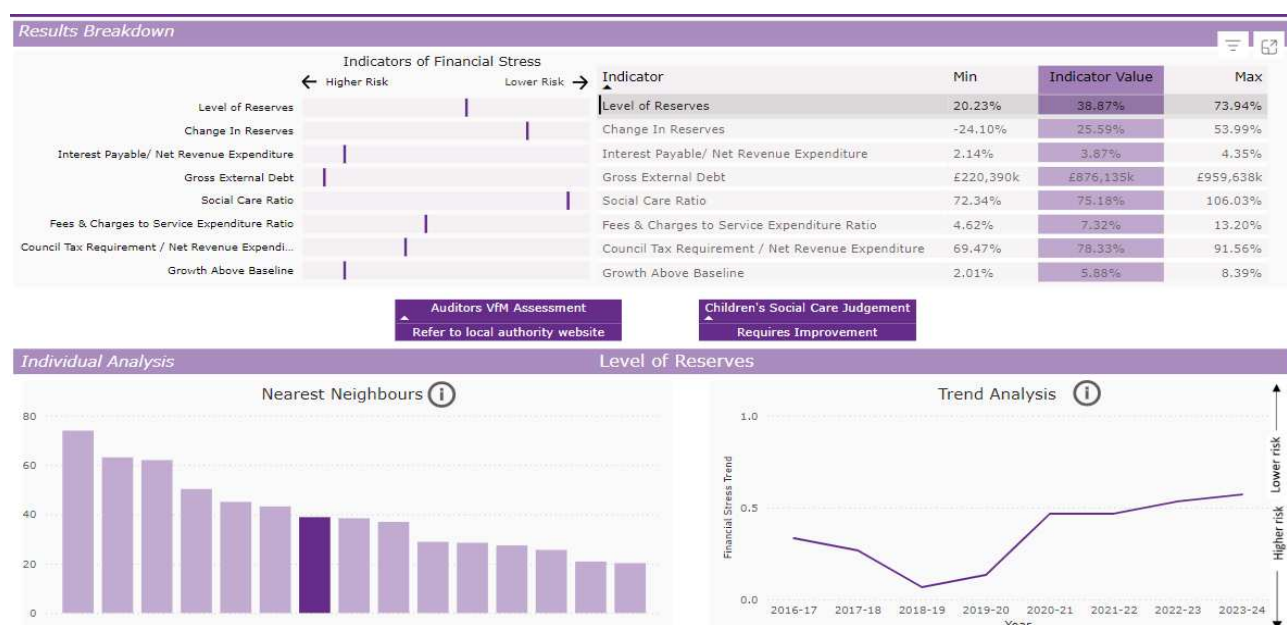
debt and DSG, as well as a review of saving delivery plans. This approach is also focused on the longer-term continued development of budget managers' skills, ownership, reporting and direct management of financial issues.

- 3.7 In the final months of the 2024/25 financial year, every effort will be made to further reduce the forecast overspend, however this is unlikely to be balanced by year end meaning an overspend will be reported. If the forecast deficit is not reduced to deliver a balanced position for 31 March 2025, then resulting overspend will need to be drawn from the Council's General Fund Reserve. The General Fund position at 31 March 2024 stood at £29.4 million, thus a £6.8 million overspend would reduce that to £23.6 million. The Section 151 recommends later in this paper that the level of such reserves needed for the Council in 2025/26 is £26.700 million, as such around £3.1 million would need to be found as part of 2025/26 budget delivery. At this stage it is thought reasonable given the additional controls introduced that officers will be able to further reduce the in-year overspend. However, the 2025/26 Budget proposals include movements in other reserves into the General Fund to ensure the minimum level is met. This will have an impact on earmarked funds and as such all effort remains on reducing the final overspend. This will be further assessed when the 2024/25 year end position is reported.

### External Guidance and advice

- 3.8 The Council produces annual statement of accounts, alongside a range of other financial reports for public inspection. The financial reporting follows the Chartered Institute of Public Finance and Accountancy (CIPFA) accounting code of practice which are based on International Financial Reporting Standards (IFRSs). The Council also follows and reports publicly on its compliance with CIPFA's Prudential Code. The Finance Team also assess and follow CIPFA's Financial Management Code and the Section 151 Officer is a current CIPFA Member and follows all the professional standards and guidelines set by CIPFA.
- 3.9 CIPFA have also produced an annual Financial Resilience index, noting that this uses data from 2023/24. This index identifies that Cambridgeshire's level of reserves continues to be in the middle of the pack, although the risks are associated with the level of borrowing discussed later on in this report.

**Table 1: CIPFA Financial Resilience Index analysis of Cambridgeshire reserves compared to peers**



Source: CIPFA's Financial Resilience Index - [Financial Resilience Index \(cipfa.org\)](https://www.cipfa.org/financial-resilience-index/)

- 3.10 Analysis carried out by the Association of Local Authorities' Treasurer Societies (ALATS), co-ordinated by the Society of County Treasurers (SCT) looked at the forward projection against similar classifications noted in this report. This identifies that compared with peers, Cambridgeshire's projected decrease in its reserves is in line with other councils.
- 3.11 Statute requires that every local authority has external auditors whose role is to be the steward of the local government accountability framework, and to be assured that the authority has been acting with regularity, propriety and value for money (VFM) in the use of their resources. In 2024 the Council's auditors, Ernst Young (EY), signed off the for the outstanding audits for 2021/22 and 2022/23. The VFM conclusion for both years was positive with improvement in controls around procurement particularly recognised given historical issues in this area. The 2022/23 accounts opinion was disclaimed due to the inability of EY to complete the audit due to a lack of capacity. This was or will be the position at over 200 councils in England and formed part of the Government's national proposals to recover the external audit position and market to restore trust in the statement of accounts. For 2023/24 the Council's auditors were changed through a nationally led procurement process and KPMG LLP took over from EY. The audit of these accounts is due to be completed and reported to the Council's Audit and Accounts Committee by 28 February 2025. This audit will be a complicated position as it will need to make assessments about the opening balances from 2022/23 which were not audited the prior year. As such, the Section 151 Officer in the compilation of the 2022/23 accounts carried out a series of reviews relating to the opening balances and significant risks to provide himself with assurances when signing off the draft accounts for audit. Whilst the S151 Officer anticipates that there will be matters raised by KPMG in relation to the composition of the notes to the accounts and movements proposed between categories of reporting he remains positive that balances of usable reserves declared will remain unchanged. An update by KPMG on matters arising on the audit and the form of opinion will be presented to the Audit and Accounts Committee on 30 January 2025.

- 3.12 The Council also engages external advice on matters such as Treasury Management, Pension administration and investment, as well as where appropriate technical financial matters, such as accounting treatment.
- 3.13 In addition, the Council is a learning organisation which continually seeks insights to improve from other professional practice and advice. During 2024 several guidance notes have been issued by Government and related bodies, the Local Government Association, audit firms, consultancy organisations as well as CIPFA relating for example to best value interventions in other councils. This has included studies that have looked at corporate governance, borrowing, local authority traded companies, procurement and contract management, VFM lessons, preventing failures and learning from councils that faced financial and governance challenges.
- external guidance and advice conclusions
- 3.14 Overall the Council follows external guidance and acts on advice and recommendations. During 2024 there have been no specific risks identified relating to the Council's financial position and whilst continually seeking to learn from others there are no matters that have raised call to question or change policies or practices. Overall, the Council's reserves remain in line with peers.

## The Council's risks and management of risks

- 3.15 The Council reports its Corporate Risk Register and Strategy quarterly to both the Strategy, Resources and Performance Committee and the Audit and Accounts Committee. This was last reported in October 2024. The risks are primarily focused on the ability to continue to deliver services arising from operational, digital, governance, legal and financial factors. Risk 03 specifically assesses whether the Council has enough budget to deliver agreed short and medium term corporate objectives. Currently, that risk is assessed as high (a score of 16) largely due to increasing likelihood of events triggered. The key likelihood issues relate to the following factors (note further commentary on robustness of estimates for 2025/26 is also set out later in this report), and the Council has projected £84.9 million at 31 March 2025 of risk reserves to help manage these risks. This is forecast to reduce to £63.4 million at the end of 2025/26.
- the continued increasing cost, including care and transport, of high need and special educational need and disability (SEND) cases
  - The Council is forecasting a deficit in 2024/25 of £18.4m giving rise to a cumulative deficit of £58.4 million at 31 March 2025. In addition, there has been a 100% plus increase in home to school transport (HTST) costs arising from the increase in Special Educational Needs and Disability (SEND) cases, with a forecast £2.1 million overspend in 2024/25, consequently additional provision has been made for HTST in the proposed 2025/26 budget. Whilst an action plan to address the ongoing in-year High Needs deficit is being discussed with the Department for Education (DfE) as part of the Safety Valve programme, this is still forecasting a cumulative deficit by 2030 in excess of £200 million after action. Government has announced it will be issuing a White Paper by the end of February 2025 to reform the system. Further commentary on this is set out at paragraphs 3.16 and 3.17 below.

- rising demand and costs of day-to-day operations which could impact on the robustness of estimates, as well as legacy to deliver savings
  - health care contributions
  - Credit risk and debt recovery
  - On going contractual disputes or legal risks
- Asides from SEND and older people demand and costs for other services remain in the main in line with predictions. Demand for older people adult care is being assessed post pandemic as patterns are still variable. Pressures do exist in relation to children in care demand and costs which are assessed later on in this report, however the risk reserves previously earmarked to support change and to help manage this pressure will have been reduced to nil by 31 March 2025.
  - The Council is in the process of dissolving the historical Section 75 pooled budget with the NHS Integrated Care Board (ICB) for learning disabilities. Under statute, the ICB is responsible for costs of health care for these individuals. The Council is currently in dispute with the ICB over accountability for costs. This is also affecting in year saving proposal delivery, as well as the potential for future year proposed assumptions. At this stage further challenge of the NHS's assumptions and assessments is required to manage the responsibility of costs. This could require in year draw on Adult Care earmarked reserves and thus these reserves are felt needed. This will be monitored and reported to Council during 2025/26.
  - The Council is due to receive the annual business plan from its housing company This Land Ltd which will provide a detailed overview of the company's outlook and performance. There is a risk that the Council will need to reassess its security and credit position, as well as the potential impact on its assumptions surrounding borrowing minimum revenue provision. As such it is deemed prudent to set aside reserves now, to insure this risk with £10 million at the end of 2024/25 rising to £15.1 million by 2030 when the loans are due to have been fully repaid.
  - The Council's debt position is regularly reported to the Audit and Accounts Committee. Debt has risen post pandemic particularly related to Adult Social Services. This principally relates to a disputed debt with the ICB surrounding 2024/25 uplifts for which the Council's view is that it holds a strong legal position. Sundry debt levels have though seen some improvement following a debt recovery improvement programme. The current bad debt provision is felt broadly adequate, with a small reduction budgeted for 2025-26, and will be reviewed both as part of the 2023/24 external audit and the closedown of the 2024/25 accounts. At this stage no further coverage through reserves is felt necessary.
  - The Council is involved in operations and contracts with a range of stakeholders from third party suppliers to users of our services. In these there is always a risk for disputes to



arise. In some cases, these are insured and the Council sets funds aside (£5.160 million) for such risks. This assessment is based on third party advice on the claims and levels of success expected to defend. In other disputes the Council needs to set aside for potential liability, including the risk of penalties or even damages awarded by Court. At present the Council has a number of commercial and contractual disputes ongoing and as such has provided a risk assessed adequate sum to cover these amounts. At this stage it is forecast that £12.9 million will be set aside in a specific risk reserve at the start of 2025/26 (£19.3m 1 April 2024), which will be called upon and reduced to £8.3 million by 31 March 2026. This amount has been assessed against known factors such as potential court cases and will continue to be updated as those disputes and challenges progress

- track record to deliver saving proposals and manage in year spending
  - Currently, the council is on track to deliver £18 million of savings against its original plan of £34 million. As such, compensating saving proposals have had to be made and tighter spending controls introduced. Further commentary on the robustness of estimates and potential impact on the General Fund is provided later on in this report. The CLT will place strong focus to mitigate any draw down and delivery of savings through regular reporting, spending controls and budget management actions. However, £4 million of the General Fund, as set out at Appendix 2, is assumed as a prudent one off need to cover future non delivery of savings.
- uncertainty over future years' funding and changing local government structures
  - Government issued a consultation on 18 December 2024 regarding local authority funding reform ([Link to MHCLG's Local authority funding reform: objectives and principles](#)). This is likely to lead to a reduction in Government grant for the Council and as a result a Financial Review Shortfall Reserve is in place to help manage the impact, this stands at £7.4 million at the end of 2024/25, with that reduced to £5.7 million by 31 March 2026, and the majority drawn down in 2026/27 when reform is expected leaving a balance of £1.0 million by 31 March 2027.
  - Greater reliance for funding going forward is expected to be placed on Collection Fund raising of income from Council Tax and possibly business rates. The Council currently has a reserve to protect against volatility in the tax base and/or appeals. As at 31 March 2025 this is forecast to be £3.9 million. A reduction is planned for 2025/26 due to lower than forecast taxbase positions reported resulting in a projected end 2025/26 balance of £2.1 million. There are no further calls on this reserve mapped at this stage whilst further assessment of bases and funding reforms is carried out.

- 3.16 The single greatest financial risk to the Council remains the substantial and growing deficit on High Needs spending from the Dedicated Schools Grant (DSG). This has been highlighted as the biggest risk for several years with the accumulated deficit forecast to be £58.4 million by the end of 2024/25. A statutory override was previously extended by a further two years by the previous Government, which means that DSG deficits do not have to be covered from the General Fund i.e. they are not cash backed up to 31 March 2026. The Provisional Settlement announcement by the current Government has delayed any update on the override until proposed reforms of the SEND system are announced. That is expected before the end of February 2025. However, without either confirmation of the extension of the override and/or clarity on the reforms and future funding of SEND there is a need for the Section 151 Officer to consider the scenarios that could apply.
- If the override is not continued and no new funding is made available to address the cumulative deficit then the Council would have insufficient reserves to cover the deficit and would be faced with discussing the need for setting the 2026/27 budget for Exceptional Financial Support (EFS) with the Government to avoid a Section 114 notice being issued. This would likely be the case for around 100 councils in England. The EFS request would mean a capitalisation directive allowing the Council to cover the position from borrowing, but this would add a circa £5 million annual pressure to the revenue fund not currently budgeted for in the Medium-Term Financial Plan, unless Government were to issue a grant to those authorities needing to borrow to cover those costs. None of that would though address the ongoing deficits likely to occur in the following years and further large cumulative deficits without action and / or Government reform, and further EFS requests would follow adding to the cost of borrowing, this is not deemed sustainable.
  - As above if the override is not extended but reforms are sufficient to resolve the ongoing in year overspends in such a fashion to avoid future risks then the Council would still be required to seek one off EFS, which to reiterate would result in an annual revenue cost as yet not included in the Council's Medium Term Financial Plan of circa £5 million. Again, this is likely to be the case for many upper tier councils in England.
  - The statutory override is extended, and/or the Government write off all deficits. In this instance the Council's current assumptions remain and there would be no need to consider a Section 114 notice or seek EFS.
- 3.17 At this stage it is assumed that the final scenario is the one which will materialise, and as such this Section 25 assessment is drafted on the presumption that Government will find a solution towards dealing with (and accounting for) the accumulated deficit prior to the end of 2025/26, when the current statutory override is due to end. It has to be noted that is a considerable financial risk, affecting the majority of upper tier authorities. If a resolution to this is not forthcoming (in this financial year) then the financial viability of the Council would need to be reconsidered and reported back to Full Council for further consideration.

- 3.18 The Council must also be prepared for and have the ability to respond to unknown risks, in particular environmental events. As such the General Fund Reserve operates as a working balance to manage the impact of uneven cash flows and avoid unnecessary temporary borrowing, and to provide a contingency against emerging events or emergencies. The Section 151 Officer advises on the level of such reserves to hold. As such a separate assessment of the scenarios that could be called upon is set out at Appendix 3. This suggests that as a minimum the Council will need to hold £26.7 million of General Fund reserves in 2025/26, but that in later years that needs to increase to £32 million due to increasing risks and cashflow demands. This equates to 4.9% of the annual net general revenue budget. It is very unlikely all issues would be called upon in one year and as such this also provides a working balance for effective cashflow and treasury management.
- risk management conclusions
- 3.19 The Council needs to continually be aware of its risk environment and those events that could significantly affect its financial standing. There are currently a range of known risks the Council is managing, and part of that strategy is to ensure there are sufficient specific earmarked risk reserves that cover potential liabilities and costs. The Council's current projected balance of earmarked risk reserves of £84.875 million as at 1 April 2025 is deemed to be sufficient at this stage if it is assumed that Government will resolve the issue of responsibility for the DSG High Needs and SEND deficit not falling on the General Fund account. If that proves not to be the case then the Council's reserves are insufficient to meet the current and forecast deficit and Cambridgeshire, like a large number of upper tier councils, would need to consider applying for Exceptional Financial Support (EFS) without which a Section 114 notice would need to be considered. At this stage the need for EFS or issuing of a Section 114 is not anticipated as it is assumed Government's announcement by late February 2025, which may come after Full Council sets the budget, will resolve this position. If that proves an incorrect assumption it would be a significant issue that would need to be reported back to Full Council for consideration on the advice of the Head of Paid Service, Monitoring Officer and Section 151 Officer.
- 3.20 It is also worth noting that the risk reserves are expected to reduce by nearly 50% over the lifetime of the Medium-Term Financial Plan to £46.841 million and as such the risk assessment needs to continue to be appraised for ongoing and emerging risks, such as the future accountability of the Greater Cambridge Partnership (GCP) after 2030 or changes arising from the English Devolution White Paper and associated reform legislation, paragraph 3.76 notes further assumptions around this.

### The Council's Financial position and financial risks

- The Council's financial standing in comparison to its peers
- 3.21 CIPFA's Financial resilience indicators reflect that overall the Council's financial standing, excluding the position on external debt, is in line with its peers. Whilst the ratio of spend on adult and children's care has increased in recent years, spend typically hard to control and thus affecting financial risk, the Council's spend is a lower percentage than its peers. It remains the factor that the Council's level of external reserves however when compared to the level of reserves and income that the Council is one of the highest and where a key focus remains.

- The 2023/24 Financial Outturn and external audit progress.
- 3.22 The final 2023/24 outturn was £1.2 million overspend, which was improved on the £5.5 million forecast overspend and the potential draw from reserves reported to this Committee in consideration of last year's Financial Sustainability Assessment report submitted by the Section 151 Officer. The result of that was to maintain General Fund Reserves and a stronger financial standing position going into 2024/25.
- 3.23 At this point in time the outcome of the 2023/24 external audit is expected to be reported to the Audit and Accounts Committee on 26 February 2025, although an interim findings report will be taken to the same Committee on 30 January 2025. At this stage no audit findings or recommendations are expected that will alter this assessment. A verbal update on the published interim findings though will be given to the Strategy, Resources and Performance Committee.
- 2024/25 Outturn
- 3.24 As noted elsewhere on the same agenda as this paper the latest forecast for 2024/25 is an overspend of £6.8 million. The CLT is undertaking actions to recover this position to balance at year end, this includes maintaining a Workforce Expenditure Panel that has operated throughout 2024/25 to check, and challenge all workforce related spending, both employed, and agency related. In addition, a Financial Transparency Panel has been established to oversee third party spend and is chaired personally by the Section 151 Officer. At this stage £6.8 million has been assumed will need to be funded from the General Fund reflecting the latest forecast position, see more detailed analysis of the General Fund risk coverage at Appendix 2.
- 3.25 The impact of this would be to reduce the General Fund to £23.472 million on 31 March 2025. This is below the level recommended at Appendix 2 and as such all action needs to be taken in the remainder of 2024/25 to recover the overspend to no greater than £3 million. As such it is noted that this in year mitigation focus means there is no planned contribution to reserves within the budget proposals for 2025/26. As currently the in-year overspend reduces reserves below the recommended level the Business and Budget Plan proposes a backstop of drawing from other reserves to maintain the General Fund balance at the minimum level proposed in the business plan. Further action will be needed in 2025/26 to replenish these reserves either through additional savings or through an improved outturn leading to lower draw from the General Fund reserve. Further reports will be presented to the Strategy, Performance and Resources Committee during 2025/26 for consideration. Going forward after 2025/26 future years assumes there will be a need to increase the General Fund Reserve.
- 3.26 Going forward future delivery of in year budgets will be essential given the level of reserves. As such continued improvements in monitoring and managing budgets is important.

- The robustness of budget proposals 2025/26

3.27 Due diligence of all proposals for 2025/26 budget and future years has been undertaken by the Council's enabling services, including Finance, Policy, Insight and Change and Human Resources. That diligence has included any estimations, net costs/savings/income and timescales to implement. Development of practice has also evolved following Internal Audit recommendations around the Adults, Health and Commissioning Directorate Business Planning Review and Challenge which was limited assurance. Key recommendations included implementing a comprehensive overarching governance system, developing consistent benefit realisation plans, establishing robust risk assessment and management processes, and creating an integrated programme timeline. The audit also suggested clarifying resourcing for central coordination and aligning with the Council's Project Management framework to strengthen the Council's approach to delivering these critical savings proposals. The Adults and Health Committee will note this report in its scrutiny of budget proposals at the committee in January 2025. It was also noted that of the 2024/25 savings only £18 million of £34 million planned proposals are forecast to be delivered in year, with a significant amount of those being in the Adults, Health and Commissioning Directorate. As such, Finance and Procurement have been working with services to improve the diligence, transparency and challenge of all future proposals.

3.28 Further information on the due diligence carried out is set out in the Medium-Term Financial Strategy which is on the same agenda as this paper. Overall, this has concluded that there is a lower risk of non-delivery. Although further specific commentary on the key risks facing next year and future years is set out in the following paragraphs.

➤ Demand and inflationary pressures

3.29 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 and 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 the 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 Consumer Price Index (CPI) projection 2% as at September 2024, but specific inflation rates are calculated for each service particularly allowing for a higher level of inflation where costs are staffing based (reflecting on average above inflation pay rises).

3.30 An additional external pressure for 2025/26 has been the increase in employers' national insurance costs. This has been provided for within the Council's workforce/pay budgets and for the adult social care supply chain. The impact on other third party spend will however need to be managed as part of ongoing contract and commissioning plans. Note capital financing pressures are discussed later in this report.

- 3.31 An assessment of the growth needed for 2025 and beyond has been applied to the budget requirements in consideration of setting the budget for 2025/26. This has been based on current and forecast levels of demand. However, whilst this has been tested and assessed recent history would suggest that in a post pandemic and worldwide economic situation there continues to be a risk of increased unforeseen demand and inflation in Children's social care, Special Educational Needs and Disabilities (SEND) and home to school transport. Whilst in Adult Social Services, care for older people and the volatility of activity to forecast demand is proving difficult to predict with great accuracy and as a result, the officers are engaging with further economic assessment to help forecasts going forward.
- 3.32 An assessment of the 2024/25 overspend projections has fed into the budget build for 2025/26 and for services facing significant ongoing pressures of demand and/or inflation the level of provision provided for has been set in line with forecast demand and inflation. This includes:
- Home to school Transport – £ 3.8 million
  - Children in Care - £ 1.6 million
  - Learning disabilities - £ 5.8 million
  - Mental health - £5.0 million
- 3.33 Allowing for demand and inflationary pressures has meant the Council has had a gross pressure of £59 million as set out in Table 2:

**Table 2: Gross Pressures facing the Council in 2025/26**

Directorates	Net inflation £,000	Demand and Demography £,000	Pressures £,000	Total £,000
Adults, Health and Commissioning	10,273	10,050	8,231	<b>28,554</b>
Children, Education and Families	5,886	7,041	5,553	<b>18,480</b>
Place and Sustainability	3,751	47	676	<b>4,474</b>
Finance and Resources	353	0	1,754	<b>2,107</b>
Strategy and Partnerships	759	0	861	<b>1,600</b>
Corporate Items	514	0	3,279	<b>3,793</b>
<b>Total</b>	<b>21,517</b>	<b>17,138</b>	<b>20,354</b>	<b>59,009</b>

- 3.34 The Council has faced a number of pressures in 2024/25 that have been reported as part of the overspend projections. These have included a number of historical legacy matters which it is felt are now addressed or being addressed which will reduce or negate that pressure in future years, such as the income from energy projects and the increased cost of waste disposal and the associated PFI, following legislative changes.

➤ Savings

- 3.35 To balance the budget and provide for the pressures faced, after accounting for grant and council tax income, the Council has needed to identify £34 million of further saving proposals. Alongside this there is also the implementation of prior year saving proposals. Finance and Procurement, alongside other enabling services, such as Policy, Insight and Change, HR and Customer and Digital Services, have assessed every savings proposal for deliverability in terms of timings and estimation. Timings for example has assessed any consultation needed and the time frame to implement changes. Estimation has assessed the assumptions behind calculations and any investment needed to implement a proposal thus giving a net saving. The Section 151 Officer has challenged these workings alongside other Executive Directors, seeking to learn lessons from previous years. As a result, the proposals have been signed off as deliverable. Each Head of Service and Service Director will be required to sign off their personal responsibility for delivering the net budget for 2025/26 and there will be regular budget monitoring during the year to ensure the budgets are delivered.
- providing for changes to assumptions
- 3.36 Whilst due diligence has been carried out to ensure the budget is robust, with the scale and complexity of local government it is inevitable that there will be changes to assumptions during the financial year that follows. As a result, there is not only a need for strong budget monitoring and management but in certain cases there will be the need for one off draws from reserves as a matter of last resort. The following earmarked reserves (Table 3) have provision to ensure support for both operational change programmes but also volatility in care related service areas. However, it should be noted that after 2025/26 any one-off support for delay in delivery of savings or demand volatility will only be capable of being funded via General Fund Reserves.
- 3.37 This removal of service specific one-off earmarked reserves places both risk and need for strong financial and operational management on all services to both predict and manage future demand and costs. This transition has begun for 2025/26 with the result being that the majority of risk would fall now on the General Fund Reserve, for example Appendix 2 identifies that this reserve assumes a potential need to draw on as last resort for Children in Care (£0.8m), home to school transport (£1m), and SEND (£6m). Noting that if this is drawn down it would need to be replenished and thus place pressure on future years / drive savings in these areas to recover the position. As such the CLT will continue to oversee for the foreseeable future tight controls around pay and non-pay spend that check and challenge expenditure as set out at paragraph 3.5 of this report. The Chief Executive, supported by the Section 151 Officer, will also continue to ensure Executive Directors remain personally accountable for their directorate budgets throughout the year.

**Table 3: Call on reserves for demand and inflation**

Reserve	Balance 31 October 2024 £m	Opening balance 1 April 2025 £m	Potential draw 2025/26 £m	Balance remaining 1 April 2030 £m
Adults Safeguarding and Learning disabilities	7.011	6.611	-6.611	-
Childrens	3.200	3.200	-3.200	-
Ukraine Grant	4.912	4.412	-3.546	-
High Needs	8.185	6.125	-6.125	-
<b>Total</b>	<b>23.308</b>	<b>20.348</b>	<b>-19.482</b>	<b>0</b>

- The Council's business and medium-term financial plans beyond 2025/26 and the ability to manage change to control future costs

3.38 The Office for Budget Responsibility (OBR) in November 2023 ([Economic and fiscal outlook – November 2023 - Office for Budget Responsibility \(obr.uk\)](#)) noted that since 2010/11 local authority spending has fallen from 7.4% to 5% of gross domestic product (GDP). Given local authorities' statutory duty to provide a range of services where demand is likely to continue to grow, for example adult and child social care, pressures on the Council's finances and services will continue. The Council's Business and Budget Plan with the Medium-Term Financial Strategy (MTFS) considered elsewhere on the same agenda as this paper sets out a detailed assessment of the future economic projections.

3.39 The MTFS, excluding any consideration of the DSG High Needs Deficit discussed at paragraph 3.16, shows a £73 million gap over the next four-year period 2026-2030 as set out in the following table.

**Table 4: Gap Forecast 2026-30**

	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>

3.40 The forecasts for 2026/27 and beyond are inevitably less reliable than the forecasts for 2025/26 (which themselves have a smaller degree of uncertainty as noted in the preceding paragraphs). Due to the impending Comprehensive Spending Review and Funding Reforms, as well as other Government reforms such as Devolution and SEND, the Chancellor's 2024 Autumn Budget statement only set out spending plans for 2025/26. As noted, the Office for Budget Responsibility (OBR) suggests that there remains less scope for additional public sector funding beyond in 2026/27. The Government released on 18 December 2024 its first proposals for Funding Reform to be effective from 2026/27 with a



multiyear settlement. This has introduced significant uncertainty to the Council's grants and local tax raising provisions.

- 3.41 The high gearing of council tax to government grant means that higher costs can only be funded by higher council tax, and if that is not possible then more savings and potential draws on reserves to enable that will be needed. All of this increases the risk and uncertainty over the Council's long-term funding. As such £7.415 million has been set aside to cover the future funding risks this is circa 2% Council Tax for one year and will continue to be assessed.
- 3.42 In addition, the Council has a small legacy earmarked reserve to deal with, or smooth late changes to the 2021/22 settlement which led to changes in Cambridgeshire's allocations. As a result, a reserve was created to be drawn down as part of the Medium Term Financial Strategy. This will be £3.327 million due to increased business rates in 2024/25 but will then be drawn down and spent by 2027/28 as changes in the business rates allocations are worked through.
- 3.43 There is a known correlation between those councils which have had lower council tax increases, undeliverable savings plans, higher levels of debt, low levels of reserves and subsequent concerns about financial management. Whilst these are not the only factors which could give rise to financial management concerns, they remain an important consideration in the assessment of financial resilience and sustainability. Cambridgeshire's current council tax charge is around the average of all county councils, but levels of capital debt and/ borrowing are well above average compared to levels of reserves (see Chart 2 later on in this report), which remain slightly below average. The levels of debt, excluding with the ICB, are slowly being addressed through the capital programme and avoiding additional borrowing. This needs to be a continued focus for the MTFS.
- 3.44 As the largest element of the Council's funding, there is also a risk of less collected council tax or business rates, which could adversely affect the Council's financial standing. Going forward therefore the planned financial risk reserves include £3.868 million provision still being needed for this risk, with £1.7 million needing to be drawn down in 2025-26 to meet collection fund deficits. This is sufficient to cover historic averages of what an in-year collection fund deficit would be across both tax types and all districts. In addition to this, there is a moving balance on this reserve where any in-year collection fund surpluses are applied to mitigate against future year deficits to prevent one-off swings to our budget.
- 3.45 In the medium to longer term, the Council has to have a sustainable plan where spending growth is closely aligned to Council priorities and available funding. This means that the Council needs to plan to deliver savings by changing the way it works. It is expected that the medium-term plan will therefore need some limited use of reserves in the future years to manage the uncertainties noted above and deliver change and the Council's ambitions. In addition, there is a need to plan for changes to national economic assumptions, in particular inflation. The Council needs greater agility in future without relying heavily on reserves. To this end it is vital that the Council continues to evolve business and financial planning alongside cross-cutting programmes to change the way it works and is configured.

- 3.46 At the Strategy, Resources and Performance Committee in October 2024, the Council approved its Change Strategy, known as ‘Our Future Council’, that sets out the framework for the type of organisation the council will strive to become by 2030. This strategy will enable the Council to focus on addressing the challenges and opportunities facing Cambridgeshire, in which innovation will drive improved effectiveness, efficiency and productivity across council services to deliver financial sustainability, improved resident outcomes and increased public trust. This sets out five pillars of change:
- Assets.
  - Commissioning and Commercial.
  - Customer Engagement / Experience.
  - Digital, Data and Technology.
  - Target Operating Model.
- 3.47 This however will need investment and as such the Council has set aside £22.5 million in Strategic Framework earmarked reserves to pump prime future savings, on an invest to save basis, to drive and deliver savings. The Council’s Change Board, chaired by the Chief Executive, will oversee the delivery of these programmes of change and will recommend the use of reserves to lead and drive “Our Future Council” to elected members. The planned level of reserves is set out at Table 5 and includes the existing Just Transition Fund established by the Joint Administration in 2021. This identifies that the plans will see these reserves nearly all fully utilised by 2027/28.

**Table 5: Strategic Framework Reserves**

<b>Reserve</b>	<b>Balance at 31 October 2024</b>	<b>2024/25 closing balance</b>	<b>2025/26 closing balance</b>	<b>2026/27 closing balance</b>	<b>2027/28 closing balance</b>
Change and Digital	£3.4m	£2.5m	£2.8m	£1.2m	£0.0m
Just Transition Fund	£9.1m	£6.7m	£1.8m	£0.1m	-£0.0m
Investment reserves	£17.5m	£13.3m	£2.7m	£0.5m	£0.4m
<b>Total</b>	<b>£30.0m</b>	<b>£22.5m</b>	<b>£7.3m</b>	<b>£1.9m</b>	<b>£0.4m</b>

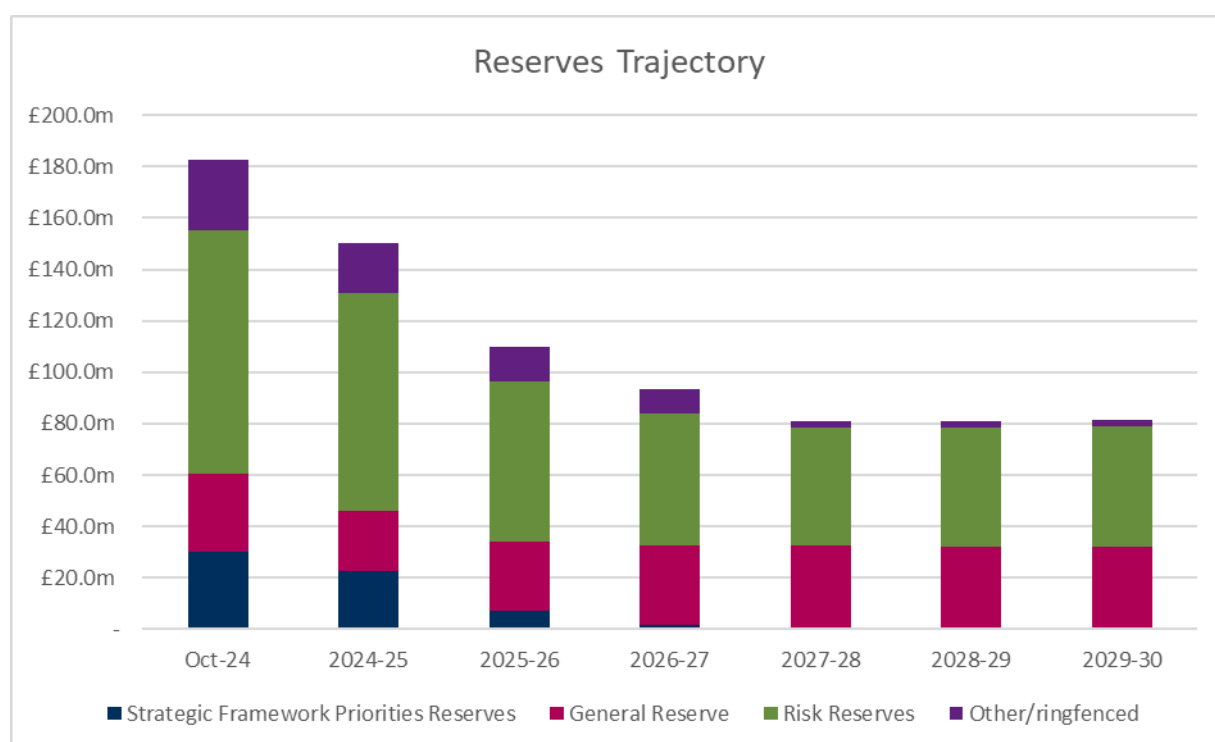
- 3.48 The Just Transition Fund is shown in detail at Appendix 3b. Latest forecasts for some agreed funding lines suggest the original allocations will not be fully required, particularly due to other reserves or grant funding having been used for priority areas. As such, a reallocation into more general investment reserves is proposed in the business plan.
- The current and forecast position of reserves, including comparison to other peer authorities.
- 3.49 The forecast opening position as at 1 April 2025 for all reserves, excluding the DSG deficit discussed earlier in this report, is expected to be around £149.638 million across all classifications as follows:

**Table 6: Forecast Reserves (Detailed analysis at Appendix 1)**

Fund Description	Balance at 1 April 2024 £000s	Balance at Oct 2024 £000s	Forecast Opening 1 April 2025 £000s	Year on year Change £000s	Year on year Change %
General Reserve	£29.4m	£30.3m	£23.5m	−£6.0m	−20%
Strategic Framework Priorities	£37.4m	£30.0m	£22.5m	−£14.9m	−40%
Risk	£80.4m	£94.9m	£84.9m	£4.5m	6%
Ringfenced	£38.0m	£23.6m	£16.8m	−£21.3m	−56%
Sinking Fund	£3.8m	£3.7m	£2.3m	−£1.5m	−40%
Unusable	£0.4m	£0.4m	£0.3m	−£0.1m	−24%
<b>Total Revenue Reserves</b>	<b>£189.4m</b>	<b>£182.8m</b>	<b>£150.2m</b>	<b>−£39.3m</b>	<b>−21%</b>

3.50 This shows a significant fall in reserves due to the continued use in particular of specific ringfenced grants, which increased during the pandemic, as well as the increased spending since the pandemic ended on schemes suspended during that time. This trend is expected to continue as shown by Chart 1 below:

**Chart 1: Forecast level of reserves 2024-30**



3.51 The Council also has a number of technical sinking funds, such as to provide for future equalisation likely at the end of schools PFI scheme, this totals £2 million. The sinking fund also held reserve funds for the local County Council elections, but with these happening this year the County Returning Officer recommended to the Strategy, Resources and Performance Committee in December the draw down of these reserves to fund the management of the election process in May 2025. As such this reserve will again start to be built up for 2029 with an annual contribution of £0.190 million a year. As well as a small number of other items the sinking fund reserves will stand at £2.3 million 31 March 2025 and is felt adequate therefore.

- 3.52 At the start of April 2025 it is forecast that the Council will have £16.8 million of ringfenced reserves, whereby the conditions against which spend can be undertaken is set by contract, legislation or grant conditions. This is broken down as follows:

**Table 7: Ringfenced reserves forecast analysis as at 31 March**

Ringfenced element	2025	2026	2027
Revenue developer contributions	£2.2m	£2.1m	£2.0m
Public Health Grant – <i>further details at Appendix 4a</i>	£2.0m	-£0.0m	-£0.0m
Regional adoption agency	£0.5m	£0.2m	-£0.0m
Other grants & contributions	£10.2m	£7.4m	£4.6m
Ringfenced accounts (e.g. parking, permitting)	£1.9m	£1.4m	£0.9m
<b>Total</b>	<b>£16.8m</b>	<b>£11.2m</b>	<b>£7.6m</b>

- 3.53 The assumption is that whilst these reserves cannot be used for other purposes, and in the case of the Public Health funds are overseen by the Director of Public Health and reported to the Department for Health and Social Care (DHSC), if the cost of services related to these funds is higher, then that spending will need to be managed within available funds. This is particularly true for developer contributions (in the case of these revenue funds these are minor ‘commuted sums’ contributed by developers). Following an Internal Audit review the Council has also introduced a s106 officer panel that is overseeing the recording and use of such developer contributions.
- 3.54 The Council also holds a number of reserves not backed by cash resources but held in order that local government can comply with International Financial Reporting Standards. These are referred to as ‘unusable reserves’. There is one unusable reserve though that is reported that is cash backed that accounts for £0.274 million and relates to the Pupil Referral Unit (PRU) school balances and will be fully utilised by 2027/28 and is thus not available for other purposes. School balances likewise are cash backed but are treated as unusable, with further commentary provided later in this report.
- 3.55 As noted at in Table 1 earlier on in this report CIPFA’s Financial resilience indicator index identifies that Cambridgeshire’s level of reserves continues to be in the middle of the pack, although the risks are associated with the level of borrowing discussed later on in this report.
- Cambridgeshire maintained school balances
- 3.56 Whilst maintained schools’ balances are earmarked there remains a risk that if it converts to an academy under the sponsored route, normally that refers to a conversion of a school eligible for intervention within the meaning of Part 4 of the Education and Inspections Act 2006, the deficit balance remains with the local authority to be funded from its core budget. At the end of 31 March 2024 Cambridgeshire had 31 schools in deficit balance, compared to 14 at 31 March 2023:

**Table 8 – 31 March 2024 Maintained Schools in deficit compared to 31 March 2023**

<b>22/23 Restated</b>	<b>Deficit</b>	<b>Nursery</b>	<b>Primary</b>	<b>Special</b>	<b>Total</b>	<b>Change from 2022-23</b>
4	£100k+	2	3	1	6	2
3	£60k - £100k	0	3	0	3	0
3	£20k - £60k	1	11	0	12	9
3	£10k - £20k	0	3	0	3	0
1	£1k - £10k	0	7	0	7	6
<b>14</b>	<b>Total</b>	<b>3</b>	<b>27</b>	<b>1</b>	<b>31</b>	<b>17</b>

3.57 As part of the 2024/25 budget setting process 35 maintained schools submitted initial deficit budgets which have required a detailed licensed deficit application and process for Governors and Head Teachers to follow. Alongside those schools reporting a deficit position there are an increasing number of schools where either a significant proportion of surplus balances has been used during 2023/24 or where the 2024/25 is reliant on balances to be applied to meet ongoing running costs. These schools have all received an advisory notice to highlight the risk of reliance on one-off reserves.

3.58 Officers are in the process of assessing the year end forecasts and whilst the position is similar to last year this has grown worse for a number of schools. A Schools in Deficit working group has been established with officer representatives from finance, place planning, admissions, SEND, governor services to provide support and challenge to schools as part of their deficit recovery plans. Internal Audit have also undertaken several reviews and shared good practice during 2024/25, this has been reported to the Audit and Accounts Committee. At this stage whilst the position is causing concern and reported to Schools Forum it is not expected to have an impact on the Council's General Fund balances.

- Delivery of the Capital Programme

3.59 The capital programme is underpinned by a number of grants ringfenced for specific schemes which are due to or have started and under current plans are expected to be spent by 2028/29 as shown in the table below.

**Table 9: Capital reserves forecast 2025-2030**

<b>£000</b>	<b>Forecast closing balances 1 April £,000</b>					
<b>Fund Description</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
Adults, Health and Commissioning	£0.03m	-	-	-	-	-
Children, Education & Families and Schools	£15.8m	£6.7m	£5.1m	£4.2m	£4.2m	£4.2m
Finance and Resources	£0.9m	£0.4m	£0.3m	£1.4m	£1.3m	£1.4m
Place and Sustainability	£26.2m	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m
Corporate (S106)	£36.3m	£21.1m	£4.3m	£4.0m	£2.1m	-
<b>Capital Useable Reserves subtotal</b>	<b>£79.3m</b>	<b>£28.3m</b>	<b>£9.9m</b>	<b>£9.7m</b>	<b>£7.7m</b>	<b>£5.7m</b>

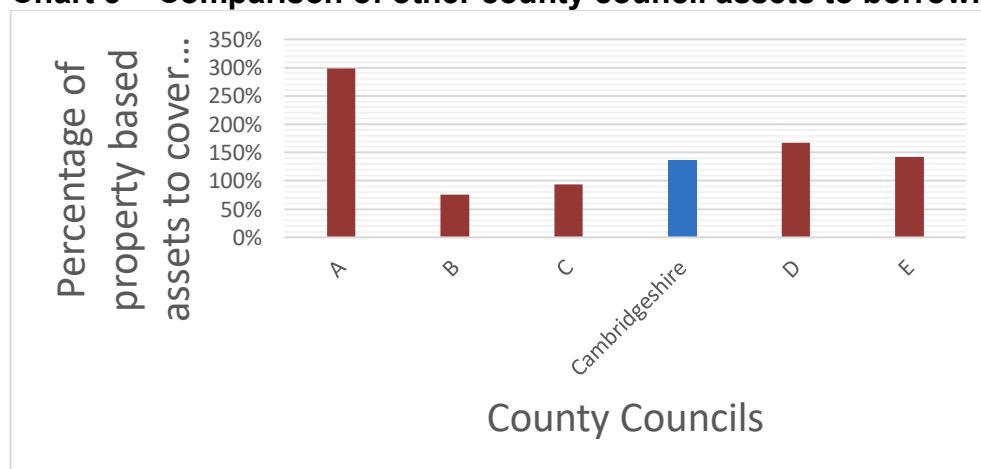
- 3.60 There continues to be a risk of overrun on capital programmes arising from factors such as delays or inflation. At this stage these will need to be managed within the scheme itself and as such no provision within the earmarked or general fund reserve has been made. However, there is always a risk that a capital project does not complete and as such grant needs to be repaid and/or costs can no longer be capitalised. As such the General Fund does make an allowance for such an eventuality with a one-off assumption, for 2025/26 this has been assessed at £4 million falling to £2 million in later years. This is due to the changing nature of funding, current and ongoing spike in construction costs and market failures. This is expected to improve for the remainder of the decade.
- 3.61 The proposed draft capital programme is £541 million over the 5 years 2025 to 2030. The 5 year element of the plan primarily relates to the rolling annual programmes. Spending on approved projects is set out over the anticipated delivery timescales. A separate schedule of potential projects is not included as part of the approved programme to ensure that schemes in the initial stages of development and/or where funding has not been secured are not formally included in the programme too early in their development. However, minimising additional borrowing does not come without risks and consequences. This means the Council will need to prioritise maintenance and improvement works on the Council's assets, to prevent possible closure on safety grounds. This in turn will lead to an increase in maintenance backlogs and higher potential future costs. The Council also needs to investigate alternative funding mechanisms for maintenance works avoiding the need for borrowing to fund what are essentially recurring costs.
- 3.62 As part of the programme of managing its own estate the Council has set aside an earmarked reserve £2.940 million for the repair and upkeep of its buildings. This is not planned to be drawn down in 2025/26 due to the planned rationalisation programme. However, a call on this set aside monies in later years may be likely due to the condition and scale of the future changes to the overall estate. The phasing of this will be determined in 2025 and linked to other considerations such as investment in net zero carbon neutral initiatives.
- 3.63 The Council also is undertaking work on a number of major infrastructure projects, such as on its Guided Busways, and has an earmarked reserve of £23.2 million for 2025/26 set aside to manage the ongoing works related to such matters.
- Treasury Management and security
- 3.64 Cambridgeshire continues to have a higher level of borrowing exposure than other peers as is shown in the latest CIPFA Financial Resilience analysis chart overleaf:

**Chart 2: Borrowing to reserves analysis**



- 3.65 An issue flagged by Committee last year was the Council's security of loans against the assets the Council holds on its balance sheet compared to other councils and as well as to reflect the risk of borrowing. A very simple analysis is shown in Chart 3 that suggests most councils on the face of it have property and assets held for sale that would cover liabilities.

**Chart 3 – Comparison of other county council assets to borrowing liabilities**



- 3.66 However, this assumes that the asset value is realisable. For example, for Cambridgeshire the largest items held under property are for maintained schools and rural farms. Whilst the latter could be taken as an item of security if there were political support, the former is not an asset to realise in the situation of security. Instead, a key focus needs to be on how the Council can improve its ongoing capital and treasury management position.
- 3.67 The total capital 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 10 – 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>

- 3.68 The table above shows that the cost of capital 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. 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.
- 3.69 Whilst the Council is thus focusing efforts to manage its level of borrowing it also needs to manage its delivery of the capital programme. Following reporting last year controls over the capital programme were strengthened and this has resulted in an improved delivery with far less slippage on projects than in previous years. The capital programme expenditure for November 2024 as reported in the Integrated Financial Monitoring Report to Committee, was forecast to be online for a balanced position at year end. It is essential that future capital programmes continue to have this level of rigour and that officers continue to improve the realistic phasing of planned expenditure to also improve treasury management forecasting and management.
- 3.70 The implementation of a 5-year capital programme, the introduction of a Corporate Landlord approach for the Council's assets and the new capital monitoring and reporting system, has also ensured a more realistic capital programme resulting in significantly less slippage. Further consideration needs to be given to whole life costing and what element needs to be funded from revenue sinking fund and top slicing of capital receipts to create a future reserve. This will be further examined in 2025/26 alongside the ongoing implementation of the Council's new Land and Property Strategy as well as the Asset Improvement Change Programme.



- 3.71 The proposed draft capital programme is funded from a combination of government grants, external funding and borrowing. In line with previous years, it is proposed that borrowing is supported where it can be from the Council's cash balances rather than external debt. This not only reduces the cost of borrowing (bearing in mind the difference between returns on cash investments and borrowing rates) but also ensures the Council does not increase accumulated debt based on spending profiles which are subsequently delayed. This strategy of internal borrowing is considered sustainable for the next one to two years providing there is no significant revenue need to draw down reserves and the Council has sufficient cash balances. This aligns with the Council's treasury management plans within the MTFS, but further work will need to be undertaken to manage this position, including the phasing of projects noted earlier in this report. This does add further pressure to future year's gap as reported and will need to be addressed as part of the savings programmes for those later years.
- 3.72 Alongside management of the capital programme risks to improve treasury management, the Council needs a strong awareness and understanding of its investment risk. Overall, the Council's investment performance is in line with market expectations, however, it is worth noting that the Provisional Settlement announced on 18 December 2024 also set out that from 1 April 2025 the statutory override that has been in place since 2018 relating to the full implementation of International Financial Reporting Standard (IFRS) 9 will not be extended. This override has allowed councils to disapply part of IFRS 9, which would otherwise require councils to make provision in their budgets for changes in value (gains or losses) of certain types of financial investments (pooled investment funds). Local authorities' financial accounts will now need to reflect changes in the market value of these assets such as property funds or money market funds. At the end of quarter 2 2024/25 the Council had £27.2 million of its investments pooled, so a relatively low value.
- 3.73 Any unrealised gains and losses (transactions that have occurred on paper but have not actually taken place) would from 1 April 2025 be treated as actual revenue income and spending affecting the council's budgetary balance, even though the investment is still held by the council and may eventually be sold at a different value. Previously changes in the market value of assets and investments owned by a local authority would have been charged to an accounting reserve (non-cash resourced) until the investment was sold and the gain or loss confirmed. From 2025/26, for example, if the value of an affected investment falls by £1 million then the council's reserves will expected to be £1 million lower and held to reflect the expected future loss, as such this money will not be available to spend on services.
- 3.74 By recognising the loss in this way if reserves fall too low then the council will need to replenish them, for example by diverting money from other reserves, raising council tax or making further service cuts. If it had been in place the Council would have needed to recognise £3.9 million of loss on its current pooling, however as noted above that is simply a snapshot not an expected maturity position. At this stage the announcement is out for consultation with the rest of the Provisional Settlement and officers are still working through the potential consequences for future strategies based on the three pooled funds it holds. As such at this point in time this assessment of reserves makes no consideration of the pooled money market holdings and the consequences of the override being lifted on the medium-term financial plan or reserves.
- 3.75 The other significant investment the Council holds is This Land, with £117 million of loans outstanding and due by 2030. Without this loan the Council's position in comparison with its peers per Chart 2 above would be at 75-80%% and thus would still be above the norm for

peer grouping. This Land's business plan is due in the Spring of 2025 and will provide an update on the delivery of schemes to protect the Council's loan security. Ongoing work with the Company suggests that the Business Plan remains viable though with continued risk relating to development and the housing market it is advised that a further £2.3 million is added to the This Land specific risk reserves to cover future risks (growth from £10.1 million to £12.4 million), and a further growth in future years rising to £15.1 Million in 2029/30. Continued review under International Financial Reporting Standard (IFRS) 9 will be undertaken to assess this position and reported via the Council's Statement of Accounts.

3.76 Looking forward the Council is the accountable body for the Greater Cambridge Partnership (GCP) set up to co-ordinate and manage the City Deal agreed in 2014. The GCP has set out an Investment Strategy to deliver infrastructure change over the coming years across Cambridge using City Deal funds and future contributions from developers such as s106 agreements. GCP is forward funding developer contributions through borrowing which will then be repaid from future developer receipts, this will take a number of decades to repay. The Council is continuing to work with the GCP around its future funding of schemes and any requirement to reprofile its programme in order to fund the cost of any forward borrowing requirement, as such it is assumed this has nil impact on the County Council's borrowing or associated revenue costs.

- The Council's Financial position and financial risks conclusions

- 3.77 Paragraphs 3.20 to 3.76 consider a wider range of financial risks, this concludes that:
- Whilst the audit of accounts does not yet suggest any risks to manage, the Council's revenue monitoring reports suggest the need to further manage the 2024/25 forecast outturn to a significantly better position than that currently reported.
  - Whilst due diligence of the budget estimates and proposals suggest these are robust, lessons from saving implementation plans need to be recognised and improvements in budget responsibility and management must follow in 2025. At the same time current controls in place around spend are likely to remain in the foreseeable future whilst this development takes hold, and further plans are developed to address the uncertainty and gap of future years.
  - Earmarked reserves adequately cover known risks as well as provide for resources to implement the Council's Strategic Framework and "Our Future Council" Change Strategy. The General Fund is deemed adequate after movements proposed in the Medium-Term Financial Plan to cover working capital and unforeseen risks, with one-off provision for changes in assumptions and saving proposals possible as a last resort. The General Fund is also felt adequate to deal with one-off climate and environment risks during 2025/26.
  - The current level of reserves is adequate to manage the risk identified, and while they remain in line with peer authorities, there remain a number of key risks which need continued assessment. The most notable is the annual and cumulative Dedicated Schools Grant (DSG) High Needs deficit and the treatment of the statutory override which it is assumed will be resolved by Government. If that is not the case, then Council will need to reconsider the position on its reserves following further advice from the statutory officers.
  - Whilst a growing number of Cambridgeshire's maintained school are reporting deficit balances officers are working with schools and governors to review the position, and as such the impact is not deemed, outside of the DSG High Needs issue, to be significant enough to affect the Council's reserves. However, this needs to continue to be monitored.
  - The Council is improving its controls over its capital programme which is beneficial to its

treasury management position. There remain a number of risks surrounding investments and the Council needs to consider its reporting under International Financial Reporting Standard 9. As such continued focus and reporting of investment risks will be a focus of 2025/26 monitoring. However, at this stage, with additional investment in reserves to reflect the position relating to company investments the reserves are deemed adequate.

- Upcoming proposals or events surrounding the local government structure and funding nationally and locally

3.78 On 16 December 2024 Government published its White Paper English Devolution. Reforms in this White Paper could have a significant impact on Cambridgeshire County Council, the 5 District Councils and the neighbouring unitary authority, as well as the other tiers of local government. Any future local government reorganisation involving the County Council will need to ensure that the assessment and due diligence of such process places a strong focus on the risks associated with considering financial stability as set out in this report and CIPFA guidance. On 18 December 2024 the Government also announced consultation on a new funding regime for local government from 2026-27, as well as a business rates retention reset. The current indication is that any changes to funding will give a stronger emphasis on deprivation, as well as prevention, taking account of ability to raise funds from Council Tax. However, at this stage it is too soon to assess the impact of either announcement on the Council's reserves, rather this will be kept under continued review.

## 4. Alternative Options Considered

4.1 The paper considers the assumptions based on current known factors, as such within each consideration there is a range of factors and ways to interpret the data that have been considered in that assessment. The classification of reserves means that those reserves which are ringfenced can only be used for those purposes, often set out by grant terms or legal conditions. The General, Risk and sinking fund reserves have been assessed as necessary by the Section 151 Officer to ensure the future financial standing of the authority. Strategic Framework and Capital reserves support the current prioritisation by Council.

## 5. Conclusion and reasons for recommendations

5.1 Taking all relevant factors into account, the Section 151 Officer can formally report that in his view, subject to all the measures set out in the draft business plan and medium-term budget being implemented, the financial estimates are robust and the level of reserves adequate within the constraints in which the Council currently has to operate, as required by the Local Government Act 2003.

5.2 This assessment is based upon key factors, including:

- The assumption that the proposed council tax increases up to but not exceeding the 3% general threshold and 2% for Adult Social Care levy are agreed for 2024/25. Council tax is now the most significant source of funding for council services. Any lesser increase than that proposed, without a corresponding reduction in base budget spending would have an adverse impact on the Council's financial resilience and ability to mitigate future spending risks or medium-term uncertainties over the future funding gap.
- Government proposals surrounding the DSG High Needs annual and cumulative deficit will manage the risk of these falling on the Council's general revenue account.

- The risks relating to known and provision for an element of unknown risk are based upon information available and experiences, whilst this may change at this stage these reserves provide for adequate coverage and cannot be reduced.
- A General Fund reserve at £26.7 million for 2025/26 is considered to be essential in light of increased financial risks, the increased self-sufficiency of councils and greater reliance on tax income, and medium-term uncertainties. Going forward though the Council faces further uncertainties and it is recommended at this point that this reserve is increased in the later years of the MTFS. Failure to maintain General Fund reserve at the levels prescribed would in my opinion very likely seriously impair the adequacy of the Council's reserves and consequently its financial resilience.
- The assessment of the 2024/25 forecast outturn, and the need for that to be reduced to a level that can be covered by reserves set aside for budget risks and stabilising this poses a significant risk to the adequacy of reserves and thus the Council's financial resilience.
- The longer-term capital planning within the proposed 5-year programme delivers urgent and critical works as well as addressing the need to minimise new borrowing and deficiencies in previous plans that have led to significant rephasing. Both of these have significant consequences on future revenue budgets. The level of borrowing continues to be a concern, even though it has been reduced, sustainable alternatives urgently need to be identified. Investments continue to be reviewed for valuation and security.

5.3 The revenue proposals for 2025/26 and medium-term plan are not without significant additional risks. The proposals strike a balance between affordability whilst allowing sufficient resources for the Council to fulfil its statutory responsibilities and address local priorities. This is not an easy combination and will require some difficult decisions in future years about service levels and provision. It will require services to bear down on spending growth, particularly regarding future price levels and managing demand. In the opinion of the Section 151 Officer whilst this presents risks, the Council currently has sufficient financial resilience and reserves, such that the additional risks are neither excessive nor reckless. However, it is essential that there is a sustained focus on financial and demand management, delivery of approved savings and income plans, timely decision making and there are not additional spending requests that would add to costs over and above budgeted levels. It is also essential that where variations from the budget are identified that remedial action is taken promptly to ensure a balanced budget can be delivered.

5.4 Provided all the measures as set out in the draft budget are implemented, the Council will continue to demonstrate financial sustainability for the next two years, although without future spending plans there remains considerable uncertainty over the medium term.

## 6. Significant Implications

### 6.1 Finance Implications

This report sets out the Section 151 Officers assessment under his statutory duty per Section 25 of the Local Government Act 2003.

## 6.2 Legal Implications

This paper fulfils the duty of the Section 151 Officer and should be read alongside the Business and Financial Planning paper also on this Committee agenda.

## 6.3 Risk Implications

The risk assumptions that support the level of reserves are set out in the body of this report.

## 6.4 Equality and Diversity Implications

There are no equality and diversity direct implications of this report, although changes to assumptions would need further consideration.

## 6.5 Climate Change and Environment Implications

This report notes that part of the assessment of the reserves is both to fund future climate and environmental works through the Just Transition Fund, whilst the General Fund also provides for the risk of future emergency incidents arising from climate and environmental events, such as floods or extreme heat.

# 7. Source Documents

- 7.1 This paper draws and builds upon the Council's Financial Plan presented to Full Council in February 2025 – [to insert](#)

### Appendices

Appendix 1 – Detailed analysis of reserves

Appendix 2 – General Fund Assessment

Appendix 3 – Specific reserves

3a - Public Health

3b - Just Transition Fund

## Appendix 1 – Detailed analysis of reserves

Fund Description	31 Oct. 2024 £000s	Forecast closing balances						Paragraph within report
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
<b>General Reserve</b>	<b>30,314</b>	<b>23,472</b>	<b>26,700</b>	<b>30,600</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	3.7, 3.15, 3.25 & Appendix 2
<b>General Reserves subtotal</b>	<b>30,314</b>	<b>23,472</b>	<b>26,700</b>	<b>30,600</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	
<b>Strategic Framework Priorities Reserves</b>								
Improvement programme reserves								
<i>Just Transition Fund</i>	9,112	6,741	1,770	114	0	0	0	Appendix 3b
<i>Change &amp; Digital Reserve</i>	3,441	2,459	2,815	1,239	0	0	0	3.47, Table 5
<i>Ukraine grant reserve</i>	4,912	4,412	868	0	0	0	0	3.37, Table 3
<i>Other service change reserves</i>	812	782	704	0	0	0	0	3.47, Table 5
Improvement programme subtotal	18,278	14,394	6,158	1,354	0	0	0	
Investment reserves	2,534	1,996	746	507	367	246	246	3.47, Table 5
Invest to save reserves	323	129	39	39	39	39	39	3.47, Table 5
MTFS support	8,892	5,936	343	0	0	0	0	3.47, Table 5
<b>Strategic Framework Priorities Reserves Total</b>	<b>30,027</b>	<b>22,454</b>	<b>7,286</b>	<b>1,900</b>	<b>406</b>	<b>285</b>	<b>285</b>	
<b>Risk Reserves</b>								
Risk contingencies								
<i>This Land Credit Loss &amp; Equity Offset</i>	8,600	8,600	10,100	10,100	10,100	10,100	10,100	3.15
<i>This Land minimum revenue provision risk</i>	1,456	1,456	2,267	3,075	3,846	4,501	5,040	3.15
<i>Revaluation &amp; Repair (Buildings)</i>	2,940	2,940	2,940	2,940	2,940	2,940	2,940	3.62
<i>Local taxation volatility &amp; appeals account</i>	3,868	3,868	2,125	2,125	2,125	2,125	2,125	3.15, 3.44
<i>High Needs Block Offset</i>	8,185	6,125	1,941	0	0	0	0	3.16, 3.37, Table 3
<i>Adults Risk Reserve</i>	7,011	6,611	0	0	0	0	0	3.37, Table 3
<i>Children's risk reserve</i>	3,247	3,200	0	0	0	0	0	3.37, Table 3
<i>Major infrastructure cost reserve</i>	25,188	23,241	20,847	20,597	19,322	19,072	19,072	3.63
Risk contingencies subtotal	60,495	56,041	40,220	38,837	38,333	38,738	39,277	
Specific legal/contractual risks reserves	18,409	12,932	8,264	5,054	1,844	1,836	1,836	3.15
Funding Review Shortfall Reserve	7,415	7,415	6,206	1,504	1,469	1,469	1,469	3.15, 3.41
Risk - Smoothing	3,328	3,327	3,113	1,744	0	0	0	3.42
Insurance Reserve	5,209	5,160	4,660	4,260	4,260	4,260	4,260	3.15
<b>Risk Reserves Total</b>	<b>94,856</b>	<b>84,875</b>	<b>62,463</b>	<b>51,399</b>	<b>45,906</b>	<b>46,302</b>	<b>46,841</b>	
<b>Ringfenced Reserves</b>								

Fund Description	31 Oct. 2024 £000s	Forecast closing balances						Paragraph within report
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	
Ringfenced contribution	18,398	12,692	7,666	4,648	189	112	112	
Ringfenced - Unusable	0	0	0	0	0	0	0	
Ringfenced account	2,906	1,917	1,405	902	464	32	32	
Ringfenced - Developer Fund / Commuted Sum	2,248	2,165	2,083	2,000	0	0	0	
<b>Ringfenced Reserves Total</b>	<b>23,552</b>	<b>16,773</b>	<b>11,153</b>	<b>7,550</b>	<b>653</b>	<b>144</b>	<b>144</b>	
<b>Sinking Fund</b>	<b>3,673</b>	<b>2,301</b>	<b>1,964</b>	<b>2,005</b>	<b>2,045</b>	<b>2,236</b>	<b>2,236</b>	<b>3.51</b>
<b>Unusable</b>	<b>360</b>	<b>274</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3.54</b>
<b>Total Revenue Reserves</b>	<b>182,782</b>	<b>150,150</b>	<b>109,704</b>	<b>93,454</b>	<b>81,009</b>	<b>80,966</b>	<b>81,505</b>	

## Appendix 2 – General Fund Assessment

Event	Risk assessment	Assumption 2024/25    £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
1. Climate and weather	There is a risk that with the changes seen in recent years that there is a risk of adverse weather conditions which could result in impacts to our services. This includes higher cases of flu, flooding or heat exhaustion. For some events the Council is covered under the Bellwin Scheme whereby if the Council needs to spend greater than 0.2% of its net expenditure (after accounting for insurance) responding to the incident it can claim back funds. Whilst such events have not occurred in recent years that does not preclude from providing for the unfunded element, or for events such as increased care not covered by the scheme. As such it is felt prudent to provide for at least one event per annum of flooding (£1.1m 2025/26 and rising by 3% p.a. for inflation thereafter) plus an amount for increased pressure on care (£1.8 million – 500 extra care clients for 6 weeks at £600 per week), plus £0.600 million for additional gritting).	3.4	3.5	3.6	3.7	3.8	3.9



Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
2. Overspend in year	Every effort will be made to manage budgets in year. However, the current volatility in demand as well as the scale of the task in future years given the funding uncertainty, even with earmarked reserves to provide for some damping, gives rise to an ongoing risk of in year overspends. To manage this risk the general funds will contain a minimum £4 million provision, with £5 million provided in 2025/26 due to the scale of savings. This is to be used as a matter of last resort at year end. This is just lower than the current level of overspend, and lower than most councils are current experiencing elsewhere, as such this sum needs to be kept under review.	4.0	5.0	4.0	4.0	4.0	4.0
3. Exceptional increases in children's care	Whilst demand is factored into the setting of the base budget and the change programme within the Children, Education and Families Directorate contains proposals to focus on preventing costs and demand there is always a risk that there is a sudden influx of costs due to children coming into care who are not known to the Council. That could be from within or out of county travelling to the County context. As such a provision has been made for such circumstances whereby the General Fund would provide financial resilience up to 10 weeks for 20 such children at an assumed cost of £4,000 per week.	0.8	0.8	0.8	1.0	1.0	1.9

Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
4. Exceptional increases in home to school transport	Demand for home to school transport is difficult to predict due to parental preference, circumstances and SEND provision. Whilst demand has been provided for in 2024/25 and the base budget increased there will always remain a volatility to this area. The current forecast is a £2m overspend. Further national reform is expected in 2025/26 as such a minimum sum is provided for short term costs of £1 million based on previous experience and CCN studies.	1.0	1.0	1.0	1.0	0.5	0.5
5. SEND provision	The risk of DSG deficit remains even though the Council has agreed a draft plan of recovery with the DfE there is a hazard that the pace of recovery will not meet the plan agreed. From 1 April 2026 the statutory override which sits in place to ensure that the deficit is not recognised on the balance sheet, is lifted. This means that the deficit at that time will need to be covered. At this stage that deficit or the position of the override is unclear. The Council has a £8.1 million earmarked reserve but the position regarding the remainder and the risk of a slower pace to return to surplus means that a provision is being made in the General Fund for 2026/27 of £20 million. Any overspend in 2025/26 will need to be managed and a smaller provision is made in General Fund.	6.0	6.0	15.0	16.0	17.0	17.0

Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
6. Pay inflation	The pay settlement for 2024/25 was finalised in October 2024. However, there was a pressure introduced of National Insurance costs for employers that was unbudgeted. The Provisional settlement seems to indicate a £2m grant for CCC however that is still below the actual cost to the Council. There are no other announcements for future years. At this stage the 2025/26 budget assumes 3.5%, if that were to be higher then there would be a need to fund that position in year. Whilst further savings may be possible the ongoing lateness of agreeing the settlement means it is prudent for provision to be made in 2025/26 of £1 million, circa the equivalent of 1% more. This is a risk given the level of the National Living Wage and the structure of previous pay awards has had on the current lower bandings and gaps to tiers that could cause potential knock on impacts to the pay spine.	1.0	0.5	0	0	0	0
7. Insurance	Whilst there is insurance cover there is always a risk that Insurance liability/claims premiums /level of deductibles rise above provision and a top up is needed. Whilst this is unlikely in year 1 it is more likely in later years. There is also a risk that were the Council self-insures the provisions are insufficient.	0	0	0.2	0.5	0.5	0.5

Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
8. Cyber attack	There is growing risk of cyber attacks, with a number of local authorities had disruption and ransoms. As such whilst the Council seeks to mitigate loss and will not pay ransoms the cost of recovery could be significant and at present the cost to insure is prohibitive. As such a provision has been made to enable recovery.	1.0	1.0	1.0	1.0	1.0	1.0
9. Partnership / contract risks	Liabilities arising from ongoing partnerships or contracts such as matched funding contributions increase due to increasing costs. Whilst these should be monitored and managed a risk remains. There could also be grant clawbacks arising from failed schemes not managed by CCC. Again, these need to be managed but a small provision is suggested for prudence.	0.5	0.5	0.5	0.6	0.6	0.6
10. HSE and employment tribunals	The Council could be deemed liable for events or incidents through tribunal or legal cases. Whilst some protection may be available through insurance a level of financial cover is suggested in order to enable negotiated settlements.	0.5	0.5	0.5	0.5	0.5	0.5

Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
11. Unsuccessful capital schemes	Accounting rules require that where a capital scheme cannot be completed for whatever reason that the costs are funded from revenue. There is a risk that given the scale of the capital programme that such events happen in the current environment of high interest rates, borrowing and land values. As such a provision has been made to allow for such events.	5.0	4.0	2.0	2.0	2.0	2.0
12. Bad debt provision	The Council is seeking to improve its income and debt collection processes in order to reduce its bad debt provision. Debt has increased, particularly in Adult Social Care during and since the pandemic. Some of this is due to the pace of processing Court of Protection (CoP) cases. Whilst some debt is possible of being managed by the Council the CoP is heavily dependent on third parties and as such a provision has been set aside for this in the first two years.	0.5	0.4	0	0	0	0
13. Global events impact on specific costs.	Whilst the Council has provided for inflation in setting the base budget and for supplier cost risks within the earmarked risks, that is based on current market understanding. As the last few years have proven the global economic position can change on singular events, having significant short term cost implications of such things as utilities and borrowing. As such a provision has been made for such potential impact.	1.0	1.0	1.0	1.0	1.0	1.0

Event	Risk assessment	Assumption 2024/25 £m	Provision 2025/26 £m	Provision 2026/27 £m	Provision 2027/28 £m	Provision 2028/29 £m	Provision 2029/30 £m
14. Pandemic	Whilst the occurrence of a pandemic cannot be ruled out, recent experience would suggest that Government would fund additional costs arising from this. As such no provision has been made for such an event.	0	0	0	0	0	0
15. Waste	The position relating to the Waste service provision of disposals under changed Government requirements continue to cause pressures to the service. Whilst specific earmarked reserves are to be applied in 2024/25 to support that position there remains a risk that higher costs and tonnage could yield overspends as well as unforeseen contractual costs. As such a further provision is made in the General Fund and will be reviewed as Government direction and local plans continue.	1.3	2.5	1.0	0.7	0.1	0
16. Equal pay	Experience at other councils has led to this being assessed for risk. At this stage there is no evidence that this risk applies to CCC and as such again no provision has been made.	0	0	0	0	0	0
	<b>Total</b>	<b>26.0</b>	<b>26.7</b>	<b>30.6</b>	<b>32.0</b>	<b>32.0</b>	<b>32.0</b>

## Appendix 3a- Public Health

PH Reserves Expected Usage	2025/26 £'000	2026/27 £'000	Reserve Description
<b>Brought forward 1st April Projection</b>	<b>3,122</b>	<b>961</b>	
Children's Public Health	22	0	Includes Best Start in Life
Public Mental Health	15	0	Includes support for families of children who self-harm and training programme for eating disorders
Adult Social Care & Learning Disability	273	0	Includes falls prevention work and improving health literacy to improve health outcomes
PH Intelligence and Emergency Planning	123	0	Includes Quality of Life survey and PH emergency planning
Prevention and Health Improvement	1,294	259	Includes stop smoking, NHS health checks, weight management, support for primary care prevention and sexual and reproductive health projects
Health in All Policies	35	0	Includes training for Health Impact assessments and project on effects of planning policy on health inequalities
Miscellaneous	400	0	Includes contingency held for continuation of Drug and Alcohol services and contingency for future changes in Public Health grant. Also assumes transfer of PH underspend in 2024/25 to PH reserves at year end
<b>In year spend</b>	<b>2,161</b>	<b>259</b>	
<b>Carried forward 31st March</b>	<b>961</b>	<b>702</b>	

## Appendix 3b - Just Transition Fund

Scheme	Allocation £,000	Spent up to qtr 2 2024 £,000	Balance at Qtr 3 2024 £,000	Proposed re- allocation to change & digital reserve £,000	Projected spend				Projected funding remaining £,000
					2024- 25 qtrs 3-4 £,000	2025- 26 £,000	2026- 27 £,000	2027- 28 £,000	
Care Together programme expansion	2,914	-1,263	1,651		-363	-1,288			0
Independent Living Services- Huntingdonshire	250	0	250	-180		-70			0
Expansion of Direct Payments and Individual Service Funds	222	-217	5	-5					0
SEND capacity	325	-325	0						0
Enabling Net Zero	2,175	-1,161	1,014	-1	-563	-291	-160		0
Floods Mitigation	1,735	-294	1,441	-328	-321	-291	-386	-115	0
Managing Climate Risk	750	-306	444		-98	-236	-110		0
Floods prevention Investment	75	-75	0						0
Future Parks	40	-40	0						0
Communities	1,004	-779	225	-130	-60	-35			0
Cultivate Cambs Fund	350	-350	0						0
	<b>9,840</b>	<b>-4,810</b>	<b>5,030</b>	<b>-644</b>	<b>-1,410</b>	<b>-2,211</b>	<b>-907</b>	<b>-503</b>	<b>0</b>
Adult social care transformation	2,320	-397	1,923		-957	-966			0
Climate and net zero phase 2	855	0	855			-400	-455		0
Libraries Plus	1,320	-15	1,305		-10	-750	-545		0
<b>TOTAL</b>	<b>14,335</b>	<b>-5,222</b>	<b>9,113</b>	<b>-644</b>	<b>-2,377</b>	<b>-4,327</b>	<b>-1,907</b>	<b>-503</b>	<b>0</b>



## 2025-30 Business Plan and Budget

To:	Strategy, Resources and Performance Committee
Meeting Date:	28 January 2025
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 2025-30 Business Plan and Budget, which includes background and progress updates on the business planning process and delivery of the council's Strategic Framework, a summary of resident and committee feedback, detailed proposals for achieving a legal budget, and recent financial updates.</p>
Recommendation:	<p>The Strategy, Resources and Performance Committee recommends the following to Full Council:</p> <ul style="list-style-type: none"><li>a) To approve the Business Plan for 2025-30 including the supporting budget, consultation responses and other material, in light of all the planning activities undertaken to date. (Appendix 1 to the report)</li><li>b) To approve the directorate budget allocations as set out in each directorate table in section 3 of the Business Plan</li><li>c) To approve a total county budget requirement in respect of general expenses applicable to the whole county area of £1,206,290,000</li><li>d) To approve a recommended county precept for council tax from district councils of £420,986,969.57 (to be received in equal instalments in accordance with the fall-back provisions of the Local Authorities (Funds) (Amendment) Regulations 1995)</li></ul>

- e) To approve a council tax increase for each band of property, based on the number of 'Band D' equivalent properties notified to the county council by the district councils (247,546.2), reflecting a 4.99% increase (2.99% in the basic council tax precept, and 2% in the adult social care precept):

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

- f) To approve the Capital Strategy as set out in section 5 of the Business Plan including:
- i. Commitments from schemes already approved
  - ii. Expenditure on new schemes in 2025-26
- g) To approve the Treasury Management Strategy as set out in section 6 of the business plan, including:
- i. The council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008
  - ii. The affordable borrowing limit for 2025-26 (as required by the Local Government Act 2003)
  - iii. The investment strategy for 2025-26 and the prudential indicators as set out in appendix 1f - Section 6 of the Business Plan
  - iv. The delegation to the Executive Director of Finance and Resources contained in the Treasury Management Strategy to alter the council's counterparty and lending list in the conduct of the council's treasury management operations
- h) To authorise the Executive Director of Finance and Resources, as the Section 151 Officer, in consultation with the Leader and Deputy Leader of the Council, to make technical revisions to the Business Plan, including the foregoing recommendations to the county council, so as to take into account any changes deemed appropriate, including but not limited to:

- i. The final tax base, forecast council tax and business rates receipts for 2024-25 from the billing authorities (due by 31 January 2025)
  - ii. The final Local Government Finance Settlement from the Government (expected early February 2025) alongside other grant announcements, outside of the settlement, primarily based on treatment proposed in this report
  - iii. Changes to the accounting code for the Treasury Management Strategy.
2. The Strategy, Resources and Performance Committee agrees to allocate funding from the Government through 'extended producer responsibility for packaging' in 2025-26 to an earmarked reserve, as per section 6.1.6 of this report.

Officer contact:

Name: Dr Stephen Moir and Michael Hudson  
Post: Chief Executive and Executive Director Finance and Resources  
Email: [chief.executive@cambridgeshire.gov.uk](mailto:chief.executive@cambridgeshire.gov.uk)  
Email: [michael.hudson@cambridgeshire.gov.uk](mailto:michael.hudson@cambridgeshire.gov.uk)

# 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). As further updates for this committee, the refreshed Strategic Framework now includes a redesigned page on the Mayoral Combined Authority-led 'Our Shared Ambition for Cambridgeshire and Peterborough' and a new page on the council's organisational values (see Appendix 1a – note that the pages on the budget being updated for 2025-26 depend on Full Council approval of the budget).
- 1.3. The 2025-30 Business Plan and Budget presented in this report is an updated version of the draft plan and budget that went to the 17 December meeting of the Strategy, Resources and Performance Committee, having been scrutinised at the following policy and service committees:
- Children and Young People Committee (14 January)
  - Communities, Social Mobility and Inclusion Committee (16 January)
  - Environment and Green Investment Committee (16 January)
  - Highways and Transport Committee (21 January)
  - Assets and Procurement Committee (22 January)
  - Adults and Health Committee (23 January).
- 1.4. Having also followed a period of public consultation on the draft proposals that ran from 9 December 2024 to 9 January 2025, the 2025-30 Business Plan and Budget details how the council will continue to deliver its seven ambitions and set a legal budget, whilst being responsive to resident priorities identified through the council's engagement, consultation and scrutiny activity.

- 1.5. The plans include an overview of how the council will allocate its budget over the coming five years, including proposals for the 2025-26 council tax precept, capital spend, the risks and reserves position, and investment and savings generated by the council's five directorates for the coming five years. These proposals are subject to funding from the final Local Government Finance Settlement for 2025-26, expected in February 2025. They are also likely to be impacted by the anticipated Comprehensive Spending Review in Spring 2025 and the ambitions for Local Government Reorganisation set out in the Government's recently published English Devolution White Paper.

## 2. Responding to the council's context

- 2.1 For 2024-25 Cambridgeshire County Council had a net revenue budget of £539 million. This has funded the delivery of local services such as social care for older people and those with learning disabilities, highways maintenance, strategic planning, education, special educational needs and disabilities (SEND), waste disposal, public health, protecting children and young people at risk of harm, improving the local natural environment, a range of community-based services including libraries, and maintaining the historic archives of the county.
- 2.2 Through these services 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 2024-25, 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 ahead to the next financial year and beyond, the plans presented in this report project growth in the net budget of £33.7 million to £573 million in 2025-26, which represents a 6.2% increase on 2024-25. This projected growth is contingent on the outcome of the final Local Government Finance Settlement for 2025-26, with numbers currently estimated based on available information. Through continued revenue and capital investments the council intends to further progress the delivery of its seven ambitions, and the 2025-30 Business Plan and Budget contains proposals including, but not limited to, the following:

- **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 build a strong, stable and skilled workforce though a continued commitment to pay the Real Living Wage pay increased to care staff
- **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

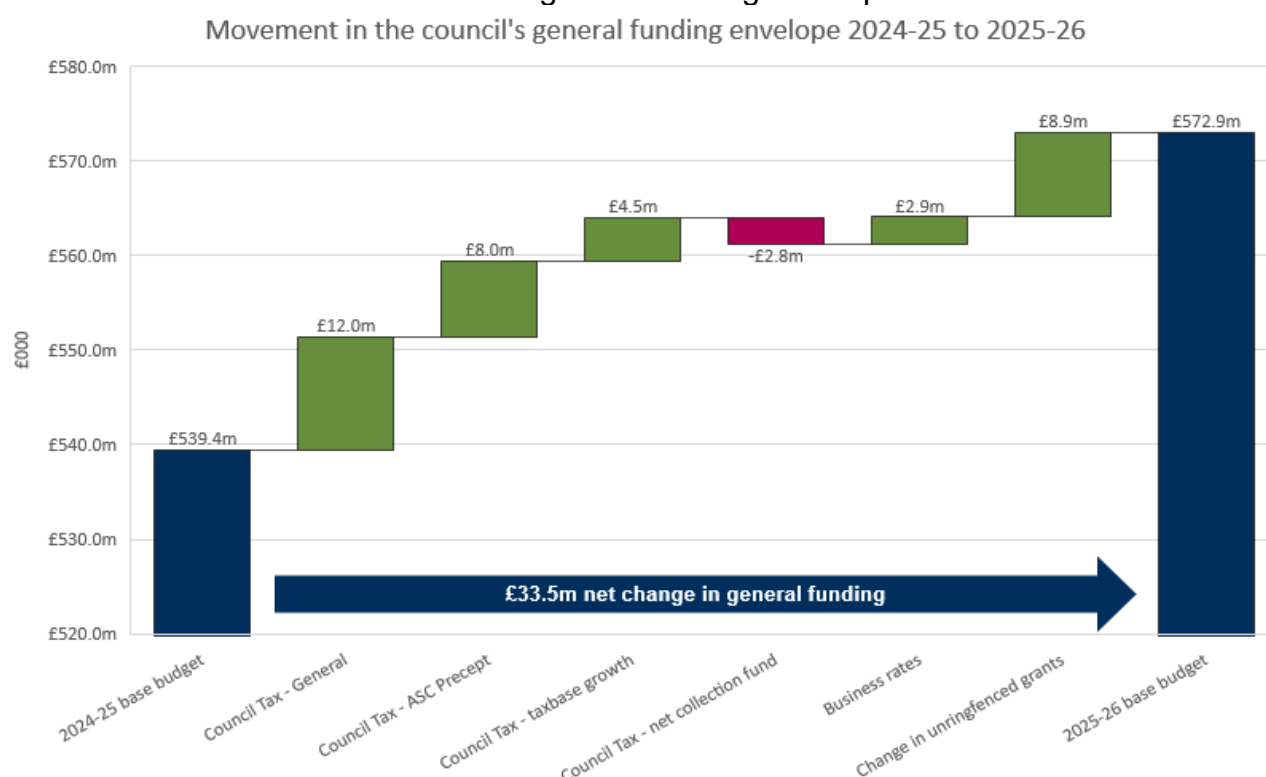
more flexible spaces for use of library facilities by communities and residents, and £350k capital investment for the mobile library fleet

- **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 86% of the net budget. The council is currently forecasting a £33.7 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 increased government grants.
- 2.5 Much of the council's Government funding for 2025-26 was announced in the provisional Local Government Finance Settlement in December 2024. The detail of this is included in the grants section at section 6.1 below. In summary, this saw an additional £3.5 million allocated to the council above the previously assumed level, across several grants. In particular, an increased allocation of the general Social Care Grant was announced, as well as a new Children's Social Care Prevention Grant (which in the Business Plan is used to fund preventative work in children's social care already budgeted for, including the children's residential strategy, targeted support and SEND capacity). Many councils saw a much larger increase in funding, with the Government announcing a new 'recovery grant' that used deprivation as a proxy for the funding formula, resulting in disproportionately large amounts of new funding going to metropolitan districts and none going to most county councils. If Cambridgeshire County Council received the same funding per capita as a metropolitan district council did from this new grant, it would receive over £18 million.
- 2.6 The settlement also rolled several distinct grants into the Revenue Support Grant to simplify the system, which is welcome. In addition, the Government has provisionally announced funding outside of the settlement for the 'extended producer responsibilities for packaging' scheme (see more in section 6.1.6 below). It is important to note that this is just the provisional finance settlement, with the final settlement expected in early February 2025. No allocations for a compensation grant for employer National Insurance (NI) increases were announced, with these reserved for the final settlement. £2 million has been assumed for this based on information available. Based on previous years, the final settlement in respect of other grants is likely to be very close to the provisional settlement. It is proposed that any variance from the NI compensation grant or other grants is added to or subtracted from the budget line H/R.7.003 'Demand-led budgets risk', as this is a flexible risk-based allocation.
- 2.7 The Government has committed to there being a multi-year settlement for 2026-27 and 2027-28, with funding reform for local government also committed to in the medium-term. It

is not expected that Cambridgeshire will benefit from funding reform, given the focus in this provisional settlement on allocating funding closer to areas based on deprivation rather than taking account of other cost drivers for services like rurality.

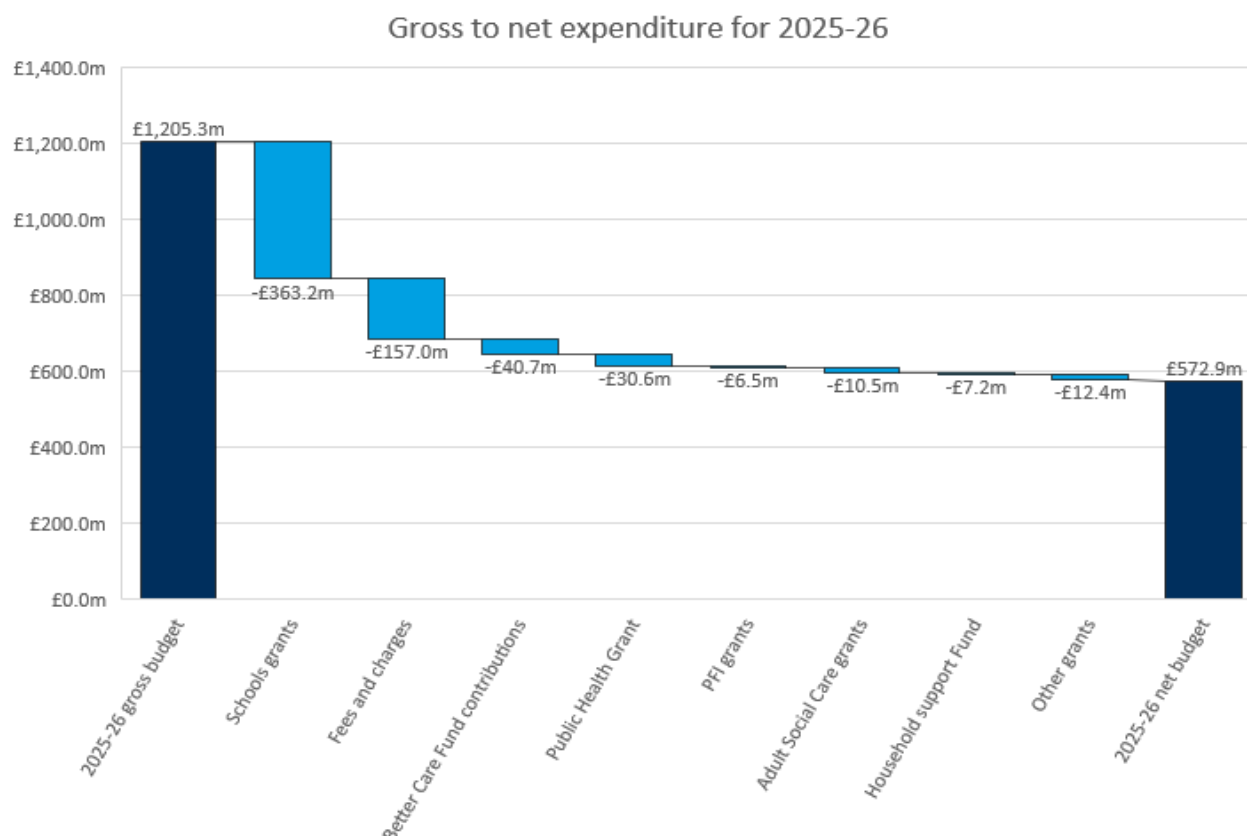
Chart 2.1 - Movement in the council's general funding envelope 2024-25 to 2025-26



- 2.8 The totality of the council's gross budget, including schools and services funded by specific grants, is expected to be over £1.2 billion for 2025-26. Within that there are adjustments to the base totalling £17 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



2.9 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.

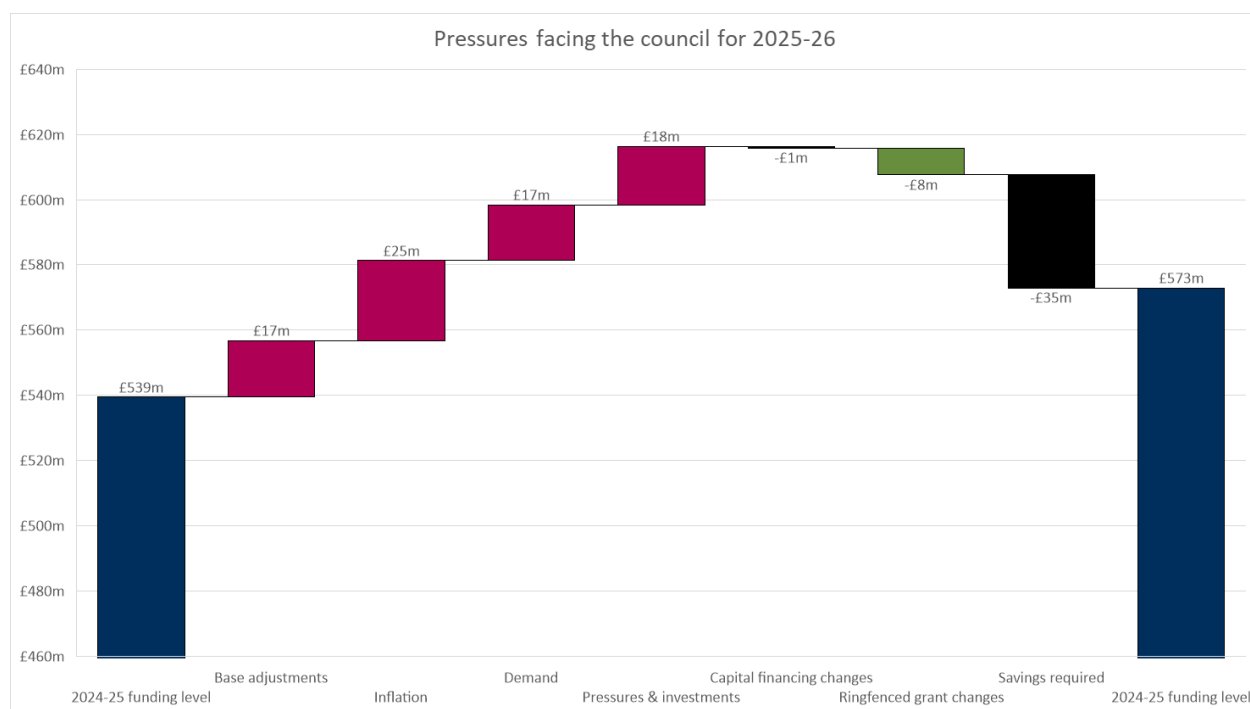
2.10 As a result of these pressures, the 2024-29 Business Plan had these budget gaps in for 2025-29:

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

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. A further refresh of our pressure estimates saw that gap reduce to £34.2 million in the report to December's Strategy, Resources and Performance Committee. At that meeting, that gap was proposed to be closed through an increase in council tax, savings proposals and funding updated. Further changes have since been made to the draft budget to reflect latest information. These mainly result from adverse taxbase projections received from district councils, which overall suggest that the taxbase is growing by less than they had previously projected. This offsets much of the increased funding seen through the settlement, with the remainder used to increase the risk provision around capital financing and commercial items given the uncertain economic position, and to re-baseline the saving linked to the asset improvement programme to ensure it reflects the phasing of the work. Latest estimates therefore now show over £76 million of cost pressures, offset by a £33.5 million increase in our general funding and an £8.2 million increase in ringfenced grants, giving a gap to close of £35.1 million for 2025-26. 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 2.9.

Chart 2.3 - Pressures facing the council for 2025-26



- 2.11 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 £35 million for 2025-26.
- 2.12 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. 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.
- 2.13 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.
- 2.14 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.
- 2.15 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.

- 2.16 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.
- 2.17 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.
- 2.18 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. 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 financial details of these directorate plans can be found in Appendix 1c of this report, with their context and highlights explained in section 4 below.
- 2.19 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	76.8	
<b>Budget Changes</b>		<b>76.8</b>
Less funding changes:		
Change in ringfenced grants		-8.2
Change in general grants	-8.9	
Proposed Council Tax increase	-20.0	
Council Tax taxbase and collection fund	-1.7	
Business rates income	-2.9	
<b>General funding increase</b>		<b>-33.5</b>
<b>Funding envelope changes</b>		<b>-41.7</b>
Total gap to find		35.1
Savings identified	-32.0	
Changes in income, excluding schools	-1.0	
Add: reverse out previous year reserves budget	11.8	
Less: reserves use	-13.6	
<b>Total Gap remaining</b>		<b>0.0</b>

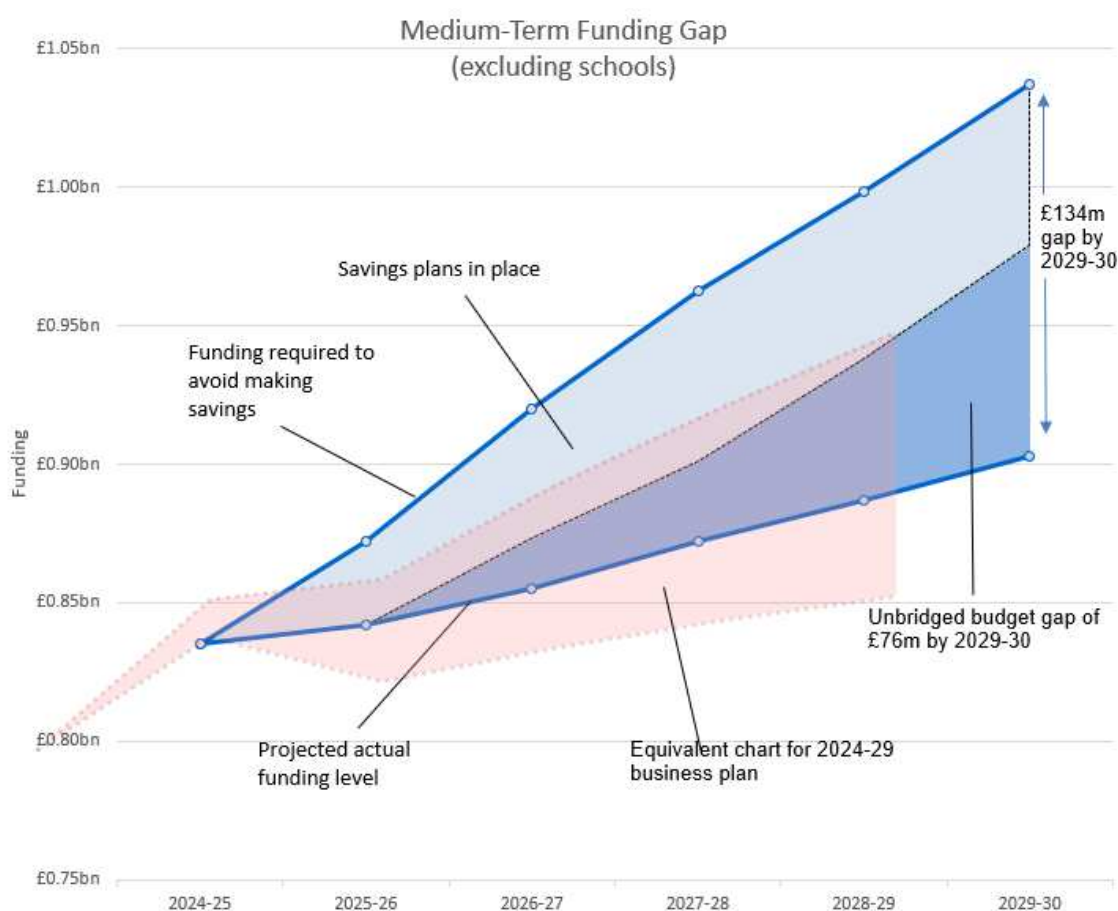
- 2.20 While the council has a legal budget position for 2025-26, there are budget gaps remaining in future years:

Table 2.3 - Revised medium-term budget gaps

Year	2026-27	2027-28	2028-29	2029-30
Latest unidentified savings gap	£17.9 million	£10.7 million	£22.8 million	£24.5 million

- 2.21 This means that the medium-term picture for the council shows an overall funding gap of £134 million over the next five years, of which £76 million is not yet addressed:

Chart 2.4 - Medium-term funding gap



- 2.22 The significance of this financial challenge, together with the inter-related issues described at 2.9, 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.

- 2.23 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, including Government proposals to reorganise two-tier local authorities into unitary authorities, which could see greater powers and more funding devolved to Cambridgeshire. Taken together, the 2025-30 Business Plan and Budget and 'Our Future Council' will enable the council to deliver an annual increase of 6.2% in the revenue budget in 2025-26, whilst also closing its projected £35 million budget gap for the next financial year and ensuring the organisation can adapt to the complex and changing world around it.

### 3. Listening to residents

- 3.1 The council aims to achieve its seven 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. 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, listening organisation that ensures ongoing dialogue with its stakeholders to inform policy development, budget proposals and longer-term strategic planning.
- 3.2 The 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 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 The council's Business Plan and Budget engagement and consultation exercise builds on insights gained from the Quality of Life survey to engage the public and other stakeholders on key aspects of the council's proposals for the coming financial year. This year's exercise consisted of two phases: initial engagement activity (Phase 1) followed by a formal consultation that included stakeholders like parish councils and other public sector partners (Phase 2).
- 3.7 Phase 1 engagement ran from 4 November to 2 December 2024. Its survey results were reported to the 17 December meeting of Strategy, Resources and Performance Committee. Phase 1 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 this engagement survey.
  - 3.7.1 52% of respondents supported an increase in council tax of up to 4.99% to maintain or improve essential services, such as social care or roads and highways maintenance.
  - 3.7.2 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.
  - 3.7.3 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.

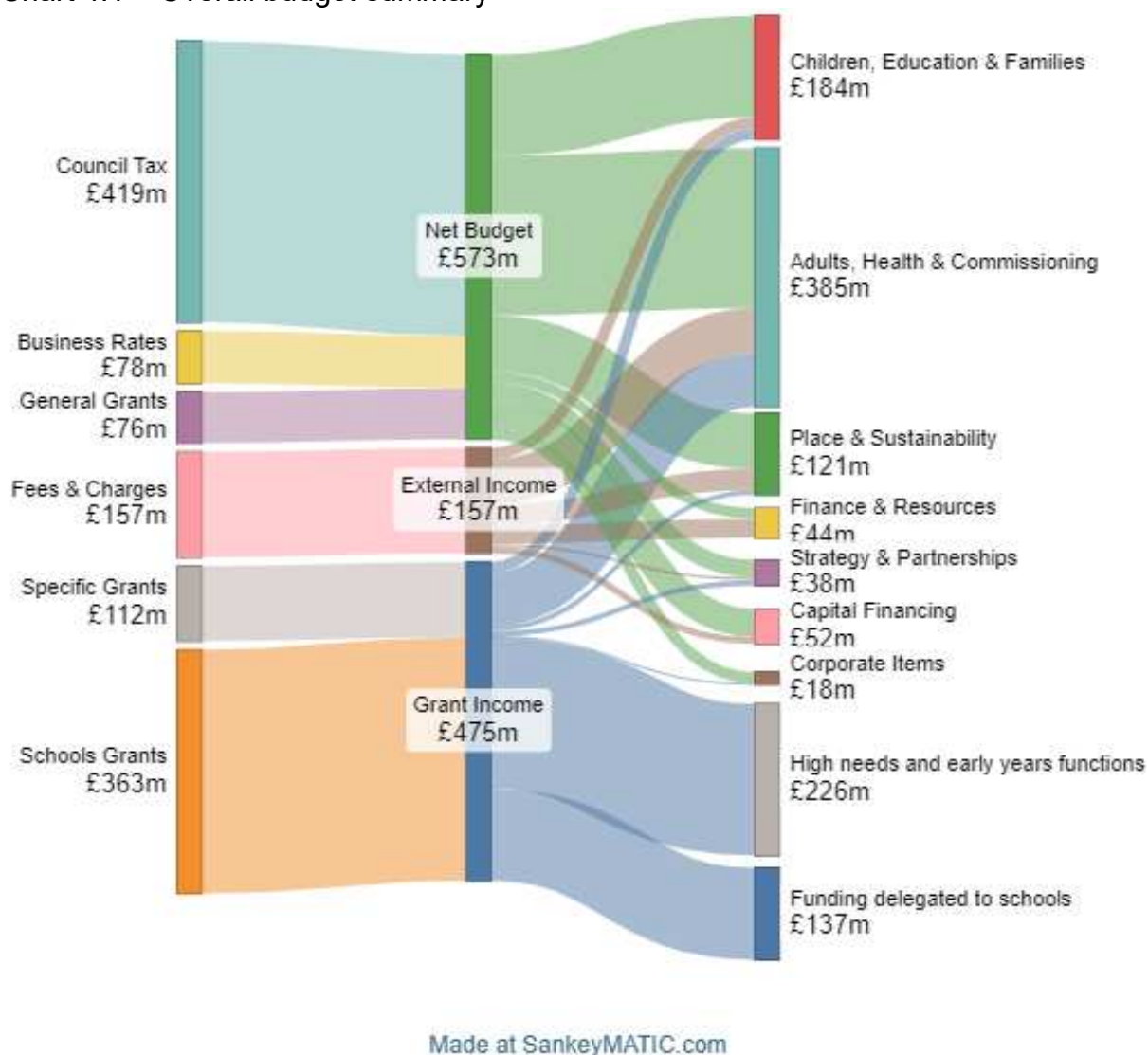
- 3.7.4 42% of respondents felt that prioritising early support to help people remain independent and living at home for longer should be the highest priority to make the council more caring. Prevention is a key 'Innovation Principle' of the council's change strategy as it supports the council to achieve 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.
- 3.8 Phase 2 consultation ran from 9 December 2024 to 9 January 2025. This invited residents and other stakeholders to share their views on council tax and other key proposals in the council's draft 2025-30 Business Plan and Budget presented at the 17 December Strategy, Resources and Performance Committee. In addition to the survey being open to the public, it also underpinned various stakeholder consultation activity conducted by the council's senior officers. In this process stakeholders were engaged via email and/or via a meeting with relevant council senior officers and invited to share their views via the survey.
- 3.9 There were 149 responses to the Phase 2 consultation survey, including 1 from stakeholders. A full report of the survey results is presented in Appendix 1d.
- 3.9.1 The majority of respondents supported (strongly support or somewhat support) all of the proposed approaches to achieving the council's seven ambitions:
- 86% supported (strongly support or somewhat support the outlined approach to prevention, early intervention, and working 'Closer to Communities' in the way services are designed and delivered)
  - 85% supported (strongly support or somewhat support the outlined approach to children's services).
  - 83% supported (strongly support or somewhat support the outlined approach to improvements to highways)
  - 80% supported (strongly support or somewhat support the outlined approach to adult social care services)
  - 73% supported (strongly support or somewhat support the outlined approach to supporting those struggling most with the cost of living)
  - 65% supported (strongly support or somewhat support the outlined approach to climate change)
  - 61% supported (strongly support or somewhat support the outlined approach to developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council)
- 3.9.2 57% (72) of respondents who answered the question supported the 4.99% increase in council tax, with 26% (33) supporting a lower increase and 17% (21) supporting no increase.
- 3.10 Insights from the Quality of Life Survey as well as the budget engagement and consultation exercises have enabled residents' concerns and priorities to be highlighted and shared across the organisation. This has allowed the council to reaffirm priority areas and to develop Business Plan proposals for investment and savings that address the issues faced by residents in line with 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 2.24, 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 wide 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, a new £1.3 million capital investment proposal 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.

### **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 to maintain existing eligibility thresholds for older people and working age adults with care and support needs, 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 and 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 to continue being as independent as possible. The directorate will take every opportunity to support this aspiration, proposing improvements 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 and delivery.

- 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 pay increases to care staff. Over 90% of our providers currently pay their workers the Real Living Wage and we want to ensure that the positive strides made in recognising the value of the care workforce are maintained. In 2025-26, the Real Living Wage will rise by 5% to £12.60 per hour, which will enable providers who are contracted by the council to effectively compete for workers in a market that suffers from national shortages, whilst also supporting care workers themselves individually, 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.

## **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. The council has received initial confirmation of its share of an uplift in funding for potholes announced by Government, which in Cambridgeshire is subject to a decision for the Cambridgeshire and Peterborough Combined Authority. This allocation is provisionally proposed to be £8.1m and through the updated draft budget it is proposed that the allocation of £8.1m is added to the previously proposed investment of £56m outlined in the draft business plan for investment in priority spend areas for highways.
- 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'.

### **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.

### **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.

## 5. Capital and Treasury Management

- 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 1c, along with indicative sources of funding available. The programme for 2025-26 proposes a total budget of £161 million for capital expenditure, and a medium-term programme of £926 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	168,474	45,365	85,048	40,077	16,078	9,644	11,487	<b>376,173</b>
Adults, Health and Commissioning	462	9,304	20,619	19,446	16,212	16,415	33,450	<b>115,908</b>
Place and Sustainability	153,188	91,939	66,783	23,942	22,134	1,820	14,240	<b>374,046</b>
Finance and Resources	15,031	12,041	6,874	3,411	3,432	2,643	9,288	<b>52,720</b>
Strategy and Partnerships	4,753	2,164	170	30	-	-	-	<b>7,117</b>
<b>Total Budget</b>	<b>341,908</b>	<b>160,813</b>	<b>179,494</b>	<b>86,906</b>	<b>57,856</b>	<b>30,522</b>	<b>68,465</b>	<b>925,964</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	70,446	42,789	32,881	31,162	9,225	33,910	<b>298,129</b>
Contributions	80,717	26,304	70,567	58,374	53,498	10,398	13,076	<b>312,934</b>
Capital Receipts	-	3,952	10,000	8,000	6,000	3,000	10,000	<b>40,952</b>

Prudential Borrowing	182,919	65,738	82,584	25,241	19,376	12,671	20,739	<b>409,268</b>
Prudential Borrowing (repayable)	556	-5,627	-26,446	-37,590	-52,180	-4,772	-9,260	<b>-135,319</b>
<b>Total funding</b>	<b>341,908</b>	<b>160,813</b>	<b>179,494</b>	<b>86,906</b>	<b>57,856</b>	<b>30,522</b>	<b>68,465</b>	<b>925,964</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 £152.7 million of funding which includes £60 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

	<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 borrowing (net figures excluding Invest to Save / Earn schemes)	41.3	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>-0.9</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>-1.4</b>	<b>-5.1</b>

- 5.6 The table above shows that the cost of capital 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 Linked to its borrowing, the council is required to set a Treasury Management Strategy (TMS) and to approve and monitor a set of prudential indicators for 2025-30. These include indicators for the authorised limit and operational boundary for external borrowing, the cost of servicing debt as a percentage of net revenue, and the council's underlying borrowing requirement. The proposed TMS is part of the business plan and is included at appendix 1f. The TMS has been revised in particular to reflect three changes to statutory regulation, guidance and codes for 2025-26:
- Adoption of IFRS 16 Leases into the CIPFA Code of Practice for Local Authority Accounting. This requires a lessee to recognise all high value, longer than 12-month leases on the balance sheet, increasing the council's debt liability.
  - End of the IFRS 9 statutory override. This ends the ability for the council to reverse out any revenue impact of pooled fund valuation gains and losses.
  - Update to regulations and guidance regarding Minimum Revenue Provision (MRP) to provide greater clarity and transparency, and ensure authorities are not underpaying their MRP charge.

For further detail on these changes, please see section 1 of the TMS included at appendix 1f.

- 5.11 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. Progress has been made in recent months with reducing the GCP capital "overprogramming" whereby an overallocation of funds was initially made in a recognition that not all capital schemes would progress and gain permission. The GCP has significant capital expenditure programmed over the coming years, funded through a mixture of government grants and developer contributions. Although capital overprogramming has been reduced, there remains a timing risk around developer contributions, with much of these expected to be receivable in later years (in some cases many years later than the spend associated with the schemes they fund). The GCP is currently in a cashflow surplus with this predicted throughout the 2025-26 financial year. Forward budget assumptions include up to £230m of repayable borrowing, which

would engage the County Council, as the GCP accountable body in temporary prudential borrowing to be repaid from future developer contribution receipts in the longer term. Although modelling suggests this is affordable from a capital and overall perspective, and that the assumptions around section 106 are reasonable in the long term, there is a challenge presented in having sufficient revenue funds to service the associated debt charges in the medium term. Alternative funding and prioritisation options are continuing to be explored: the GCP has had recent success at obtaining cashflow support from national government for specific schemes and this is an example of an approach which could be extended. It is intended that the GCP will reach a position which is fully funded within GCP resources, including the ability to service any costs of capital associated with temporary borrowing and cashflow.

- 5.12 More information about the county council's capital programme can be found in the proposed capital strategy at appendix 1e.

## 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 £75.7 million of these general grants, with the main ones being:
- Social care support grant - £48.3 million
  - Compensation grant for frozen business rate levels, and for business rates relief schemes - £17.2 million
  - Funding to offset the impact on the council of increases to its employer National Insurance contributions - £2 million
  - Education services grant (for retained education duties) - £2 million
  - Domestic abuse grant - £1.5 million
  - Children's prevention grant - £1.5 million

Projections of these grants are based in the most part on the provisional local government finance settlement announced in December 2024; these are not fully confirmed until the final settlement (expected in February 2025) but can usually be relied on as firm numbers subject to very minimal change. The exception to this is the grant for compensation to councils for the impact of employer national insurance changes, for which allocations have not been announced due to some councils not having provided government with the necessary information for the funding formula. The impact of the settlement compared to previous assumptions is:

Table 6.1 – Government Grant differences, settlement compared to previous assumptions

Grant	Assumed	Settlement	Difference	Notes
Social care grant	£45.8m	£48.3m	£2.5m	
New Homes Bonus	£1.3m	£1.2m	-£0.1m	
Recovery Grant	-	-	-	£600m nationally
Children's prevention grant	-	£1.5m	£1.5m	Funding existing lines
Domestic Abuse Act Statutory Duty funding	£1.2m	£1.5m	£0.3m	Domestic violence service receives base budget in excess of the grant value
Local Services Support Grant (LSSG) - Extended Rights to Free Travel	£1.4m	-	-£1.4m	Rolled into revenue support grant
Revenue Support Grant	£0.03m	£1.5m	£1.5m	Due to rolling in of above grant
Compensation for under-indexing the business rates multiplier	£14.5m	£13.7m	-£0.7m	Relief grants in addition to this outside of settlement
<b>Total</b>			<b>£3.5m</b>	
Employer national insurance compensation grant	£2.0m	?	?	Not announced

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 6.2 – Grant projections for 2025-26

Grant	Amount 2025-26
<b>General grants:</b>	
Social Care Support Grant	£48.3m
Services Grant	-
Section 31 grants and local taxation support	£17.2m

<b>Grant</b>	<b>Amount 2025-26</b>
New Homes Bonus	£1.2m
Education Services Grants	£2.0m
Domestic Abuse Grant	£1.5m
Children's prevention grant	£1.5m
Extended Rights to Free Travel Grant	-
Anticipated national insurance compensation grant	£2.0m
Other unringfenced grants	£2.1m
<b>Total general grants</b>	<b>£75.7m</b>
<b><i>Ringfenced grants:</i></b>	
Better care fund	£22.0m
Improved better care fund	£18.7m
Adult skills	£2.2m
PFI grants	£6.5m
Public Health Grant	£30.6m
Unaccompanied asylum seeking children	£4.9m
Household support fund	£7.2m
Leaving care	£2.1m
Adult social care market sustainability fund	£10.2m
Adult social care discharge fund	-
Other ringfenced grants	£7.8m
<b>Total ringfenced grants</b>	<b>£112.2m</b>
<b>Total grants</b>	<b>£187.9m</b>

- 6.1.5 The finance settlement announced two new grants – a recovery grant and a children's prevention grant. We will get no funding through the recovery grant due to it being heavily weighted towards deprived areas (and consequently most going to metropolitan borough councils). £1.5 million of children's prevention grant is proposed to be used to fund existing planned investments in our children's residential strategy and SEND improvements.
- 6.1.6 The government has also announced provisional allocations of 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. As a result of this uncertainty, and the one-off nature of the funding, it is proposed that the allocation, when confirmed and received by the council, is transferred to an earmarked reserve, with further decisions on allocation of the funding to be recommended to this committee in due course.

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

### Fees and charges

- 6.2.1 The council generates over £156 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 6.3 – Fees and charges for 2025-26

Directorate	2025-26 fees and charges budget	Examples of charging
Children, Education and Families	£17.2 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	£3.5 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>£156 million</b>	



## Business rates

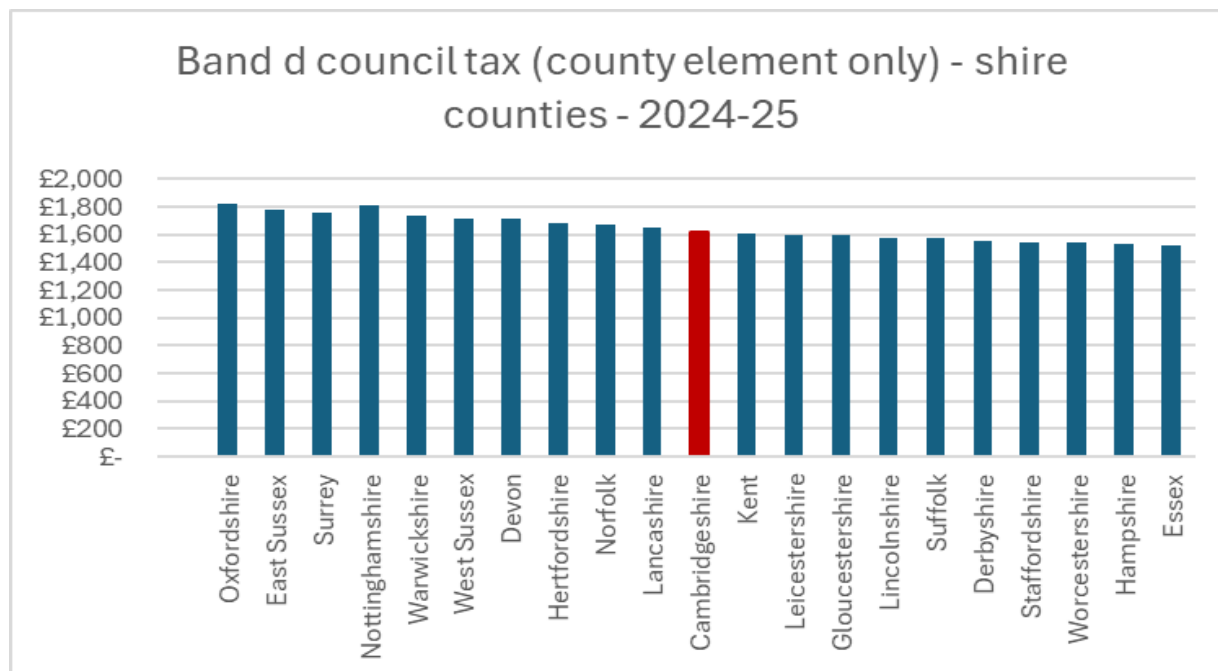
- 6.2.4 This is a tax on commercial property and is based on the assessed property value at a rate set by national government (including various reliefs and exemptions). Half of the business rates collected by local authorities is retained locally, and the remainder is passed to national government who 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. Revenue Support Grant (RSG) also comes through the business rates system – due to certain grants being rolled-into RSG for 2025-26 the council is going to get a non-trivial allocation (£1.5 million). For 2025-26, therefore, the council is forecasting to receive £77.9 million in business rates, an increase of £2.9 million (4%) on 2024-25 (but like for like this is only a 2% increase, in line with inflation, after the RSG effects are adjusted for), and a further £17.2 million in compensation grants which are reported above. We budget on the basis of business rates returns submitted by district councils, which present a more current view of collections and the costs of reliefs, rather than on government announcements (through the 'settlement funding assessment') which are based on estimates only and can lag actuals.

## 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 up to 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 1.414% increase in taxbase, generating around £5.8 million. Until the latest estimates from district councils, the estimates from them we were using had a 1.5% increase in the taxbase; this reduction, made known to us in December and January, sees our expected council tax income reduce by £1.3 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 6.4– 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. This is provided to committee as a separate item on the agenda and will be made available to Full Council in considering the budget.

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 6.5– 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	£161.64	£3.11

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

Table 6.6– Derivation of council tax requirement:

<b>2024-25 revised gross budget</b>	£1133.7m
<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 £23.47 million at the end of 2024-25 based on the latest revenue forecast position. The minimum position proposed level of the general reserve for this business plan (set out separately to this committee) 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.

7.3 As well as the general reserve, the council maintains some more specific reserves to cover known risks. 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

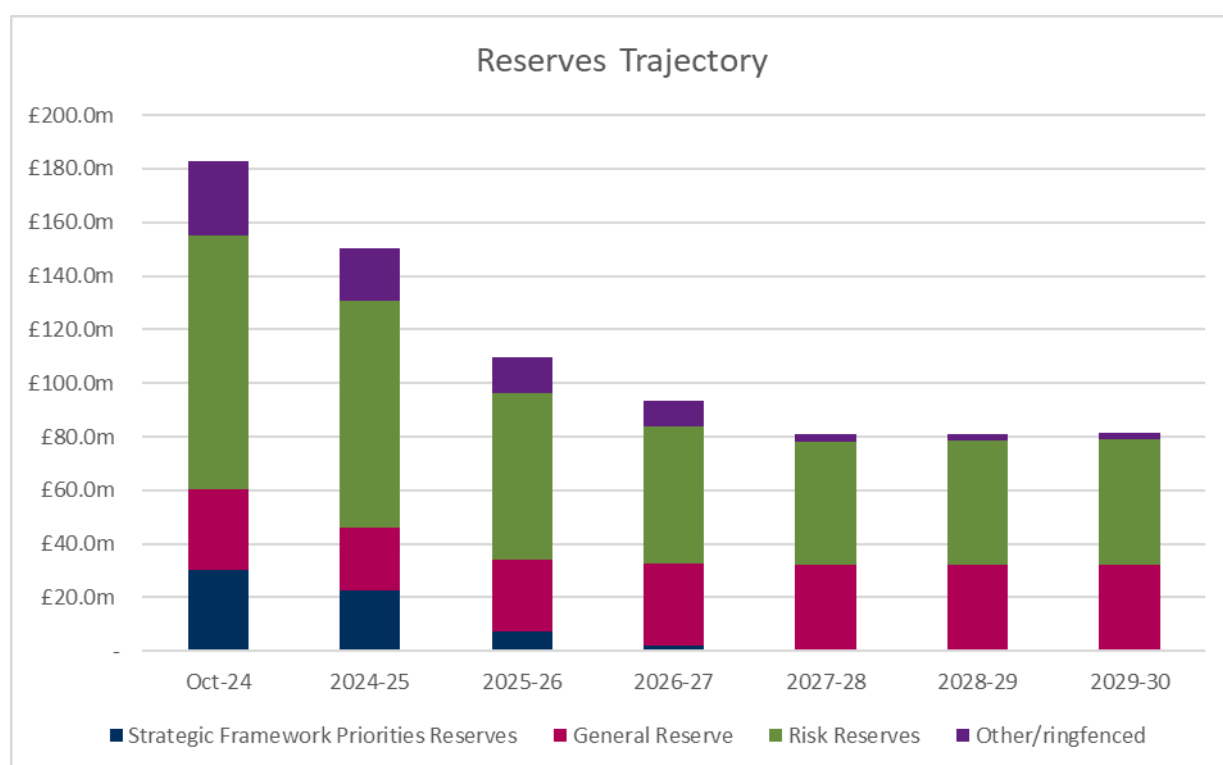
7.6 The key risks identified at this time are related to unpredictable costs and demand trajectories in social care, the council's high needs block deficit, volatility in council tax projections, long-term arrangements for waste disposal, and commercial income.

7.7 This table and graph summarise the forecast reserves balances over the medium-term, and the full earmarked reserves schedule can be found at appendix 3.

Table 7.1 – Reserves summary

£000	Forecast closing balances £000					
Reserve category	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
General Reserve	23,472	26,700	30,600	32,000	32,000	32,000
Strategic Framework Priorities	22,454	7,286	1,900	406	285	285
Risk	84,875	62,463	51,399	45,906	46,302	46,841
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>150,150</b>	<b>109,704</b>	<b>93,454</b>	<b>81,009</b>	<b>80,966</b>	<b>81,505</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	-£419m	-£436m	-£450m	-£465m	-£481m
Business Rates	-£78m	-£79m	-£81m	-£83m	-£84m
General government grants	-£76m	-£75m	-£105m	-£105m	-£105m
<b>Funding total (Net Budget)</b>	<b>-£573m</b>	<b>-£590m</b>	<b>-£637m</b>	<b>-£653m</b>	<b>-£670m</b>

	2025-26	2026-27	2027-28	2028-29	2029-30
<b>Net Expenditure</b>					
Opening net budget	£539m	£573m	£608m	£665m	£705m
Base adjustments	£17m	-£1m	£4m	£3m	£0m
Inflation	£25m	£22m	£23m	£23m	£24m
Demand	£17m	£18m	£19m	£20m	£21m
Pressures	£20m	-£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	£30m	-	-
<b>Subtotal</b>	<b>£608m</b>	<b>£621m</b>	<b>£681m</b>	<b>£705m</b>	<b>£746m</b>
Changes in income generation	£2m	-£1m	£1m	£2m	£2m
Income inflation	-£3m	-£3m	-£2m	-£2m	-£2m
Change in budget for reserves draw-down	-£1.8m	£5.8m	£1.2m	£0.7m	£0.4m
Savings	-£32m	-£16m	-£15m	-£0m	-£0m
<b>Net Expenditure Budgets</b>	<b>£573m</b>	<b>£608m</b>	<b>£665m</b>	<b>£705m</b>	<b>£746m</b>
Cumulative budget gap	£0m	-£18m	-£29m	-£51m	-£76m
<b>Funding Requirement</b>	<b>£573m</b>	<b>£590m</b>	<b>£637m</b>	<b>£653m</b>	<b>£670m</b>
<b>Council tax as %</b>	<b>73.2%</b>	<b>73.8%</b>	<b>70.8%</b>	<b>71.2%</b>	<b>71.7%</b>

8.2 More information on the contents of this can be found in appendix 1b (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](#)
- 10.2 [Quality of Life Survey Results](#)
- 10.3 ['Our Future Council' Change Strategy PowerPoint Presentation](#)
- 10.4 [Business Planning and Budget setting October SRP Committee](#)
- 10.5 [Business Planning and Budget setting December SRP Committee](#)





# Cambridgeshire County Council

Strategic Framework 2023-2028

Refresh for 2025-26



# Joint Administration Foreword

Our vision for Cambridgeshire is to create a Greener, Fairer and more Caring county. As a council, we need to ensure we are in a position to respond to the changing needs of Cambridgeshire's residents, meeting both short and long-term challenges, while also providing support to the people that need us most.

We have asked residents to tell us what it is like to live in Cambridgeshire and what concerns them most through the Quality of Life Survey. We were delighted so many people were willing to participate, and we will use these valuable insights to continue to prioritise our support for people and communities. Cambridgeshire residents provided a clear message about the challenges they are facing relating to the cost of living crisis, levels of loneliness and increasing concerns about climate change. We know household budgets continue to be stretched, and in addition to the support we continue to provide through the Government's Household Support Fund, we have invested £2.2 million directly into supporting anti-poverty initiatives. This includes the launch of the Cambridgeshire Poverty Commission, led by an independent group of commissioners and experts by experience, to investigate the impact of poverty within our communities. This commission will produce a set of recommendations for agencies across Cambridgeshire, including the County Council, to better enable our responses to poverty and its root causes.

In September 2024, the Local Government Association, representing all councils in England, reported that local authorities collectively face an estimated £6.2 billion funding gap

over the next 2 years. This is despite the estimated £24.5 billion in cuts and efficiencies councils, including Cambridgeshire, have been required to make between 2010 and 2023. Cambridgeshire County Council is not alone in facing an uncertain financial future. As a council, the financial challenges we are currently facing are the result of three main causes: increased demand for our services, the impact of inflation upon our costs to provide services and the historic and ongoing lack of fair funding from Government.

While there are many councils also facing this situation, Cambridgeshire is unique in that our population is amongst the fastest growing in the country. This has been unrecognised by successive Governments, who have not changed the population data used in the funding formula for more than ten years.

However, we are working well together both across political groups and with our talented team of officers to tackle the challenges we face, and we remain committed to providing the best service possible to our residents. We are determined to continue to improve our effectiveness by reducing our spending, identifying further savings opportunities and evolving our ways of working. This approach will ensure the council continues to provide high quality services for Cambridgeshire residents which also achieves value for money for taxpayers.

We will continue our work to bring our services closer to communities, to deliver services which reduce rather than increase the risks we are all experiencing due to climate change, to make travel safer and more sustainable, to reduce health inequalities and to provide a safety net for those in most need.



**Cllr Lucy Nethsingha**  
Leader of  
Cambridgeshire  
County Council



**Cllr Elisa Meschini**  
Deputy Leader of  
Cambridgeshire  
County Council



**Cllr Tom Sanderson**  
Leader of the  
Independent Group  
at Cambridgeshire  
County Council



# Chief Executive Foreword

**Achieving the vision set for us by the Joint Administration that leads Cambridgeshire County Council to be a Greener, Fairer and more Caring county is ambitious, especially at a time when people, families and local communities are all continuing to face great financial pressures.**

**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. That is why a detailed Quality of Life Survey to listen to our residents for the second year running matters to the way our business plan and budget are being shaped. During the summer we interviewed over 5,500 people across the five districts of the county who broadly represent the population of Cambridgeshire, based upon the results of the 2021 census.**

We know from this research that, broadly speaking, people are happy in the county, they feel safe and feel well connected to their local communities. Importantly, we know that residents think Cambridgeshire is a good place to raise children. However, this was not equally true for everyone. Younger people, people with disabilities or people struggling economically all rated themselves lower in these areas.

Many people also told us they feel lonely or isolated, and mental health concerns are highest among our youngest residents. These incredibly rich insights have been used to inform the development of proposals for change and improvement that were put forward to be considered by our Councillors.

However, we must still balance our accounts, achieve best value for our taxpayers and continue to drive improvements to ensure we are a well-managed council, which better delivers our 'basics' well and consistently, before we can progress further investment.

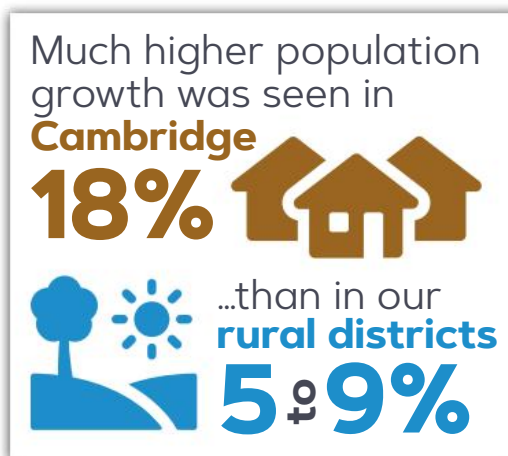
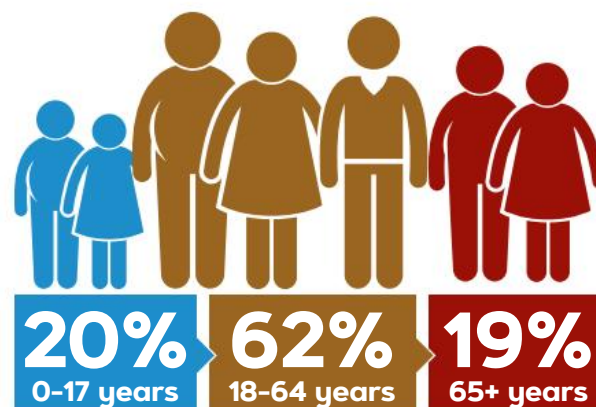
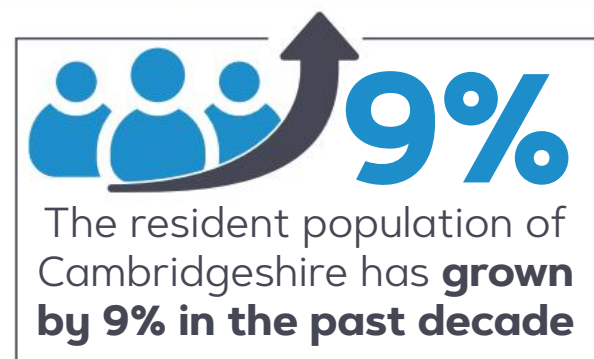
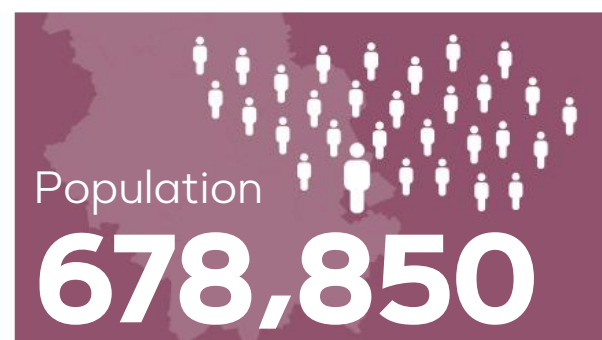
As a council we have statutory duties to meet, but we have no statutory services that we have to deliver. As we move forward, we need to look at everything we do, including our work with partner agencies such as health, police and other councils, to make positive changes and, at the same time, save money. As a part of this, we are also evolving the council, by accelerating our use of new technology and bringing more of our teams closer to and based in our communities, whilst also reducing the number of buildings we need to use. Importantly, we are only ever as good as the people who work for the council, and we will continue to support our workforce to be as productive, engaged, inclusive and proud to work for Cambridgeshire as we possibly can.

It is in this way, I believe, residents will see us continuing to make good on our vision to create a Greener, Fairer and more Caring Cambridgeshire, as we continue to support a growing county and focus upon tackling the deep rooted inequalities by always thinking like residents and acting like taxpayers.



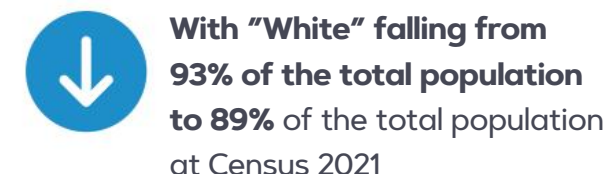
**Dr Stephen S. Moir**  
Chief Executive of  
Cambridgeshire  
County Council

# Cambridgeshire and its people



## Communities have become more diverse, ESPECIALLY IN CAMBRIDGE

The proportions of the population in all high level ethnic groups apart from "White" have increased since 2011



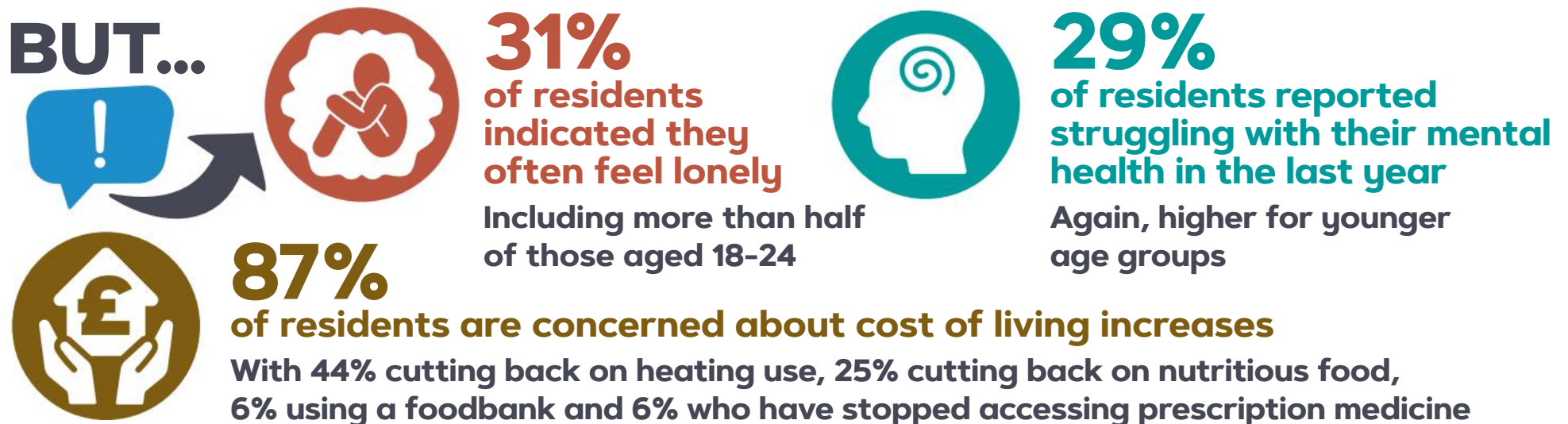
All districts have seen a notable increase in the White: Other ethnic groups since Census 2011



Source: ONS, Census 2021

# Cambridgeshire and its people

In 2024 Cambridgeshire County Council – working with an independent market research company – ran its second Quality of Life Survey, involving 5,500 people broadly representing the demographic make-up of the County. We aim to repeat this survey again in 2025.





# The Cambridgeshire County Council Vision



“ Create a **greener**, **fairer** and more **caring** Cambridgeshire ”



We want to be ‘greener’, because tackling the climate crisis and looking after nature is necessary to help our communities to thrive in a changing environment.



Carbon footprint for  
Cambridgeshire in 2022:

**6.45 MILLION  
TONNES CO<sub>2</sub>e**



the **largest share** was from  
**transport**, followed by the  
**Land Use, Land Use Change  
and Forestry (LULUCF)** sector



Source: DESNZ data

**NET CARBON FOOTPRINT**  
for Cambridgeshire County  
Council in 2023/24:

**103,255 TONNES CO<sub>2</sub>e\***



the **largest share**  
was from **WASTE**

Source: CCC Carbon Footprint Report 2022-23

\*All scopes including indirect emissions, excluding rural estates, and after reductions

# The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be ‘fairer’, because the pandemic and cost of living crisis that followed have worsened inequalities in health, income and education, and we need to make sure the prosperity enjoyed in some parts of the County is enjoyed by all.

**Cambridgeshire** has 16 Lower Layer Super Output Areas (LSOAs) in the 20% most relatively deprived nationally as measured by the Indices of multiple deprivation 2019

**11 of these are in Fenland,  
3 in Cambridge City and  
2 in Huntingdonshire**



Source: CCC Indices of Multiple Deprivation 2019 – Key Findings in Cambridgeshire and Peterborough



## LIFE EXPECTANCY

figures for males and females is **NOT** the same across the county

The range for males is **78.5 years** in Fenland through to **83.1 years** in South Cambridgeshire

78.5  
TO  
83.1



For females life expectancy is slightly higher than for males. However there are still inequalities with Fenland at **82.2 years** through to South Cambridgeshire at **85.9 years**

Source: Cambridgeshire & Peterborough Insight <https://cambridgeshireinsight.org.uk/jsna-2023/all-dashboards/jsna-2023-dashboards-life-expectancy/>





# The Cambridgeshire County Council Vision



“ Create a **greener, fairer** and more **caring** Cambridgeshire ”



We want to be more ‘caring’, because the most vulnerable in our County are the most at risk of needing additional care and support. We can reduce these risks by intervening early to prevent further escalation of need.



Around  
**3,000**  
carers  
supported  
in 2023-24



Over **8,000** children  
supported with Education  
Health and Care Plans (EHCPs)

As of October 2024

AN INCREASE  
OF 71% since  
January 2020

Over 2,750 children’s social  
care cases at any one time...  
including around 600 children in care  
aged 0-17 and around 300 children  
with a recorded disability



**1,519**   
PUPILS  
in schools  
with caring  
responsibilities  
identified in  
January 2024



**10,915**  
PUPILS

with special education needs in schools  
who receive ‘SEN Support’ rather than  
having an EHCP reported in January 2024



Over 5,700 children  
supported with an  
early help episode  
between September 2023  
and September 2024



Around 8,300 adults aged  
18+ received long-term  
social care in 2023-24

Fully or partially funded by the  
County Council





# The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a 'decentralised' approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have 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



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

# 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



Cambridgeshire's 2024 Quality of Life Survey showed 79% of respondents were concerned about climate change, and 79% wanted the council to do more to protect and enhance the natural environment.

### To achieve this Ambition we will:

- Plan for and manage climate risk, so we can cope with the impacts our changing climate brings
- Reduce the council's direct carbon emissions to net zero by 2030
- Support partners, residents, businesses and communities to live and work more sustainably
- Help build a local circular economy to increase reuse and recycling whilst minimising waste
- Embed net-zero by design and climate resilience into our transport delivery and infrastructure asset maintenance
- Maximise the extent and quality of nature areas across Cambridgeshire, giving more people access to green space
- Support Local Nature Groups that manage and enhance their communities' green spaces
- Support Community Flood Groups to build resilience in areas at risk of flooding
- Improve insulation of homes and ensure new homes are sustainable



### We will get Closer to Communities by:

Facilitating more community-led plans for decarbonisation and biodiversity

### We will track progress by:



Monitoring our annual county-wide carbon footprint data



Measuring biodiversity to establish where and how we can bring the biggest benefits to nature

# Ambition 1

## Since launching this Ambition we have:

- ✓ 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 at a cost of £6.4 million (£3.4 million of this coming from successful grant applications). In the same period, the council's scope 3 (indirect) emissions have reduced by 39%
- ✓ Launched a pilot home energy efficiency and low carbon heating service to engage and inform residents in Friday Bridge, Fenland
- ✓ Collaborated with City and District Councils to onboard five new contractors to deliver housing retrofits across Cambridgeshire and retrofitted 78 off-gas houses to reduce energy costs for households
- ✓ Constructed the St. Ives Smart Energy Grid comprising solar canopies, battery storage and EV charging. This opens during 2024 and will supply clean green electricity locally
- ✓ Introduced a climate-based corporate outcome as part of our staff appraisal system and essential training for all council staff
- ✓ By June 2024, 47 businesses signed up to the council's Climate Change Charter when bidding to supply council services
- ✓ Secured £4.9 million of grant funding to decarbonise heating systems across 21 schools, with 10 schools completed, saving 492 tCO<sub>2</sub>e per year





# Ambition 1



## Since launching this Ambition we have:

- ✔ Won an international Edie Award for the Swaffham Prior Renewable Heat Network, a community led project delivered by Cambridgeshire County Council, working in partnership with Swaffham Prior Community Land Trust, Government and Equans. The Project has seen 64 homes connected to renewable heating, with more planned
- ✔ 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
- ✔ Hosted an eco-fair at Ely Library, bringing together members of the public with champions for local and regional environmental initiatives



## Travel across the county is safer and more environmentally sustainable



Cambridgeshire's 2024 Quality of Life Survey showed the condition of our roads and pavements was among residents' top concerns, but users were highly satisfied with waste management and street lighting.

### To achieve this Ambition we will:

- Work with our partners to deliver a single vision for transport across Cambridgeshire
- Engage with our partners and communities to secure the greatest achievable benefits from major highway schemes and new developments
- Work with the Cambridgeshire and Peterborough Combined Authority and the Greater Cambridge Partnership to enhance bus services and provide a sustainable long term local funding solution for bus service support
- Become an Active Travel Centre of Excellence that sees more residents safely participating in active travel
- Promote and facilitate alternatives to fossil fuel-based car travel
- Work through the Vision Zero Partnership to achieve a consistent reduction in deaths or serious injuries by 2040
- Support local communities through the Local Highways Improvement programmes
- Recycle and reuse materials in our highways projects
- Manage highways infrastructure in a safe and functional state



### We will get Closer to Communities by:

Supporting communities to participate in decision making about their local transport networks

### We will track progress by:

- ☒ Monitoring the number of motorised vehicles and the take up of cycling and walking
- ☒ Assessing the condition of our road network
- ☒ Monitoring the numbers of killed or seriously injured casualties

## Ambition 2

### Since launching this Ambition we have:

- ✓ Delivered approximately 60 Local Highway Improvement Projects, which are often focussed on addressing road safety and speed reduction on behalf of local communities
- ✓ Consulted on and agreed a new Active Travel Strategy and secured £910,000 to develop and construct five new Active Travel schemes across the county
- ✓ Delivered significant upgrades to active travel infrastructure through our DTSA programme at Barton Road (£600,000) and Storeys Way (£170,000) in Cambridge, the Broadway in St Ives (£300,000) and Ditton Lane in Fen Ditton (£250,000) and continued to work with communities and elected representatives countywide to design and progress over 20 projects which are focussed on more sustainable and safer travel through new, or upgrades to existing, infrastructure
- ✓ Committed to spend approximately £12.5 million on 22 major carriageway maintenance upgrades countywide, and approximately £1.8 million on 11 individual footpath and cycle path renewals to enable safer, more sustainable travel for highway users across the county
- ✓ Delivered 54 drainage maintenance schemes, committed to spend £1.2 million on delivering eight significant drainage upgrades across the county while finalising detail on another seven drainage schemes, to improve road safety







### Since launching this Ambition we have:

- ✓ Maintained over 4,600 km of carriageway, 2,936 km of footways and cycleways, 950 road bridges, 142 pedestrian and cycle bridges, 108,751 gullies and 54,286 street lights across the county and repaired around 60,000 potholes each year
- ✓ Provided expert feedback on nine Nationally Significant Infrastructure Projects (NSIPs), to support and enhance our local areas
- ✓ Seen the number of those seriously injured on Cambridgeshire's roads drop by 5% since 2019, with the current trend remaining downwards



## Health inequalities are reduced



Cambridgeshire's 2024 Quality of Life Survey showed 29% of residents struggled with mental health issues and 31% with physical health problems, and while our level of smoking, vaping or drinking are in line with national averages, they are more prevalent among younger people.

### To achieve this Ambition we will:

Work with partners and the Cambridgeshire and Peterborough Health and Wellbeing Board to support the Integrated Care System to:

- Improve outcomes for our children and young people
- Reduce inequalities in preventable deaths for those under 75 years old
- Increase the number of years that people live in good health
- Create an environment that gives people the opportunity to be as healthy as they can be
- Reduce poverty through better employment and housing
- Combat health inequalities by ensuring that all council policies contribute to the better health of our population
- Protect and enhance the council's directly provided services and guarantee the oversight of elected Members in shaping these services



### We will get Closer to Communities by:

Responding to local priorities to act on wider determinants of health – for example, by designing and delivering family learning alongside communities and local solutions to local issues, such as loneliness or opportunities for exercise

### We will track progress by



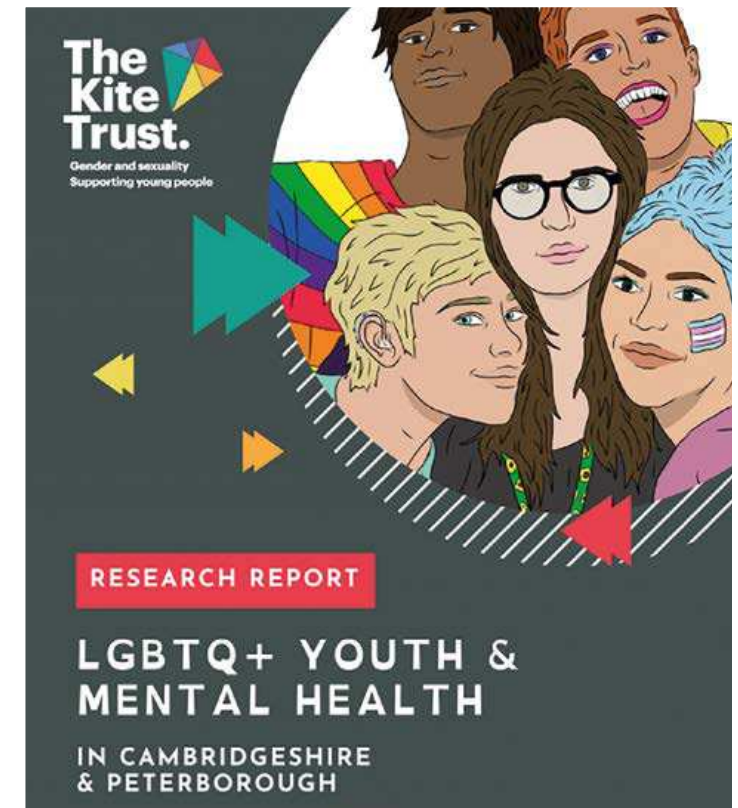
- Monitoring healthy life expectancy
- Reducing the number of preventable deaths before the age of 75
- Scrutinising the quality of the council's public health programmes, prioritising activities which can genuinely make a difference



## Ambition 3

### Since launching this Ambition we have:

- ✓ Delivered staff and member training on the wider determinants of health
- ✓ Developed and launched the Joint Health and Wellbeing Strategy for Cambridgeshire and Peterborough, embedding prevention into all priorities, with regular progress reporting against the four priority areas to the Joint Health and Wellbeing and Integrated Care Partnership Board
- ✓ Launched a mental health campaign for LGBTQ+ young people alongside the Kite Trust building on research from the charity Just Like Us showing that LGBTQ+ young adults are more than twice as likely to hurt themselves deliberately than non-LGBTQ+ young adults. Evaluation showed that 70% of respondents in the target group had seen the campaign, and 67% learnt something new from it or said it was helpful to them
- ✓ Improved the accessibility of resources on the 'Keep Your Head' and 'How Are You' websites and produced an easy read guide for people who have had contact with the criminal justice system to ensure they are aware of the mental health resources available to them. The 'Keep Your Head' website was also refreshed, with improved navigation, accessibility, and bespoke content for adults, young people, carers and professionals
- ✓ Introduced 27 strength and balance classes, benefitting 316 people, across Cambridgeshire in the last year to support our approach to falls prevention and improve the amount of time people can remain active, with five of these classes introduced in Assisted Living Shelters in Cambridge
- ✓ Issued Prevention of Future Death Reports to raise awareness of preventable deaths



# Ambition 3



## Since launching this Ambition we have:

- ✓ Launched 'Know Your Neighbourhood' in Chatteris and March, a project supported through funding from the Department for Culture, Media and Sport. Fenland has been identified as one of 27 areas with the highest rates of loneliness and isolation in the UK. The project aims to reduce loneliness through volunteering and encouraging individuals to join in with groups and events. The launch was attended by over 800 people over two days
- ✓ Organised an 'Obesity Summit' that was attended by representatives from a wide range of organisations, including national and local academics and providers, to help them in their work to support those struggling with obesity
- ✓ Participated in the HMRC led Operation CeCe aimed at disrupting the activities of sellers of illicit tobacco, including the seizure of 5,288 non-compliant vapes found to contain higher levels of nicotine than they should
- ✓ Undertaken underage sales operations to tackle the sale of age restricted products to young persons

## People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



Cambridgeshire's 2024 Quality of Life Survey showed disabled residents and people aged over 65 were more likely to struggle living independently. People reporting they had recently had a fall were 23% more likely to be disabled, over 65 or unemployed.

### To achieve this Ambition we will:

- Promote early intervention and prevention measures to improve physical and mental health and wellbeing
- Involve local people in shaping services, which focus on helping people early, fully coordinating with the NHS and our other partners
- Deliver care at a more local, neighbourhood level, personalising care around the individual in ways that maintain high quality services for people who need them, and which empower people and communities to stay healthy, connected, safe and independent
- Protect and enhance people's choice and control, adopting a rights-based approach to service delivery
- Commission services that drive up the quality and dignity of care work and bring additional benefits to Cambridgeshire's people and communities
- Ensure adults at risk are safeguarded from harm in ways that meet their desired outcomes, providing transparency and accountability in cases where the health and care system falls short
- Continue to expand digital connectivity coverage across the county to reduce the risk of digital exclusion preventing people from accessing social care services



**We will get Closer to Communities by:** Continuing to deepen engagement with, and participation in, the work of Integrated Neighbourhoods, which are local partnerships of health, emergency services, voluntary and community sector and council services usually centred on local clusters of GP surgeries

### We will track progress by



Monitoring the social care related quality of life



Monitoring the number of permanent admissions to care homes



## Ambition 4

### Since launching this Ambition we have:

- ✔ Launched a new social work academy and boosted training and career opportunities for local care workers. Over 450 Care Professionals have recorded achievements and gained care certificates, and 50% of our contracted providers have signed up to the portal, allowing many more care professionals to access benefits to support their development
- ✔ Launched Individual Service Funds in East Cambridgeshire, which allow a third party to manage a person's care and support budget in line with the person's wishes
- ✔ Started delivery of the Self-Directed Support Programme, which was co-designed with stakeholders and gives people more choice, control and flexibility in how their care needs are met
- ✔ Provided over 5,000 hours of homecare capacity 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
- ✔ Had 82% of reablement interventions result in no further request for long-term support in 2023-24, compared to a regional average of 74.5% and a national average of 77.5% for 2022-23
- ✔ Had 80% of completed occupational therapy interventions result in a positive outcome such as risk minimisation, improved independence or wellbeing, or informal carer support and 79% of Technology Enabled Care (TEC) assessments result in a positive outcome at the point of delivery



## Ambition 4



### Since launching this Ambition we have:

- ✓ Awarded £250,000 in seed-funding to 25 grass roots community groups and other Voluntary, Community and Social Enterprise sector organisations to meet locally-identified needs and pilot new and innovative ways of supporting older adults to live independently in their communities
- ✓ 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
- ✓ Launched an interactive falls prevention self-assessment tool called 'Steady on Your Feet' to enable adults to independently screen their own risk factors for falls and take action to reduce their risk. Over 2,000 people visited the website between October 2023 and September 2024, with 618 assessments completed
- ✓ Hosted the new High Impact Use Team to offer a service supporting the people who most frequently attend A&E for non-medical reasons, helping to move support for them from hospitals to communities
- ✓ Successfully bid to become a national pilot site for the introduction of a workplace NHS Health Check programme, which was praised for its innovative use of digital technology that linked participant data to their GP practice
- ✓ Opened the newly renovated TEC Smart Flat, which is a dedicated space to showcase technology that supports everyday living and is equipped with a wide range of technology to reduce inequalities and support people to continue to live in the community
- ✓ Launched the Bridgit Self-Help for Carers tool, providing carers with the information, guidance and resources they need to navigate their caregiving journey

## People are helped out of poverty and income inequality



Cambridgeshire's 2024 Quality of Life Survey showed 87% of residents were concerned about cost of living increases, with 44% cutting back on heating use, 25% cutting back on nutritious food, 6% using a foodbank and 6% who have stopped accessing prescription medicine.

### To achieve this Ambition we will:

- Develop an Anti Poverty Strategy for Cambridgeshire in collaboration with our partners, and informed by those who have experienced poverty, that addresses crisis support and the underlying causes of poverty in the county
- Support people to maximise their income to support them in a crisis
- Help households in need to boost their income and reduce their outgoings
- Work with our partners to ensure that support for people is straightforward, equitable and does not stigmatise
- Support families with access to free school meals and help for families during school holidays
- Support entry to, and good quality participation in, the labour market
- Ensure people can access support to develop their skills as a route to financial security
- Influence our suppliers and providers to pay the real living wage



### We will get Closer to Communities by:

Facilitating data sharing to identify those people who are at risk and creating place-based partnerships that can provide wrap-around support

### We will track progress by



Monitoring the number of universal credit claimants



Monitoring the percentage of learners who join us with few or no qualifications, who go on to further learning, work, or apprenticeships



## Ambition 5

### Since launching this Ambition we have:

- ✓ Delivered more than £10 million in direct support to households who are struggling financially, school holiday food vouchers for more than 22,000 Cambridgeshire children on free school meals and initiatives such as income maximisation and basic household goods all funded through the Household Support Fund
- ✓ Provided Council Tax relief to our care-experienced young people
- ✓ Continued to achieve a figure for young people not in education, employment or training which is lower than the average for statistical and local neighbour councils, performing in the top 20% of local authorities for most of 2023-24
- ✓ Paid our employees the real living wage
- ✓ Increased our funding to care providers so that they can pay their employees the real living wage
- ✓ Introduced initiatives such as school uniform and winter clothing swap shops and access to free data SIM cards in libraries
- ✓ Worked closely with partners to design, recruit and launch the Cambridgeshire Poverty Strategy Commission, which tasks an independent group of commissioners with finding out about the lived experience of poverty to inform recommendations about future support





## Since launching this Ambition we have:

- ✓ Worked with partners to deliver Cambridgeshire Skills to over 5,000 learners across 88 locations
- ✓ Worked with primary schools and parents to introduce new courses like 'Ready Steady Slow Cooker' to support learners to gain skills to help with the cost of living





## 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**



Cambridgeshire's 2024 Quality of Life Survey showed 75% of residents feel connected to their local area, and there are high levels of satisfaction with services available to all such as waste management, street lighting and library services, but 59% of residents are concerned about investment and jobs.

### **To achieve this Ambition we will:**

- Promote a mixed economy in council services, expanding the number of directly provided in-house services, where appropriate, and offering better access to local community groups to be able to work as our partners
- Work alongside the Cambridgeshire and Peterborough Combined Authority to ensure the support for skills development is accessible, targeted and relevant
- Support the local economy to keep more of the Cambridgeshire pound local
- Support small business start-ups, self-employment and social enterprises
- Secure additional benefits and greater social value for our communities when we procure and commission goods and services



### **We will get Closer to Communities by:**

Participating in local community wealth building partnerships, where large institutions such as health trusts and universities use their spending to encourage more locally-owned businesses

### **We will track progress by**



Monitoring the social value, or additional benefits for communities, achieved from goods and services the council purchases



Monitoring the percentage of organisational spend that is locally based

## Ambition 6

### Since launching this Ambition we have:

- ✓ Outlined Closer to Communities pilots and delivered Enabling Growth Outdoors to support young people aged 10-18 not in mainstream education at Wisbech Community Farm, as part of the pilot schemes. Enabling Growth Outdoors is designed to support young people with emerging mental health difficulties and difficulties within education to raise their aspirations and access informal education
- ✓ Extended access to libraries and achieved Library of Sanctuary status in recognition of our work to support those who are seeking refuge in our county
- ✓ Launched the Cambridgeshire Migration Partnership, bringing together statutory and Voluntary, Community and Social Enterprise sector organisations with a focus on working directly with refugees, those seeking asylum and others newly arrived in the UK
- ✓ Appointed a Migrant Policy and Partnerships Officer – a post created following a decision made by Full Council to increase local level support for asylum seekers and migrants
- ✓ Helped support economic growth through the provision of advice to 133 Cambridgeshire businesses since April 2024
- ✓ Exceeded the government's target of 85% gigabit capable coverage more than a year ahead of schedule and delivered superfast broadband infrastructure to 98.6% of properties in Cambridgeshire and Peterborough through the Connecting Cambridgeshire programme





### Since launching this Ambition we have:

- ✓ 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
- ✓ Collaborated with the Bar Hill Community Association on the Europe Challenge-funded 'Meet. Eat. Art.' project in Bar Hill Library, which brought newly arrived migrants and locals together to cook and share skills through monthly community kitchens and arts activities



## Children and young people have opportunities to thrive



Cambridgeshire's 2024 Quality of Life Survey showed 79% say Cambridgeshire is a good place to raise children, 68% believe children are safe and 66% that they have access to great education, but 31% of parents said their child had suffered from mental health issues in the last year, and 47% of those who use them aren't satisfied with services for children with special educational needs or disabilities (SEND).

### To achieve this Ambition we will:

- Provide families with high quality pre-birth and early years support
- Ensure our children are ready to enter and exit education prepared for the next phase in their lives
- Ensure all children have access to education from early years through to post 16 provision
- Challenge and support all settings to set high aspirations for all children and young people
- Protect children and young people from harm using safeguarding approaches
- Improve outcomes for children and young people with complex needs, including mental health needs
- Meet special educational needs early and locally
- Ensure that young people who experience care can access the support they need to move into adult life
- Work with partners to coordinate NHS, Early Help and Social Care, upholding our principles of directly providing services where this delivers the best outcomes for residents, and guarantee the oversight of locally elected and accountable bodies in shaping these services



### We will get Closer to Communities by:

Designing youth services in partnership with young people, their families and the local voluntary and community sector

### We will track progress by

- ☒ Monitoring the educational outcomes of our children in care
- ☒ Monitoring the educational attainments as key stages of learning
- ☒ Monitoring the number of children with a child protection plan



## Since launching this Ambition we have:

- ✓ Received Government agreement for the Department of Education to fund and build two new special free schools in the county: a 210-place, multiple needs school in March and a 60-place school in Gamlingay for children with Social, Emotional and Mental Health (SEMH) needs
- ✓ Become the 3rd County Council in the country to recognise 'care experience' as a protected characteristic as part of a UK wide campaign
- ✓ Received an additional £563,200 in grant funding because we evidenced that we helped 704 families in need to achieve significant and sustained progress, meeting targets set by the Ministry for Housing, Communities and Local Government
- ✓ Funded and facilitated the Young People Preparing for Adulthood Festival, which was codesigned with children and young people, parents and carers and attended by 188 young people, 171 parents and carers, and 163 stallholders and professionals
- ✓ Established a School-aged Health Improvement Partnership to focus on initiatives which will improve the health and wellbeing of children and young people
- ✓ Developed, commissioned and recommissioned services to support the health and wellbeing of children and young people, which includes a community-based Healthy Child Programme, 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 (SHIPS)



## Preparing for Adulthood SEND Festival

My Life: My Future

From 22nd April
2024

May

03

**PfA Full-day event at  
The Burgess Hall, St Ives**

⌄ From 10am to 2pm

- Free event for SEND young people and their families as the young people begin to think about their future.
- Offering support, advice and fun activities such as *silent disco, ping pong, bowling and indoor picnic.*

Don't miss out!

April

22

**PfA Online and smaller  
activity sessions**



## Since launching this Ambition we have:

- ✓ Supported the Fullscope training programme for GPs and school staff in understanding self-harm in children and young people, with the 'Ask Me How I Am' training being nominated for an NHS Parliamentary Award for excellence in mental health care
- ✓ 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
- ✓ Commissioned the Luna Foundation to deliver suicide bereavement training to colleagues across our Integrated Care System to better support young people bereaved by suicide. The training was attended by 38 professionals from various charities and local authority services with 100% of attendees who supplied feedback saying they felt more comfortable supporting the young people in their service
- ✓ Delivered relational and trauma informed training to 108 education settings and 129 council officers
- ✓ Funded Opportunity Area and Priority Area programmes that have resulted in a significant increase in Year 1 phonics outcomes for children in Fenland

# Our Future Council

## WHY?

As we look to the future, Cambridgeshire County Council will need to continue to deliver cost-effective public services that support improved outcomes for residents through a relentless focus on innovation.

The Our Future Council Change Strategy outlines our approach to organisational change through clearly articulated principles and programmes designed to achieve the following impacts of change:

Improved outcomes for residents and communities

Improved public trust to spend money wisely and deliver good services

Financial sustainability through improved productivity that delivers value for money and balanced budgets

## HOW?

Our Future Council has two types of principles that interact to create a balanced approach to change:

### Solid foundation principles

How we consistently get the basics right and maintain a secure position to innovate from:

Honest communication

Trusting relationships

Long term planning

Strong scrutiny and audit

Clear roles and accountability

Appropriately skilled workforce

Effective IT systems

Evidence-based decision making

### Innovation principles

How we focus our innovation across four themes:

Preventative

Place based

Digital

Collaborative

## WHAT?

Our Future Council programmes will be delivered through a cross-council **portfolio approach** that is governed by a Change Board and evaluated through our Performance Management Framework. The initial focus will be on:

Assets

Commissioning and commercial

Customer engagement / experience

Digital, data and technology

Target operating model



# Our Shared Ambition for Cambridgeshire and Peterborough

The County Council's vision and ambitions align with the Shared Vision for the region, which is led by the Cambridgeshire and Peterborough Mayoral Combined Authority, which is why we will work together with partners on the commitments to achieve key outcomes for the whole area by 2050.

By igniting innovation, embracing our diversity and championing collaboration, Cambridgeshire and Peterborough will be globally recognised for our groundbreaking achievements inspired by our rich history, determined communities and unique natural assets.

Harnessing the collective strengths of our fast growing cities, historic market towns and productive Fen landscapes, we will advance our equitable, pioneering, connected and resilient region.



Anglian Water	Cambridgeshire and Peterborough Integrated Care Board	Ely Cycling Campaign	National Institute of Agricultural Botany
Arts Council England	Cambridgeshire and Peterborough Combined Authority	Federation of Small Business	Office of the Police and Crime Commissioner for Cambridgeshire and Peterborough
ARU Peterborough	Cambridgeshire Chambers of Commerce	Fenland District Council	Oxford to Cambridge pan-Regional Partnership
Buro Happold	Cambridgeshire County Council	Hills Road Sixth Form College	Peterborough City Council
Cambridgeshire ACRE	Cambridgeshire Fire and Rescue Service	Homes England	Social Enterprise East of England
Cambridge City Council	Camcycle	Huntingdonshire District Council	South Cambridgeshire District Council
Cambridge Council for Voluntary Services	College of West Anglia	Innovate Cambridge	Stagecoach
Cambridge Living Streets	East Cambridgeshire District Council	Inspire 2Ignite CIC	St Neots Initiative
Cambridge Regional College	Eastern Education Group	Long Road Sixth Form College	
Cambridge United Foundation		Nene Park Trust	
Cambridge University Health Partners		Newlands Development	



# Our CARE Values



We are **Collaborative**, **Accountable**, **Respectful** and focussed on **Excellence**

Underlying our vision and ambitions are the organisational values that describe how we work every day to achieve our vision and ambitions, and how it feels to work for Cambridge County Council. These are 'Our CARE Values'.



We are **Collaborative** with our partners, our communities and each other.



We are **Accountable** to our residents and each other for delivery of outcomes.



We are **Respectful** of each other, the environment and our communities.

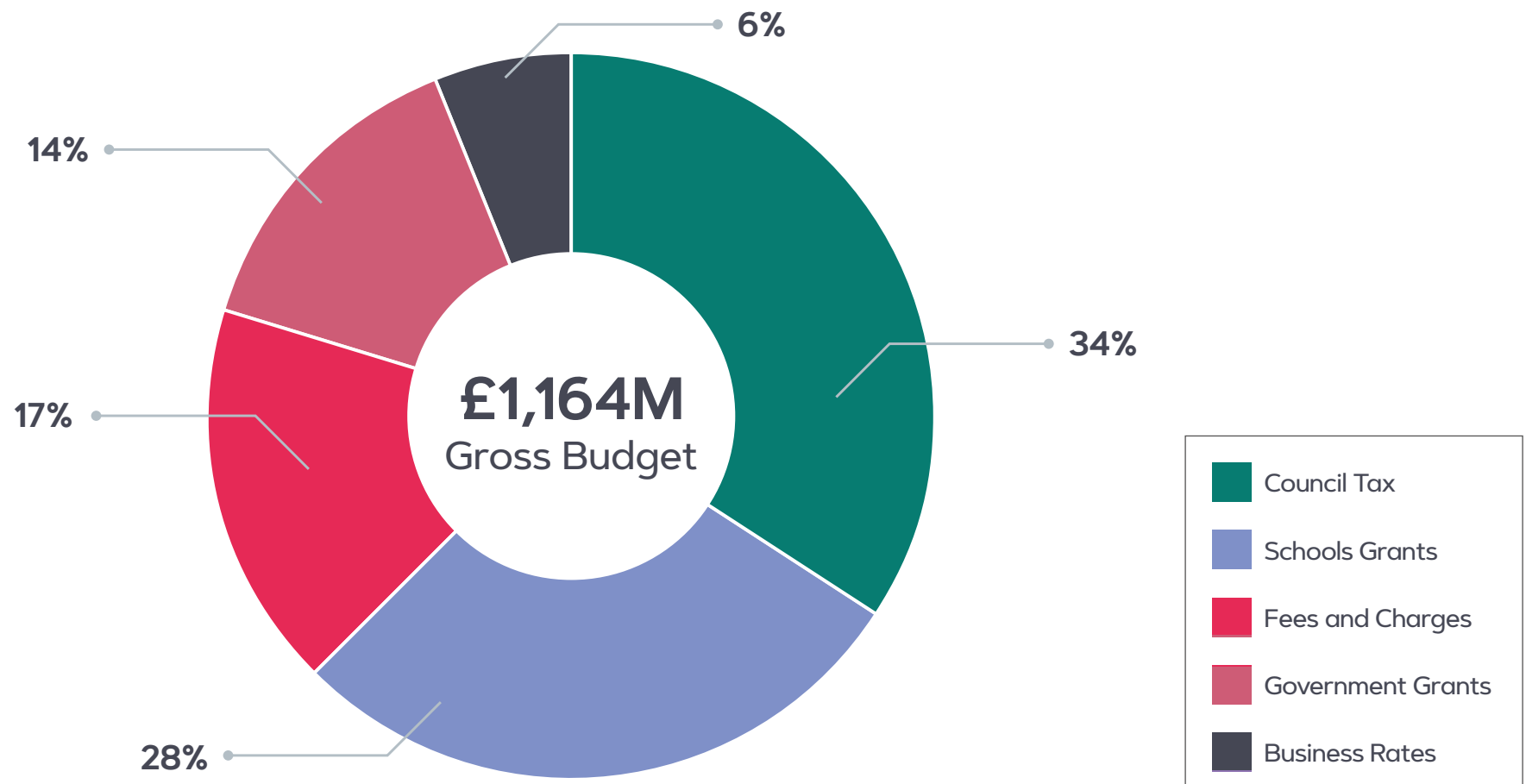


We are focussed on **Excellence**, delivering the best we can and always improving.

# Where the council's budget comes from

Our annual Business Plan describes how we use our resources to achieve the priorities of the council.

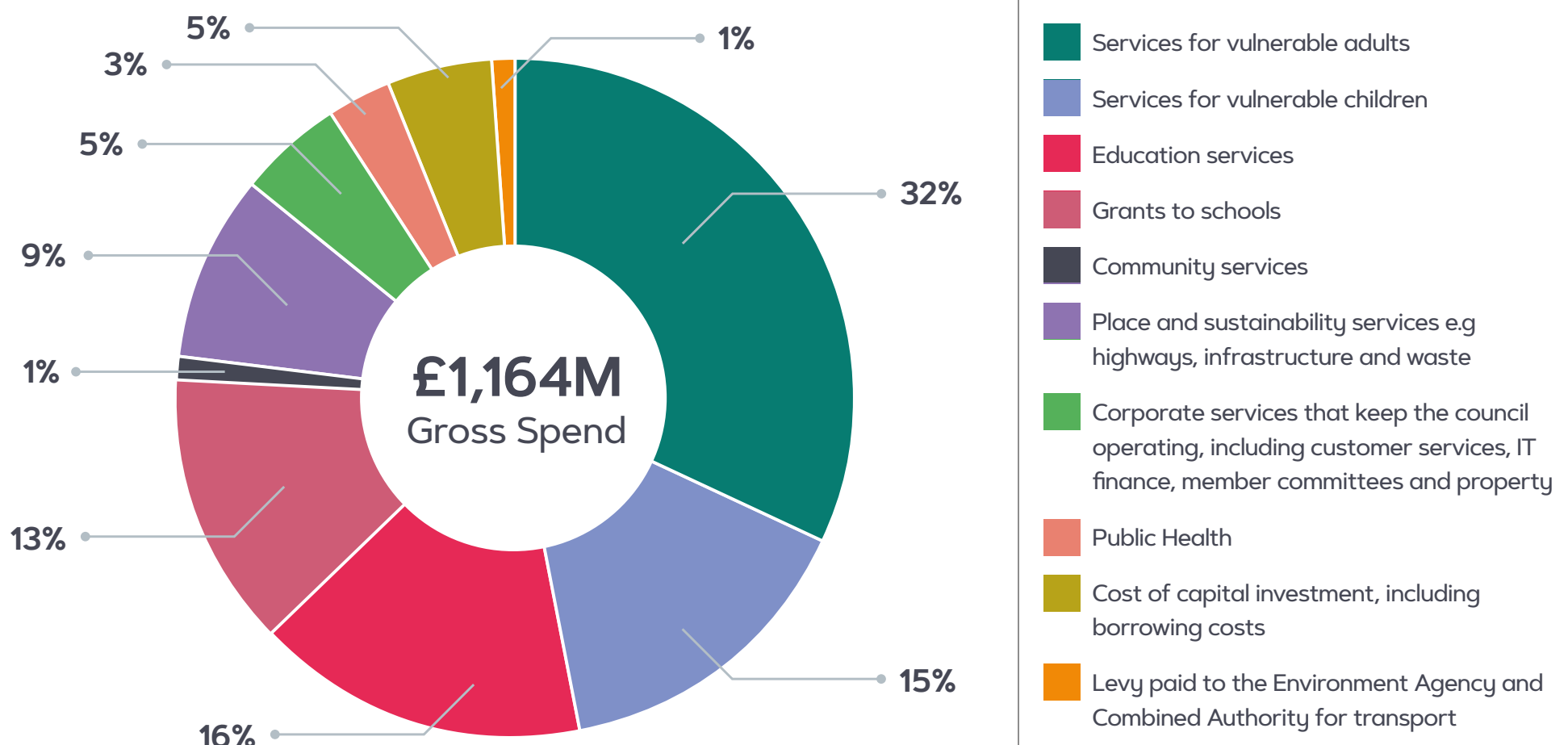
The chart below shows how the 2024-25 budget is made up.



# Where the council's budget is spent

Our annual Business Plan describes how we use our resources to achieve the priorities of the council.

The chart below shows how the 2024-25 budget will be spent.





# 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 £1,205m 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 2025-26 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>	£1.5m	£1.5m	£1.5m	£1.5m	£1.5m
General Government Grants	£76m	£75m	£105m	£105m	£105m
<b>Core funding subtotal</b>	<b>£573m</b>	<b>£590m</b>	<b>£637m</b>	<b>£653m</b>	<b>£670m</b>
Schools Grants <sup>3</sup>	£363m	£363m	£363m	£363m	£363m
Fees & Charges	£157m	£159m	£159m	£157m	£157m
Ringfenced Grants	£112m	£106m	£76m	£76m	£76m
<b>Total gross budget</b>	<b>£1,205m</b>	<b>£1,218m</b>	<b>£1,236m</b>	<b>£1,250m</b>	<b>£1,266m</b>

1. Assumed to increase by 4.99% in 2025-26 and 2% thereafter
2. Due to other grants rolled-into Revenue Support Grant, we are seeing an increased allocation – but this is net nil with general grants being reduced
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 6.2% 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 24% 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 £134m.

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, was expected to be just £0.3m in 2025-26; due to other general grants being rolled-into RSG this will now be £1.5m, but that is net nil and does not indicate additional government support. 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 – TBC but estimated at £2m
- Continuation of one-off social care grant funding announced in 2024-25 - £4.7m
- A further increase in social care grant - £6.7m
- A continuation of New Homes Bonus - £1.2m
- Ceasing of the services grant - -£0.5m
- New Children's Prevention grant – £1.5m
- New Recovery Grant – CCC will get none of this due to the funding methodology weighting exclusively on deprivation

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	£5m	£6m	£6m	£6m	£6m
Council Tax collection fund adjustments	-£3m	£2m	-	-	-
Change in general grants	£9m	-£0m	£30m	£0m	-£0m
Business rates	£3m	£1m	£2m	£2m	£2m
<b>Total change in general funding</b>	<b>£33m</b>	<b>£17m</b>	<b>£47m</b>	<b>£16m</b>	<b>£17m</b>
Change in ring-fenced grants	£8m	-£6m	-£30m	-	-
<b>Total change in funding</b>	<b>£42m</b>	<b>£11m</b>	<b>£17m</b>	<b>£16m</b>	<b>£17m</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	£573m	£590m	£637m	£653m	£670m	£3123m
Less - Projected Net Budget Requirement	£608m	£621m	£663m	£676m	£695m	£3263m
<b>= Funding Gap 2025-29 before savings</b>	<b>£35m</b>	<b>£31m</b>	<b>£26m</b>	<b>£23m</b>	<b>£25m</b>	<b>£140m</b>
Savings identified	-£32m	-£16m	-£15m	-£0m	-£0m	-£64m
Income generation	-£1m	-£3m	-£2m	-£0m	-£0m	-£7m
Reserves use	-£2m	£6m	£1m	£1m	£0m	£6m
<b>Residual budget gap</b>	<b>£0m</b>	<b>£18m</b>	<b>£11m</b>	<b>£23m</b>	<b>£24m</b>	<b>£76m</b>

## Sources of Funding

### Council Tax, including Adult Social Care Precept (73.2% 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**

	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
<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 £1,700.64. 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**

	<b>2025-26 £000</b>
<b>Revised gross budget</b>	1,135,576
Inflation	24,542
Demography	17,138
Pressures	20,354
Investments & Priorities	-2,968
Movement in budget for reserve drawdowns	-1,804
Savings	-32,038
Budget Gap	0
Changes in schools budgets	44,516
<b>Total budget</b>	<b>1,205,316</b>
Less funding:	
Business Rates plus Top-up	76,406
Revenue Support Grant	1,499
Dedicated Schools Grant	363,177
Unringfenced Grants (including schools)	75,725
Ringfenced Grants	112,219
Fees & Charges	156,998
Surplus/deficit on collection fund	-1,696
<b>Council Tax requirement</b>	<b>420,987</b>
District taxbase	247,546.20
<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**

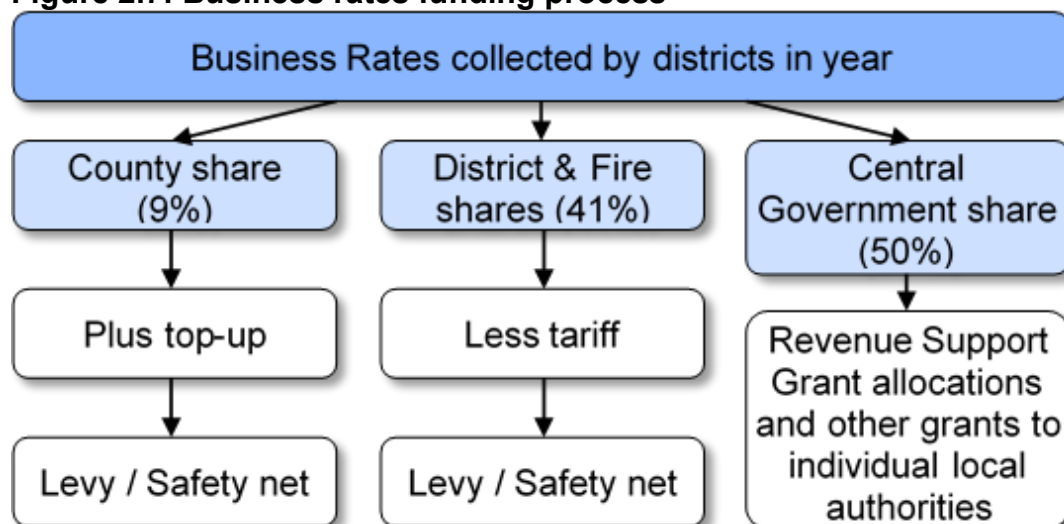
<b>Band</b>	<b>Ratio</b>	<b>Annual Amount</b>	<b>Increase on 2024-25</b>
A	6/9	£1,133.76	£53.88
B	7/9	£1,322.72	£62.86
C	8/9	£1,511.68	£71.84
<b>D</b>	<b>9/9</b>	<b>£1,700.64</b>	<b>£80.82</b>
E	11/9	£2,078.56	£98.78
F	13/9	£2,456.48	£116.74
G	15/9	£2,834.40	£134.70
H	18/9	£3,401.28	£161.64

### 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 £75.7m in unringfenced grants in 2025-26, excluding schools' grants, an increase of £9m 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 Grant	48,337
New Homes Bonus	1,211
Education Services Grant	1,951
Domestic Abuse Grant	1,481
Children's Prevention Grant	1,461
Section 31 grants and local taxation support	17,178
Other	4,106
<b>Total unringfenced grants</b>	<b>75,725</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 £40m, 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>2025-26 £000</b>
Gross DSG to be received	740,251
Less Academy Recoupment	-371,431
Less NNDR for all Schools	-5,642
<b>DSG within CCC's gross budget</b>	<b>363,177</b>
<i>of which spent or commissioned by CCC</i>	<i>244,449</i>
<i>of which delegated to maintained schools</i>	<i>137,226</i>
Less High Needs Place Recoupment	-18,498
<b>Total DSG estimated to be Received in 24/25</b>	<b>363,177</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**

<b>Funding Source</b>	<b>Parameters</b>
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 was 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 is again one-year only.

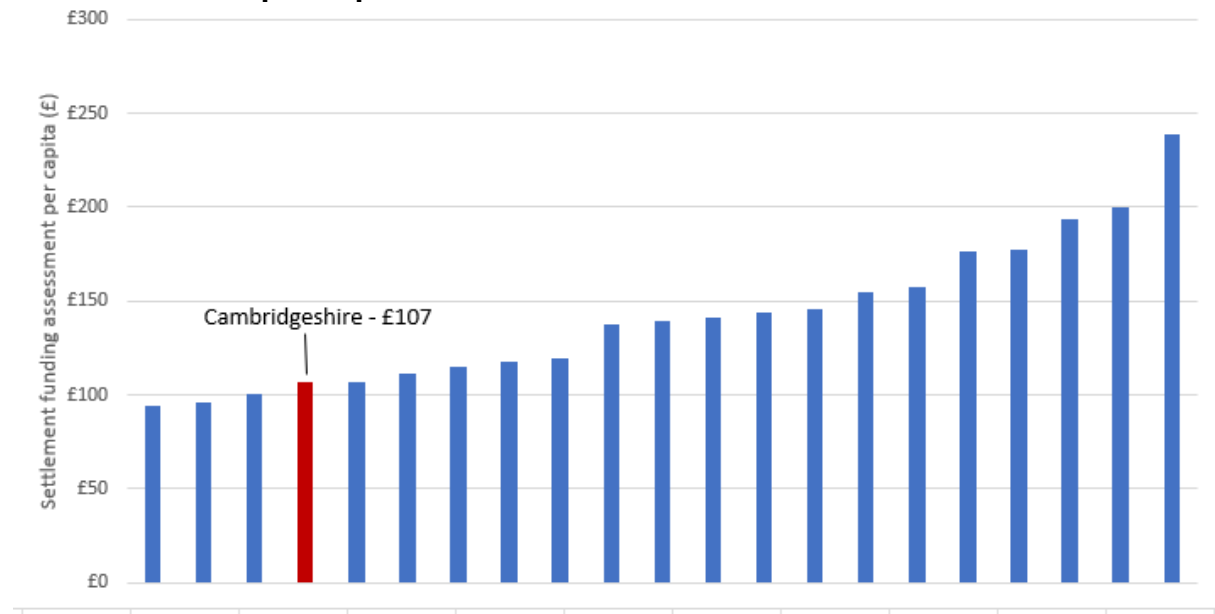
The final settlement is set to be issued in February 2025.

**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	-	-	-	-	-	-	1.5
Covid Grants	-	-	27.6	-	-	-	-
Other Unringfenced Grants	14.6	23.8	26.3	43.9	56.2	66.9	75.7
Better Care Funding	27.9	31.7	31.7	33.8	34.7	36.3	40.7
Other Ringfenced Grants	38.1	43.1	43.0	44.3	51.6	59.2	71.5
<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>189.4</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 £107 per head compared to the average for the group of £142.

**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	3.0%	2.65%	2.64%	2.64%	2.77%
Average inflation on net budget	3.87%	3.45%	3.45%	3.26%	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>2.16%</b>	<b>2.21%</b>	<b>2.28%</b>	<b>2.34%</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 £20m 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	3,279	0	0	0	0
<b>Total Pressure cost change (£000)</b>	<b>20,354</b>	<b>-2,771</b>	<b>-1,125</b>	<b>-77</b>	<b>30</b>
<b>Pressure cost change</b>	<b>2.49%</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	-1730	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**

	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>	<b>2029-30</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Net interest payable	17.2	17.1	15.4	16.0	14.9
Minimum revenue provision	24.4	27.2	30.5	27.7	26.7
Management expenses	0.3	0.3	0.2	0.2	0.2
<b>Total capital financing costs</b>	<b>41.9</b>	<b>44.5</b>	<b>46.1</b>	<b>43.9</b>	<b>41.8</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**

	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>	<b>2028-29</b>
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.

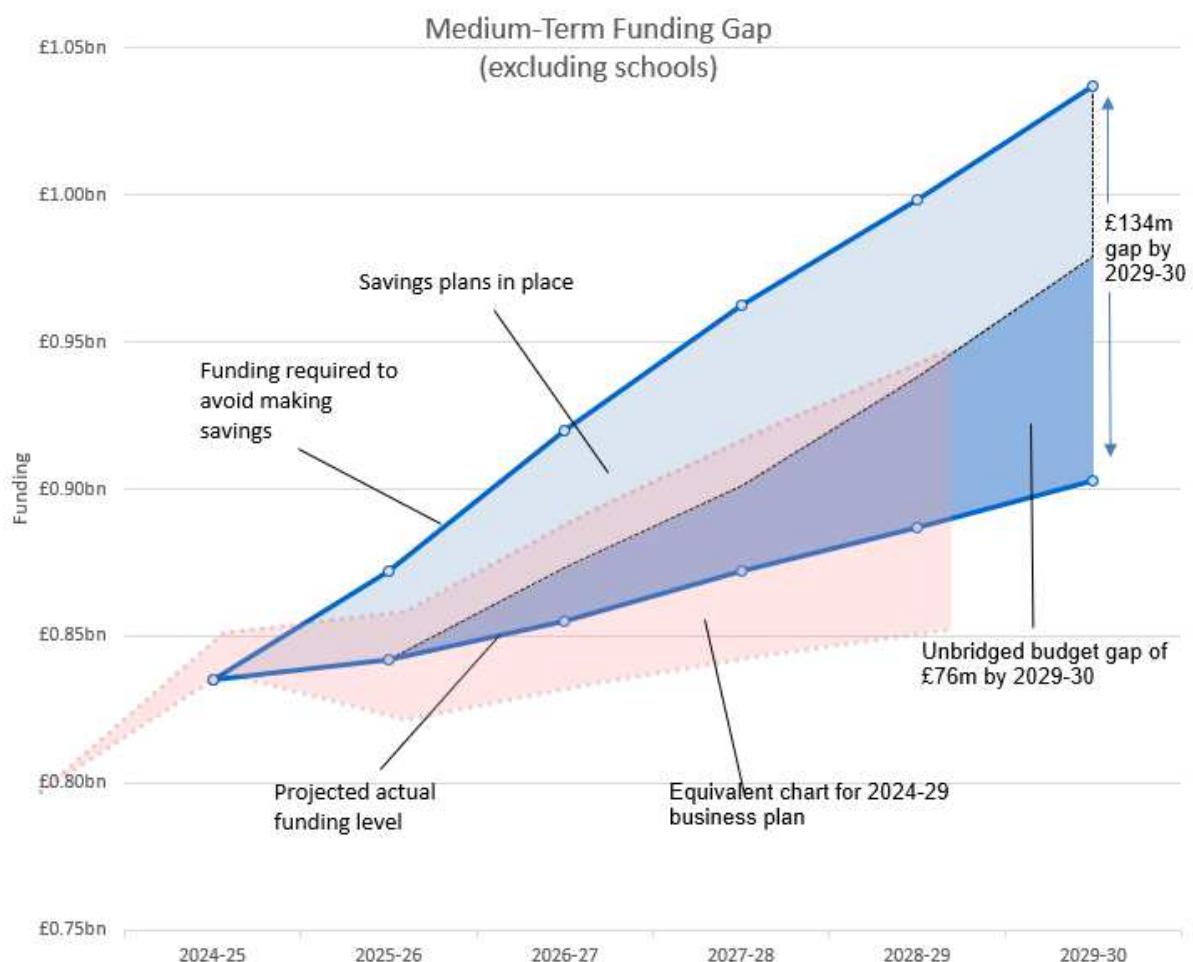


#### 4 - Revenue Strategy: Balancing the budget

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

£3.9m, 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	-2,200	-772	-250	0	0
Strategy and Partnerships	-877	-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	334	-64	-50	0	0
<b>Total Savings Identified</b>	<b>-30,061</b>	<b>-11,818</b>	<b>-3,143</b>	<b>2,443</b>	<b>2,301</b>
<b>Total Savings Requirement</b>	<b>-30,061</b>	<b>-29,761</b>	<b>-13,882</b>	<b>-20,368</b>	<b>-22,188</b>
Unidentified Savings	0	-17,943	-10,739	-22,811	-24,489

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	76,406	77,821	79,470	81,153	82,873
Council Tax	397,617	419,291	435,525	450,496	465,273	480,704
Revenue Support Grant	28	1,499	1,499	1,499	1,499	1,499
Other Unringfenced Grants	66,859	75,725	75,236	105,168	105,180	105,180
Dedicated Schools Grant (DSG)	318,661	363,177	363,177	363,177	363,177	363,177
Other grants to schools	10,593	0	0	0	0	0
Better Care Funding	36,317	40,708	41,588	42,503	42,503	42,503
Other Ringfenced Grants	59,178	71,511	64,348	33,728	33,728	33,728
Fees & Charges	199,973	156,998	159,168	159,462	157,347	156,524
<b>Total gross budget</b>	<b>1,164,155</b>	<b>1,205,316</b>	<b>1,218,363</b>	<b>1,235,503</b>	<b>1,249,860</b>	<b>1,266,188</b>
Less schools grants	-329,254	-363,177	-363,177	-363,177	-363,177	-363,177
Add back DSG retained and spent by CCC	181,788	225,951	225,951	225,951	225,951	225,951
<b>Total gross budget excluding schools</b>	<b>1,016,689</b>	<b>1,068,090</b>	<b>1,081,137</b>	<b>1,098,277</b>	<b>1,112,634</b>	<b>1,128,962</b>
Less Income	-477,256	-495,168	-491,055	-461,644	-459,529	-458,706
<b>Total net budget</b>	<b>539,433</b>	<b>572,922</b>	<b>590,082</b>	<b>636,633</b>	<b>653,105</b>	<b>670,256</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	-£419m	-£436m	-£450m	-£465m	-£481m
Business Rates	-£78m	-£79m	-£81m	-£83m	-£84m
General government grants	-£76m	-£75m	-£105m	-£105m	-£105m
<b>Funding total (Net Budget)</b>	<b>-£573m</b>	<b>-£590m</b>	<b>-£637m</b>	<b>-£653m</b>	<b>-£670m</b>
<b>Net Expenditure</b>					
Opening net budget	£539m	£573m	£608m	£665m	£705m
Base adjustments	£17m	-£1m	£4m	£3m	£0m
Inflation	£25m	£22m	£23m	£23m	£24m
Demand	£17m	£18m	£19m	£20m	£21m
Pressures	£20m	-£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	£30m	-	-
<b>Subtotal</b>	<b>£608m</b>	<b>£621m</b>	<b>£681m</b>	<b>£705m</b>	<b>£746m</b>
Changes in income generation	£2m	-£1m	£1m	£2m	£2m
Income inflation	-£3m	-£3m	-£2m	-£2m	-£2m
Change in budget for reserves draw-down	-£1.8m	£5.8m	£1.2m	£0.7m	£0.4m
Savings	-£32m	-£16m	-£15m	-£0m	-£0m
<b>Net Expenditure Budgets</b>	<b>£573m</b>	<b>£608m</b>	<b>£665m</b>	<b>£705m</b>	<b>£746m</b>
Cumulative budget gap	-£0m	-£18m	-£29m	-£51m	-£76m
<b>Funding Requirement</b>	<b>£573m</b>	<b>£590m</b>	<b>£637m</b>	<b>£653m</b>	<b>£670m</b>
<b>Council tax as %</b>	<b>73.2%</b>	<b>73.8%</b>	<b>70.8%</b>	<b>71.2%</b>	<b>71.7%</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**

	<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>
Children, Education and Families	151,033	161,861	170,251	184,378	199,263
Adults, Health and Commissioning	238,337	249,157	293,107	314,824	338,037
Place and sustainability	82,659	89,118	87,605	89,496	91,353
Finance and Resources	16,239	18,033	18,931	20,517	23,208
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)	16,573	990	-6,388	-28,019	-52,496
<b>Total budget</b>	<b>572,922</b>	<b>590,083</b>	<b>636,635</b>	<b>653,107</b>	<b>670,258</b>
% Change in budget	6.2%	3.0%	7.9%	2.6%	2.6%

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	184,099	-17,156	-15,910	151,033
Adults, Health and Commissioning	385,701	-67,172	-80,192	238,337
Place and Sustainability	121,014	-31,415	-6,940	82,659
Finance and Resources	44,340	-28,101	0	16,239
Strategy and Partnerships	38,052	-3,513	-8,405	26,134
Capital Financing	51,588	-9,641	0	41,947
Corporate and Funding Items	17,345	0	-772	16,573
<b>Total budget excluding schools</b>	<b>842,139</b>	<b>-156,998</b>	<b>-112,219</b>	<b>572,921</b>
Schools	363,177	0	-363,177	0
<b>Total Budget</b>	<b>1,205,316</b>	<b>-156,998</b>	<b>-475,396</b>	<b>572,921</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
Local taxation volatility & appeals account	New draft budget commitments	-1498	0	Use of reserve to cover overall collection fund deficit.
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

Reserve line	Movement type	2025-26 £000	Later years £000	Notes
Investment reserves	Movements between reserves	-700	0	Reallocates reserve identified as no longer allocated to the Change & Digital reserve
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>-14,640</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>£000</b>	<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	23,472	26,700	30,600	32,000	32,000	32,000
Strategic Framework Priorities	22,454	7,286	1,900	406	285	285
Risk	84,875	62,463	51,399	45,906	46,302	46,841
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>150,150</b>	<b>109,704</b>	<b>93,454</b>	<b>81,009</b>	<b>80,966</b>	<b>81,505</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	6,511	-1,318	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>29,015</b>	<b>-9,577</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	35,560	-1,543	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>36,242</b>	<b>-1,563</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>-</b>	<b>Subtotal Schools</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>149,181</b>	<b>Children, Education and Families Budget Total</b>	<b>184,100</b>	<b>-33,066</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
Education Capital	234	1	-	13	-	-	-49	-	198



### 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
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>184,099</b>	<b>194,075</b>	<b>201,890</b>	<b>216,093</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
A/R.1.004	Grant Adjustments	1,434	-	-	-	-	Adjustment to correct grant expenditure in the base budget
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>180,738</b>	<b>184,099</b>	<b>194,075</b>	<b>201,890</b>	<b>216,093</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>184,099</b>	<b>194,075</b>	<b>201,890</b>	<b>216,093</b>	<b>231,052</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-27,360</b>	<b>-33,066</b>	<b>-32,214</b>	<b>-31,639</b>	<b>-31,715</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
A/R. 8a.004	Grant Income Adjustments	-1,434	-	-	-	-	- Adjustment to correct grant income in the base budget
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-31,557</b>	<b>-33,066</b>	<b>-32,214</b>	<b>-31,639</b>	<b>-31,715</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.



## 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.003	School Improvement Service	-15	-	-	-	-	Proposal to increase school improvement income targets by reducing levels of discounts provided to subscribing settings.
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 Heath 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>-33,066</b>	<b>-32,214</b>	<b>-31,639</b>	<b>-31,715</b>	<b>-31,789</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	-17,156	-17,304	-17,377	-17,453	-17,527	Fees and charges for the provision of services.
A/R.9.007	Youth Justice Grant	-709	-709	-709	-709	-709	Youth Justice Board grant.
A/R.9.016	Unaccompanied Asylum Seeking Children (UASC)	-4,906	-4,906	-4,906	-4,906	-4,906	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	-1,391	-1,391	-1,391	-1,391	-1,391	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	-2,134	-2,134	-2,134	-2,134	-2,134	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.9.022	Extension of the Role of Virtual School Heads Grant	-158	-158	-158	-158	-158	A grant to extend the virtual school head role to champion and promote the education of children with a social worker and children in kinship care.
A/R.9.023	Adoption Support Fund	-625	-625	-625	-625	-625	Therapeutic funding for eligible adoptive, special guardianship order and child arrangement order families.
A/R.9.024	Crime and Disorder Reduction Grant	-127	-127	-127	-127	-127	Grant from the Police and Crime Commissioner to reduce youth offending.
A/R.9.025	Children and Families Grant	-3,402	-3,402	-3,402	-3,402	-3,402	Existing funding for children and families now consolidated into one new grant.
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>-184,099</b>	<b>-194,075</b>	<b>-201,890</b>	<b>-216,093</b>	<b>-231,052</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	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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	320	-	170	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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Ongoing	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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>23,441</b>	<b>10,425</b>	<b>32,915</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	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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
Ongoing	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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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Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
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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

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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	-
A/C.11.005	Children's Residential Services Capacity	A phased development of two residential children's homes, for direct access by Cambridgeshire County Council, for our children and young people in care.	2025-26	1,000	-	1,000	-	-	-	-	-
	<b>Total - Children Support Services</b>			<b>10,628</b>	<b>113</b>	<b>2,053</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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Budget Period: 2025-26 to 2034-35

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Ongoing	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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.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	-35,997	-	-7,848	-14,778	-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	3,735	-	895	1,304	1,130	406	-	-
	<b>Total - Capital Programme Variation</b>			<b>-32,262</b>	<b>-</b>	<b>-6,953</b>	<b>-13,474</b>	<b>-5,743</b>	<b>-2,360</b>	<b>-1,702</b>	<b>-2,030</b>
	<b>TOTAL BUDGET</b>			<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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	10,459	6,093	1,165	-7,894	-163	3,220	478	7,560
Committed Schemes	332,144	162,381	41,433	81,108	34,840	11,216	1,166	-
2025-2026 Starts	21,293	-	2,767	11,834	5,400	1,292	-	-
2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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
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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	116,101	54,261	4,862	33,605	13,995	532	5,602	3,244
Anticipated Developer Contributions	18,775	1,087	-	7,679	6,121	515	1,718	1,655
Prudential Borrowing	154,327	66,930	18,746	34,052	15,589	11,001	2,106	5,903
Prudential Borrowing (Repayable)	-512	-	-	2,519	342	-	-1,718	-1,655
Other Contributions	225	225	-	-	-	-	-	-
<b>Total - Locally Generated Funding</b>	<b>288,916</b>	<b>122,503</b>	<b>23,608</b>	<b>77,855</b>	<b>36,047</b>	<b>12,048</b>	<b>7,708</b>	<b>9,147</b>
<b>TOTAL FUNDING</b>	<b>376,173</b>	<b>168,474</b>	<b>45,365</b>	<b>85,048</b>	<b>40,077</b>	<b>16,078</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	10,459	21,863	-15,345	168	-	3,773
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	21,293	-	13,992	-	-	7,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>87,257</b>	<b>134,876</b>	<b>225</b>	<b>-</b>	<b>153,815</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	10,459	21,863	-15,345	168	-	3,773
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	21,293	-	13,992	-	-	7,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>87,257</b>	<b>134,876</b>	<b>225</b>	<b>-</b>	<b>153,815</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	10,459	21,863	-15,345	168	-	3,773
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	21,293	-	13,992	-	-	7,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>87,257</b>	<b>134,876</b>	<b>225</b>	<b>-</b>	<b>153,815</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>

## 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	10,459	21,863	-15,345	168	-	3,773
Committed Schemes	332,144	64,238	125,108	57	-	142,741
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	21,293	-	13,992	-	-	7,301
2028-2029 Starts	12,277	1,156	11,121	-	-	-
<b>TOTAL BUDGET</b>	<b>376,173</b>	<b>87,257</b>	<b>134,876</b>	<b>225</b>	<b>-</b>	<b>153,815</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.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>
<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
A/C.11.005	Children's Residential Services Capacity	2025-26	1,000	-	-	-	-	1,000
	<b>Total - Children Support Services</b>		<b>10,628</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,628</b>
<b>A/C.14</b>	<b>Capital Programme Variation</b>							
A/C.14.001	Variation Budget	Ongoing	-35,997	-	-15,691	-	-	-20,306
A/C.14.002	Capitalisation of Interest Costs	Ongoing	3,735	-	-	-	-	3,735
	<b>Total - Capital Programme Variation</b>		<b>-32,262</b>	<b>-</b>	<b>-15,691</b>	<b>-</b>	<b>-</b>	<b>-16,571</b>
	<b>TOTAL BUDGET</b>		<b>376,173</b>	<b>87,257</b>	<b>134,876</b>	<b>225</b>	<b>-</b>	<b>153,815</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	3,551	-28,358	-24,807	-24,807	2,739	2,739	2,739
<b>0</b>	<b>Subtotal Public Health</b>	<b>31,857</b>	<b>-31,857</b>	<b>0</b>	<b>0</b>	<b>27,546</b>	<b>27,546</b>	<b>27,546</b>
<b>231,025</b>	<b>Adults, Health and Commissioning Budget Total</b>	<b>385,701</b>	<b>-147,363</b>	<b>238,338</b>	<b>249,158</b>	<b>293,108</b>	<b>314,825</b>	<b>338,038</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>385,701</b>	<b>399,853</b>	<b>417,501</b>	<b>441,045</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/R.1.010	Base adjustment for additional Public Health grant 2024/25	435	-	-	-	-	Base adjustment for increase in 2024/25 Public Health grant to fund Agenda for Change pay uplifts.
<b>1.99</b>	<b>REVISED OPENING GROSS EXPENDITURE</b>	<b>374,875</b>	<b>385,701</b>	<b>399,853</b>	<b>417,501</b>	<b>441,045</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.

## 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.2.005	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.
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.

## 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.3.005	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.
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>	

## 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>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.
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.

## 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.5.008	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.
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>	



## 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>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 2024-25. £256k of this will be unwound in 2025-26, £104k in 2026-27 and £150k in 2027-28.
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.

## 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. 7.009	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.
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.

## 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. 7.039	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.
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.

## 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. 7.052	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.
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.

## 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. 7.059	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.
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.

## 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.7.502	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	Local Authority Better Care grant funding for falls prevention	-130	-	-	-	-	Falls prevention activities to be funded through the Local Authority Better Care grant 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.
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>385,701</b>	<b>399,853</b>	<b>417,501</b>	<b>441,045</b>	<b>466,162</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-179,800</b>	<b>-147,364</b>	<b>-150,696</b>	<b>-124,394</b>	<b>-126,221</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.

## 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. 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/R. 8a.503	Base adjustment for additional Public Health grant 2024/25	-435	-	-	-	-	- Income base adjustment for increased Public Health grant for 2024/25 for Agenda for Change pay uplifts.
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-143,850</b>	<b>-147,364</b>	<b>-150,696</b>	<b>-124,394</b>	<b>-126,221</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>	
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>	

## 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.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	28,046	-	-	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/R.8d.504	Increase in the Local Authority Better Care Grant	-1	-	-	-	-	Grant increase for 2025-26 as detailed in the provisional local government finance settlement.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>-771</b>	<b>-880</b>	<b>28,071</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-147,364</b>	<b>-150,696</b>	<b>-124,394</b>	<b>-126,221</b>	<b>-128,125</b>	
	<b>TOTAL NET EXPENDITURE</b>	<b>238,337</b>	<b>249,157</b>	<b>293,107</b>	<b>314,824</b>	<b>338,037</b>	

### FUNDING SOURCES

<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
B/R.9.001	Budget Allocation	-238,337	-249,157	-293,107	-314,824	-338,037	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.



### 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.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	Local Authority Better Care Grant	-18,716	-18,716	-18,716	-18,716	-18,716	New grant replacing the Improved Better Care Fund and Adult Social Care Discharge grants.
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.9.008	Public Health Funding	-28,986	-28,986	-	-	-	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>-385,701</b>	<b>-399,853</b>	<b>-417,501</b>	<b>-441,045</b>	<b>-466,162</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	60,181	-	6,304	4,676	5,124	5,212	5,415	33,450
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>115,908</b>	<b>462</b>	<b>9,304</b>	<b>20,619</b>	<b>19,446</b>	<b>16,212</b>	<b>16,415</b>	<b>33,450</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	62,900	-	6,290	6,290	6,290	6,290	6,290	31,450
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>122,627</b>	<b>462</b>	<b>9,690</b>	<b>22,633</b>	<b>21,012</b>	<b>17,690</b>	<b>17,690</b>	<b>33,450</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	60,181	-	6,304	4,676	5,124	5,212	5,415	33,450
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>115,908</b>	<b>462</b>	<b>9,304</b>	<b>20,619</b>	<b>19,446</b>	<b>16,212</b>	<b>16,415</b>	<b>33,450</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	1,570	-	64	377	582	172	375	-
	<b>Total - Capital Programme Variation</b>			<b>-6,719</b>	<b>-</b>	<b>-386</b>	<b>-2,014</b>	<b>-1,566</b>	<b>-1,478</b>	<b>-1,275</b>	<b>-</b>
	<b>TOTAL BUDGET</b>			<b>115,908</b>	<b>462</b>	<b>9,304</b>	<b>20,619</b>	<b>19,446</b>	<b>16,212</b>	<b>16,415</b>	<b>33,450</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					60,181	-	6,304	4,676	5,124	5,212	5,415	33,450
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>115,908</b>	<b>462</b>	<b>9,304</b>	<b>20,619</b>	<b>19,446</b>	<b>16,212</b>	<b>16,415</b>	<b>33,450</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
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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				62,900	-	6,290	6,290	6,290	6,290	6,290	31,450
<b>Total - Government Approved Funding</b>				<b>62,900</b>	<b>-</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>6,290</b>	<b>31,450</b>
<b>Locally Generated Funding</b>											
Prudential Borrowing				53,008	462	3,014	14,329	13,156	9,922	10,125	2,000
<b>Total - Locally Generated Funding</b>				<b>53,008</b>	<b>462</b>	<b>3,014</b>	<b>14,329</b>	<b>13,156</b>	<b>9,922</b>	<b>10,125</b>	<b>2,000</b>
<b>TOTAL FUNDING</b>				<b>115,908</b>	<b>462</b>	<b>9,304</b>	<b>20,619</b>	<b>19,446</b>	<b>16,212</b>	<b>16,415</b>	<b>33,450</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	60,181	62,900	-	-	-	-2,719
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>115,908</b>	<b>62,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,008</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	62,900	62,900	-	-	-	-
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>122,627</b>	<b>62,900</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	1,570	-	-	-	-	1,570
	<b>Total - Capital Programme Variation</b>		<b>-6,719</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-6,719</b>
	<b>TOTAL BUDGET</b>		<b>115,908</b>	<b>62,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,008</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 investment of £3m in 2025-26 will support further improvements in Highways and will target roads, pavements and cycleways in poor repair, making improvements for road users, businesses and communities. This is in addition to a similar investment in 2024-25. This will focus on improving safety, the road user experience and supporting active travel. £1m of revenue investment was made in 2024-25 and £550K of this additional £1m investment in 2025-26 is proposed to be invested in the redesign of the core highways maintenance and management function to improve the customer experience, responsiveness and performance of this key frontline service, with the remainder allocated to improve the day-to-day delivery of drainage, flood resilience, tree, vegetation and weed management. £2m in 2024-25 and a further £2m in 2025-26 onwards funds the capital financing costs of the costs of the £40m capital investment in Highways Maintenance, 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	72,754	24,388	12,739	5,531	16,242	16,694	720	-3,560
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>374,046</b>	<b>153,188</b>	<b>91,939</b>	<b>66,783</b>	<b>23,942</b>	<b>22,134</b>	<b>1,820</b>	<b>14,240</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

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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.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	Allows the highway network throughout the county to be	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	-	-
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>

## 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
<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	49,131	23,669	12,475	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	-	-	-	-
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	-	-	-	-	-

## 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.3.025	Further Highways Prioritisation	<p>The spending plan for the additional £20m for highway maintenance for 2025-26 builds on an identical investment in 2024-25. The breakdown by asset type for the 2025-26 year is as follows:</p> <p>Carriageways (structural and surface treatments) £8.8m</p> <p>Peat Soil Affected Roads £2.0m</p> <p>Footpaths (structural and surface treatments) £1.5m</p> <p>Active Travel Routes £1.0m</p> <p>Drainage £3.0m</p> <p>Structures £1.0m</p> <p>Signals £1.5m</p> <p>Road markings &amp; Signage £0.5m</p> <p>Public Rights of Way £0.5m</p> <p>Enabling Resources and Technology £0.2m</p> <p>Total £20.0m</p> <p>The additional £20m for 2026-27 is yet to be broken down by asset type, the team will be conducting more detailed assessments to determine what these figures should be based on current asset condition data. This is expected to be complete in Q3 2025-26.</p>	Committed	60,000	20,000	20,000	20,000	-	-	-	-
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	-	-

## Section 3 - C: Place and Sustainability

**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
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>226,627</b>	<b>82,761</b>	<b>79,110</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

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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>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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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> C/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	-53,114	-	-20,885	-16,696	-5,985	-5,533	-455	-3,560

## Section 3 - C: Place and Sustainability

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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	252	-	252	-	-	-	-	-
	<b>Total - Capital Programme Variation</b>			<b>-52,862</b>	<b>-</b>	<b>-20,633</b>	<b>-16,696</b>	<b>-5,985</b>	<b>-5,533</b>	<b>-455</b>	<b>-3,560</b>
	<b>TOTAL BUDGET</b>			<b>374,046</b>	<b>153,188</b>	<b>91,939</b>	<b>66,783</b>	<b>23,942</b>	<b>22,134</b>	<b>1,820</b>	<b>14,240</b>



## Section 3 - C: Place and Sustainability

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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>374,046</b>	<b>153,188</b>	<b>91,939</b>	<b>66,783</b>	<b>23,942</b>	<b>22,134</b>	<b>1,820</b>	<b>14,240</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
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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				136,217	28,301	39,697	26,437	20,151	20,692	939	-
Specific Grants				7,272	2,914	308	1,310	2,410	150	60	120
<b>Total - Government Approved Funding</b>				<b>143,489</b>	<b>31,215</b>	<b>40,005</b>	<b>27,747</b>	<b>22,561</b>	<b>20,842</b>	<b>999</b>	<b>120</b>
<b>Locally Generated Funding</b>											
Agreed Developer Contributions				1,734	903	831	-	-	-	-	-
Anticipated Developer Contributions				15,055	-	-	1,043	1,043	3,011	3,011	6,947
Prudential Borrowing				189,104	97,221	36,637	38,821	1,059	1,021	797	13,548
Prudential Borrowing (Repayable)				-15,056	556	273	-1,086	-1,086	-3,054	-3,054	-7,605
Other Contributions				39,720	23,293	14,193	258	365	314	67	1,230
<b>Total - Locally Generated Funding</b>				<b>230,557</b>	<b>121,973</b>	<b>51,934</b>	<b>39,036</b>	<b>1,381</b>	<b>1,292</b>	<b>821</b>	<b>14,120</b>
<b>TOTAL FUNDING</b>				<b>374,046</b>	<b>153,188</b>	<b>91,939</b>	<b>66,783</b>	<b>23,942</b>	<b>22,134</b>	<b>1,820</b>	<b>14,240</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	72,754	105,039	-	-5,777	-	-26,508
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	15,055	-	-	25,095
<b>TOTAL BUDGET</b>	<b>374,046</b>	<b>143,489</b>	<b>16,789</b>	<b>39,720</b>	<b>-</b>	<b>174,048</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>
<b>C/C.3</b>	<b>Highways &amp; Transport</b>							
C/C.3.002	Footpaths and Pavements	Ongoing	16,000	16,000	-	-	-	-

## 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	72,754	105,039	-	-5,777	-	-26,508
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	15,055	-	-	25,095
<b>TOTAL BUDGET</b>	<b>374,046</b>	<b>143,489</b>	<b>16,789</b>	<b>39,720</b>	<b>-</b>	<b>174,048</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.3.004	Pothole Funding	Ongoing	49,131	41,781	-	-	-	7,350
C/C.3.006a	Guided Busway - funding	2025-26	-	-	15,055	-	-	-15,055
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>226,627</b>	<b>91,941</b>	<b>15,924</b>	<b>43,589</b>	<b>-</b>	<b>75,173</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	72,754	105,039	-	-5,777	-	-26,508
Committed Schemes	256,560	33,868	1,734	45,497	-	175,461
Completed Schemes	-	-	-	-	-	-
2025-2026 Starts	44,732	4,582	15,055	-	-	25,095
<b>TOTAL BUDGET</b>	<b>374,046</b>	<b>143,489</b>	<b>16,789</b>	<b>39,720</b>	<b>-</b>	<b>174,048</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	-53,114	-11,067	-	-6,137	-	-35,910
C/C.7.002	Capitalisation of Interest Costs	Ongoing	252	-	-	-	-	252
	<b>Total - Capital Programme Variation</b>		<b>-52,862</b>	<b>-11,067</b>	<b>-</b>	<b>-6,137</b>	<b>-</b>	<b>-35,658</b>
	<b>TOTAL BUDGET</b>		<b>374,046</b>	<b>143,489</b>	<b>16,789</b>	<b>39,720</b>	<b>-</b>	<b>174,048</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	8,589	-2,399	6,190	6,406	6,647	6,898	7,159
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>12,223</b>	<b>-8,242</b>	<b>3,981</b>	<b>4,200</b>	<b>4,441</b>	<b>4,691</b>	<b>4,956</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>44,340</b>	<b>-28,101</b>	<b>16,238</b>	<b>18,032</b>	<b>18,930</b>	<b>20,516</b>	<b>23,207</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	-1,090	-	6,190
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>-1,099</b>	<b>-25</b>	<b>3,981</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>-2,200</b>	<b>3,992</b>	<b>16,238</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>44,340</b>	<b>46,468</b>	<b>46,733</b>	<b>46,486</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>44,340</b>	<b>46,468</b>	<b>46,733</b>	<b>46,486</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
7	<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	-604	-170	-	-		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>-2,200</b>	<b>-772</b>	<b>-250</b>	<b>-</b>	<b>-</b>	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>44,340</b>	<b>46,468</b>	<b>46,733</b>	<b>46,486</b>	<b>46,943</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>16,239</b>	<b>18,033</b>	<b>18,931</b>	<b>20,517</b>	<b>23,208</b>	

FUNDING SOURCES							
<b>9</b>	<b>FUNDING OF GROSS EXPENDITURE</b>						
D/R.9.001	Budget Allocation	-16,239	-18,033	-18,931	-20,517	-23,208	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>-44,340</b>	<b>-46,468</b>	<b>-46,733</b>	<b>-46,486</b>	<b>-46,943</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 38,238	500 14,531	-733 12,774	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>15,031</b>	<b>12,041</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	9,012	5,820	1,392	1,800	-	-	-	-
D/C.1.010	IT Education System Replacement	This programme gathers the system information workflows across the Education Directorate, including the student journey and the touch points across the teams. With a myriad of systems in use there is a business challenge in maintaining consistent, accurate data, especially within shared data sets. Where the current systems are identified as not fit for purpose in supporting education services, the projects under the Education Systems Programme will then procure and implement the most suitable IT system solution, ensuring that separate reporting for both authorities is preserved.	Committed	2,851	1,905	946	-	-	-	-	-
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>12,937</b>	<b>8,774</b>	<b>2,363</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	38,238	14,531	12,774	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>15,031</b>	<b>12,041</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 38,238	500 14,531	-733 12,774	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>15,031</b>	<b>12,041</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 38,238	500 14,531	-733 12,774	465 6,409	1,724 1,687	1,566 1,866	1,672 971	9,288 -
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>15,031</b>	<b>12,041</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>
<b>D/C.6</b>	<b>Capital Programme Variation</b>										
D/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	-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>52,720</b>	<b>15,031</b>	<b>12,041</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					38,238	14,531	12,774	6,409	1,687	1,866	971	-
<b>TOTAL BUDGET</b>					<b>52,720</b>	<b>15,031</b>	<b>12,041</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
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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				7,881	14,126	6,666	-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>48,412</b>	<b>14,501</b>	<b>9,822</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>52,720</b>	<b>15,031</b>	<b>12,041</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 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	14,482	-	-46	-	40,000	-25,472
Committed Schemes	38,238	4,308	177	400	-	33,353
Completed Schemes	-	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>4,308</b>	<b>131</b>	<b>120,151</b>	<b>40,000</b>	<b>-111,870</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>D/C.1</b>	<b>Information Technology</b>							
D/C.1.007	IT Strategy	Committed	9,012	-	-	-	-	9,012
D/C.1.010	IT Education System Replacement	Committed	2,851	-	-	-	-	2,851
D/C.2.010	IT Infrastructure Refresh	Committed	1,074	-	-	400	-	674
	<b>Total - Information Technology</b>		<b>12,937</b>	<b>-</b>	<b>-</b>	<b>400</b>	<b>-</b>	<b>12,537</b>
<b>D/C.3</b>	<b>Property Services</b>							
D/C.3.004	Condition Survey Works	Ongoing	21,793	-	-	-	-	21,793
D/C.3.006	Decarbonisation Fund- Council Buildings	Committed	11,458	2,803	-	-	-	8,655
D/C.3.013	Wisbech Adventure Playground	Committed	1,505	1,505	-	-	-	-
	<b>Total - Property Services</b>		<b>34,756</b>	<b>4,308</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,448</b>
<b>D/C.4</b>	<b>Strategic Assets</b>							
D/C.2.001a	Housing- funding	2025-26	-	-	-	119,751	-	-119,751
D/C.4.001	Lower Portland Farm	Committed	3,741	-	-	-	-	3,741
D/C.4.006	County Farms investment (Viability)	Ongoing	5,000	-	-	-	-	5,000
D/C.4.008	Community Hubs - East Barnwell	Committed	1,436	-	177	-	-	1,259
D/C.4.013	Local Plans & Development	Ongoing	2,150	-	-	-	-	2,150
D/C.4.014	Confidential Scheme	Committed	450	-	-	-	-	450
D/C.4.015	Confidential Scheme	Committed	563	-	-	-	-	563
D/C.4.017	Accommodation Improvement Programme	Committed	6,148	-	-	-	-	6,148
	<b>Total - Strategic Assets</b>		<b>19,488</b>	<b>-</b>	<b>177</b>	<b>119,751</b>	<b>-</b>	<b>-100,440</b>

## Section 3 - D: Finance and Resources

**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	14,482	-	-46	-	40,000	-25,472
Committed Schemes	38,238	4,308	177	400	-	33,353
Completed Schemes	-	-	-	-	-	-
<b>TOTAL BUDGET</b>	<b>52,720</b>	<b>4,308</b>	<b>131</b>	<b>120,151</b>	<b>40,000</b>	<b>-111,870</b>

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
<b>D/C.6</b>	<b>Capital Programme Variation</b>							
D/C.6.001	Variation Budget	Ongoing	-14,525	-	-46	-	-	-14,479
D/C.6.002	Capitalisation of Interest Costs	Ongoing	64	-	-	-	-	64
	<b>Total - Capital Programme Variation</b>		<b>-14,461</b>	<b>-</b>	<b>-46</b>	<b>-</b>	<b>-</b>	<b>-14,415</b>
D/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing	Ongoing	-	-	-	-	40,000	-40,000
	<b>TOTAL BUDGET</b>		<b>52,720</b>	<b>4,308</b>	<b>131</b>	<b>120,151</b>	<b>40,000</b>	<b>-111,870</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
3,555	Policy, Insight and Change	3,641	-179	3,462	3,292	3,290	3,288	3,286
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>10,359</b>	<b>Subtotal Executive Director: Strategy and Partnerships</b>	<b>11,233</b>	<b>-727</b>	<b>10,506</b>	<b>11,334</b>	<b>11,359</b>	<b>12,130</b>	<b>12,928</b>
	<b>Legal and Governance</b>							
631	Internal Audit	610	-15	595	595	549	549	549
3,896	Legal and Governance Services	4,381	-	4,381	4,491	4,423	4,542	4,666
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>7,259</b>	<b>Subtotal Legal and Governance</b>	<b>7,906</b>	<b>-78</b>	<b>7,827</b>	<b>7,987</b>	<b>7,794</b>	<b>8,005</b>	<b>8,229</b>
	<b>Communities, Libraries and Skills</b>							
-317	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	2,757	-611	2,146	2,147	2,197	2,198	2,199
<b>7,999</b>	<b>Subtotal Communities, Libraries and Skills</b>	<b>18,914</b>	<b>-11,112</b>	<b>7,802</b>	<b>7,110</b>	<b>7,868</b>	<b>7,902</b>	<b>7,939</b>
<b>25,617</b>	<b>Strategy and Partnerships Budget Total</b>	<b>38,053</b>	<b>-11,917</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	3,555	-3	-	77	-	-	-167	-	3,462
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>10,359</b>	<b>512</b>	<b>-</b>	<b>261</b>	<b>-</b>	<b>-400</b>	<b>-225</b>	<b>-</b>	<b>10,506</b>
<b>Legal and Governance</b>									
Internal Audit	631	-0	-	11	-	-	-46	-	595
Legal and Governance Services	3,896	106	-	379	-	-	-	-	4,381
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>7,259</b>	<b>198</b>	<b>-</b>	<b>416</b>	<b>-</b>	<b>-</b>	<b>-46</b>	<b>-</b>	<b>7,827</b>
<b>Communities, Libraries and Skills</b>									
Strategic Management - Communities, Libraries and Skills	-317	-	-	3	-	-520	-	-	-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	-	-	-606	604	2,146
<b>Subtotal Communities, Libraries and Skills</b>	<b>7,999</b>	<b>30</b>	<b>-</b>	<b>185</b>	<b>-3,511</b>	<b>2,991</b>	<b>-606</b>	<b>715</b>	<b>7,802</b>
<b>Strategy and Partnerships Budget Total</b>	<b>25,617</b>	<b>739</b>	<b>-</b>	<b>861</b>	<b>-3,511</b>	<b>2,591</b>	<b>-877</b>	<b>715</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>38,052</b>	<b>32,268</b>	<b>32,881</b>	<b>33,920</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>31,889</b>	<b>32,268</b>	<b>32,881</b>	<b>33,920</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 Abuse and Sexual Violence service - ending of temporary funding	-383	-	-	-	-	Review of Domestic Abuse and Sexual Violence service, following the ending of time-limited grant funding, 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.7.007	Review of Domestic Abuse and Sexual Violence Service - de-coupling with PCC	-223	-	-	-	-	Review of Domestic Abuse and Sexual Violence service as a result of de-coupling the shared CCC/PCC service to fully focus on supporting Cambridgeshire 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

## 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.7.025	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
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>-877</b>	<b>-1,035</b>	<b>-1,255</b>	<b>-</b>	<b>-</b>	
<b>TOTAL GROSS EXPENDITURE</b>		<b>38,052</b>	<b>32,268</b>	<b>32,881</b>	<b>33,920</b>	<b>35,002</b>	
<b>8</b>	<b>INCOME</b>						
	<b>Opening Income Budget</b>	<b>-6,071</b>	<b>-11,918</b>	<b>-5,838</b>	<b>-5,861</b>	<b>-5,884</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
E/R.8a.003	Household Support Fund Grant	-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.
<b>8a.99</b>	<b>Revised opening income budget</b>	<b>-12,613</b>	<b>-11,918</b>	<b>-5,838</b>	<b>-5,861</b>	<b>-5,884</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.

## 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.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.
E/R.8c.007	Domestic Abuse and Sexual Violence service - income from PCC ending	223	-	-	-	-	Reduction in income from PCC for shared posts within the Domestic Abuse and Sexual Violence service.
<b>8c.99</b>	<b>Subtotal Income - generation</b>	<b>334</b>	<b>-64</b>	<b>-50</b>	<b>-</b>	<b>-</b>	
E/R.8d.006	Domestic Abuse and Sexual Violence Service: IDVA, Victim Services and Domestic Abuse Perpetrator grants ending	383	-	-	-	-	Independent Domestic Violence Advocates (IDVA), Victim Services and Domestic Abuse Perpetrator grants are due to end within the Domestic Abuse and Sexual Violence Service.
E/R.8e.007	Change in Public Health Grant	-2	-	49	-	-	- Change in Public Health Grant in later years.
E/R.8e.008	End of Household Support Fund grant	-	6,163	-	-	-	- Household Support Fund grant expected to end in March 2026.
<b>8d.99</b>	<b>Subtotal Income - grant changes</b>	<b>381</b>	<b>6,163</b>	<b>49</b>	<b>-</b>	<b>-</b>	
	<b>Closing Income Budget</b>	<b>-11,918</b>	<b>-5,838</b>	<b>-5,861</b>	<b>-5,884</b>	<b>-5,908</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	-3,513	-3,596	-3,668	-3,691	-3,715	Fees and charges made for the provision of services.
E/R.9.003	Skills Funding Agency Grant	-2,193	-2,193	-2,193	-2,193	-2,193	Ringfenced contribution for the provision of adult learning and skills services.

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.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.
8.99	TOTAL FUNDING OF GROSS EXPENDITURE	-38,052	-32,268	-32,881	-33,920	-35,002	

## 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>

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
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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	52,563	-10,616	41,947	44,494	46,109	43,875	41,799
38,315	Subtotal Capital Financing Costs	52,563	-10,616	41,947	44,494	46,109	43,875	41,799
38,315	Capital Financing Budget Total	52,563	-10,616	41,947	44,494	46,109	43,875	41,799

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
Capital Financing Costs									
Capital Financing Costs	38,315	-	-	-	409	-	-	3,223	41,947
Subtotal Capital Financing Costs	38,315	-	-	-	409	-	-	3,223	41,947
Capital Financing Budget Total	38,315	-	-	-	409	-	-	3,223	41,947

## 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>52,562</b>	<b>53,519</b>	<b>53,559</b>	<b>48,797</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>52,562</b>	<b>53,519</b>	<b>53,559</b>	<b>48,797</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	-4,525	-3,455	-992	-2,162	-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	2,027	2,735	3,353	-2,862	-947	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	2,968	1,183	-1,517	-2,644	-1,888	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	-121	530	-775	2,906	799	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>408</b>	<b>957</b>	<b>40</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	-	-	-	-	-	
	<b>TOTAL GROSS EXPENDITURE</b>	<b>52,562</b>	<b>53,519</b>	<b>53,559</b>	<b>48,797</b>	<b>45,574</b>	
8	INCOME						
	Opening Income Budget	-13,838	-10,615	-9,025	-7,450	-4,922	
G/R.8c.001	Interest receivable	3,223	1,590	1,575	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	-10,615	-9,025	-7,450	-4,922	-3,775	
8b.99	Subtotal Income - inflation	-	-	-	-	-	
8c.99	Subtotal Income - generation	-	-	-	-	-	
8d.99	Subtotal Income - grant changes	-	-	-	-	-	
	Closing Income Budget	-10,615	-9,025	-7,450	-4,922	-3,775	
	<b>TOTAL NET EXPENDITURE</b>	<b>41,947</b>	<b>44,494</b>	<b>46,109</b>	<b>43,875</b>	<b>41,799</b>	
<b>FUNDING SOURCES</b>							
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	-10,615	-9,025	-7,450	-4,922	-3,775	Income from interest receivable
9.99	<b>TOTAL FUNDING OF GROSS EXPENDITURE</b>	<b>-52,562</b>	<b>-53,519</b>	<b>-53,559</b>	<b>-48,797</b>	<b>-45,574</b>	

## 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	-3,679	-	-3,679	-2,238	682	1,627	1,398
1,022	Central holding and miscellaneous accounts	10,279	-772	9,507	10,002	10,002	10,002	10,002
<b>11,753</b>	<b>Subtotal Corporate Items</b>	<b>17,345</b>	<b>-772</b>	<b>16,573</b>	<b>18,933</b>	<b>22,294</b>	<b>23,474</b>	<b>23,486</b>
<b>-</b>	<b>Corporate Budget Gap</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-17,943</b>	<b>-28,682</b>	<b>-51,493</b>	<b>-75,982</b>
<b>11,753</b>	<b>Corporate and Funding Items Budget Total</b>	<b>17,345</b>	<b>-772</b>	<b>16,573</b>	<b>990</b>	<b>-6,388</b>	<b>-28,019</b>	<b>-52,496</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	-	-	-	-	-3,879	-	-	-3,679
Central holding and miscellaneous accounts	1,022	300	-	3,279	-1,485	-245	6,669	-33	9,507
<b>Subtotal Corporate Items</b>	<b>11,753</b>	<b>514</b>	<b>-</b>	<b>3,279</b>	<b>-1,485</b>	<b>-4,124</b>	<b>6,669</b>	<b>-33</b>	<b>16,573</b>
<b>Corporate and Funding Items Budget Total</b>	<b>11,753</b>	<b>514</b>	<b>-</b>	<b>3,279</b>	<b>-1,485</b>	<b>-4,124</b>	<b>6,669</b>	<b>-33</b>	<b>16,573</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>17,345</b>	<b>1,762</b>	<b>-6,388</b>	<b>-28,019</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	3,879	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>21,224</b>	<b>4,200</b>	<b>-6,098</b>	<b>-28,674</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	3,279	-	-	-	-	An allowance is made for risks across the council on capital financing and commercial lines.
<b>4.99</b>	<b>Subtotal Pressures</b>	<b>3,279</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 2024-25 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 2024-25 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 2024-25 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 2024-25 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	-3,879	-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>-4,124</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	-	-	-	-	Expected savings through reduced employer national insurance contributions due to increased uptake in salary sacrifice schemes.
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>-17,943</b>	<b>-10,739</b>	<b>-22,811</b>	<b>-24,489</b>	<b>This is the budget gap for the council</b>
	<b>TOTAL GROSS EXPENDITURE</b>	<b>17,345</b>	<b>1,762</b>	<b>-6,388</b>	<b>-28,019</b>	<b>-52,496</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>16,573</b>	<b>990</b>	<b>-6,388</b>	<b>-28,019</b>	<b>-52,496</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	-16,573	-990	6,388	28,019	52,496	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>-17,345</b>	<b>-1,762</b>	<b>6,388</b>	<b>28,019</b>	<b>52,496</b>	



# Analysis of Public Consultation

2025-26



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## Introduction

Cambridgeshire County Council (CCC) 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 09 December 2024 and 09 January 2025, the second phase of the council's engagement and consultation work on business planning was undertaken. This second phase was a consultation survey seeking residents' and stakeholders' views on the spending and savings proposals in the County Council's draft Business Plan for 2025-26 to 2029-30. Residents and stakeholders were invited to share their views on the council's proposed priority areas for spending and residents were also asked to share their views on proposed increases to council tax.

149 responses were received across the online and paper surveys. Eight respondents indicated they do not live in Cambridgeshire and their responses have been excluded from the following question summaries, apart from the question on location and the open comment questions, however any key differences from this group are noted within the commentary.

**Note: percentages presented in the Charts are rounded, and so may not necessarily sum to 100%.**

## Executive summary

The key findings of this consultation survey are:

- The majority of respondents supported the County Council's approach to:
  - climate change,
  - improvements to highways,
  - prevention, early intervention, and working 'Closer to Communities' in the way services are designed and delivered,
  - adult social care services,
  - supporting those struggling most with the cost of living,
  - developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council, and
  - children's social services.
- The majority of respondents (57%) preferred the proposed option of increasing Council Tax by 4.99%.
- From the detailed comments received the main themes were:
  - The high priority of funding highways and road maintenance, particularly regarding road and pothole repair.
  - The high priority of funding children's services.
  - Concerns about internal waste with regards to spending.
  - Concerns about the impact of the proposed Council Tax increase on those struggling with the cost of living crisis.
  - The need for the council to work more closely with the community.

## Demographics

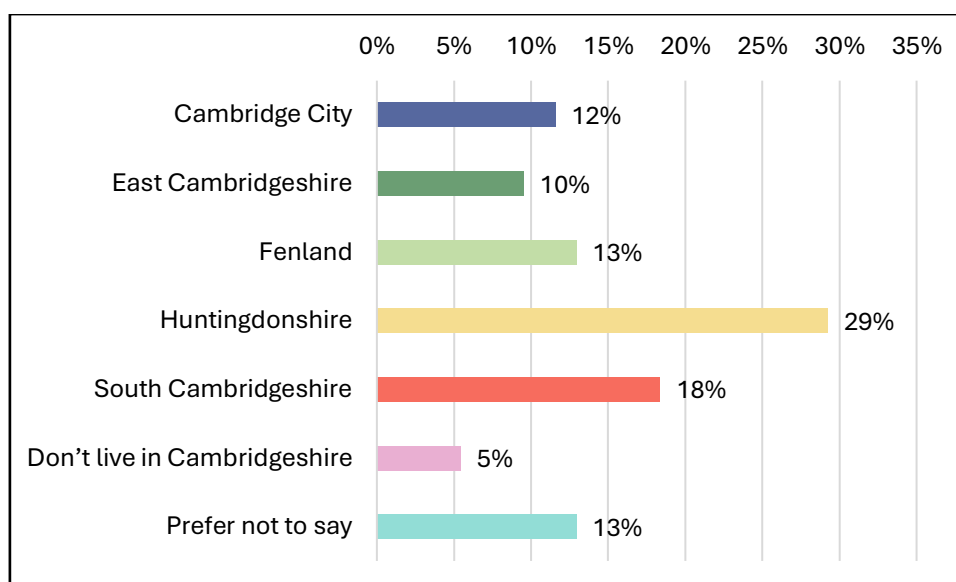
Of the 149 respondents who answered the survey, 2 indicated they were responding “on behalf of a group or business, or as an elected representative”. Due to the small number of responses and potential to identify individual stakeholder responses, details of their responses have not been included in this report.

## Location

135 respondents answered the question on which district of Cambridgeshire they lived in. 12 respondents skipped this question, for the purposes of this summary they have been included in the ‘prefer not to say’ category:

- ‘Huntingdonshire’ had the highest number of respondents (29%) while ‘East Cambridgeshire’ had the lowest number of respondents (10%).

**Figure 1: Location**



\*Number of responses: 147

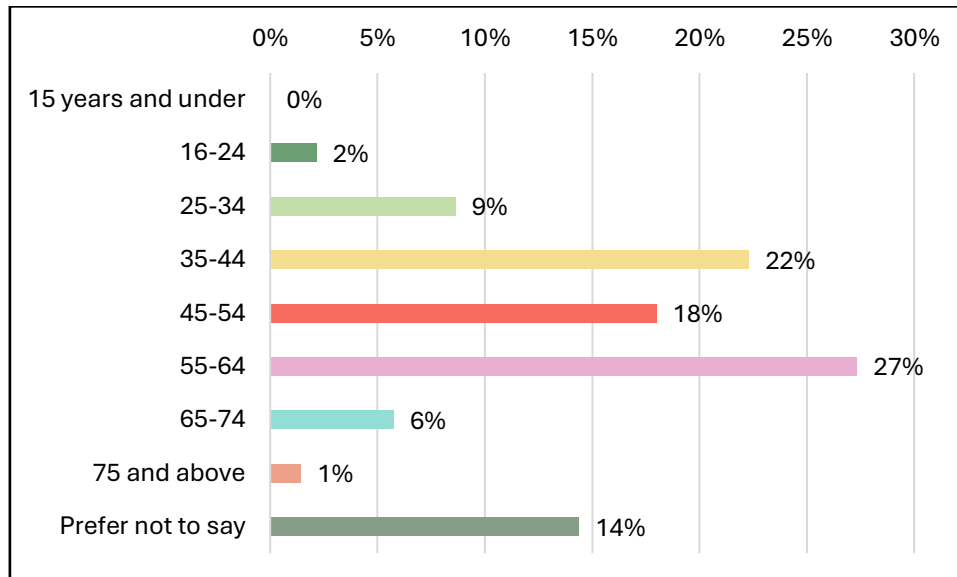
The 8 respondents who indicated they didn't live in Cambridgeshire have been excluded from the following summaries, however any key differences are noted alongside.

## Age

126 respondents answered the question on which age group they belonged to. 13 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- Age group '55-64' had the highest number of respondents (27%) while age group '75 and above' had the lowest number of respondents (1%), with no respondents indicating they were aged '15 years and under'.

**Figure 2: Age group**



\*Number of responses: 139

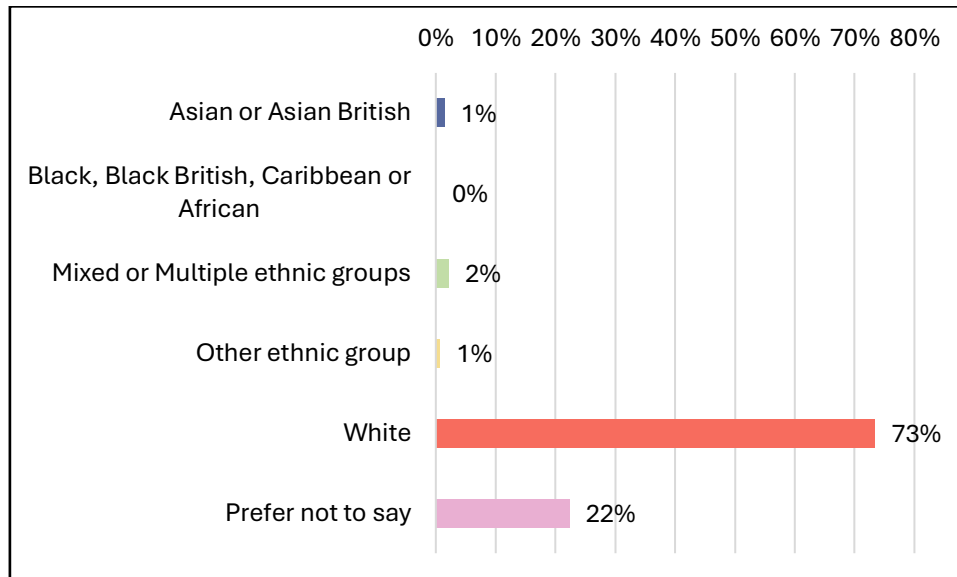


## Ethnicity

124 respondents answered the question on which ethnic group they belonged to. 15 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- The majority of respondents (73%) were in the 'white' ethnic group, with 4% belonging to other ethnicities. However, no respondents indicated they were 'Black, Black British, Caribbean or African'.

**Figure 3: Ethnic group**



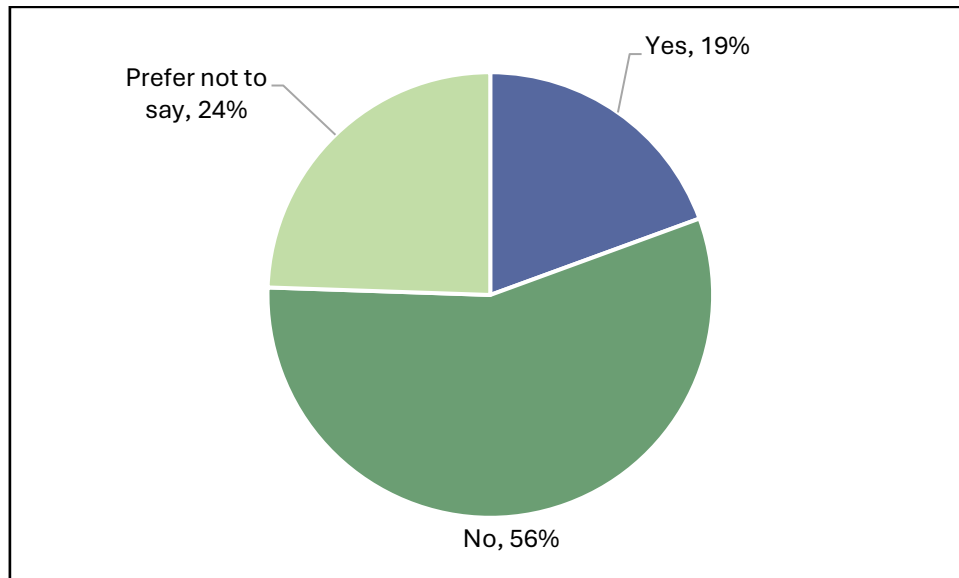
\*Number of responses: 139

## Disability or long-term health condition

118 respondents answered the question on whether they considered themselves to be a disabled person and/or have a long-term health condition. 21 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- Just under a fifth of respondents (19%) indicated that, 'yes', they do consider themselves a disabled person and/or have a long-term health condition.

**Figure 4: Disabled person and/or have long-term health condition**



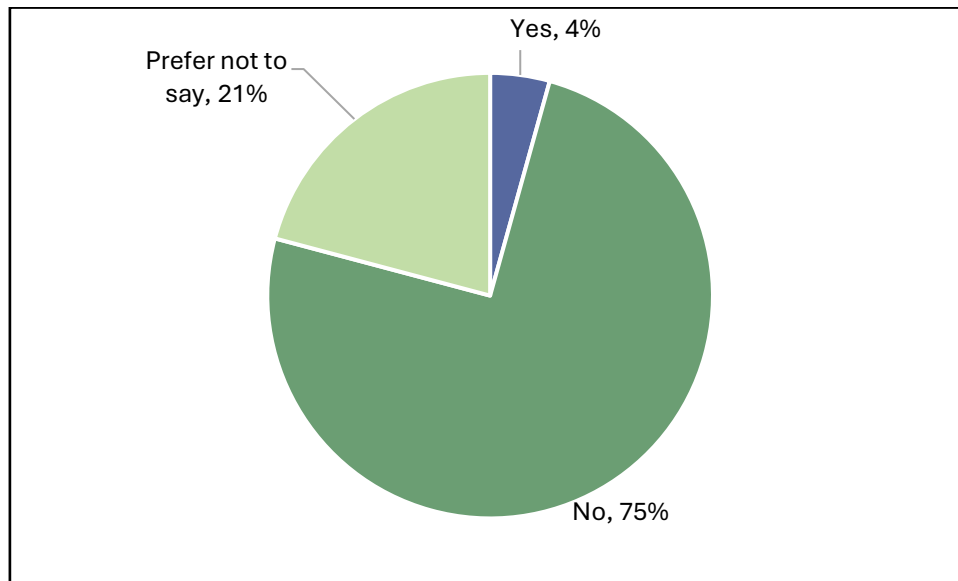
\*Number of responses: 139

## Care experienced

123 respondents answered the question on whether they considered themselves to be care experienced. 16 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- 4% of respondents indicated that, 'yes', they do consider themselves care experienced.

**Figure 5: Care experienced**



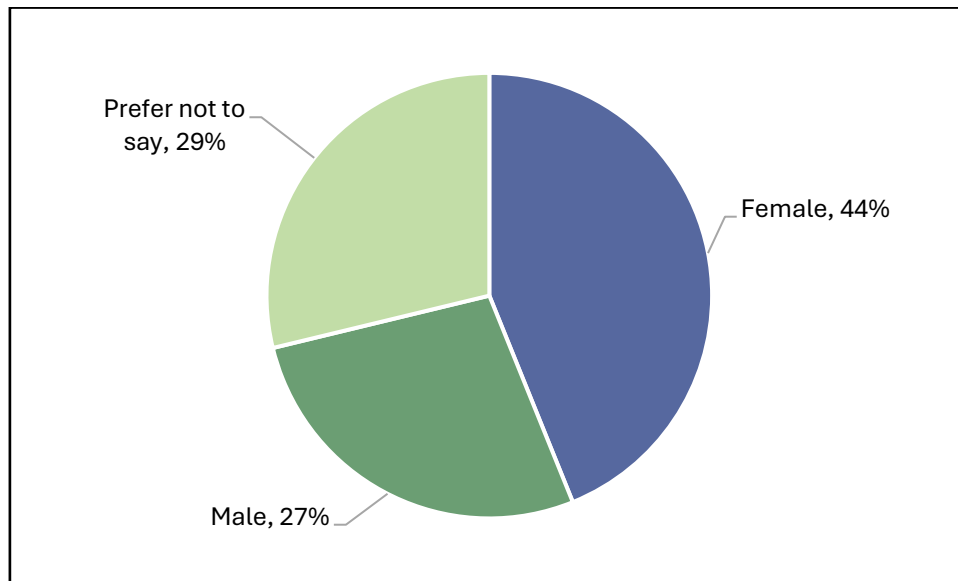
\*Number of responses: 139

## Sex

115 respondents answered the question on what sex they were. 24 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- Over two-fifths of respondents (44%) indicated they were 'female' while over a quarter (27%) indicated they were 'male'.

**Figure 6: Sex**



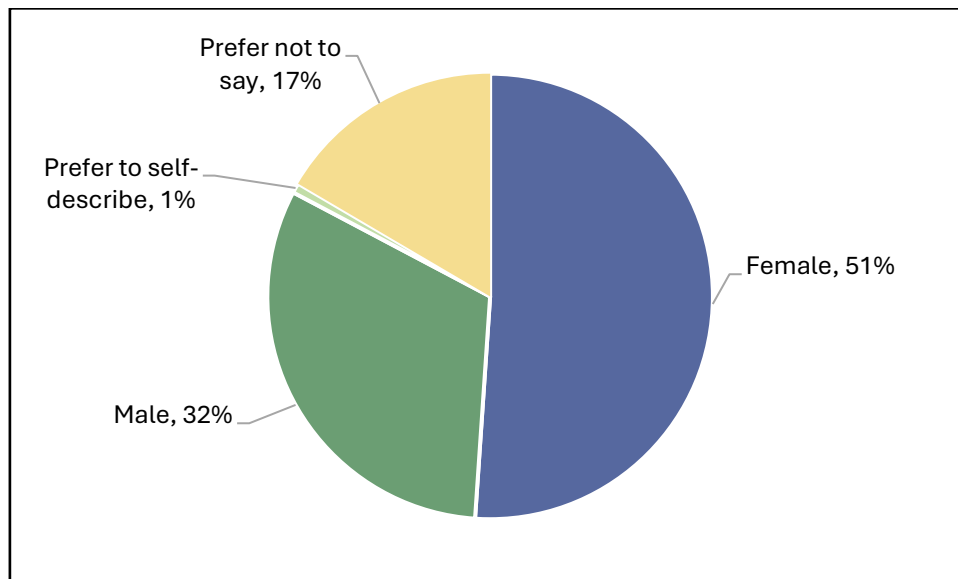
\*Number of responses: 139

## Gender

136 respondents answered the question on what gender they were. 3 respondents skipped this question, for the purposes of this summary they have been included in the 'prefer not to say' category:

- Just over half of respondents (51%) indicated they were 'female' while nearly a third (33%) indicated they were 'male'. 1 respondent indicated they would 'prefer to self-describe'.

**Figure 7: Gender**



\*Number of responses: 139

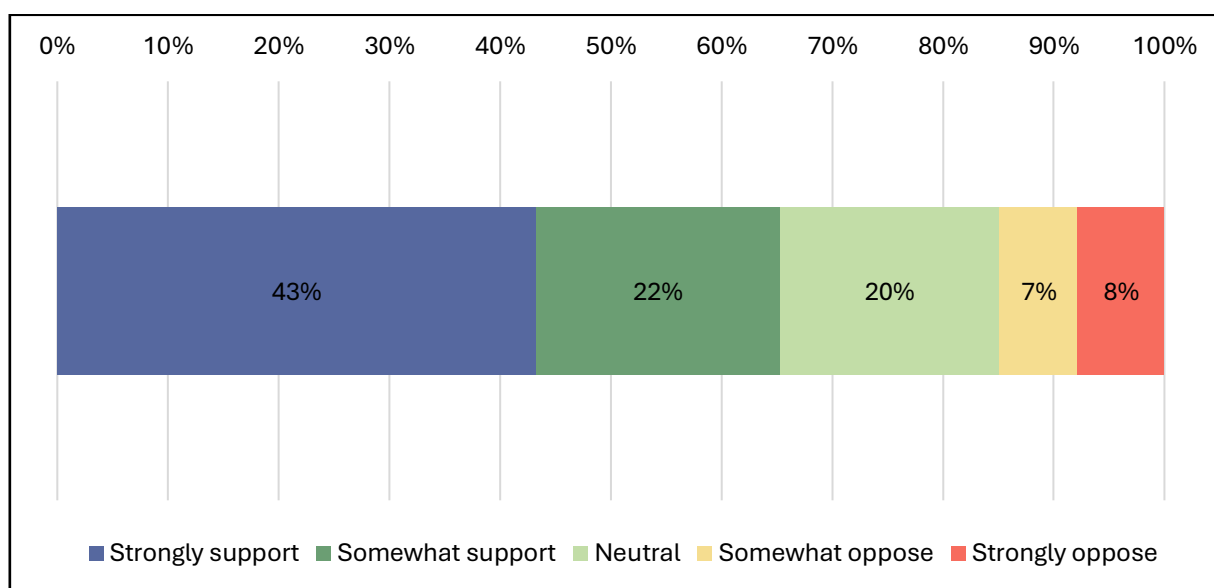
## Response to the consultation

Question 1: “As we continue the journey to Net Zero for Cambridgeshire by 2045, we will respond to climate change through decarbonisation, enhancing the natural environment and improving water management. This will include building on our recent experience with several major income-generating energy projects, such as the Swaffham Prior Heat Network, to bring green energy ‘Closer to Communities’ by implementing further projects with local groups. To what extent do you support or oppose this approach?”

141 respondents answered the question on to what extent they supported or opposed the outlined approach to climate change.

- The majority of respondents (65%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to climate change.

**Figure 8: Support for approach to climate change**



\*Number of responses: 141

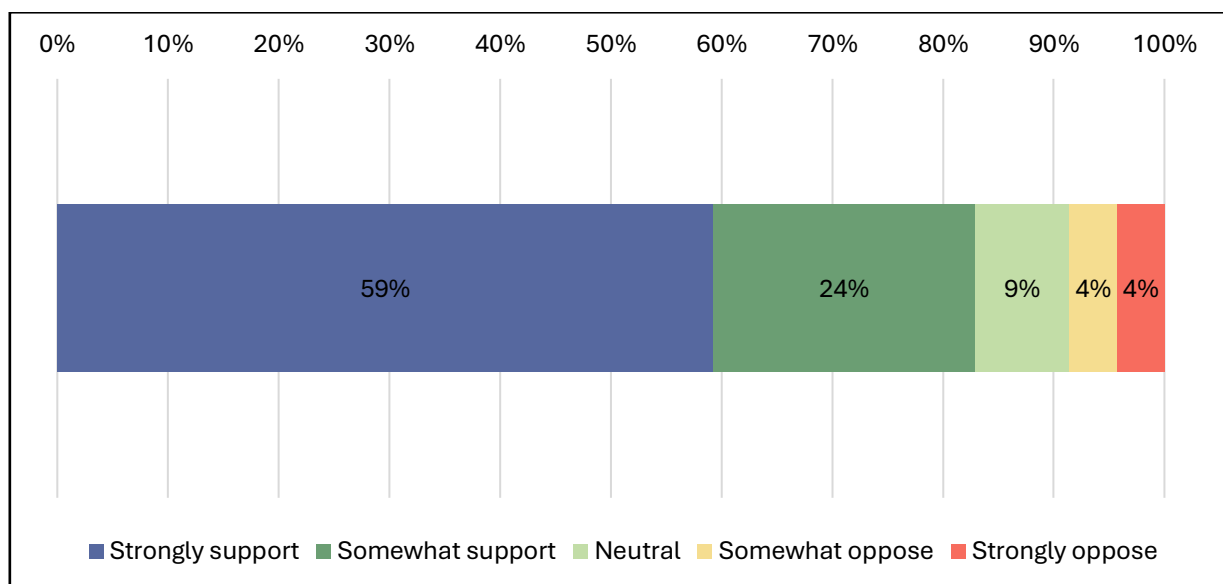
*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 2: “To further address these concerns, an additional £21 million has been allocated to support improvements in highways, targeting roads, pavements, drainage systems, public rights of way and cycleways in poor repair. Supporting this investment is a new focus on digital technology and artificial intelligence to improve customer service. To what extent do you support or oppose this approach?”

140 respondents answered the question on to what extent they supported the approach to improvements to highways.

- The majority of respondents (83%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to improvements to highways.

**Figure 9: Support for approach to improvements to highways**



\*Number of responses: 140

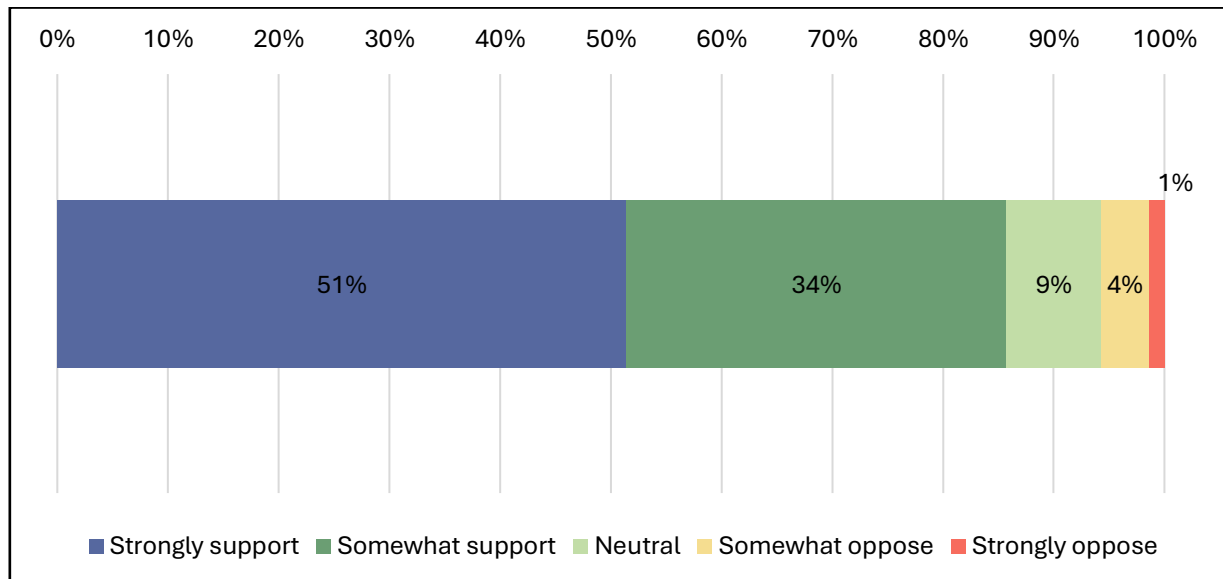
*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 3: “Going forward, we will put greater emphasis on prevention, early intervention, and working ‘Closer to Communities’ in the way services are designed and delivered. We will commission services to improve physical health – such as support 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. To what extent do you support or oppose this approach?”

140 respondents answered the question on to what extent they supported or opposed the approach to prevention, early intervention, and working ‘Closer to Communities’ in the way services are designed and delivered.

- The majority of respondents (86%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to prevention, early intervention, and working ‘Closer to Communities’ in the way services are designed and delivered.

**Figure 10: Support for approach to prevention, early intervention, and working ‘Closer to Communities’ in the way services are designed and delivered**



\*Number of responses: 140

*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

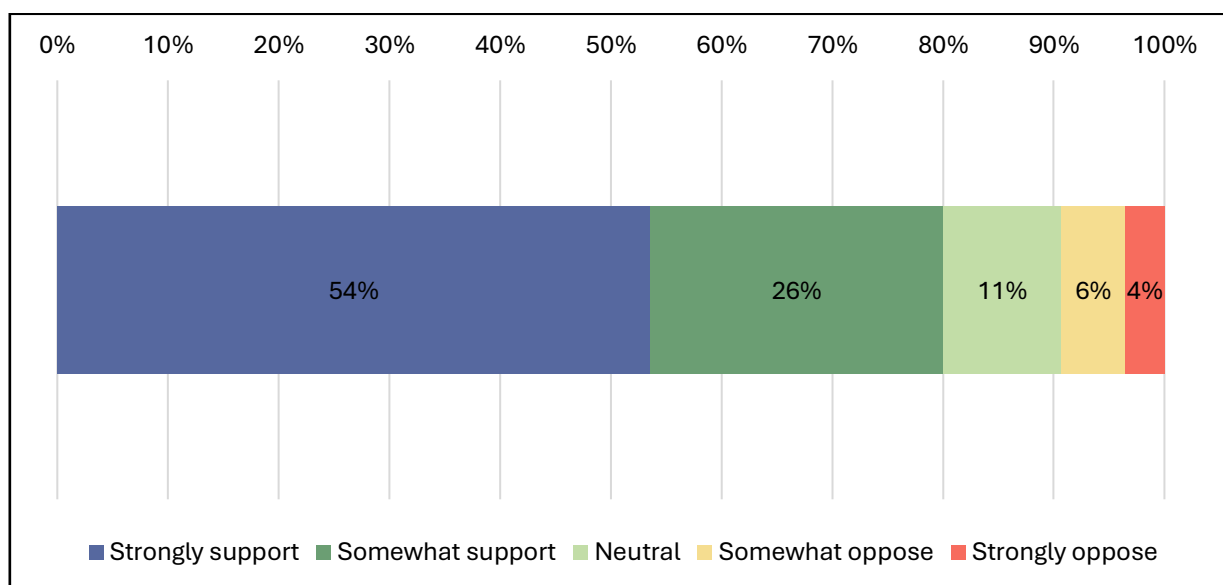


Question 4: “To help with these and related issues, our adult social care services plan to improve the self-service offer with more dynamic information, advice and guidance that gives people the knowledge they need to plan for their future. We also intend to boost our strengths-based and ‘Home First’ approaches that ensure people are supported with short-term interventions in their own home to recover and maintain independence and keep the delivery of care based in their local area as much as possible. To what extent do you support or oppose this approach?”

140 respondents answered the question on to what extent they supported or opposed the approach to adult social care services.

- The majority of respondents (80%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to adult social services.

**Figure 11: Support for approach to adult social care services**



\*Number of responses: 140

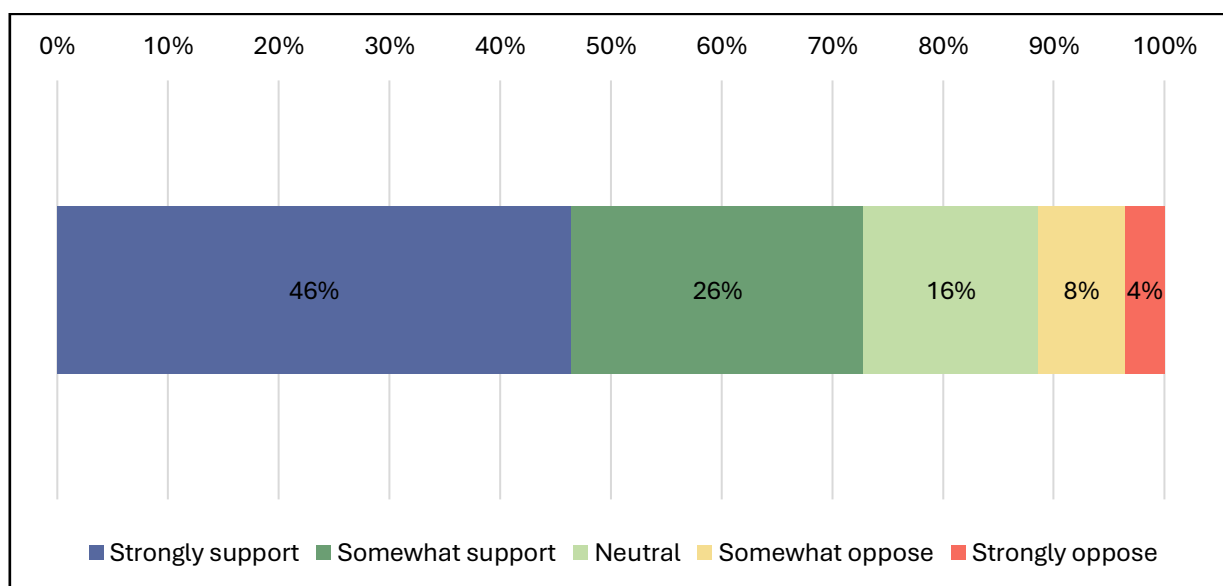
*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 5: “Taking a targeted approach to support those struggling most with the cost of living, we plan to use the extension of the Household Support Fund from Government to deliver an income maximisation service that helps people manage their personal budgets and invest £2.2 million of our budget to support the evidence based recommendations of the Cambridgeshire Poverty Strategy Commission. To what extent do you support or oppose this approach?”

140 respondents answered the question on to what extent they supported or opposed the approach to supporting those struggling most with the cost of living.

- The majority of respondents (73%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to supporting those struggling most with the cost of living.

**Figure 12: Support for approach to supporting those struggling most with the cost of living**



\*Number of responses: 140

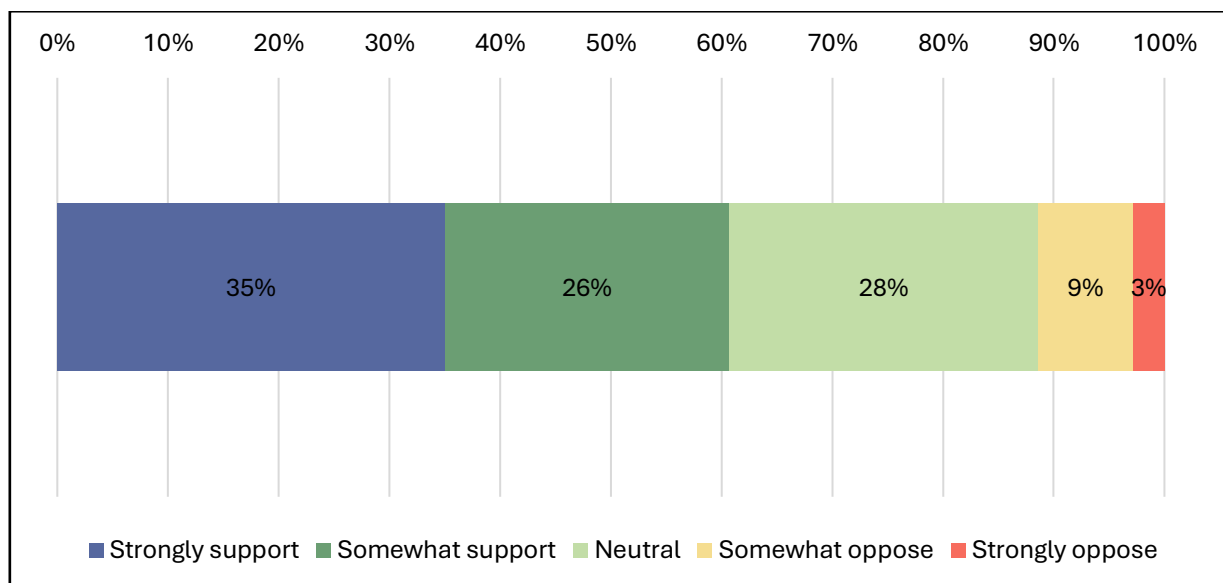
*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 6: “As part of our commitment to the ‘Shared Ambition’ we plan to work with partners to develop a Local Growth Plan for the Cambridgeshire and Peterborough Region and an Economic Development Framework for the county council. To what extent do you support or oppose this approach?”

140 respondents answered the question on to what extent they supported or opposed the approach to developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council.

- The majority of respondents (61%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council.

**Figure 13: Support for approach to developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council**



\*Number of responses: 140

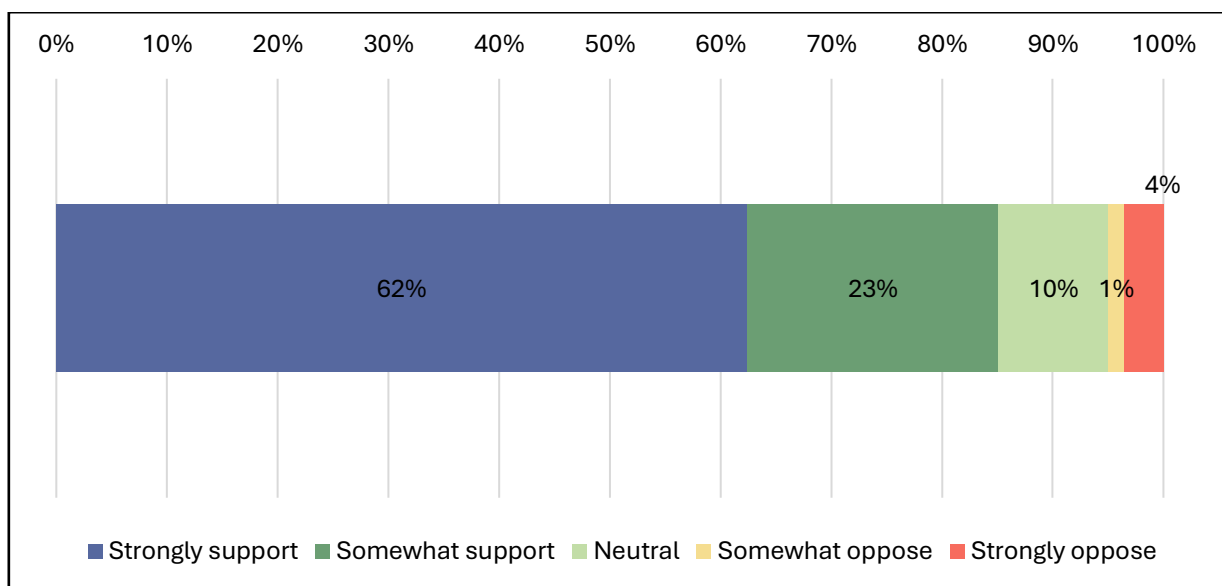
*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

Question 7: “In response to issues and concerns like these, our children’s services will prioritise early intervention with children and families, supporting them to make positive changes earlier on that improve outcomes and remove the need for statutory interventions later. To improve the timeliness and quality of Education Health and Care Plan (EHCP) assessments and reviews, we will invest £920,000 to increase capacity in SEND services. To what extent do you support or oppose this approach?”

141 respondents answered the question on to what extent they supported or opposed the approach to children’s services.

- The majority of respondents (85%) supported (either answering ‘strongly support’ or ‘somewhat support’) the outlined approach to children’s services.

**Figure 14: Support for approach to children’s services**



\*Number of responses: 141

*\*N.B. Figures in the graph may not exactly match the text in the report due to rounding*

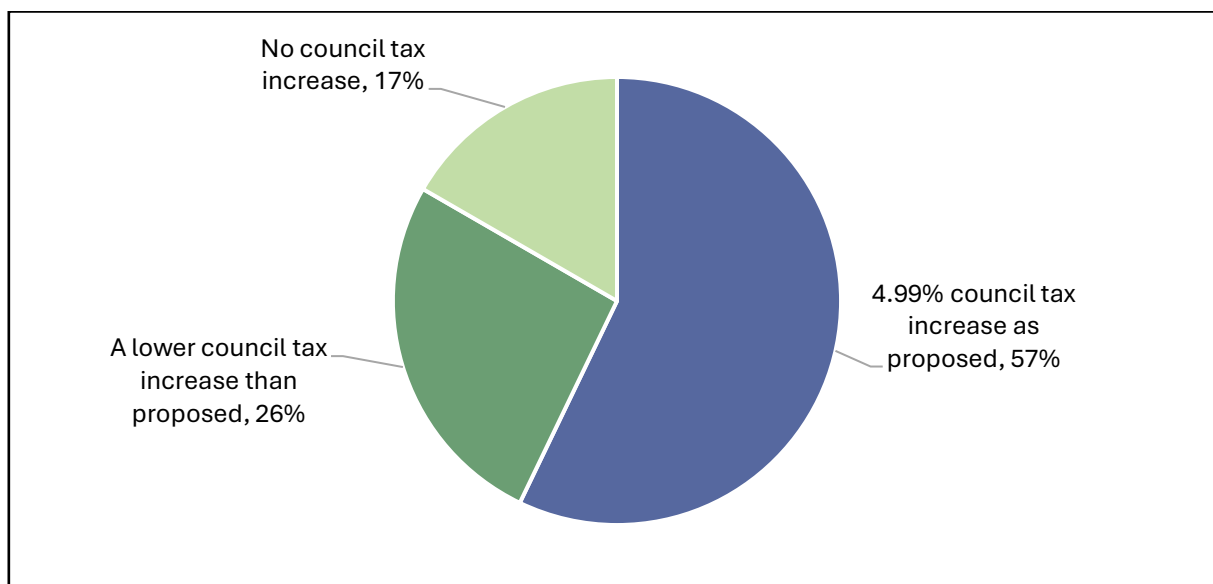
Question 8 to question 11 were related to identifying stakeholders and stakeholder specific questions, which will be outlined after question 13.

Question 12: “If the proposed increase goes ahead, we want to align our use of this additional funding with residents’ priorities and ensure that valued services such as highways and road maintenance, education, and children’s and adults’ social care are sustained – services where the majority of respondents in our recent Business Plan and Budget 2025-26 Engagement Survey said they would be ‘somewhat uncomfortable’ or ‘uncomfortable’ with spending reductions. With our most vulnerable residents continuing to receive council tax discounts and exemptions, which option do you prefer?”

126 respondents answered the question on which council tax option they preferred. Please note, stakeholders were not asked this question.

- The majority of respondents (57%) preferred the proposed 4.99% council tax increase.

**Figure 15: Preferred council tax option**



\*Number of responses: 126

Question 13: “If you have any further comments on the how we should prioritise and plan our services for the future, please leave your comments here. We ask that you refrain from identifying yourself or anyone else within your answer.”

50 respondents left comments on the question asking if they had any further comments.

### Summary of main themes

Theme	Description
<b>Highways and road maintenance</b>	<ul style="list-style-type: none"> <li>• Most of the respondents who discussed this theme felt that road repairs, such as fixing potholes, should be a high priority. <ul style="list-style-type: none"> <li>○ Most of these respondents also felt that use of personal motorised vehicles was being penalised and schemes focused on traffic reduction, bus gates, 20mph zones, and active travel should receive less funding in order to pay for these repairs.</li> </ul> </li> <li>• A few of the respondents who discussed this theme felt that there should be more improvements to transport infrastructure that improved safety for pedestrians and cyclists while increasing access to public transport.</li> </ul>
<b>Children’s services</b>	<ul style="list-style-type: none"> <li>• Most of the respondents who discussed this theme felt that funding for children’s services, SEND, and early years intervention was a high priority. Those who elaborated as to why discussed it helping to avoid escalation to social care and that it would help those living in poverty. <ul style="list-style-type: none"> <li>○ Most of these respondents felt similarly about adult social services.</li> <li>○ A few of these respondents discussed the specific need for more funding for outdoor education as they felt it would help young people make connections, improve their mental health, and help educate them on environmental issues.</li> <li>○ One of these respondents discussed the Children’s Wellbeing and Schools Bill and wanted to see how this would be implemented in Cambridgeshire.</li> <li>○ One of these respondents felt that funding for arts and culture was important for young</li> </ul> </li> </ul>

	people and improving provision by working with partners should be prioritised.
<b>Internal waste</b>	<ul style="list-style-type: none"> <li>• Respondents who discussed this theme felt there was too much internal waste within the council, with those who elaborated mentioning too high a cost for projects, too much spending on debt repayment, and too much on middle management or staff in roles they were not suited for. Respondents' suggestions for reducing waste included: selling buildings/assets that were under-utilised, focusing on "the basics" or "traditional basic services", reducing executive or middle management positions, improving working and relationships with partners, and educating staff on the impacts of spending on the wider budget.</li> </ul>
<b>Cost of living</b>	<ul style="list-style-type: none"> <li>• Respondents who discussed this scheme were concerned about the impact of a council tax increase, highlighting that many were struggling with the cost of living who may not qualify for help or council tax reductions. These respondents highlighted that wages were not increasing for many and that the proposed 4.99% was higher than inflation.</li> </ul>
<b>Working with communities</b>	<ul style="list-style-type: none"> <li>• Respondents who discussed this theme felt that more could be done to improve communication and working with communities. Some of these respondents highlighted things they felt were working well in this area, such as the libraries, Care Together, and Care Micro-Enterprises. Suggestions for improvement included: making use of polling websites, helping parish councils communicate with their communities, more investment into libraries, supporting village magazines, and working with outdoor education centres.</li> </ul>

# Consultation and Analysis Methodology

## Background

The consultation 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.

## Consultation Strategy

### Identification of the Audience

The consultation was open for anyone to contribute to. The key target audience was individual residents of Cambridgeshire. Stakeholders were also engaged with and invited to participate in the survey and submit their views.

### Design of Consultation Materials

The consultation exercise was designed to share information with residents ahead of asking respondents for their views. It was identified that the audience for the consultation 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: how far they supported or opposed the County Council's approach to funding for; climate change; improvements to highways; prevention, early intervention, and working 'Closer to Communities' in the way services are designed and delivered; adult social care services; supporting those struggling most with the cost of living; developing a Local Growth Plan for the Cambridgeshire and Peterborough region and an Economic Development Framework for the county council; and children's social services. They were also asked if they preferred an increase in Council Tax of up to 4.99% as proposed, a lower increase to Council Tax than proposed, or no increase to Council Tax.



## Design of Consultation Questions

The consultation 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 consultation survey there was a focus on questions relating to the vision of creating a Greener, Fairer, More Caring Cambridgeshire and for respondents to indicate their preferred Council Tax option. 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 assessment 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 consultation, 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, ethnicity, disability or long-term health condition, care experience, sex, and gender. Respondents were not required to answer these questions, with the option of selecting they would 'prefer not to say' or skipping these questions entirely.

## Analysis

The strategy for analysis of the consultation 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 consultation process.
- A set of frequencies was then produced and checks made against the total number of respondents for each question and the consultation 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 were reviewed separately and in a limited number of cases - where a substantial response has been made (as opposed to clicking through without answering) - these were 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) were 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 were identified using specialist software and then responses tagged with these themes (multiple tags can be given to the same response). Totals of tagged themes were then created and sample quotes chosen for the final report that typify particular tagged themes.
- The final report was then produced to provide an objective view of the results of the consultation.

## 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.



# Capital Strategy

2025-34

Business Plan Section 5



# 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 5)
- Treasury Management Strategy (section 6)

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	168,474	45,365	85,048	40,077	16,078	9,644	11,487	<b>376,173</b>
Adults, Health and Commissioning	462	9,304	20,619	19,446	16,212	16,415	33,450	<b>115,908</b>
Place and Sustainability	153,188	91,939	66,783	23,942	22,134	1,820	14,240	<b>374,046</b>
Finance and Resources	15,031	12,041	6,874	3,411	3,432	2,643	9,288	<b>52,720</b>
Strategy and Partnerships	4,753	2,164	170	30	-	-	-	<b>7,117</b>
<b>Total spend</b>	<b>341,908</b>	<b>160,813</b>	<b>179,494</b>	<b>86,906</b>	<b>57,856</b>	<b>30,522</b>	<b>68,465</b>	<b>925,964</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	70,446	42,789	32,881	31,162	9,225	33,910	<b>298,129</b>
Contributions	80,717	26,304	70,567	58,374	53,498	10,398	13,076	<b>312,934</b>
Capital Receipts	-	3,952	10,000	8,000	6,000	3,000	10,000	<b>40,952</b>
Prudential Borrowing	182,919	65,738	82,584	25,241	19,376	12,671	20,739	<b>409,268</b>
Prudential Borrowing (repayable)	556	-5,627	-26,446	-37,590	-52,180	-4,772	-9,260	<b>-135,319</b>
<b>Total funding</b>	<b>341,908</b>	<b>160,813</b>	<b>179,494</b>	<b>86,906</b>	<b>57,856</b>	<b>30,522</b>	<b>68,465</b>	<b>925,964</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.

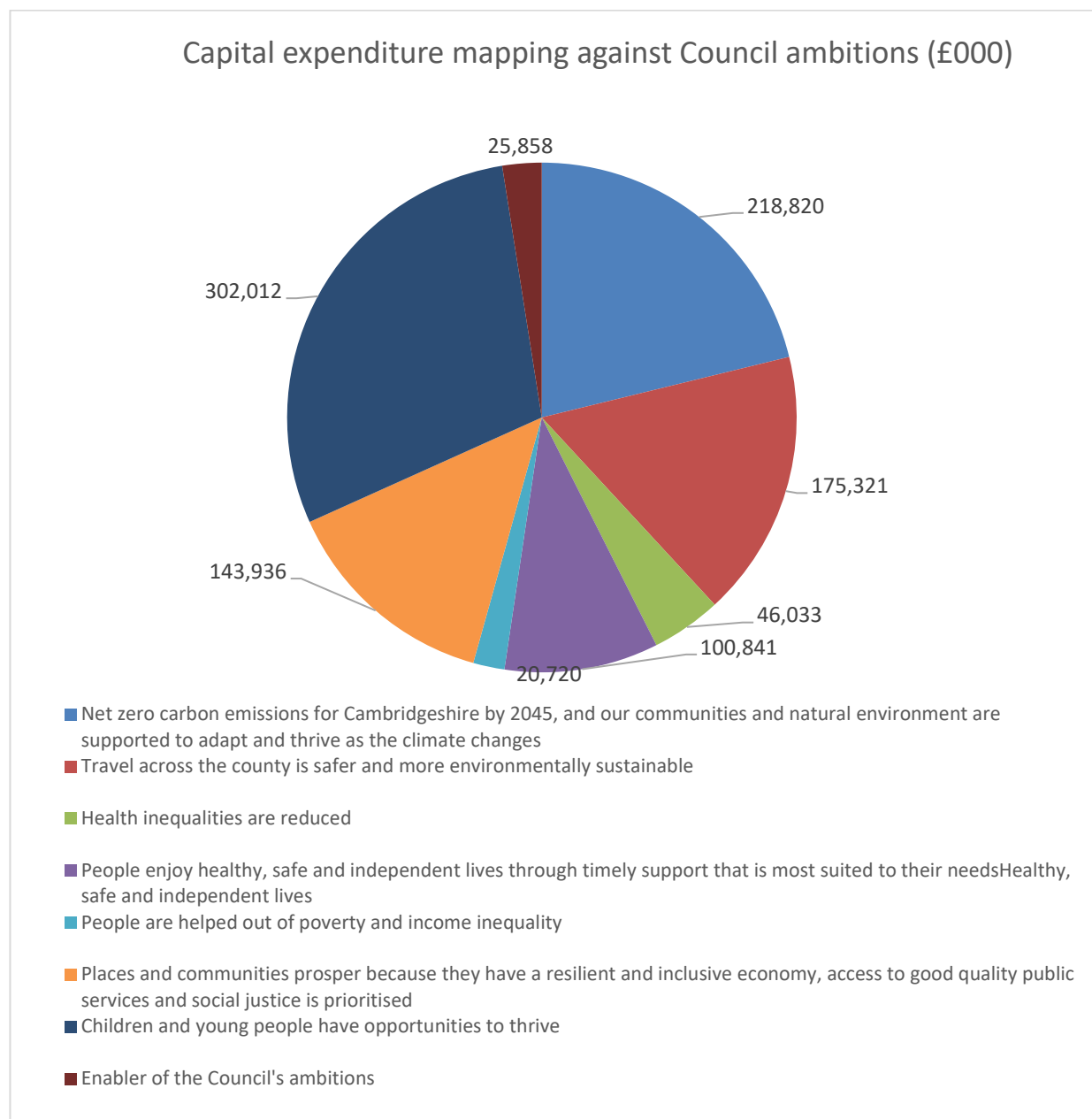
Cambridgeshire is a fast-growing place. In 2021, approximately 679,000 people lived in Cambridgeshire, one of the fastest growing populations over the last decade. Cambridge City was the second highest growing local authority in the East of England, mainly concentrated in younger adults, while our rural 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.

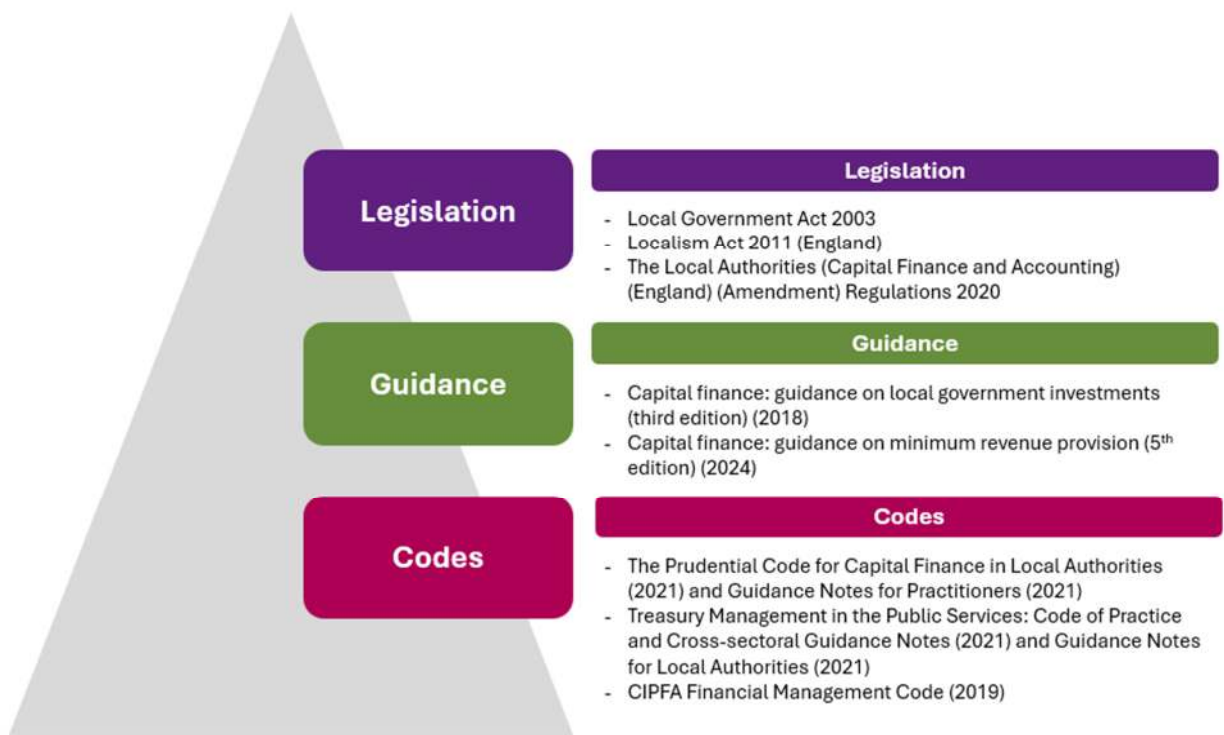
Future identified activity includes:

- 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 January 2025, 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.

Strategy	Influence
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.
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.

Strategy	Influence
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.
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.

	2025-26 Estimate	2026-27 Estimate	2027-28 Estimate	2028-29 Estimate	2029-30 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.

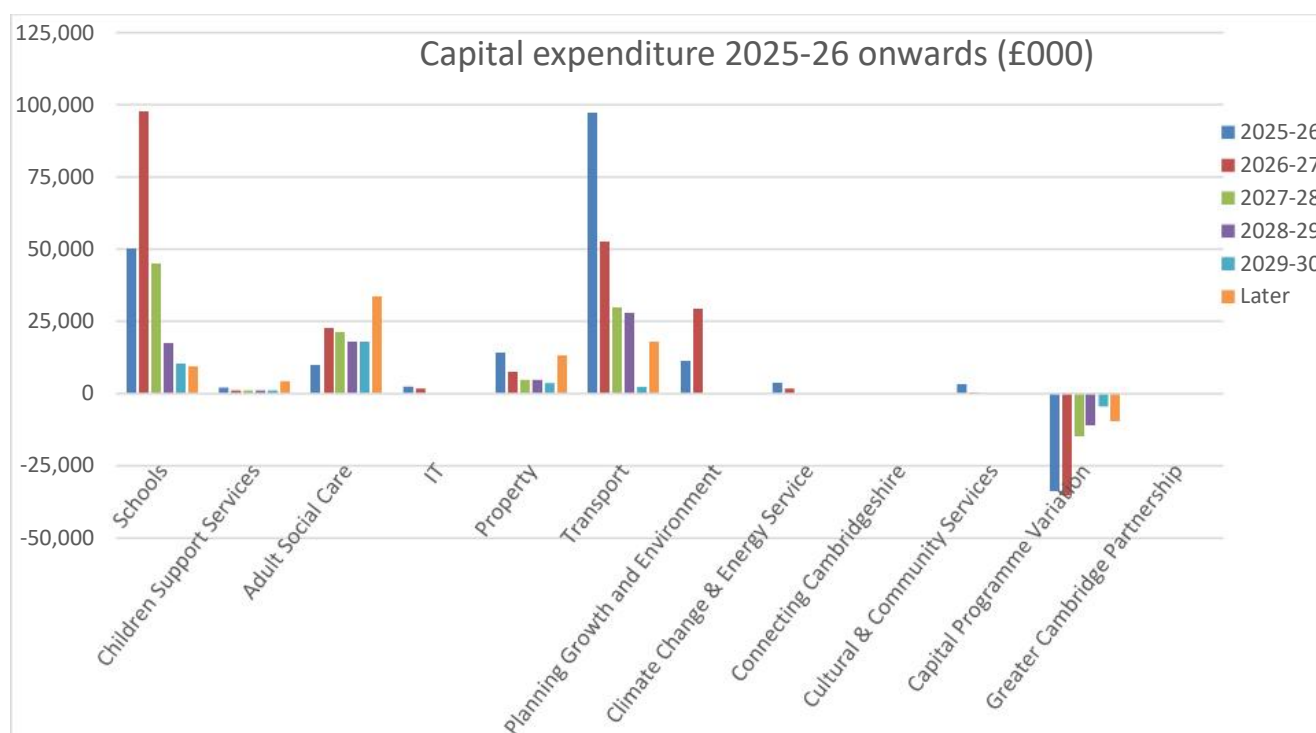
Active monitoring of the performance of individual properties within the portfolio is undertaken jointly across the property and finance teams. If any underperformance is identified, the teams develop action plans to determine how to mitigate any increase in risk or threat to ongoing security, liquidity, 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 £341.9m on active schemes, the total value of the 2025-26 capital programme is £917.8m. 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	143.9	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 (£25.5m).

### *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

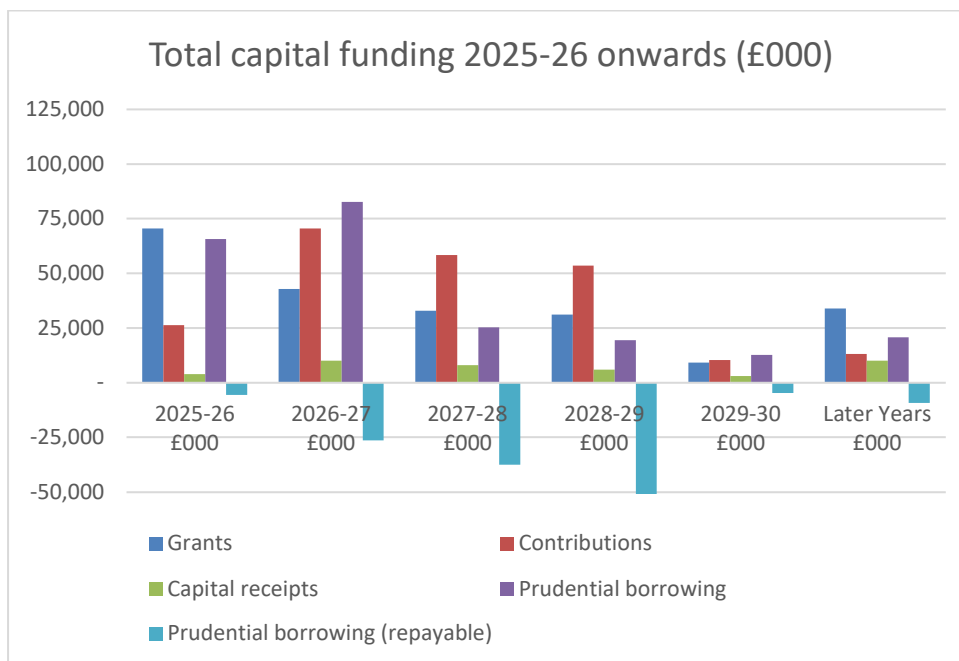
Capital expenditure is financed using a combination of the following funding sources:

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 £584.1m, is budgeted to be funded through £452.6m of external grants and contributions, £41.0m of capital receipts and £90.5m 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; this has continued 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 continue 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 previous 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.

It is currently unclear how the new government intends to drive this forward.

### *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 was 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 some rate reductions during 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)*

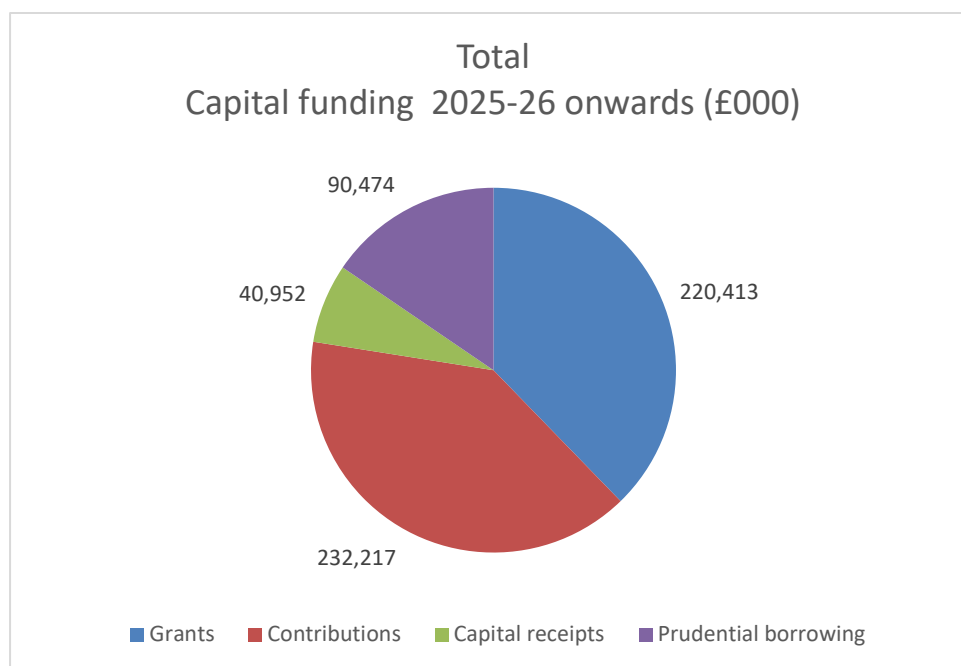
CIL works by levying a charge per net additional floor space created on all small-scale developments, instead of requiring developers to pay specific contributions towards individual projects as per the current developer contribution process (Section 106, which is still in place for large developments). 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 £90.5m 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)	41.3	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>-0.9</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>-1.4</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%	7.4%
Debt charges (excluding Invest to Save / Earn schemes) as a percentage of Net Service Expenditure	7.2%	7.1%	7.0%	7.1%	6.6%

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:

Capital Strategy  
Cambridgeshire County Council Business Plan 2025-30

- 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.

The council 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

Capital Strategy

Cambridgeshire County Council Business Plan 2025-30

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 £131k per annum (decreasing) once all expenditure has been incurred.

### **5g. Managing the Borrowing Requirement**

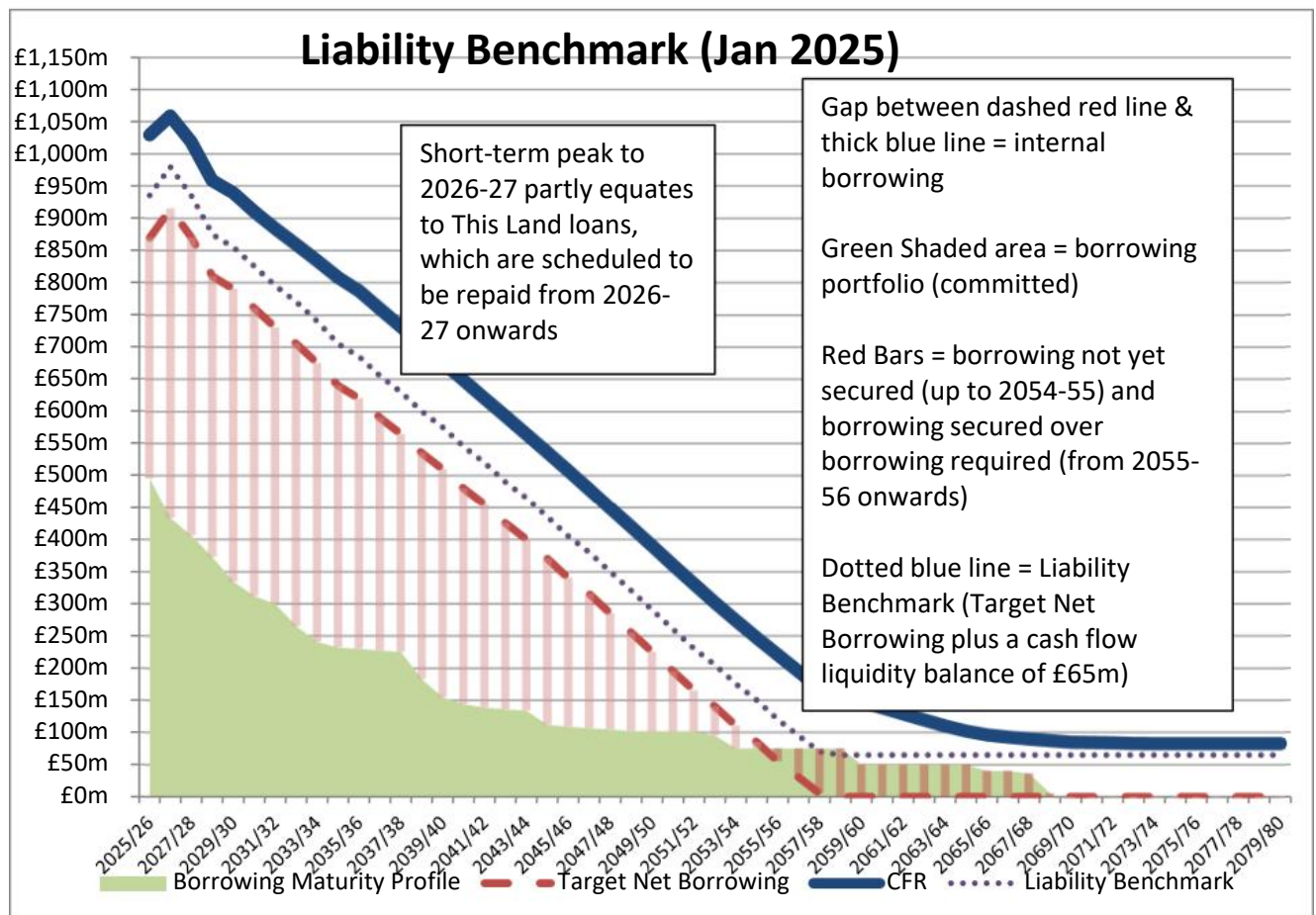
The council's Treasury Management Strategy (section 6 of the Business Plan) considers how the cash requirements arising from the council's Capital Strategy and detailed investment programme are managed by external borrowing, and the timing of any such borrowing. Where capital expenditure has been incurred 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	1,029.6	1,059.3	1,018.7	958.2	939.4

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 6 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.
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



Risk	Mitigation
	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:

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Risk	Mitigation
Income	<p>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.</p>
Yield	<p>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.</p>
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.

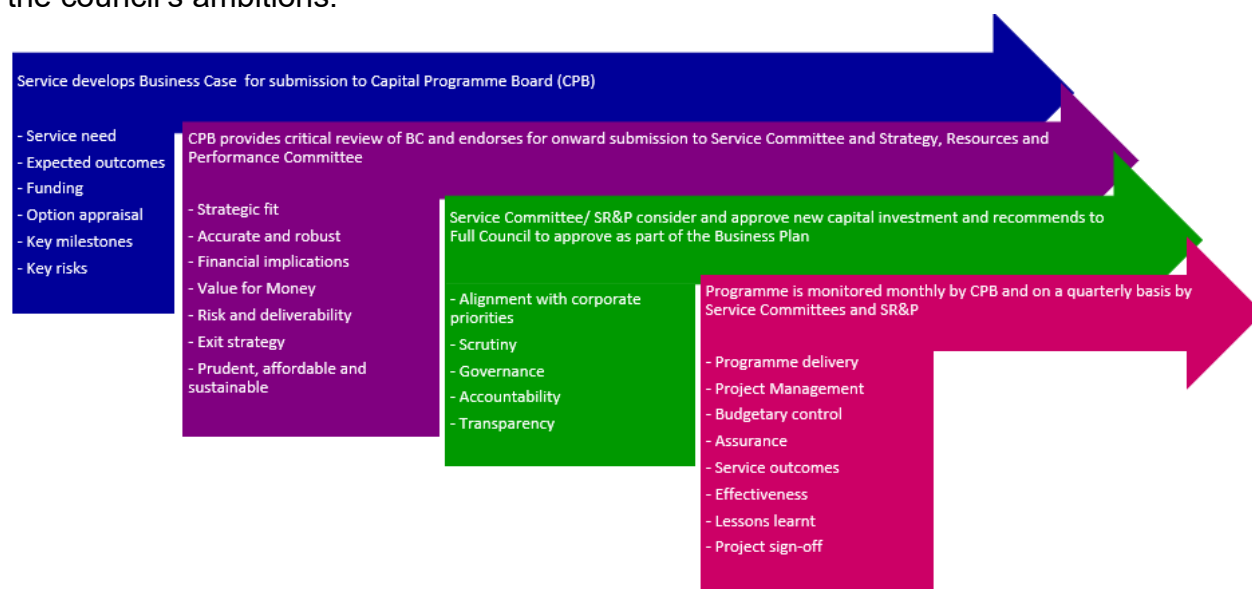
It is inevitable that new demands and pressures will be identified by the council on an ongoing basis, however, as far as possible, addressing these requirements is undertaken as part of the next business planning process, in line with Regulation 6.4

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.

<b>Acquisition:</b>	<b>Brunswick House</b>	<b>Date of Acquisition:</b>	<b>26/07/18</b>
<b>Service Objectives</b>	<p>Diversify and increase income streams to the council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Supporting sustainable and well managed student accommodation, held in local ownership in Cambridge, one of the world's leading student cities. There is significant undersupply of purpose-built student accommodation in the city with 44% of students unable to access purpose-built accommodation at the time of purchase.</p> <p>Inward economic investment: directly and indirectly supportive to jobs in the education sector, a key industry in the county's economy.</p>		
<b>Assessment of Risks</b>	<p>Constructed in 2012, the property was acquired in good condition, marketed to students at the higher/premium end of the market.</p> <p>The principal financial risk relates to occupancy levels (demand for student housing). Demand for student accommodation in Cambridge is expected to remain strong, despite the short-term impact that Covid-19 had. The nature of the student property market in Cambridge is that quality of student experience is a key aspect of the offer alongside, and indeed in many cases ahead of, pricing.</p> <p>A successful planning application has been made since purchase to relax planning conditions to allow more flexible use of the building outside of university term time, for example for conference use.</p>		

Acquisition:	Brunswick House		Date of Acquisition:	26/07/18	
Advisors / Market Research	<p>Property Consultants, Carter Jonas, were engaged to appraise the investment opportunity – conducting market research and valuing the property in view of demand, planning conditions, future prospects and condition. Legal advisors, Birketts LLP, dealt with the conveyancing and transaction, providing advice on legal issues arising from Property, Construction, Tax, Commercial, Planning and Employment.</p> <p>Derwent Students manage, staff and market the property after a retender exercise in 2022. Derwent Students operates five student accommodation sites across the country, with a strong reputation for student experience, welfare, and security.</p>				
Liquidity / Exit Strategy	<p>There are no plans to sell currently. The acquisition was not funded by borrowing; however, if required, the property could be sold. There was an active market for the property when it was acquired.</p> <p>Should student accommodation become less viable the council would investigate alternatives such as residential apartments or accommodation for elderly people.</p>				
If funded by borrowing, why was this required?	N/A		Why has Statutory Guidance not been adhered to?	N/A	
Cost (£m)	Funded by Borrowing (£m)	Total Interest Costs (£m)	Annual Income (£m)	Annual Costs (£m)	Annual Net Return (£m)
39.5	-	-	-2.5	0.9	-1.7
Taken from the original Business Case:					
Payback Period (Yrs)	Net Income Yield (%)	Return on Investment (%)	Total Return over 25 Years (£m)	Internal Rate of Return (%)	Net Present Value (£m)
16.4	4.8 increasing to 6.1	69.6	66.9	4.4	8.3



<b>Acquisition:</b>	<b>Brunswick House</b>		<b>Date of Acquisition:</b>	<b>26/07/18</b>
<b>Additional Investment (£m)</b>	<b>Current Value 31/03/23 (£m)</b>	<b>Gain (+) / Loss (-)  (£m)</b>	<b>Revenue implications of reported loss / Mitigating action</b>	
0.3	31.3	-8.2	The reported loss arises partly from the temporary impact of new competition opening in the immediate area, plus the impact of Covid-19 (albeit this is also expected to be relatively short-term). Whilst occupancy fell during the various lockdowns as students returned home, occupancy is back to 100%, albeit at slightly lower rates than originally envisaged in the Business Plan, therefore providing a lower return. It is envisaged this will improve over time, as further investment is incurred and rates can be increased further.	

<b>Acquisition:</b>	<b>Cromwell Leisure Park</b>	<b>Date of Acquisition:</b>	<b>24/05/2019</b>
<b>Service Objectives</b>	<p>Diversify and increase income streams to the council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the leisure sector, supporting the local economy.</p> <p>This is the only large cinema in Wisbech, creating both a significant draw into the town and leisure provision opportunity across the Fenland/west Norfolk/south Lincolnshire sub region.</p> <p>Provides geographic diversity to the portfolio by investment into the most deprived district in the county.</p>		
<b>Assessment of Risks</b>	<p>Risks include the reliance on rent from the leisure market was put under pressure during the pandemic, and the cost-of-living crisis. The investment market for leisure is also quiet at present so there may be a liquidity risk if the council needed to sell the property.</p> <p>The cinema anchors the Leisure Park investment; however, the cinema industry was hit very hard during the pandemic due to social distancing issues. This position has since improved, however it has not yet reached post-pandemic levels of trading.</p>		
<b>Advisors / Market Research</b>	<p>The council commissioned Carter Jonas to produce a purchase report which examined the local area, cinema brands, food and beverage markets, the property itself and the relevant surveys and the current leases and service charges.</p> <p>Legal advice on the lease was also obtained from Mills and Reeve LLP.</p>		
<b>Liquidity / Exit Strategy</b>	<p>There are no plans to sell currently.</p>		

Acquisition:	Cromwell Leisure Park		Date of Acquisition:	24/05/2019	
	<p>There are four units, with two of the smaller units now vacant. The existing tenants are the Light Cinema and Prezzo Plc, who both have a tenancy running to 2039 with a break in 2029. In the event of any tenants vacating, new tenants are sought.</p> <p>It is most likely that the cinema would remain a cinema given that it’s fitted out for this purpose and based on the lack of local competition. Other leisure uses would be the most likely alternatives to a cinema but would require fitting out. Similarly, the small units are likely to remain as restaurants given the lack of local competition, the proximity of a cinema attraction and the Tesco supermarket nearby. However, the council has been approached regarding potential other uses; consideration of the mix of use will need to be carefully balanced with any new lettings.</p> <p>The council also has the option to sell the property, though this may be difficult in the current climate for the leisure sector.</p>				
If funded by borrowing, why was this required?	The level of income generation being targeted by the council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset underpinned a funding approach which relied on borrowing.		Why has Statutory Guidance not been adhered to?	N/A  This is an in-county acquisition, supporting the leisure sector in Fenland.	
Cost	Funded by Borrowing	Total Interest Costs	Annual Income	Annual Costs	Annual Net Return
(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
7.0	-	-	0.3	0.1	0.2

Acquisition:	Cromwell Leisure Park	Date of Acquisition:	24/05/2019		
Taken from the original Business Case:					
Payback Period	Net Income Yield	Return on Investment	Total Return over asset life (50 Years)	Internal Rate of Return	Net Present Value
(Yrs)	(%)	(%)	(£m)	(%)	(£m)
17	10.1 falling to 7.8	206.0	29.1	6.0	5.3
Additional Investment	Current Value 31/03/23	Gain (+) / Loss (-)	Revenue implications of reported loss / Mitigating action		
(£m)	(£m)	(£m)			
0.0	6.7	-0.3	N/A		

<b>Acquisition:</b>	<b>Superstore Site, Newmarket Road</b>	<b>Date of Acquisition:</b>	<b>15/08/2019</b>
<b>Service Objectives</b>	<p>Diversify and increase income streams to the council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the retail sector, supporting the local economy.</p> <p>Site provides the largest supermarket within 2 miles of the city centre and benefits from both considerable scale (e.g., extensive car parking) and diversification opportunities. It is a key selling point for both local residents and also college and university inhabitants and the prospering tourist market.</p> <p>Site is let on a number of continuous leases; the council believes there is strong residual value in the event the tenant leaves and a replacement is needed, or there is opportunity to completely redevelop the site for housing.</p>		
<b>Assessment of Risks</b>	<p>Risks are reduced by having a single tenant who is financially sound and trading in a prime area of Cambridge. The BNP Paribas Acquisition Report identified a potential risk in the lease where Tesco have a "Substitution Clause". Tesco could serve notice to replace the Newmarket Road property with another, subject to the replacement complying with terms outlined in the BNP Paribas report (i.e., an investment of equivalent standing). BNP Paribas were of the view that due to the strong levels of trade enjoyed by Tesco at the property, the chances of a trigger event occurring are very low and accordingly did not feel the clause presented a risk to the long leasehold owner.</p>		
<b>Advisors / Market Research</b>	<p>BNP Paribas Real Estate provided an acquisition report which included information about the location and accommodation, a lease and income overview and a market commentary and value assessment. The council also commissioned Birketts LLP as legal advisors for this transaction and to consider in detail the terms of the leases.</p>		
<b>Liquidity / Exit Strategy</b>	<p>There are no plans to sell currently.</p>		

Acquisition:	Superstore Site, Newmarket Road		Date of Acquisition:	15/08/2019	
	<p>Tesco’s current lease is due to expire in December 2029, however they do have the option to renew for further periods. There is a risk that Tesco may decide to not renew their lease in the future and stop trading from the Newmarket Road site. Whilst it is perceived unlikely in the short to medium-term, if this decision was taken by Tesco in 2029, we would explore re-letting the property to another retailer who would be interested in leasing the whole site.</p> <p>Alternatively, we could explore reconfiguring the existing unit and site to create smaller individual units which could be rented out on a long-term basis. A third option would be to consider a residential led re-development of the site, given the option to purchase the freehold interest for a nominal amount.</p> <p>The council also has the option to sell its interest in the property, particularly given the location and tenure on this site.</p>				
If funded by borrowing, why was this required?	The level of income generation being targeted by the council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset underpinned a funding approach which relied on borrowing.		Why has Statutory Guidance not been adhered to?	N/A	
Cost	Funded by Borrowing	Total Interest Costs	Annual Income	Annual Costs	Annual Net Return
(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
54.5	54.5	25.0	3.0	0.0	3.0

Acquisition:	Superstore Site, Newmarket Road	Date of Acquisition:	15/08/2019		
Taken from the original Business Case:					
Payback Period	Net Income Yield	Return on Investment	Total Return over asset life (50 Years)	Internal Rate of Return	Net Present Value
(Yrs)	(%)	(%)	(£m)	(%)	(£m)
20	4.6 rising to 5.6	167.9	150.8	4.8	35.4
Additional Investment	Current Value 23/03/23	Gain (+) / Loss (-)	Revenue implications of reported loss / Mitigating action		
(£m)	(£m)	(£m)			
0.0	55.2	+0.7	N/A		

<b>Acquisition:</b>	<b>Kingsbridge Centre, Peterborough</b>	<b>Date of Acquisition:</b>	<b>21/08/2019</b>
<b>Service Objectives</b>	<p>Diversify and increase income streams to the council, protecting frontline services, notwithstanding reducing government grant and rising demand.</p> <p>Inward economic investment: directly supportive to jobs in the industrial sector, supporting the local economy. Whilst this investment is slightly out of county, it is very much located in an area that is intrinsically linked to the Cambridgeshire local economy.</p> <p>Investment also provides opportunity to diversify the portfolio into the industrial / manufacturing sector.</p>		
<b>Assessment of Risks</b>	<p>Well specified, freehold, self-contained distribution warehouse; originally designed as 5 industrial units, enabling split up and flexibility upon re- letting.</p> <p>The building is extensively fitted out by both occupiers to suit operational needs. One of the tenants is wedded to the building, with significant sunken costs and upgraded power supply, making it difficult for the business to relocate operation. Both tenants had long income to strong covenant ratings, with no arrears at time of purchase.</p> <p>At the time of purchase, there was an acute shortage of available 'oven ready' supply, with the All Industrial void rate the lowest it's been in over a decade and no new speculative development of large warehouses on the horizon.</p> <p>Watts Environmental Phase 1 report concluded a low to medium environmental risk. This is satisfactory for a building in its current industrial use.</p>		
<b>Advisors / Market Research</b>	<p>DTRE provided an acquisition report which included information about the location and accommodation, a lease and income overview and a market commentary and value assessment. Legal advice was obtained from Birketts LLP.</p>		



Acquisition:	Kingsbridge Centre, Peterborough		Date of Acquisition:	21/08/2019	
Liquidity / Exit Strategy	There are no plans to sell currently, however if required, the property could be sold. There was an active market for the property when it was acquired, and the industrial sector is currently very tight due to lack of supply, particularly in Peterborough which benefits from good road links.				
If funded by borrowing, why was this required?	The level of income generation being targeted by the council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset likely underpinned a funding approach which relied on borrowing.		Why has Statutory Guidance not been adhered to?	This is an out of county acquisition, supporting the industrial sector in Peterborough. Whilst it is out of county, it is very close geographically to the county border and is therefore inextricably linked with the local Cambridgeshire economy.	
Cost	Funded by Borrowing	Total Interest Costs	Annual Income	Annual Costs	Annual Net Return
(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
12.3	1.6	0.7	0.8	0.0	0.7
Taken from the original Business Case:					
Payback Period	Net Income Yield	Return on Investment	Total Return over asset life (50 Years)	Internal Rate of Return	Net Present Value
(Yrs)	(%)	(%)	(£m)	(%)	(£m)
20	5.9 rising to 7.5	213.5	45.5	5.4	10.8
Additional Investment	Current Value 23/03/23	Gain (+) / Loss (-)	Revenue implications of reported loss / Mitigating action		
(£m)	(£m)	(£m)			
0.0	11.3	-1.0	The loss mainly relates to acquisition costs of purchase (Stamp Duty Land Tax, legal fees etc), totalling £0.7m. It is anticipated		

<b>Acquisition:</b>	<b>Kingsbridge Centre, Peterborough</b>	<b>Date of Acquisition:</b>	<b>21/08/2019</b>
			that the value of the property will increase sufficiently over and above these costs in time, therefore no mitigation required.

Acquisition:	Evolution Business Park, Impington		Date of Acquisition:	31/01/2020	
Service Objectives	Diversify and increase income streams to the council, protecting frontline services, notwithstanding reducing government grant and rising demand.  Investing in a site that provide jobs in Cambridgeshire and promotes a thriving local economy.				
Assessment of Risks	A key risk is the funding arrangements for one tenant, a young but successful company, which at the time of purchase underpinned more than half of the income from the site. The council had the option to pursue a further unit, which was purchased in January 2023, and this has helped to mitigate some of the tenant risk; these two tenants now provide 80% of the income for the site.				
Advisors / Market Research	The council commissioned a pre-purchase report by Carter Jonas which included review of the locations and site accommodation, lease and tenant reviews and market commentary. Legal advice was obtained from Birketts LLP.				
Liquidity	There are no plans to sell currently. Investor appetite has been very strong in the area which suggests the site could be sold if required.				
If funded by borrowing, why was this required?	The level of income generation being targeted by the council was unlikely to be supported by capital receipt funded investment alone. The strong yield of this asset underpinned a funding approach which relied on borrowing.		Why has Statutory Guidance not been adhered to?	N/A	
Cost	Funded by Borrowing	Total Interest Costs	Annual Income	Annual Costs	Annual Net Return
(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
45.8	29.7	17.5	2.6	0.0	2.5

Acquisition:	Evolution Business Park, Impington	Date of Acquisition:	31/01/2020		
Taken from the original Business Case:					
Payback Period  (Yrs)	Net Income Yield  (%)	Return on Investment  (%)	Total Return over 25 Years (£m)	Internal Rate of Return (%)	Net Present Value  (£m)
16	5.7 rising to 6.6	230.5	45.6	6.6	34.8
Additional Investment  (£m)	Current Value 31/03/23 (£m)	Gain (+) / Loss (-)  (£m)	Revenue implications of reported loss / Mitigating action		
0.0	46.5	+0.7	N/A		

## **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 6 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.



# Treasury Management Strategy

2025-26

Business Plan Section 6



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# 1: Introduction

## Background

The council is required to operate a balanced budget, which broadly means that the cash raised or received during the year will meet council expenditure. The treasury management operation must ensure that this cash flow is adequately planned, as well as managed, with cash being available when it is needed. Surplus cash should be invested in low-risk counterparties or instruments in line with the council's low risk appetite, providing adequate liquidity initially before considering investment return.

Another main function of the treasury management service is the funding of the council's capital plans. These capital plans provide a guide to the borrowing need of the council, essentially longer-term cash flow planning, to ensure that the council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet council risk or cost objectives.

The treasury management function is critical to the council, as the balance of debt and investment operations ensure liquidity or the ability to meet council spending obligations as they fall due, either for day-to-day revenue expenditure, or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the general fund balance.

CIPFA defines treasury management as:

"The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

## Statutory Guidance and Key Reports

### **CIPFA Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes**

The council has adopted CIPFA's Treasury Management in the Public Services: Code of Practice and Cross Sectoral Guidance Notes (the Treasury Code). The adoption is included in the council's Constitution.

### **CIPFA Prudential Code for Capital Finance in Local Authorities**

The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) is a professional code of practice. Local authorities have a statutory requirement to comply with the Prudential Code when making capital investment decisions and carrying out their duties under Part 1 of the Local Government Act 2003 (Capital Finance etc. and Accounts).

The CIPFA Prudential Code sets out the manner in which capital spending plans should be considered and approved, and in conjunction with this, the requirement for an integrated treasury management strategy.

Councils are required to set and monitor a range of prudential indicators for capital finance, covering affordability, prudence, and a range of treasury indicators.

### **Treasury Management Policy Statement**

The council's Treasury Management Policy Statement is included in Appendix 2. The policy statement follows the wording recommended by the latest edition of the CIPFA Treasury Code.

### **Treasury Management Practices**

The council's Treasury Management Practices (TMPs) set out the manner in which the council will seek to achieve its treasury management objectives, and how it will manage and control those activities through its policies.

The council's TMPs Schedules cover the detail of how the council will apply the TMP Main Principles in carrying out its operational treasury activities.

### **Investment Management Practices**

Like TMPs, Investment Management Practices (IMPs) are required to manage risks associated with non-treasury investments.

### **The Treasury Management Strategy**

It is a requirement under the Treasury Management Code to produce an annual strategy report on proposed treasury management activities for the year. the council's Treasury Management Strategy is drafted in the context of the key principles of the Treasury Code, as follows:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives; and that within the context of effective risk management, their treasury management policies and practices should reflect this.

The purpose of the Treasury Management Strategy is to establish the framework for the effective and efficient management of the council's treasury management activity, including the council's investment portfolio, within legislative, regulatory, and best practice regimes. The Strategy needs to balance risk against reward in the best interests of stewardship of the public purse.

The Treasury Management Strategy considers the impact of the council's Medium Term Financial Strategy (MTFS), its revenue budget and capital programme, the balance sheet position, and the outlook for interest rates. It incorporates:

- The council's investment and borrowing strategy for the coming year
- The council's policy on the making of the Minimum Revenue Provision (MRP) for the repayment of debt, as required by the Local Authorities (Capital Finance & Accounting) (Amendments) (England) Regulations 2008
- The Affordable Borrowing Limit as required by the Local Government Act 2003
- The Annual Investment Strategy for the coming year
- The prospects for interest rates
- Policy on borrowing in advance of need
- Policy on debt rescheduling
- Counterparty creditworthiness policies
- Policy on use of external service providers
- Treasury Indicators, which limit the treasury risk and activities of the council.

The council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. The Treasury Management Scheme of Delegation is shown in Appendix 1.

## **Key Considerations**

### **Changes to the Treasury Management and Prudential Codes**

CIPFA issued revised Treasury Management and Prudential Codes in December 2021 which were to be adopted for the 2023-24 financial year; therefore, the council has had regard to the changes in these Codes within this document, as well as the related reports during the 2024-25 financial year which are taken to Full Council for approval.

The changes arising from the Treasury management Code were as follows:

- All investments and investment income have to be attributed to one of the following three purposes:
  - Treasury management  
Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.
  - Service delivery  
Investments held primarily and directly for the delivery of public services including housing, regeneration, and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".
  - Commercial return  
Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an authority's financial capacity – i.e., 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An authority must not borrow to invest primarily for financial return.
- The council has adopted a Liability Benchmark treasury indicator to support the financing risk management of the Capital Financing Requirement; this is shown in chart form for a recommended minimum of ten years, with material differences between the Liability Benchmark and actual loans to be explained.
- Long-term treasury investments (including pooled funds) are classed as commercial investments unless justified by a cash flow business case.
- Pooled funds are included in the indicator for principal sums maturing in years beyond the initial budget year.
- There have been amendments to the knowledge and skills register for officers and members involved in the treasury management function.
- Reporting to Members is undertaken quarterly. The Section 151 Officer has established a measurement and reporting process that highlights significant

actual or forecast deviations from the approved indicators. The monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and is therefore reported as part of the council's integrated revenue, capital, and balance sheet monitoring in the Integrated Finance Monitoring Report.

- Environmental, Social and Governance (ESG) issues are addressed within an authority's Treasury Management Policies and practices.

The changes arising from the Prudential Code mainly relate to service and commercial investments:

- The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e., plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services.
- An authority must not borrow to invest for the primary purpose of commercial return.
- It is not prudent for local authorities to make any investment or spending decision that will increase the Capital Financing Requirement and so may lead to new borrowing, unless directly and primarily related to the functions of the authority, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose.
- An annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
- A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream.
- New Investment Management Practices have been created to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

#### Implementation of IFRS 16 Leases for 2024-25

The adoption of International Financial Reporting Standard (IFRS) 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months unless the underlying asset is low value. When such lease contracts and the related assets and liabilities are brought onto the balance sheet, the council will increase its long-term liabilities and as a result this will also increase the council's debt liability.

IFRS 16 has been implemented within the CIPFA Code of Practice on Local Authority Accounting 2024-25. As a result, previously off-balance sheet leased assets that have been brought onto the balance sheet for 2024-25 will need to be

considered for inclusion within the 2025-26 TMS. This impacts on the following treasury management and prudential indicators:

- Authorised Limit
- Operational Boundary
- Actual external debt at year-end
- Capital expenditure
- Capital Financing Requirement
- Gross debt and the Capital Financing Requirement

To date, the Authorised Limit and Operational Boundary figures have been increased in this strategy to reflect the high-level estimates that have been calculated; the remaining indicators will need updating in due course once the impact has been finalised within the 2024-25 accounts.

#### End of the IFRS 9 Financial Instruments statutory override

The Ministry for Housing and Local Government (MHCLG) introduced a five-year statutory override, initially ending 31 March 2023, allowing councils to reverse any revenue impact of pooled fund valuation gains and losses. This was subsequently extended for a further two years in order to allow authorities to initiate an orderly withdrawal of funds if required.

Whilst this does not materially impact upon traditional treasury investments, the standard also encompasses other investment areas including loans to third parties, subsidiaries, or longer dated service investments. The expected credit loss model requires local authorities to make provision for these potential losses having assessed the asset with regard to the due diligence undertaken prior to investment, the nature of any guarantees, and subsequent regular updates.

The council has made the following material loan agreement with third parties:

- This Land – loans at commercial rates to facilitate the construction of residential housing in Cambridgeshire.

A revenue provision may be required to in future depending on the risk assessment of the investment (see Appendix 4).

The council has made the following material investment in pooled funds:

- Property Funds £12m
- Infrastructure Funds £8m
- Diversified Income / Multi Asset Funds £17m

Any valuation loss (including any previous losses) on these assets will be chargeable in year from 2025-26 onwards and will impact on the council's General Fund balances.

### Minimum Revenue Provision (MRP)

In April 2024, MHCLG issued an update to Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as well as a 5<sup>th</sup> edition of Capital finance: guidance on minimum revenue provision in order to clarify some of the regulations, ensure authorities are not underpaying their MRP charge and to provide greater transparency. The main changes are:

- MRP is required for all capital expenditure financed by debt in the Capital Financing Requirement (CFR), unless by an exception set out in statute.
- MRP is required for all loans that are made for a commercial purpose. However, where loan repayments are received in year then those capital receipts may be used to reduce the MRP charge in that year. This flexibility will not apply in years where no capital receipt is received, or where future capital receipts are anticipated.
- Where the capital loan is not a commercial loan, authorities can opt not to provide MRP.
- Where an actual or expected credit loss has been recognised on any capital loan during the year then MRP must be provided. The MRP charge in the year must not be less than the credit loss amount, however it can be reduced by the value of previous amounts provided to write down the CFR on that loan.
- Capital receipts from the principal repayments received in the year from loans and leases can be used to reduce the associated MRP charge.
- Increased challenge and input by both MHCLG and external audit.
- Removed the ability to change the method for calculating MRP if it does not result in a more prudent charge.
- Removed the appropriateness of the use of option 3 or 4 for supported borrowing.

As a result, in order to bring the council's MRP policy fully in line with the updated regulations and guidance, the policy for 2025-26 has changed with respect to the following:

- Any new commercial capital loans issued will have MRP issued (adjusted for any capital receipts received).

- Any capital loan subject to an actual or expected credit loss will have MRP charged in year to the value of the loss, adjusted for any previous reductions to the CFR for that loan.
- Clarified that any share/equity capital will have MRP charged over 20 years (this was the council's practice, but not explicit in the previous policy).

#### Other updates

The following areas have been updated since the Treasury Management Strategy was adopted by Full Council in February 2024:

- Updates to interest rate forecasts
- Updates to debt financing budget forecasts



## 2: Current Treasury Management position

The council's projected treasury portfolio position at 31 March 2025, with forward estimates, is summarised below. The table shows the actual external borrowing (the treasury management operations), against the capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing. The CFR is simply the historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the council's underlying borrowing need.

Any capital expenditure which has not immediately been paid for, will increase the CFR. The CFR does not increase indefinitely, as MRP is a statutory annual revenue charge which broadly reduces the borrowing need in line with each asset's life and so charges the economic consumption of capital assets as they are used. This is shown in graphical form in Appendix 3. The CFR and borrowing figures shown in Table 1 below include borrowing undertaken or planned for third party loans, but excludes PFI schemes and finance lease liabilities for which a separate borrowing facility forms part of the contract, as the council does not need to borrow itself for these.

The council's projected borrowing need, alongside forecast external borrowing and investment balances, is shown in Tables 1 and 2 below:

**Table 1: Forecast Borrowing and Investment Balances**

	2024-25	2025-26	2026-24	2027-28	2028-29	2029-30
	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
<b>External borrowing</b>						
Borrowing at 1 April brought forward	775.5	835.0	870.0	915.0	870.0	810.0
Net Borrowing Requirement to fund capital programme (see Table 2 below)	21.9	34.9	29.7	-40.6	-60.5	-18.9
Internal borrowing (increase (-) / reduction) *	35.6	0.1	15.3	-4.4	0.5	-1.1
(1) Actual borrowing at 31 March carried forward	<b>835.0</b>	<b>870.0</b>	<b>915.0</b>	<b>870.0</b>	<b>810.0</b>	<b>790.0</b>
(2) CFR (ex. PFI) – the borrowing need	<b>994.7</b>	<b>1,029.6</b>	<b>1,059.3</b>	<b>1,018.7</b>	<b>958.2</b>	<b>939.4</b>
(3) [2 – 1] Internal borrowing*	<b>159.7</b>	<b>159.6</b>	<b>144.3</b>	<b>148.7</b>	<b>148.2</b>	<b>149.4</b>
<b>Investments</b>						
Investments at 1 April	93.9	93.9	93.9	93.9	93.9	93.9
In Year Movements	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.00</b>
(4) Investments at 31 March	<b>93.9</b>	<b>93.9</b>	<b>93.9</b>	<b>93.9</b>	<b>93.9</b>	<b>93.9</b>
(5) [1 – 4] Net borrowing	<b>741.1</b>	<b>776.1</b>	<b>821.1</b>	<b>776.1</b>	<b>716.1</b>	<b>696.1</b>

*\*Internal borrowing, also referred to as under / over borrowing, is temporarily funding capital spending from cash-backed resources (reserves and cash flow timing surpluses) to hand. This avoids interest payments by deferring the need to borrow externally, reduces investment balances that would otherwise earn a rate of return lower than the cost of additional borrowing therefore minimising net interest expenses, and consequently less investment reduces the council's exposure to credit risk. Internal borrowing is discussed further in section 4: Borrowing Strategy.*

**Table 2: Capital Borrowing Requirement**

	<b>2024-25 Estimate £m</b>	<b>2025-26 Estimate £m</b>	<b>2026-27 Estimate £m</b>	<b>2027-28 Estimate £m</b>	<b>2028-29 Estimate £m</b>	<b>2029-30 Estimate £m</b>
Unsupported Borrowing – General Fund	46.4	66.0	84.0	24.5	16.3	7.9
Unsupported Borrowing – Housing	0.0	0.0	0.0	0.0	0.0	0.0
Less: MRP and other financing movements	-24.5	-31.1	-54.3	-65.1	-76.8	-26.7
<b>Net Borrowing Requirement to fund Capital Programme</b>	<b>21.9</b>	<b>34.9</b>	<b>29.7</b>	<b>-40.6</b>	<b>-60.5</b>	<b>-18.9</b>

Several key indicators within the set of prudential indicators ensure that the council operates its activities within well-defined limits. One of these is that the council needs to ensure that its gross borrowing stays within the total of the CFR in the preceding year, plus the estimates of any additional CFR for the current and next two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes except to cover short-term cash flows.

The Section 151 Officer reports that the council complied with this prudential indicator in the current year and does not envisage difficulties over the life of the current MTFS. This view considers current commitments, existing plans, and the proposals in this budget report.

### 3: Prospects for interest rates

The council has appointed MUFG Pension & Market Services (previously known as Link Group until 20 January 2025) as its treasury advisor. Part of their service is to assist the council in formulating a view on interest rates, as summarised in the following table:

## MUFG Corporate Markets Rate View November 2024

	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
Bank Rate	4.75%	4.50%	4.25%	4.00%	4.00%	3.75%	3.75%	3.75%	3.50%
3 month average earnings	4.70%	4.50%	4.30%	4.00%	4.00%	4.00%	3.80%	3.80%	3.80%
5yr PWLB	5.00%	4.90%	4.80%	4.60%	4.50%	4.50%	4.40%	4.30%	4.20%
10yr PWLB	5.30%	5.10%	5.00%	4.80%	4.80%	4.70%	4.50%	4.50%	4.40%
25yr PWLB	5.60%	5.50%	5.40%	5.30%	5.20%	5.10%	5.00%	4.90%	4.80%
50yr PWLB	5.40%	5.30%	5.20%	5.10%	5.00%	4.90%	4.80%	4.70%	4.70%

These are forecasts for Public Works Loan Board (PWLB) certainty rates; gilt yields plus 80 basis points. The interest rate forecast for Bank Rate is in steps of 25 basis points, whereas PWLB forecasts have been rounded to the nearest 10 basis points and are central forecasts within bands of + / - 25 basis points.

### Investment and borrowing rates

The Bank Rate has risen substantially over the last two years and is no longer anticipated to fall as quickly following the October 2024 Budget, the November 2024 US Presidential election, and increased concerns around the future path of inflation. MUFG Corporate Markets' view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening (the forecast is for the next reduction in Bank Rate to be made in February 2025 and for a pattern to evolve whereby rate cuts are made quarterly), but the extent to which this happens will continue to be data driven. Any movement below a 4% Bank Rate will be very much dependent on inflation data in the second half of 2025.

Investment returns are therefore favourable, and the council has seen returns over the last year which have not been seen for the previous 20 years. With an expectation that rates are due to drop during 2025, the council will continue to take advantage of these higher returns whilst it can by 'laddering' its investment, creating a regular stream of maturing investments when cash flow allows. This provides opportunities to maintain higher underlying yields where possible, balanced against the need to cover cash flow needs but still allowing flexibility to adjust if market circumstances alter.

At the same time, borrowing rates have also therefore remained high. The short to medium part of the curve is forecast to remain elevated over the course of 2025; the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a surplus of government debt issuance that investors will only agree to digest if interest rates paid provide sufficient reward for that scenario.

The long-term forecast (beyond 10 years) for the Bank Rate is 3.5%. As all PWLB certainty rates are currently significantly above this level, there is little value in considering long-term borrowing in this present economic climate, other than to spread the maturity profile. Better value can generally be obtained at the shorter end of the curve, with short-dated fixed local authority to local authority monies whilst the market waits for inflation, and therefore gilt yields, to drop back during 2024.

As there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

## 4: Borrowing strategy

The overarching objectives for the borrowing strategy are as follows:

- To manage the council's debt maturity profile, such that sufficient cash is available to meet service activity outlined in the council's Capital Strategy.
- To maintain a view on current and possible future interest rate movements, and to plan borrowing accordingly.
- To monitor and review the balance between fixed and variable rate loans against the background of interest rates and the prudential indicators.
- To reduce reliance on one source of funding and review all alternative options available, including forward loan agreements.
- To engage with a UK Municipal Bonds Agency (MBA) bond issuance programme, should this advance
- To provide value for money and savings where possible to meet budgetary pressures.

The council is currently maintaining an internally borrowed cash position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt. Instead, cash supporting the council's reserves, balances, and positive cash flow has been used as an alternative, temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels, albeit only once prevailing inflation concerns are addressed by tighter near-term monetary policy; an elevated Bank Rate is expected to remain throughout 2025, even if some rate cuts arise. In addition, counterparty risk is still a factor that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2025-26 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances.

- If a significant risk of a sharp fall in borrowing rates materialises (e.g., due to a marked increase of risks around relapse into recession or of risks of deflation), then long-term borrowings will be postponed.

- If a significant risk of a much sharper rise in long and short-term rates materialises than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

The council's strategy to tackle the current high cost of interest rates is to borrow on a shorter-term basis until inflationary pressures reduce and interest rates start to fall back towards the long-term average rate. The council has in recent years taken the opportunity to extend the maturity profile of its debt whilst rates were historically low, helping to facilitate this short-term strategy. In the longer-term, the council will continue to assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs whilst also looking to balance out the debt portfolio.

Any decisions will be reported to Full Council at the next available opportunity as part of the regular Treasury Management update reports.

## Capital Prudential & Treasury Indicators

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the "CIPFA Prudential Code") when setting and reviewing their prudential indicators.

A full set of prudential indicators and borrowing limits are shown in Appendix 3.

## Policy on borrowing in advance of need

The council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance of need will be within the forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds. Borrowing in advance will be considered within the following constraints:

Year	Max. Borrowing in advance
2025-26	100%
2026-27	50%
2027-28	25%

Borrowing in advance will be limited to no more than the expected increase in borrowing need (CFR) over the period of the approved Medium Term Capital Programme; a maximum of 3 years in advance.

The risks associated with any borrowing in advance activity will be subject to prior appraisal. Any advance borrowing undertaken will be reported in the Treasury Management update reports.

## **Debt rescheduling**

Rescheduling of current borrowing may be considered whilst premature redemption rates remain elevated, but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings.
- Helping to fulfil the treasury strategy.
- Enhancing the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Any rescheduling activity undertaken will be reported to Full Council, in the next Treasury Management update report following its action.

## **New financial institutions as a source of borrowing**

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to obtaining funding from other sources for the following reasons:

- Local authorities, primarily shorter dated maturities of up to around 3 years. These are generally expected to be lower rates than the Certainty Rate, albeit at times during the last 18 months they have been less competitive.
- Financial institutions, primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry”, or to achieve refinancing certainty over the next few years.
- UK Municipal Bonds Agency
- UK National Wealth Fund, in relation to eligible capital schemes where interest rates are preferable to PWLB

Approved sources of long and short-term external borrowing are as follows:

Lenders	Maximum Amount
Local Authorities	No maximum
PWLB	
UK Municipal Bonds Agency	
UK National Wealth Fund	
Finance Leases	£75m per individual / group in total
Market (LOBOs)	£10m per individual / group in total
Overdraft	
Market (temporary)	£50m per individual / group in total
Market (long-term)	
Banks	£400m per individual / group in total
Pension Funds	
Other third-party arrangements	

The council's treasury advisor keeps the council informed as to the relative merits of each of these alternative funding sources.



## 5: Minimum Revenue Provision (MRP)

Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the council has financed capital expenditure by borrowing, it is required to repay an element of the accumulated general fund capital spend each year (the CFR) through a revenue charge (the MRP). The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision, the council cannot exclude any amount of CFR from its calculation, unless by an exception set out in statute.

The council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with the period over which the capital expenditure provides benefits. MHCLG's MRP Guidance 2024 provides four ready-made options for calculating MRP. the council can use a mix of these options if it considers it appropriate to do so. Alternatively, the guidance does not rule out or otherwise preclude the use of an alternative method should it be deemed more appropriate. Any method used is subject to the conditions in paragraphs 61 to 65 of the guidance as far as these are relevant.

To ensure transparency and accountability, as a minimum, the MRP Policy Statement should set out the following:

- The council's policy to provide MRP, the major assumptions applied, and the methodologies used.
- Any changes to the policy or methodologies from the prior year with an explanation of the rationale and financial impact.
- How the council has considered the requirements set out in statute and the guidance to ensure it is meeting its duty to make prudent provision.
- A description of any departures from the guidance and an explanation of why the approach adopted results in a more prudent charge.
- Details as to how capital receipts will be used to reduce indebtedness and the impact on the MRP charge.
- An explanation of where MRP is not being made with respect to any amount of CFR and the statutory basis for this.
- The detail of any planned voluntary overpayment of MRP (Voluntary Revenue Provision - VRP).

Full Council is required to approve an MRP Policy Statement in advance of each financial year. The MRP Policy is located in Appendix 4.

The council, in conjunction with its treasury advisor, considers the MRP policy to be prudent.

## 6: Investment strategy

Government Guidance on Local Government Investments in England requires that an Annual Investment Strategy (AIS) be set. The Guidance permits the Treasury Management Strategy Statement (TMSS) and the AIS to be combined into one document.

The council's general policy objective is to invest its surplus funds prudently. As such the council's investment priorities in priority order are:

- the security of the invested capital
- the liquidity of the invested capital
- the yield received from the investment.

The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and within the council's risk appetite. In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs, but to also consider laddering investments for periods of up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated.

### **Policy on existing commercial investments**

Whilst the revised Prudential Code is clear that the council must not undertake commercial investment primarily for financial return, authorities with existing commercial investments (including property) are not required to sell these investments. the council can, however, carry out prudent active management and rebalancing of its portfolio.

Authorities that have commercial investments and an expected need to borrow, however, are required to review options for exiting financial investments for commercial purposes and summarise this review in their annual treasury management or investment strategies.

This review will evaluate whether expected borrowing needs should be met, in part, by repaying investments, based on a financial appraisal that takes account of financial implications and risk reduction benefits.

The council's Annual Investment Strategy (AIS) is shown in Appendix 5.

## 7: Risk Analysis and Forecast Sensitivity

### Risk Management

The council regards the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Treasury and investment management risks are identified in the council's approved Treasury Management Practices and Investment Management Practices. The main risks to the treasury activities are:

- Credit and counterparty risk (security of investments)
- Liquidity risk (adequacy of cash resources)
- Interest rate risk (fluctuations in interest rate levels)
- Exchange rate risk (fluctuations in exchange rates)
- Refinancing risks (impact of debt maturing in future years)
- Legal and regulatory risk (non-compliance with statutory and regulatory requirements)
- Fraud, error and corruption, and contingency management (in normal and business continuity situations)
- Market risk (fluctuations in the value of principal sums)

The TMP and IMP Schedules set out the ways in which the council seeks to mitigate these risks. Examples are the segregation of duties (to counter fraud, error, and corruption), and the use of creditworthiness criteria and counterparty limits (to minimise credit and counterparty risk). Council officers, in conjunction with treasury advisers, will monitor these risks closely.

### Sensitivity of the Forecast

The sensitivity of the forecast is linked primarily to movements in interest rates and in cash balances, both of which can be volatile. Interest rates in particular are subject to global external influences over which the council has no control.

Both interest rates and cash balances will be monitored closely throughout the year and potential impacts on the council's debt financing budget will be assessed. Action will be taken as appropriate, within the limits of the TMP and IMP Schedules and the treasury strategy, and in line with the council's risk appetite, to keep negative variations to a minimum. Any significant variations will be reported to Strategy, Resources & Performance (SR&P) Committee as part of the council's regular budget monitoring arrangements.

## 8: Reporting arrangements

### Capital Strategy

The CIPFA revised 2021 Prudential and Treasury Management Codes require all local authorities to prepare an annual Capital Strategy report which provides the following:

- 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 is managed.
- the implications for future financial sustainability.

The aim of the Capital Strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

The council's Capital Strategy is reported separately from the Treasury Management Strategy within the Business Plan and reports on non-treasury investments. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy on commercial investments usually driven by expenditure on an asset.

### Treasury Management Reporting

The council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals:

- a) Prudential and treasury indicators and treasury strategy (this document) -**  
The first, and most important report is forward looking and covers:
  - capital plans (including prudential indicators)
  - a Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time)
  - the Treasury Management Strategy (how the investments and borrowings are to be organised), including treasury indicators
  - an Annual Investment Strategy (the parameters on how investments are to be managed)
- b) A mid-year treasury management report –** This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
- c) An annual treasury report –** This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

The above reports are required to be adequately scrutinised before being recommended to Full Council. This role is undertaken by the Section 151 Officer and SR&P Committee.

In addition to the three major reports detailed above, quarterly reporting is also required. However, these additional reports for June and December do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by SR&P Committee through the budget monitoring reporting process, which includes a report on the prudential and treasury indicators.

## 9: Treasury Management Budget

The table below provides a breakdown of the treasury management budget at January 2025. Key assumptions behind the 2025-26 budget estimates are:

- Average rates achievable over the period on short-term investments will be 3.1%.
- New and replacement borrowing to fund the capital programme will be financed by a mixture of short to medium-term borrowing, at rates equating to between 2.5% and 4.7% over the medium-term.
- The MRP charge is in line with the council's MRP policy.
- VRP of £3.5m is assumed to not be reclaimed during this period

	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m	2029-30 Estimate £m
Interest payable	29.7	31.4	32.6	31.1	28.5	26.6
Interest payable recharges	-11.9	-13.4	-12.8	-13.6	-10.7	-9.9
MRP	24.3	24.4	27.2	30.5	27.7	26.7
Interest receivable	-9.1	-10.6	-9.0	-7.5	-4.9	-3.8
Interest receivable recharges	8.0	9.8	6.3	5.3	3.2	2.0
Debt Management Expenses	0.2	0.2	0.1	0.1	0.1	0.1
Technical adjustments	0.1	0.1	0.1	0.1	0.1	0.1
<b>Total</b>	<b>41.3</b>	<b>41.9</b>	<b>44.5</b>	<b>46.1</b>	<b>43.9</b>	<b>41.8</b>

## **10: Policy on the use of external service providers / consultant**

The council's external treasury advisor is MUFG Pension & Market Services, MUFG Corporate Markets (previously known as Link Group, Link Treasury Services Limited until 20 January 2025). A one-year contract was implemented during 2024-25 and a further procurement exercise to re-let the contract will be completed during 2025-26.

The council recognises that responsibility for treasury management decisions always remains with the organisation and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely based on, information provided by the council's treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. the council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

## **11: Future developments**

Local Authorities are having to consider innovative strategies towards improving service provision to their communities. This approach to innovation also applies to councils' treasury management activities. The Government is introducing new statutory powers and policy change which will have an impact on treasury management approaches in the future. Examples of such changes are:

### **a) Loans to Third Parties**

The council may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This will usually be to support local economic development and may be funded by external borrowing.

A framework within which the council may consider advancing loans to third party, not for profit, organisations is documented in the capital strategy and overseen by the corporate finance team.

The most significant organisation that the council has issued a third-party loan to is This Land Limited, the council's wholly owned housing development company. Loans have been issued to This Land at commercial rates to facilitate development of land for residential housing in Cambridgeshire and the vicinity.

## **b) UK Municipal Bonds Agency (MBA)**

The council remains committed to participating in a multi-authority pooled bond, facilitated by the MBA, as complementary to PWLB borrowing. The purpose of the MBA is to issue bonds in the capital markets at lower rates than the PWLB.

To date the MBA has issued a small number of single council bonds and a pooled bond issue is awaited.

The council the council

## **12: Training**

The Treasury Management Code requires the Section 151 Officer to ensure that members with responsibility for treasury management receive adequate training. This especially applies to members responsible for scrutiny. The Code also states that all organisations are expected to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance, and decision making.

In order to monitor and review knowledge and skills, the council is required as a minimum to:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and council members.
- Require treasury management officers and council members to undertake self-assessment against the required competencies.
- Have regular communication with officers and council members, encouraging them to highlight training needs on an ongoing basis.

In further support of the revised training requirements, CIPFA's Better Governance Forum and Treasury Management Network have produced a 'self-assessment by members responsible for the scrutiny of treasury management'.

The training needs of treasury management officers are periodically reviewed. MUFG Corporate Markets run training events regularly which are attended by the Treasury team. In addition, members of the team attend national forums and practitioner user groups.

Treasury Management training for committee members will be delivered as required to facilitate informed decision making and challenge processes. The most recent training undertaken was a session delivered by Link Group in January 2024, aimed at all Councillors. Further training will be arranged for summer 2025, following local elections.

A formal record of the training received by officers central to the Treasury function will be maintained by the Finance team. Similarly, a formal record of the treasury management / capital finance training received by members will also be maintained by Democratic & Member Services.

## **13: List of appendices**

- Appendix 1: Treasury Management Scheme of Delegation and Role of Section 151 Officer
- Appendix 2: Treasury Management Policy Statement
- Appendix 3: Prudential and Treasury Indicators
- Appendix 4: Minimum Revenue Provision (MRP) Policy Statement
- Appendix 5: Annual Investment Strategy



# **Appendix 1: Treasury Management Scheme of Delegation and role of the Section 151 Officer**

## **The Scheme of Delegation**

Full Council:

- Approval of annual strategy, including the adopted clauses and treasury management policy statement
- Approval of the mid-year update and annual Treasury Management report.
- Approval of the Treasury Management budget.
- Approval of the division of responsibilities.

Strategy, Resources & Performance Committee:

- Scrutiny of the Treasury Management quarterly prudential indicator reports.
- Scrutiny of the Treasury Management mid-year and annual reports
- Management of the council's non-financial Investment Strategy, included within the Capital Strategy
- Approving the selection of external service providers and agreeing terms of appointment.

## **The treasury management role of the Section 151 Officer**

The council's Executive Director of Finance and Resources is the officer designated for the purposes of Section 151 of the Local Government Act 1972 as the Responsible Officer for treasury management at the council.

The council's Financial Regulations delegates responsibility for the execution and administration of treasury management decisions to the Section 151 Officer, who will act in accordance with the council's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

The Section 151 Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments.

Prior to entering into any capital financing, lending, or investment transaction, it is the responsibility of the responsible officer to be satisfied, by reference to the council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation, or the council's Financial Regulations.

The Section 151 Officer may delegate his power to borrow and invest to members of his staff.

The Section 151 Officer is responsible for:

- Recommending clauses, treasury management policy and practices for approval; reviewing these regularly, and monitoring compliance.
- Submitting regular treasury management reports to SR&P Committee and Full Council.
- Submitting capital financing revenue budgets and budget variations in line with the council's budgetary policies.
- Receiving and reviewing treasury management information reports.
- Reviewing the performance of the treasury management function and promoting value for money.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit and liaising with external audit.
- Recommending the appointment of external service providers (e.g., treasury management advisors) in line with the approval limits set out in the council's procurement rules.
- Preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments, and treasury management, with a long-term timeframe.
- Ensuring that the Capital Strategy is prudent, sustainable, affordable, and prudent in the long-term, and provides value for money.
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the council.
- Ensuring that the council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- Ensuring the proportionality of all investments so that the council does not undertake a level of investing which exposes the council to an excessive level of risk compared to its financial resources.
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans, and financial guarantees.
- Ensuring that members are adequately informed and understand the risk exposures taken on by the council.
- Ensuring that the council has adequate expertise, either in house or externally provided, to carry out the above.
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed.

## Appendix 2: Treasury Management Policy Statement

We define treasury management activities as:

*“The management of the local authority’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

We regard the successful identification, monitoring, and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.

We acknowledge that effective treasury management will provide support towards the achievement of the council’s business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

# Appendix 3: Prudential and Treasury Indicators

## 1: The capital prudential indicators

The council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans are prudent, affordable, and sustainable. Where actuals are used for a comparator, these are taken from the council's unaudited draft accounts for 2023-24, as the audit is currently ongoing.

### Capital expenditure

The first prudential indicator shows a summary of the council's capital expenditure plans; both those agreed previously, and those forming part of this budget cycle. Capital expenditure excludes spend on Private Finance Initiatives (PFI) and leasing arrangements that already include borrowing instruments, which are shown on the balance sheet.

The table below summarises the capital expenditure plans which give rise to a net financing need (borrowing). Detailed capital expenditure plans are set out in the Capital Strategy (section 5 of the Business Plan).

	2023-24 Actual £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m	2029-30 Estimate
Total Capital Expenditure	176.9	153.4	160.8	179.5	86.9	57.9	30.5
Capital Financing	-122.2	-107.0	-94.8	-95.5	-62.4	-41.5	-22.6
<b>Net Capital Financing Need</b>	<b>54.7</b>	<b>46.4</b>	<b>66.0</b>	<b>84.0</b>	<b>24.5</b>	<b>16.3</b>	<b>7.9</b>
MRP and other financing adjustments	-22.2	-24.5	-31.1	-54.3	-65.1	-76.8	-26.7
<b>Capital Financing Requirement</b>	<b>32.5</b>	<b>21.9</b>	<b>34.9</b>	<b>29.7</b>	<b>-40.6</b>	<b>-60.5</b>	<b>-18.9</b>

### The council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the council's Capital Financing Requirement (CFR). The CFR is the total historical outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is therefore a measure of the council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR. This table excludes spend on Private Finance Initiatives (PFI) and leasing arrangements that already include borrowing instruments.

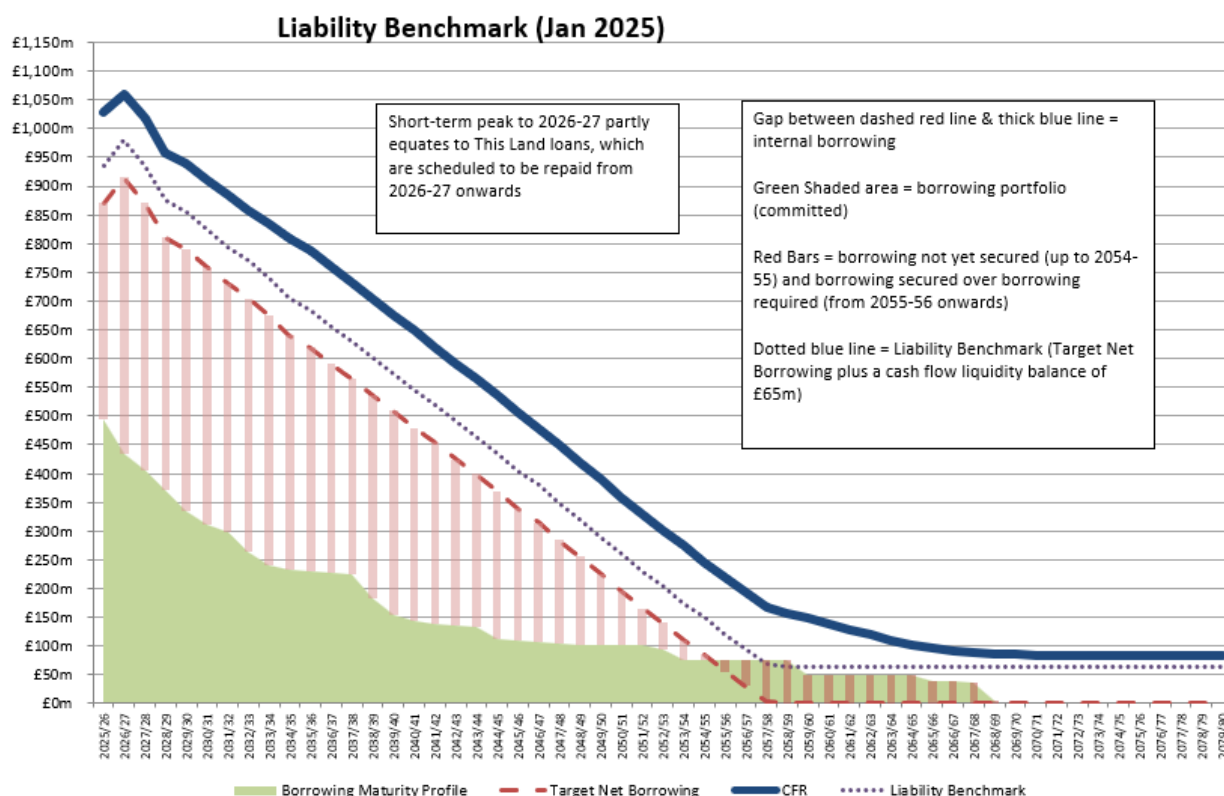
	2023-24 Actual £m	2024-25 Estimate £m	2025-26 Estimate £m	2026-27 Estimate £m	2027-28 Estimate £m	2028-29 Estimate £m	2029-30 Estimate £m
<b>Capital Financing Requirement (CFR)</b>							
Total CFR	972.8	994.7	1,029.6	1,059.3	1,018.7	958.2	939.4
Movement in CFR	32.5	21.9	34.9	29.7	-40.6	-60.5	-18.9
<b>Movement in CFR represented by:</b>							
Unsupported capital expenditure in capital programme	54.6	46.4	66.0	84.0	24.5	16.3	7.9
Less: MRP and other financing movements	-22.2	-24.5	-31.1	-54.3	-65.1	-76.8	-26.7
Movement in CFR	32.5	21.9	34.9	29.7	-40.6	-60.5	-18.9

### Liability benchmark

The third prudential indicator is the liability benchmark (LB). the council is required to estimate and measure the LB for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB:

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, which is why the target net borrowing figure tails off.
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 gap between the bottom, dashed line and the top, thick line relates to internal borrowing. The gap between the bottom, dashed line and the middle, dotted line is equal to the £65m short-term liquidity allowance that the council maintains in order to support peaks and troughs in daily cash balances.

Up to 2054-55, the target net borrowing (the bottom, dashed line) is higher than the level of actual loans (the shaded area). The shaded bars therefore indicate a future borrowing requirement over that period. However, from 2055-56 onwards, loans are higher than the target net borrowing, with the shaded bars indicating that the council is in an overborrowed position, resulting in excess cash requiring investment. However, the LB calculations do not allow the council to include an estimate of future capital expenditure – in reality, based on historic levels of annual capital expenditure, the CFR is likely to increase significantly in future years compared to the projections included here. This is therefore very likely to create an under borrowed position from 2055-56, rather than the over borrowed position shown here.

## The authorised limit for external borrowing

A key prudential indicator, this represents a control on the maximum level of borrowing and the legal limit beyond which external borrowing is prohibited. This limit is set, and can only be amended, by Full Council. It reflects the level of external borrowing which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long-term liabilities (e.g., PFI schemes, finance leases) though these types of schemes include a borrowing facility and so the council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cash flow movements.

This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local authorities' plans, or those of a specific authority, although this power has not yet been exercised.

	2024-25 Approved £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-29 Limit £m	2029-30 Limit £m
Borrowing	1,160	1,160	1,189	1,149	1,091	1,072
Other Long-Term Liabilities	120	145	136	127	124	120
<b>Total Authorised Limit</b>	<b>1,280</b>	<b>1,305</b>	<b>1,325</b>	<b>1,275</b>	<b>1,215</b>	<b>1,192</b>

### The operational boundary

This is the operational limit, set deliberately lower than the authorised limit, beyond which external debt is not normally expected to exceed. The limit represents the total CFR (assumed fully funded by borrowing) - including any other long-term liabilities (e.g., PFI schemes, finance leases), though these types of schemes include a borrowing facility and so the council is not required to separately borrow for them - plus a margin to accommodate any unplanned adverse cash flow movements. This limit acts as an early warning indicator, should borrowing be approaching the authorised limit. This limit may be breached on occasion under normal circumstances, but sustained or regular breaches should trigger a review of borrowing levels.

	2023-24 Actual £m	2024-25 Approved £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-29 Limit £m	2029-30 Limit £m
Borrowing	973	1,130	1,130	1,159	1,119	1,061	1,042
Other Long-Term Liabilities	102	110	135	126	117	114	110
<b>Total Operational Boundary</b>	<b>1,075</b>	<b>1,240</b>	<b>1,265</b>	<b>1,285</b>	<b>1,235</b>	<b>1,175</b>	<b>1,152</b>

## 2: Treasury Management limits on activity

There are four debt and investment-related treasury activity limits. The purpose of these is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs or improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments.
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.

- Maturity structure of borrowing. These gross limits are set to reduce the council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.
- Total principal funds invested for periods longer than 365 days.

## Interest Rate Exposure

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. 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:

$$\frac{\text{Variable rate borrowing}^{**} - \text{fixed rate investments}}{\text{Total borrowing} - \text{total investments}}$$

*\*\*defined as less than 1 year remaining to maturity, or in the case of LOBO borrowing, the next call date falling within 12 months.*

Limits on Interest Rate Exposure	2023-24 Actual	2024-25 Estimate	2025-26 Upper	2026-27 Upper	2027-28 Upper	2028-29 Upper	2029-30 Upper
Limits on fixed interest rates based on net debt	79%	73%	150%	150%	150%	150%	150%
Limits on variable interest rates based on net debt	21%	27%	65%	65%	65%	65%	65%

## Maturity Structure of Borrowing

The maturity structure of borrowing indicator represents the borrowing falling due in each period, expressed as a percentage of total borrowing. These gross limits are set to manage the council's exposure to large, fixed-rate sums falling due for refinancing or repayment. The limits are broad to provide flexibility to the council in its treasury management activities, but it is generally the council's strategy to move gradually in any changes to maturity structure of our debt.

Maturity Structure of Borrowing				
	Lower	Upper	2023-24 Actual	31-12-2024 Actual
Under 12 months	0%	50%	26%	33%
12 months to 2 years	0%	50%	10%	10%
2 years to 5 years	0%	50%	14%	11%
5 years to 10 years	0%	50%	13%	12%
10 years and above	0%	80%	36%	34%



### Total principal funds invested for periods longer than 365 days

These limits are set with regard to the council's liquidity requirements, and to reduce the risk of need for early liquidation of an investment and are based on the medium / long-term availability of resources after each year-end.

Maximum principal sums invested for periods longer than 365 days							
	2023-24 Actual £m	2024-25 Estimate £m	2025-26 Limit £m	2026-27 Limit £m	2027-28 Limit £m	2028-29 Limit £m	2029-30 Limit £m
Limit	32	33	50	50	50	50	50

### 3: Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework are indicators required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the council's overall finances.

#### Actual and estimates of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs) against the net revenue stream. The estimates of financing costs include current commitments and the proposals within this budget report.

This is calculated as the estimated net financing costs for the year divided by the amounts to be met from government grants and local taxpayers.

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Financing costs to net revenue stream	7.2%	7.6%	9.8%	10.2%	9.7%	8.6%	8.0%

#### Actual and estimates of net income from commercial and service investments to net revenue stream

The intention of this indicator is to show the net financial impact on the council of its non-treasury investment income. Net income from commercial and service investments includes interest and investment income (other than from investments held for treasury management purposes), together with net income from other assets held primarily for financial return, such as commercial property.

This is calculated as the proportion of net income from commercial and service investments compared to the net revenue stream. Only costs directly attributable to the investments should be netted off; the costs of borrowing (interest and MRP) may not be deducted for the purposes of this indicator, because they are not directly attributable to managing the investments and will continue regardless of the existence or performance of the investments.

	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Net income from commercial and service investments to net service expenditure	4.8%	4.0%	4.6%	3.9%	3.5%	3.2%	2.8%

# **Appendix 4: Minimum Revenue Provision (MRP) Policy Statement**

## **Policy statement**

The council is required to repay an element of the accumulated general fund capital spend each year (Capital Financing Requirement - CFR) through a revenue charge (Minimum Revenue Provision - MRP), although it is also allowed to undertake additional voluntary payments (Voluntary Revenue Payments - VRP) if required.

The Ministry for Housing and Local Government (MHCLG) have issued regulations that require Full Council to approve an MRP Policy Statement in advance of each year. Four options are provided to councils in the guidance with the underlying principle that a prudent provision is made. A formal review of this Policy is to be undertaken every five years with the next review now overdue from January 2021. Due to capacity issues, plus the imminent expectation of changes to MHCLG's guidance, this review has been delayed but is currently ongoing, in conjunction with the council's treasury advisor.

## **Historic debt liability accumulated up to 31 March 2010**

Up until 2014-15, the proportion of provision that related to historic debt liability accumulated up to 31 March 2010 was calculated using Option 1 of the MHCLG Guidance (the 'Regulatory Method'). This method is based upon 4% of the CFR adjusted for 'Adjustment A' (the difference between the old credit ceiling system and the introduction of the Capital Financing Requirement). A reducing balance calculation means that debt liability is never entirely repaid, and the amount of debt equal to 'Adjustment A' (for this council £2.133m) is not provided for at all. In January and February 2016, General Purposes Committee (GPC) considered a number of potential alternative methodologies. These covered both annuity and straight-line options, calculated over an average life of up to 50 years.

After considering the range of options available, a change in policy was introduced from 2015-16. The method chosen to replace the "Regulatory Method" for historic debt liability accumulated up to 31 March 2010 and that remained outstanding at 31 March 2015 was an annuity calculation, but one directly linked to the remaining life of the assets the debt liability had funded (held on the council's balance sheet). This directly relates the cost of financing those assets with their expected useful life, thereby aligning costs with benefits and is allowable under the MHCLG Guidance. This approach will continue to be applied.

## **Debt liability accumulated from 1 April 2010**

Prudent provision for any subsequent borrowing from 1 April 2010 onwards will be calculated using Option 3 of the MHCLG Guidance (the asset life method) on a straight-line basis, in line with estimates for the expected useful life of the asset financed by debt. Estimated life periods will be determined under delegated powers.

In view of the variety of types of capital expenditure incurred by the council, which is not in all cases capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. MRP will be charged from the financial year after the asset becomes operational in accordance with Regulation 27(3).

The determination as to which schemes shall be deemed to be financed from available capital resources and those which will remain as an outstanding debt liability to be financed by borrowing or other means will be assessed under delegated powers.

## **Leases and Private Finance Initiatives (PFI)**

In line with guidance, an amount will be included in the annual MRP charge equal to the element of the annual charge that goes to write down the balance sheet liability (the principal element) for any leases and PFI arrangements recognised by the council.

In the year of adoption of IFRS16 (2024-25), the council will apply this to include the retrospective element of the liability write-down for leases recognised on the balance sheet for the first time at transition (e.g. previous operating leases).

## **Capital Loans**

If a commercial capital loan is issued, the council will make MRP charges using the asset life method. A commercial loan is defined in regulation 27(5) as a loan from the council to another entity for a purpose which, if the council were to undertake itself, would be primarily for financial return; or, where the loan is itself capital expenditure undertaken primarily for financial return. Where loan repayments are received in year, then those capital receipts may be used to reduce the MRP charge in that year. This flexibility will not apply in years where no capital receipt is received, or where future capital receipts are anticipated.

If a non-commercial capital loan is issued, no MRP will be charged initially on the debt liability, as the loans are anticipated to be repaid in full in later years. Instead of an MRP charge, the capital receipts arising from the principal loan repayments will be used to reduce the CFR once received. This approach will be reviewed on a loan-by-loan basis annually to ensure this remains a prudent approach, otherwise a MRP charge may be introduced.

If the council subsequently recognises, in accordance with proper practices(c), any expected or actual credit loss with respect to any loan that has not previously had MRP charged, MRP to the value of the Expected Credit Loss will be charged in full. However, the charge will be reduced by the value of any previous amounts provided to write down the CFR on that loan.

## **Share / Equity Capital**

The council may invest in share and equity investments, either directly or through collective pooled funds. These investments will usually be treated as capital expenditure and in such cases, where these investments are funded by unsupported borrowing, MRP charges will be provided over 20 years, in accordance with Regulation 25(1)(d) Acquisition of share capital.

## **Capitalisation Direction**

The council will apply the asset life method for any expenditure capitalised under a capitalisation direction.

## **Investment Properties**

The council will apply the asset life method for any expenditure incurred on purchase of investment properties.

## **MRP Overpayments**

Under the MRP guidance, any charges made in excess of the statutory MRP can be made and are known as voluntary revenue provision (VRP). VRP can be reclaimed in later years if deemed necessary or prudent.

Cumulative VRP overpayments made to date are £3.528m. the council does not intend to make any further VRP during 2025-26.

# Appendix 5: Annual Investment Strategy

## 1: Investment policy

The Ministry of Housing, Communities and Local Government (MHCLG) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. Most of this strategy deals solely with financial investments managed by the treasury management team. Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy (section 5 of the Business Plan).

The council’s investment policy has regard to the following:

- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”)
- CIPFA Treasury Management Guidance Notes 2021

The council’s investment policies are underpinned by a strategy of prudent investment of funds held on behalf of the local community. The objectives of the investment policy are firstly the security of funds (protecting the capital sum from loss) and then liquidity (keeping money readily available for expenditure when needed). Once approved levels of security and liquidity are met, the council will seek to maximise yield from its investments, consistent with application of the agreed parameters and with regard to the council’s risk appetite. These principles are carried out by strict adherence to the risk management and control strategies set out in the TMP Schedules and the Treasury Management Strategy.

Responsibility for risk management and control lies within the council and cannot be delegated to an outside organisation.

Investment instruments identified for use in the financial year are listed in section 6 and 7 of this strategy, under the ‘Specified’ and ‘Non-Specified’ Investment categories.

### **Council’s in-house funds**

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Investments will be made with reference to core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods, however, the current shape of the yield curve suggests that the risks are relatively balanced between Bank rate staying higher for longer, or it being cut more quickly if the economy stagnates.

Accordingly, while most cash balances are required in order to manage the peaks and troughs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed. In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider “laddering” investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

For cash flow generated balances, the council will seek to utilise its business banking reserve instant access account and notice accounts, money market funds and short-dated deposits in order to benefit from the compounding of interest.

## Investment returns expectations

The suggested budgeted earnings rates estimated by the council for investments placed for periods up to about three months’ duration in each financial year are as follows:

Average earnings in each year	
2024-25	4.4%
2025-26	4.2%
2026-27	3.8%
2027-28	3.0%
2028-29	2.5%
Long term later years	2.0%

This reflects MUFG Corporate Markets’ suggested earnings rates for returns on investments, based on a forecast for the Bank rate to fall to a low of 3.5%. However, as there are so many variables at this time, caution must be exercised in respect of all interest rate forecasts.

## 2: Creditworthiness policy

The council’s counterparty and credit risk management policies and its approved instruments for investments are set out below. These, taken together, form the fundamental parameters of the council’s financial Investment Strategy.

The council defines high credit quality in terms of investment counterparties as those organisations that:

- Meet the requirements of the creditworthiness service provided by the council’s external treasury advisors.
- Are UK banking or other financial institutions.
- Are UK national or local government bodies.
- Are Countries with a sovereign rating of -AA or above.
- Are Triple-A-rated Money Market funds.

The creditworthiness service provided by the council’s external treasury advisor applies a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s, and Standard & Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies.
- Credit Default Swaps (CDS – a traded insurance policy market against default risk) spreads that may give early warning of changes in credit ratings.
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system that is then combined with an overlay of CDS spreads to determine the suggested duration for investment. The council will apply these proposed duration limits to its investments unless otherwise approved by the Section 151 Officer. This creditworthiness service uses a wider array of information than just primary ratings. Furthermore, by using a weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Investments in a multi-class credit fund are diversified across investment grade and high-yielding credit per the council's treasury management objectives and risk appetite. The council monitors the more 'liquid' non-specified investments through professional advice, including from an independent investment advisor, from time to time. These arrangements are overseen by SR&P Committee.

All credit ratings will be monitored regularly. The council receives credit rating information including changes, rating watches and rating outlooks from MUFG Corporate Markets; if ratings change, counterparties are checked promptly. On occasion a rate can be downgraded after an investment has been made; however, the criteria used are such that a minor downgrading should not affect the full receipt of the council's principal and interest.

- If a downgrade results in the counterparty or investment scheme no longer meeting the council's minimum criteria, its further use as a new investment will be withdrawn immediately. However, if funds are invested for a specific period, the council will have to wait until the maturity date for the principal and interest.
- In addition to the use of credit ratings, the council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis, provided exclusively by MUFG Corporate Markets. Extreme market movements may result in the downgrade of an institution or removal from the council's lending list.

Sole reliance will not be placed on the use of this external creditworthiness service. In addition, the council will also use market data and information, financial press, and information on any external support for banks to help its decision-making process.

The council recognises that responsibility for treasury management decisions always remains with the organisation, and as such the Section 151 officer shall have the discretion during the year, in consultation with the Chair and Vice-Chair of Strategy, Resources and Performance Committee to lift or increase the restrictions on the counterparty list and or to adjust the associated lending limits (for loans to other public bodies in the course of prudent treasury management) on values and



durations should it become necessary, to enable the effective management of risk in relation to its investments. This delegation does not apply to amending the ‘minimum high credit criteria’ on the counterparty list. If this discretion is utilised, it shall be reported to Full Council at the next available opportunity as part of the regular Treasury Management update reports.

### 3: Sovereign Limits

Significant levels of downgrades to short and long-term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to outlooks. Nevertheless, when setting minimum sovereign debt ratings, the council will not set a minimum rating for the UK.

The council has determined that it will only use approved counterparties from overseas countries with a sovereign credit rating from the three main ratings agencies that is equal to or above AA-.

The list of countries that qualify using these credit criteria as at November 2024 is shown below. This list will be amended by officers should ratings change in accordance with this policy.

AAA	AA+	AA	AA-
Australia	Canada	Abu Dhabi (UAE)	Belgium
Denmark	Finland	Qatar	France
Germany	USA		UK
Netherlands			
Norway			
Singapore			
Sweden			
Switzerland			

### 4: Banking services

The council’s main banking provider since October 2020 is NatWest. the council also has a number of bank accounts with Barclays for treasury management purposes and deputyship clients.

The council may continue to use its own bankers for transactional purposes if the credit rating of the institution falls below the above minimum criteria, however, balances will be minimised in both monetary size and time invested.

### 5: Review of existing commercial investments

The council reviews its existing commercial portfolio, including both financial and non-financial assets. The annual review of financial assets is reported in the Treasury Management Annual report, published around June each year. Based on that appraisal, taking into account the options available for exiting such investments, and the financial implications and risk reduction benefits of doing so, the council is

not currently planning on exiting any existing commercial investment. However, this position will be kept closely under review throughout the year, and any change in position will be reported to SR&P Committee.

## 6: Specified investments

The council assesses that an investment is a specified investment if all of the following criteria apply:

- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable only in sterling.
- The investment is not a long-term investment (i.e., up to 1 year).
- The making of the investment is not defined as capital expenditure by virtue of regulation 25(1)(d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 [SI 3146 as amended].
- The investment is made with a body or in an investment scheme of high credit quality (see below) or with one of the following public-sector bodies:
  - The UK Government.
  - A local authority in England or Wales (as defined under section 23 of the 2003 Act) or a similar body in Scotland or Northern Ireland.

High credit quality is defined as a minimum credit rating as outlined in this strategy.

Specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
Debt Management Agency Deposit Facility (DMADF) - UK Government	UK sovereign rating	No maximum
UK Government Gilts / Treasury Bills	UK sovereign rating	
Certificate of Deposits & Notice Accounts	Per treasury advisor's creditworthiness service	£20m per individual / group in total
Term Deposits - Banks and Building Societies	Per treasury advisor's creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Bank Call / Instant Access Accounts	Per treasury advisor's creditworthiness service	£25m per individual / group in total
Collateralised Deposit / Covered Bonds	UK sovereign rating	
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g., National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK Govt)	AAA / UK sovereign rating	

<b>Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs):</b>		
<b>Instrument</b>	<b>Minimum 'High' Credit Criteria</b>	<b>Maximum Amount</b>
Money Market Funds (UK Government only) CNAV	AAA / UK sovereign rating	£30m per individual / group in total
Money Market Funds (LVNAV)	AAA	
CCLA (PSDF) Money Market Fund	Considered on an individual basis	
Bond Funds	Considered on an individual basis	
Gilt Funds	Considered on an individual basis	

The council may enter into forward agreements up to 3 months in advance of the investment commencing. If forward agreements are made, the forward period plus the deal period should not exceed the 1 year to be classified as a specified investment.

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

The counterparty limit with the council's corporate bank may be utilised over and above the set counterparty limit on an overnight basis if cash surpluses are identified because of unexpected receipts of income after the day's dealing position is closed. This occurs when the timing for receipt of funds is uncertain, for example the sale of a property. In such instances, funds will be withdrawn to bring the councils exposure back in line with the approved counterparty limit as soon as reasonably practicable and invested elsewhere in line with this strategy. If this happens, the Section 151 Officer will be notified.

## **7: Non-specified investments**

Non-specified investments are defined as those with less high credit quality, potentially for periods over one year, or for more complex instruments which require greater consideration and need to be passed by members and officers before authorisation.

Given the additional risk profile associated with non-specified investment, the council may consult with its external treasury advisor before undertaking such investments where appropriate.

Non-specified investment instruments approved for use are:

Instrument	Minimum 'High' Credit Criteria	Maximum Amount
Debt Management Agency Deposit Facility (DMADF) - UK Government	UK sovereign rating	No maximum
Certificate of Deposits & Notice Accounts	Per treasury advisor's creditworthiness service	£15m per individual / group in total
Term Deposits - Banks and Building Societies	Per treasury advisor's creditworthiness service	
Term Deposits - Local Authorities and Housing Associations	Considered on an individual basis	
Collateralised Deposit / Covered Bonds	UK sovereign rating	£20m per individual / group in total
Bonds issued by multilateral development banks	AAA / UK sovereign rating	
Bond issuance issued by a financial institution which is explicitly guaranteed by UK Government (e.g., National Rail)	UK sovereign rating	
Sovereign bond issues (other than the UK Govt)	AAA / UK sovereign rating	
Corporate Bond / Equity Holdings	Considered on an individual basis	£10m per individual / group in total
<b>Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs):</b>		
Property Funds	Considered on an individual basis	£20m per individual / group in total
Infrastructure Funds	Considered on an individual basis	
Diversified Income / Multi Asset Funds	Considered on an individual basis	
Money Market Funds VNAV	AAA	
Corporate Bond / Equity Funds / Share Capital / Pooled Multi Class Credit	Considered on an individual basis	
Asset Backed Securities / Green Energy Bonds	Considered on an individual basis	£10m per individual / group in total
Ultra-short dated bond Funds	Considered on an individual basis	£10m per individual / group in total
Other Fund: to include other multi asset income, other property and equity variants not mentioned above.	Considered on an individual basis	£10m - £20m Individual / group in total

Maximum counterparty limits may be temporarily exceeded by small amounts and for very short periods where interest is compounded by the counterparty to the principal

investment amount. In such instances the interest amounts will be withdrawn as soon as reasonably practicable.

## **8: Third Party Loans**

The council has the power to lend monies to third parties subject to a number of criteria:

- Any loans to, or investments in, third parties will be made under the Well Being powers of the council conferred by section 2 of the Local Government Act 2000 or permitted under any other act.
- The Well Being power can be exercised for the benefit of some or all the residents or visitors to a local authority's area. The power may also be used to benefit organisations and even an individual.

The primary aims of any investment - in order of priority - are the security of its capital, liquidity of its capital and to obtain a return on its capital commensurate with levels of security and liquidity. These aims are crucial in determining whether to proceed with a potential loan.

## **9: Investments defined as capital expenditure**

The acquisition of share capital or loan capital in any corporate body is defined as capital expenditure under Regulation 25(1) (d) of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. Such investments will have to be funded from capital or revenue resources and will be classified as 'non-specified investments'.

Investments in "money market funds" which are collective investment schemes and bonds issued by "multilateral development banks" – both defined in SI 2004 No 534 – will not be treated as capital expenditure.

A loan, grant or financial assistance provided by this council to another body will be treated as capital expenditure if the council would define the other body's use of those funds as capital had it undertaken the expenditure itself.

## **10: End of year investment report**

At the end of the financial year, the council will report on its investment activity as part of its Annual Treasury Report. This will include detail of the review undertaken by the council on its commercial investment portfolio.

## **11: External fund managers**

Up to £60m of the council's funds may be externally managed on a discretionary / pooled basis, currently by CCLA, Allianz Global Investors and ValuTrac Gravis. the council's external fund managers will comply with the Annual Investment Strategy.

The agreements between the council and the fund managers additionally stipulate guidelines on duration and other limits in order to contain and control risk.

The council fully appreciates the importance of monitoring the activity and resultant performance of its appointed external fund manager. In order to aid this assessment, the council has appointed MUFG Corporate Markets to monitor the performance of some of these funds and is provided with a suite of regular reporting. This includes:

- Measuring the external manager's performance on a periodic and ongoing basis.
- Monitoring and impact assessment (where appropriate) of investment decisions made by the manager, considering the portfolio positioning as well as general economic and specific market background.
- Comparing fund manager performance against fund guidelines, benchmark, and target return (where applicable).
- Comparing fund manager performance against the council's threshold for market risk and the degree of volatility in returns it is willing to accept in its risk-reward relationship.

In addition to formal reports, representatives of MUFG Corporate Markets meet with representatives of the fund manager semi-annually. These meetings allow for additional scrutiny of the manager's activity as well as discussions on the outlook for the fund as well as wider markets.

## **12: Investment performance / risk benchmarking**

The council uses an investment benchmark to assess the investment performance of its investment portfolio (excluding Collective Investment Funds); the 30-day backward looking rate on a SONIA (Sterling Overnight Index Average) basis, as this most accurately reflects the type and length of investments that the council holds. 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 backward looking because this reflects the rates at the time of decision-making, rather than forward looking rates at the time of reporting.

With respect to security, the council's maximum benchmark for the current portfolio, when compared to historic default tables, is:

- 0.004% historic risk of default when compared to the whole portfolio

With respect to liquidity, the council seeks to maintain as a minimum:

- Liquid short-term deposits with instant access - £30m

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions

change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or annual reports.

#### **14: Pension fund cash**

The council will comply with the requirements of The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009, which were implemented on 1 January 2010. the council will not pool pension fund cash with its own cash balances for investment purposes. Any investments made by the pension fund directly with the council will comply with the requirements of SI 2009 No 393.





# 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	

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
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

# 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
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

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
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	

# 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	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		

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	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					

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	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					

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 £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

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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

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	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

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	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

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	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

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	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

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 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

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 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

# 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	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

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
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

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
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

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
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.

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	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

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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/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

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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

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	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)

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	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	

# 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	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

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	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

# 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	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

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	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

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	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



# 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	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

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	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

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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	Committed 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

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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

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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

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 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.

# 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	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).



## Earmarked Reserves

Fund Description	Balance at 31 October 2024 £000s	2024-25 closing balance	2025-26 closing balance	2026-27 closing balance	2027-28 closing balance	2028-29 closing balance	2029-30 closing balance
<b>General Reserve</b>	<b>30,314</b>	<b>23,472</b>	<b>26,700</b>	<b>30,600</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
<b>General Reserves subtotal</b>	<b>30,314</b>	<b>23,472</b>	<b>26,700</b>	<b>30,600</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>
<b>Strategic Framework Priorities Reserves</b>							
Improvement programme reserves							
<i>Just Transition Fund</i>	9,112	6,741	1,770	114	-0	-0	-0
<i>Change &amp; Digital Reserve</i>	3,441	2,459	2,815	1,239	0	0	0
<i>Ukraine grant reserve</i>	4,912	4,412	868	-0	-0	-0	-0
<i>Other service change reserves</i>	812	782	704	0	0	0	0
Improvement programme subtotal	18,278	14,394	6,158	1,354	0	0	0
Investment reserves	2,534	1,996	746	507	367	246	246
Invest to save reserves	323	129	39	39	39	39	39
MTFS support	8,892	5,936	343	0	0	0	0
<b>Strategic Framework Priorities Reserves Total</b>	<b>30,027</b>	<b>22,454</b>	<b>7,286</b>	<b>1,900</b>	<b>406</b>	<b>285</b>	<b>285</b>
<b>Risk Reserves</b>							
Risk contingencies							
<i>This Land Credit Loss &amp; Equity Offset</i>	8,600	8,600	10,100	10,100	10,100	10,100	10,100
<i>This Land minimum revenue provision risk</i>	1,456	1,456	2,267	3,075	3,846	4,501	5,040
<i>Revaluation &amp; Repair (Buildings)</i>	2,940	2,940	2,940	2,940	2,940	2,940	2,940
<i>Local taxation volatility &amp; appeals account</i>	3,868	3,868	2,125	2,125	2,125	2,125	2,125
<i>High Needs Block Offset</i>	8,185	6,125	1,941	0	0	0	0
<i>Adults Risk Reserve</i>	7,011	6,611	0	0	0	0	0
<i>Children's risk reserve</i>	3,247	3,200	0	0	0	0	0
<i>Major infrastructure cost reserve</i>	25,188	23,241	20,847	20,597	19,322	19,072	19,072
Risk contingencies subtotal	60,495	56,041	40,220	38,837	38,333	38,738	39,277
Specific legal/contractual risks reserves	18,409	12,932	8,264	5,054	1,844	1,836	1,836
Funding Review Shortfall Reserve	7,415	7,415	6,206	1,504	1,469	1,469	1,469
Risk - Smoothing	3,328	3,327	3,113	1,744	0	0	0
Insurance Reserve	5,209	5,160	4,660	4,260	4,260	4,260	4,260
<b>Risk Reserves Total</b>	<b>94,856</b>	<b>84,875</b>	<b>62,463</b>	<b>51,399</b>	<b>45,906</b>	<b>46,302</b>	<b>46,841</b>
<b>Ringfenced Reserves</b>							
Ringfenced contribution	18,398	12,692	7,666	4,648	189	112	112
Ringfenced - Unusable	0	0	0	0	0	0	0
Ringfenced account	2,906	1,917	1,405	902	464	32	32
Ringfenced - Developer Fund / Commuted Sum	2,248	2,165	2,083	2,000	0	0	0
<b>Ringfenced Reserves Total</b>	<b>23,552</b>	<b>16,773</b>	<b>11,153</b>	<b>7,550</b>	<b>653</b>	<b>144</b>	<b>144</b>
<b>Sinking Fund</b>	<b>3,673</b>	<b>2,301</b>	<b>1,964</b>	<b>2,005</b>	<b>2,045</b>	<b>2,236</b>	<b>2,236</b>
Unallocated	0	0	0	0	0	0	0
Unusable	360	274	137	0	0	0	0
<b>Total Revenue Reserves</b>	<b>182,782</b>	<b>150,150</b>	<b>109,704</b>	<b>93,454</b>	<b>81,009</b>	<b>80,966</b>	<b>81,505</b>



## Town and Parish Council Feedback on the 2025-30 Business Plan and Budget

Meeting held 12 December 2024 at 6.30pm

The Executive Director of Finance and Resources introduced the County Council's proposed business plan and budget for 2025-26, highlighting the start of the consultation period and the importance of feedback from various stakeholders. He detailed the significant financial pressures faced by the council, including a need to find £34.2 million in savings and new income to balance the budget for 2025-26. The Executive Director explained the proposal for a 4.99% increase in council tax, noting that this is within the government's cap and necessary to address financial pressures. Also outlined was the council's change strategy, which includes five key programs aimed at transforming the council's operations over the next five years, focusing on digital transformation, asset management, and community-based services. Within the proposals there was also key investment areas, including £21 million for highways, £6 million for the Household Support Fund, and £20 million for the real living wage in adult social care. To balance the budget though various savings initiatives were needed, such as re-baselining forecasts for older people services, generating income from energy projects, and rationalising the office estate.

The Executive Director emphasised the importance of the consultation process, encouraging participants to provide feedback through the available online links and surveys. The Service Director: Communities, Libraries and Skills also attended the meeting and shared these links with attendees.

An attendee asked if the proposed council tax increase was supported in the 2025-30 Business Plan and Budget Engagement Survey, and the Executive Director confirmed that it was, with 52% of respondents supporting the increase. No issues were identified for Strategy, Resources and Performance Committee to consider when it meets on 28 January 2025.



**Children and Young People Committee – 14 January 2025 - Business Plan and Budget 2025-26-2029-30**

Members scrutinised the report and sought clarity on the following points:

1. Proposal A/R 4.011: Resourcing within the Multi Agency Safeguarding Hub and the reasoning for the investment. Clarity was provided that this was to make the current increased capacity arrangements permanent. Clarity was also provided on funding from partners within this approach.
2. There was a check on how officers had assessed the Home to School Transport 2025/26 Mainstream budget and special educational needs for adequacy of the budget. The Executive Director for Children, Education and Families confirmed the forecast was due to a fall in demand for mainstream transport and more work was being undertaken on opportunities for efficiencies. Forecasting used in pupil place planning contributes to this.
3. Children Centre provision – questions were asked about the ability to scale back on centres. The Executive Director for Children, Education and Families clarified that the proposals are not a scaling back but a review of structures and efficiencies within the budget.
4. Clarity was sought on what difference the SEND investment A/R.4.010 would make. The Executive Director for Children, Education and Families clarified that this would increase the statutory service capacity, the speed of reviews, and wider support. Members requested that officers review communications with parents and children as they navigate through the system. The Executive Director confirmed that concurrently there was work looking at the current ways of working including the effectiveness of communication and dealing with enquiries and complaints.
5. How was the Council proactively working with district partners and local developers to identify opportunities for new capacity around Residential Strategy investment A/R.5.002? The Executive Director for Children, Education and Families clarified that there had been no conversations with developers, but officers were working with Department for Education in this area. Clarity was also sought on how the authority was working with other partners in this area. The Executive Director for Children, Education and Families explained that officers were working with local providers and Ofsted and looking at small unit provision.
6. Clarity was sought on the Residential care provision proposal and had the authority purchased the 2 properties referred to. The Executive Director for Children, Education and Families clarified that it was a reconfiguration of assets the authority already held not a purchase. An update on two schemes was requested. The Executive Director for Children, Education and Families clarified that the schemes were still in progress but the opening was expected in late 2025/26 with cost avoidance expected in 2026/27.

Following scrutiny no amendments or changes were proposed.





**The Communities, Social Mobility and Inclusion Committee received the report on the Business Plan and Budget 2025/26 – 2029/30 at its meeting on 16 January 2025.**

The committee raised the following points around the draft proposals as part of its scrutiny role:

- Section 5 of the cover report on Capital Schemes – the table is shown as millions but should be £,000.
- Appendix 2 Proposed Fees and Changes for 2025/26 for services reporting to this committee – a question was raised about the Cherry Hinton library fees and charges and whether these had been determined, as they were absent from the list. It was clarified that the fees/changes and related income would fall to the Community Benefit Company who are one of the partners in this project.
- Paragraph 3.10 of the cover report – reassurance was sought on the Domestic Violence service grant reduction to ensure that the service offered would not be adversely impacted by the loss of this grant, and that this situation would be monitored. Assurance was given by the Head of Service that work was underway with partners so that alternative provision was available to people at medium risk of harm from the wider partnership with the council continuing to concentrate on its primary role of supporting those at high risk of harm.
- Paragraph 3.10 of the cover report table headed Budget Changes 2025/26 – It was confirmed that inflation was included twice in this table at £41k. It was clarified that whilst this error was in the word document in the cover report the detailed table of funding movement in Appendix 1 was correct.
- A question was raised about the level of detail provided in the cover report and associated appendices relating to underlying assumptions that had informed the budget setting given that Members are being asked to scrutinise these proposals. For example, paragraph 3.4 in the cover report referring to the extra responsibilities for Trading Standards and how this will be delivered within the current capacity. The Service Director: Regulatory Services gave assurance that discussions were on-going regarding this activity and the support required to deliver this.
- Clarity was requested on the Household Support Fund and whether it was all passed through from Government to be delivered by the council. It was confirmed that this was the case and that the council had a range of offers supported by this fund including direct support, food vouchers for families in need during school holidays and support for an income maximisation scheme delivered by Citizen's Advice. A number of councillors asked about what happens if this fund does not continue beyond March 2026. It was confirmed that the Citizen's Advice income maximisation support would continue into

2026/27 (as agreed by this committee at its meeting in December 2024) and that the outcome of the Poverty Commission would inform future work for the council and its partners in alleviating the impact of poverty.

- A question was raised about whether government grants are based on the latest population data? It was clarified that this is not the case and that discussions are underway with government on the future arrangements for government grants.
- A question was raised in relation to room hire in libraries on the fee structure for commercial and non-commercial hire and use of the facilities. Clarity was provided by the Head of Libraries, Archives and Culture.
- A question was raised about the robustness of the revenue forecasts within libraries. Reassurance was given about how trends were monitored and reviewed both in the budget setting process and during each financial year, with mitigating action taken as required.
- A question was raised about Table 1 on page 29 of the report. Officers have reviewed the table which shows the Net Revised Opening Budget for 2024-25 budget on the left-hand side. This is the current year 2024-25 budget, which is then revised to account for any base adjustments. The Household Support Fund Grant was correctly incorporated into the Net Revised Opening Budget on the expenditure side of the Strategic Management line, but not incorporated into the income side. This means that the net budget for 2024-25 was overstated by £6,163k. The total Net Revised Opening Budget for 2024-25 for services in the remit of CSMI Committee should have been £10,617k. The Gross, Income and Net budgets for 2025-26 are correct.

As a result of the debate the following action is recommended to be passed to the Strategy, Resources and Performance Committee for consideration at its meeting on 28 January:

- To review the summary financial tables for the capital schemes for the Communities, Social Mobility and Inclusion committee to ensure the figures are shown as £,000s and not millions.
- To change the net revised opening budget for Strategic Management to £10,617k.

Following a vote, it was confirmed that the majority of the committee supported the Business Planning and budget proposals as considered at this meeting on 16 January 2025.

## **Environment and Green Investment**

### **Committee feedback on Business Plan and Budget 2025-26 – 2029-30**

#### **Meeting held 16 January 2025**

The Committee received the report and raised the following points around the draft proposals as part of its scrutiny role:

- On the waste budget has there been an increase from Huntingdonshire District Council (HDC) due to green waste and is that if it has been included in the budget assumptions. The Executive Director of Place and Sustainability clarified the reasoning for pressures around landfill tax and the PFI contract costs. Further detail on the levels of waste are available but not deemed a significant increase. The Executive Director did raise that if any increase was identified by the County Council would seek discussions with HDC regarding funding, but that stage had not been reached yet.
- On the budget increase allocated for Planning, where Cambridgeshire is an area of high development and growth, how does that reflect through in terms of the team's ability to manage the capacity. The Executive Director confirmed there was on going investment for key planning ask to provide capacity for local such as the Waste and Mineral Plan as well as national schemes. This will be an ongoing review.
- How are contractors aware of the Council's 7 ambitions. The Executive Director of Place and Sustainability set out the Strategic Framework and Business Plan and contract processes to provide assurance to the Committee.

As a result of the debate and contributions there are no changes or actions to pass to the Strategy, Resources and Performance Committee for consideration.



## Glossary of terms

<b>SFA</b>	<b>Settlement Funding Assessment</b>	The Settlement Funding Assessment consists of the local share of business rates, and Revenue Support Grant and is part of the Council's funding.
<b>RSG</b>	<b>Revenue Support Grant</b>	Revenue Support Grant is a central government grant given to local authorities which can be used to finance revenue expenditure on any service. For Cambridgeshire County Council this grant was reduced to zero from 2021/22.
<b>DSG</b>	<b>Dedicated Schools Grant</b>	<p>The grant is paid in support of the local authority's schools budget. It is the main source of income for the schools budget.</p> <p>Local authorities are responsible for determining the split of the grant between central expenditure and the individual schools budget (ISB) in conjunction with local schools forums. Local authorities are responsible for allocating the ISB to individual schools in accordance with the local schools' funding formula.</p>
<b>NNDR</b>	<b>National Non-Domestic Rates</b>	Also referred to as business rates. In Cambridgeshire, NNDR is collected by District Councils and 50% of this money is retained by the County Council, District Councils and the Hereford and Worcester Fire and Rescue Authority as part of their funding. The remaining 50% is returned to Central Government for redistribution elsewhere across local government.
<b>MTFS</b>	<b>Medium Term Financial Strategy</b>	The Strategy that sets out the future ways in which the Council will manage its finances, considering pressures, funding and available resources.
<b>MTFP</b>	<b>Medium Term Financial Plan</b>	The Financial Model covering the next three years based on assumptions within the MTFS

### Glossary of terms, continued

<b>GFR</b>	<b>General Fund Reserve</b>	Reserves held for non-specific purposes, to manage risks as / if they arise during the year.
<b>EMR</b>	<b>Earmarked Reserve</b>	Reserves held for specific purposes.
<b>CPI</b>	<b>Consumer Price Index</b>	Measures changes in the price level of market basket of consumer goods and services purchased by households.
<b>RPI</b>	<b>Retail Price Index</b>	A measure of inflation published monthly by the Office for National Statistics. It measures the changes in the cost of a representative sample of retail goods and services.
<b>SEND</b>	<b>Special Educational Needs &amp; Disabilities</b>	A focused service on helping a child or young person in learning where that individual has a disability or special educational needs, for example dyslexia or physical ability, that requires additional support.
<b>ILS</b>	<b>Independent Living Support</b>	A focus to help young adults with learning disabilities and autism to live independently in their own homes / accommodation.
<b>AHC</b>	<b>Directorate of Adult, Health and Commissioning Services</b>	Directorate of the Council providing services such as care for the elderly, adults with disabilities, mental health and integration with health partners
<b>CEF</b>	<b>Children, Education &amp; Families Directorate</b>	Directorate of the Council providing services such as care placements, education, SEND, libraries and arts.
<b>P&amp;S</b>	<b>Place &amp; Sustainability Directorate</b>	Directorate of the Council providing services such as highways, waste and transport.
<b>S&amp;P</b>	<b>Strategy &amp; Partnerships Directorate</b>	Directorate of the Council providing services such as human resources, legal and communications.

<b>F&amp;R</b>	<b>Finance &amp; Resources Directorate</b>	Directorate of the Council responsible for Finance (Insurance, Accounting, Procurement & Financial Transactions); IT and Customer Services and Property.
<b>BCF and iBCF</b>	<b>Better Care Fund and Improved Better Care Fund</b>	A programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and well-being and live independently in their communities for as long as possible and avoid delayed transfers of care (DTOCs).
<b>HSF</b>	<b>Household Support Fund</b>	Independent living is a service designed to help people with a wide range of support needs retain their independence by being supported in their own home. People in independent living have their own tenancy and are responsible for their own bills and cost of living.
<b>PFI</b>	<b>Private Finance Initiative</b>	A way of creating 'public – private partnerships where private firms are contracted to fund, complete and manage public projects, predominantly building related.
<b>DLUHC</b>	<b>Department for Levelling Up, Housing &amp; Communities</b>	Government Funding Departments
<b>DfE</b>	<b>Department for Education</b>	
<b>DfT</b>	<b>Department for Transport</b>	
<b>DWP</b>	<b>Department for Work &amp; Pensions</b>	
<b>HO</b>	<b>Home Office</b>	





## 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
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		
	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		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
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
	Full Draft Business Plan and Budget*	T Kelly	Not applicable		
12/03/26	Integrated Finance Management Report for the Period Ending 31st January 2026	S Howarth	2026/002	27/02/26	04/03/26
	Corporate Risk Register	M Claydon	Not applicable		
	Corporate Services Performance Report Quarter 3	R Springbett	Not applicable		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
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 Willson	13	Not applicable



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

Ref	Subject	Desired Learning Outcome/Success Measures	Priority	Date	Responsibility	Nature of training	Attendance by:	Cllrs Attending	Percentage of total
12.	Cambridgeshire Skills Briefing			27 February 2024	S Grace L Riddle T Malloy	An hour on Teams	D Ambrose Smith M Black M Bulat A Costello S Criswell C Dauntton 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		

