



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 contras 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	Executive Director							
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	-	-	-				
235	Subtotal Executive Director	2,580	-15	2,565	4,285	6,839	9,381	12,014
2,720	Service Director – Quality Assurance and Practice Improvement							
	Quality Assurance and Practice Improvement	2,801	-312	2,489	2,489	2,489	2,489	2,489
2,720	Subtotal Service Director – Quality Assurance and Practice Improvement	2,801	-312	2,489	2,489	2,489	2,489	2,489
10,429	Service Director – Fostering, Adoption and Corporate Parenting							
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
20,605	Subtotal Service Director – Fostering, Adoption and Corporate Parenting	29,015	-9,577	19,437	19,689	20,031	20,385	20,751
3,728	Service Director – Targeted Support and Childrens Social Care							
4,297	Strategic Management - Children's Social Care	4,615	-1,583	3,033	3,523	3,523	3,523	3,523
4,674	Integrated Front Door	4,926	-208	4,718	4,718	4,718	4,718	4,719
3,019	Family Safeguarding	3,937	9	3,946	3,879	3,880	3,881	3,882
10,575	Youth Offending Service	4,410	-1,331	3,079	3,079	3,079	3,079	3,079
214	Targeted Support Service	10,018	-587	9,431	8,797	8,060	8,060	8,060
	Support to Parents	2,340	-2,122	219	219	219	219	219
26,507	Subtotal Service Director – Targeted Support and Childrens Social Care	30,247	-5,821	24,425	24,215	23,479	23,480	23,481
3,175	Director of Education							
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
56,499	Subtotal Director of Education	74,452	-16,558	57,893	61,932	63,568	69,104	75,181
	Service Director Commissioning							
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
33,271	Subtotal Service Director Commissioning	36,242	-1,563	34,679	39,902	44,045	49,231	54,462
	Service Director LDP and Prevention							
9,343	Children's Disability Service	9,856	-801	9,055	9,349	9,801	10,310	10,887
9,343	Subtotal Service Director LDP and Prevention	9,856	-801	9,055	9,349	9,801	10,310	10,887
	Schools							
-	Primary and Secondary Schools	-	-	-	-	-	-	-
-	Schools Financing	-	-	-	-	-	-	-
-	Pools and Contingencies	-	-	-	-	-	-	-
-	Subtotal Schools	-	-	-	-	-	-	-
149,181	Children, Education and Families Budget Total	185,192	-34,648	150,544	161,862	170,252	184,380	199,265

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
Executive Director									
Executive Director CEF	-371	-	-	12	-	-	650	-15	277
Staffing Inflation - CEF	606	1,683	-	-	-	-	-	-	2,288
Central Financing	-	-	-	-	-	-	-	-	-
Subtotal Executive Director	235	1,683	-	12	-	-	650	-15	2,565
Service Director – Quality Assurance and Practice Improvement									
Quality Assurance and Practice Improvement	2,720	-	-	35	-	-	-266	-	2,489
Subtotal Service Director – Quality Assurance and Practice Improvement	2,720	-	-	35	-	-	-266	-	2,489
Service Director – Fostering, Adoption and Corporate Parenting									
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
Subtotal Service Director – Fostering, Adoption and Corporate Parenting	20,605	319	-	188	-	-	-1,675	-	19,437
Service Director – Targeted Support and Childrens Social Care									
Strategic Management - Children's Social Care	3,728	-	-	78	1,093	-	-284	-1,583	3,033
Integrated Front Door	4,297	0	-	554	-	-	-133	-	4,718
Family Safeguarding	4,674	1	-	70	-	-	-798	-	3,946
Youth Offending Service	3,019	0	-	60	-	-	-	-	3,079
Targeted Support Service	10,575	-0	-	233	-	-	-1,166	-211	9,431
Support to Parents	214	0	-	7	-	-	-3	-	219
Subtotal Service Director – Targeted Support and Childrens Social Care	26,507	1	-	1,002	1,093	-	-2,384	-1,794	24,425
Director of Education									
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

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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
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
Subtotal Director of Education	56,499	2,043	2,804	1,167	-	51	-3,462	-1,209	57,893
Service Director Commissioning									
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
Subtotal Service Director Commissioning	33,271	1,821	3,897	3,000	650	-3,100	-4,860	-	34,679
Service Director LDP and Prevention									
Children's Disability Service	9,343	20	340	148	-	-	-797	-	9,055
Subtotal Service Director LDP and Prevention	9,343	20	340	148	-	-	-797	-	9,055
Schools									
Primary and Secondary Schools	-	-	-	-	-	-	-	-	-
Schools Financing	-	-	-	-	-	-	-	-	-
Pools and Contingencies	-	-	-	-	-	-	-	-	-
Subtotal Schools	-	-	-	-	-	-	-	-	-
Children, Education and Families Budget Total	149,181	5,888	7,041	5,553	1,743	-3,049	-12,794	-3,018	150,544

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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
1	OPENING GROSS EXPENDITURE	176,260	185,192	194,075	201,890	216,093	
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.
1.99	REVISED OPENING GROSS EXPENDITURE	180,738	185,192	194,075	201,890	216,093	
2	INFLATION						
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.
2.99	Subtotal Inflation	5,960	5,462	5,653	5,852	6,059	
3	DEMOGRAPHY AND DEMAND						
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.

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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.
3.99	Subtotal Demography and Demand	7,041	7,428	7,862	8,351	8,900	
4	PRESSURES						
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.
4.99	Subtotal Pressures	5,553	-268	-191	-	-	

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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
5	PRIORITIES AND INVESTMENTS						
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.
A/R.5.003	Prevention investment funded by grant	1,093	-1,093	-	-	-	- New investment funded by the one-off Children's Social Care Prevention grant.
5.99	Subtotal Priorities & Investments	1,743	857	-	-	-	
6	USE OF RESERVES						
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.
6.99	Subtotal Use of Reserves	-3,049	4,668	191	-	-	
7	SAVINGS						
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.

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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.7.006	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.
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.

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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.7.017	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.
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.

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.7.026	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.
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.

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.7.036	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.
A/R.7.037	Allowance for delivery timing of CEF savings	650	-650	-	-	-	Allowance for possible delay in CEF directorate savings being realised.
7.99	Subtotal Savings	-12,794	-9,264	-5,700	-	-	
TOTAL GROSS EXPENDITURE		185,192	194,075	201,890	216,093	231,052	
8	INCOME						
	Opening Income Budget	-27,360	-34,649	-32,214	-31,639	-31,715	
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.
8a.99	Revised opening income budget	-31,557	-34,649	-32,214	-31,639	-31,715	
A/R.8b.004	Fees and charges inflation	-74	-65	-73	-76	-74	Increase in external charges to reflect inflationary increases.
8b.99	Subtotal Income - inflation	-74	-65	-73	-76	-74	
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.

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.002	Trading Units Adjustments to Income Targets	-75	17	-	-	-	Proposal to increase Education trading units' income targets in accordance with 2024-25 in year position, which is believed to be sustainable.
A/R.8c.003	School Improvement Service	-15	-	-	-	-	Proposal to increase school improvement income targets by reducing levels of discounts provided to subscribing settings.
A/R.8c.004	Increased fees and charges income in Home to School Transport	-15	-	-	-	-	Full cost recovery for the service
8c.99	Subtotal Income - generation	-205	-83	-	-	-	
A/R.8d.201	Change in Public Health Grant	-	-	648	-	-	Change in ring-fenced Public Health grant, including reflecting expected treatment as a corporate grant from 2027-28, due to anticipated removal of ring-fence.
A/R.8d.202	Change in Public Health funding	-230	-	-	-	-	Change in services funded within Children, Education and Families from Public Health grant.
A/R.8d.203	Household Support Grant funding for FSM holiday voucher scheme	-1,000	1,000	-	-	-	Household Support Grant funding for FSM holiday voucher scheme
A/R.8d.204	New one-off Children's Social Care Prevention Grant	-1,583	1,583	-	-	-	One-off grant for 2025-26 to fund additional prevention activity for children and families.
8d.99	Subtotal Income - grant changes	-2,813	2,583	648	-	-	
	Closing Income Budget	-34,649	-32,214	-31,639	-31,715	-31,789	
	TOTAL NET EXPENDITURE	150,543	161,861	170,251	184,378	199,263	

FUNDING SOURCES

9	FUNDING OF GROSS EXPENDITURE						
A/R.9.001	Budget Allocation	-150,543	-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.

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.9.007	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
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.9.026	Children's Social Care Prevention Grant	-1,583	-	-	-	-	One-off grant for 2025-26 to fund additional prevention activity for children and families.
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.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-185,192	-194,075	-201,890	-216,093	-231,052	

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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 A/C.01.021	Basic Need - Primary Confidential Scheme - Primary School	New 2 form entry school with 52 Early Years provision and community facilities: Basic Need requirement 420 places Early Years Basic Need 52 places Community facilities - Children's Centre	Committed	19,748	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

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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	-	-	-
	Total - Basic Need - Primary			119,653	23,441	10,425	32,915	28,953	11,029	8,963	3,927

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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.02	Basic Need - Secondary										
A/C.02.007	Confidential Scheme - Secondary School	New 4 form entry school (with 6 form of entry core facilities) (Phase 1): Basic Need requirement 600 places	Committed	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	-	-	-
	Total - Basic Need - Secondary			170,378	85,522	18,864	55,782	9,584	626	-	-

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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.03	Basic Need - Early Years										
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	-	-	-	-	-
	Total - Basic Need - Early Years			9,554	6,593	2,961	-	-	-	-	-
A/C.04	Adaptations										
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	-	-	-	-
	Total - Adaptations			2,892	854	2,036	2	-	-	-	-

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
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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.05	Condition & Maintenance										
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.	Ongoing	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	-	-	-	-	-
	Total - Condition & Maintenance			17,429	850	5,495	4,584	3,250	3,250	-	-
A/C.07	Schools Managed Capital										
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.	Ongoing	6,240	-	780	780	780	780	780	2,340
	Total - Schools Managed Capital			6,240	-	780	780	780	780	780	2,340
A/C.08	Specialist Provision										
A/C.08.003	SEND Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with (Special Educational Needs and Disabilities) SEND in line with decisions taken by the County Resourcing Panel.	Ongoing	100	-	100	-	-	-	-	-

Section 3 - A: Children, Education and Families

Table 4: Capital Programme

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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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:	Committed	1,740	422	659	659	-	-	-	-
A/C.08.016	Alconbury Weald Prestley Wood SEND	SEMh provision in two schools - 10 places each Provision of new 150 place Area Special School, co-located with the new Alconbury Weald Secondary Academy.	Committed	37,800	37,518	282	-	-	-	-	-
	Total - Specialist Provision			65,311	51,101	9,004	2,706	1,500	1,000	-	-
A/C.09	Site Acquisition & Development										
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	-	-
	Total - Site Acquisition & Development			600	-	150	150	150	150	-	-

Section 3 - A: Children, Education and Families

Table 4: Capital Programme

Budget Period: 2025-26 to 2034-35

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2028-2029 Starts	12,277	-	-	-	-	350	8,000	3,927
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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.10	Temporary Classrooms and Premises										
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
	Total - Temporary Classrooms and Premises			5,750	-	550	550	550	550	550	3,000
A/C.11	Children Support Services										
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	-	-	-	-	-
	Total - Children Support Services			10,628	113	2,053	1,053	1,053	1,053	1,053	4,250

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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.14 A/C.14.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.	Ongoing	-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	-	-
	Total - Capital Programme Variation			-32,262	-	-6,953	-13,474	-5,743	-2,360	-1,702	-2,030
	TOTAL BUDGET			376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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
TOTAL BUDGET	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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
Government Approved Funding								
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	-	-	-	-
Total - Government Approved Funding	87,257	45,971	21,757	7,193	4,030	4,030	1,936	2,340
Locally Generated Funding								
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	-	-	-	-	-	-
Total - Locally Generated Funding	288,916	122,503	23,608	77,855	36,047	12,048	7,708	9,147
TOTAL FUNDING	376,173	168,474	45,365	85,048	40,077	16,078	9,644	11,487

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	-	-	-
TOTAL BUDGET	376,173	87,257	134,876	225	-	153,815

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.01	Basic Need - Primary							
A/C.01.021	Confidential Scheme	Committed	19,748	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
	Total - Basic Need - Primary		119,653	9,049	65,022	-	-	45,582
A/C.02	Basic Need - Secondary							
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	-	-	-
TOTAL BUDGET	376,173	87,257	134,876	225	-	153,815

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
	Total - Basic Need - Secondary		170,378	30,898	77,689	57	-	61,734
A/C.03	Basic Need - Early Years							
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	-	-	-	-
	Total - Basic Need - Early Years		9,554	3,646	346	168	-	5,394
A/C.04	Adaptations							
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	-	-	-
	Total - Adaptations		2,892	1,508	1,292	-	-	92
A/C.05	Condition & Maintenance							
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	-	-	-
	Total - Condition & Maintenance		17,429	13,000	2,128	-	-	2,301

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	-	-	-
TOTAL BUDGET	376,173	87,257	134,876	225	-	153,815

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.07	Schools Managed Capital							
A/C.07.001	School Devolved Formula Capital	Ongoing	6,240	6,240	-	-	-	-
	Total - Schools Managed Capital		6,240	6,240	-	-	-	-
A/C.08	Specialist Provision							
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
	Total - Specialist Provision		65,311	22,916	4,090	-	-	38,305
A/C.09	Site Acquisition & Development							
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Ongoing	600	-	-	-	-	600
	Total - Site Acquisition & Development		600	-	-	-	-	600

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	-	-	-
TOTAL BUDGET	376,173	87,257	134,876	225	-	153,815

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
A/C.10	Temporary Classrooms and Premises							
A/C.10.001	Temporary Classrooms and Premises	Ongoing	5,750	-	-	-	-	5,750
	Total - Temporary Classrooms and Premises		5,750	-	-	-	-	5,750
A/C.11	Children Support Services							
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
	Total - Children Support Services		10,628	-	-	-	-	10,628
A/C.14	Capital Programme Variation							
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
	Total - Capital Programme Variation		-32,262	-	-15,691	-	-	-16,571
	TOTAL BUDGET		376,173	87,257	134,876	225	-	153,815

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
	Executive Director							
-37,360	Executive Director - Adults, Health and Commissioning	11,533	-52,974	-41,441	-43,182	-44,574	-45,087	-45,100
209	Staffing Inflation - AHC	1,796	-	1,796	3,655	5,578	7,567	9,624
3,130	Performance and Strategic Development	3,214	-177	3,037	3,037	3,197	3,197	3,197
644	Principal Social Worker	660	-	660	660	660	660	660
-33,377	Subtotal Executive Director	17,202	-53,151	-35,949	-35,831	-35,140	-33,664	-31,620
	Service Director – LDP and Prevention							
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
117,735	Subtotal Service Director – LDP and Prevention	130,059	-6,535	123,525	126,659	133,175	141,808	150,704
	Service Director – Care and Assessment							
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
103,881	Subtotal Service Director – Care and Assessment	146,538	-44,913	101,625	106,000	111,724	119,400	127,564
	Service Director - Commissioning							
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
42,785	Subtotal Service Director - Commissioning	60,046	-10,908	49,137	52,330	55,803	59,734	63,844
	Public Health							
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
0	Subtotal Public Health	31,857	-31,857	0	0	27,546	27,546	27,546
231,025	Adults, Health and Commissioning Budget Total	385,701	-147,363	238,338	249,158	293,108	314,825	338,038

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
Executive Director									
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
Subtotal Executive Director	-33,377	1,532	-	103	-1,105	1,215	-3,076	-1,241	-35,949
Service Director – LDP and Prevention									
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
Subtotal Service Director – LDP and Prevention	117,735	3,189	5,268	1,575	-582	556	-4,217	-	123,525
Service Director – Care and Assessment									
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
Subtotal Service Director – Care and Assessment	103,881	3,912	2,573	3,709	-500	500	-12,190	-260	101,625
Service Director - Commissioning									
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
Subtotal Service Director - Commissioning	42,785	1,510	2,209	2,844	544	305	-1,045	-15	49,137

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
Public Health									
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
Subtotal Public Health	0	130	-	-	-	-	-616	486	0
Adults, Health and Commissioning Budget Total	231,025	10,273	10,050	8,231	-1,643	2,576	-21,144	-1,030	238,338

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
1	OPENING GROSS EXPENDITURE	410,161	385,701	399,853	417,501	441,045	
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.
1.99	REVISED OPENING GROSS EXPENDITURE	374,875	385,701	399,853	417,501	441,045	
2	INFLATION						
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.
2.99	Subtotal Inflation	12,756	11,392	11,939	12,736	13,454	
3	DEMOGRAPHY AND DEMAND						
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.
3.99	Subtotal Demography and Demand	10,050	10,697	11,072	11,451	11,812	
4	PRESSURES						
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.
4.99	Subtotal Pressures	8,231	-	-	-	-	

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
5	PRIORITIES AND INVESTMENTS						
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.
5.99	Subtotal Priorities & Investments	-1,643	106	-615	-120	-	

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
6	USE OF RESERVES						
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.
6.99	Subtotal Use of Reserves	2,576	104	150	-	-	
7	SAVINGS						
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.

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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.

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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.
7.99	Subtotal Savings	-21,144	-8,147	-4,898	-523	-149	
	TOTAL GROSS EXPENDITURE	385,701	399,853	417,501	441,045	466,162	
8	INCOME						
	Opening Income Budget	-179,800	-147,364	-150,696	-124,394	-126,221	
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.
8a.99	Revised opening income budget	-143,850	-147,364	-150,696	-124,394	-126,221	
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.
8b.99	Subtotal Income - inflation	-2,483	-2,182	-1,769	-1,827	-1,904	
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.
8c.99	Subtotal Income - generation	-260	-270	-	-	-	

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.
8d.99	Subtotal Income - grant changes	-771	-880	28,071	-	-	
	Closing Income Budget	-147,364	-150,696	-124,394	-126,221	-128,125	
	TOTAL NET EXPENDITURE	238,337	249,157	293,107	314,824	338,037	

FUNDING SOURCES

9	FUNDING OF GROSS EXPENDITURE						
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.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-385,701	-399,853	-417,501	-441,045	-466,162	

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	-
TOTAL BUDGET	115,908	462	9,304	20,619	19,446	16,212	16,415	33,450

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.1	Adult Social Care										
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	-	-	-
	Total - Adult Social Care			122,627	462	9,690	22,633	21,012	17,690	17,690	33,450

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	-
TOTAL BUDGET	115,908	462	9,304	20,619	19,446	16,212	16,415	33,450

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	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.	Ongoing	-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	-
	Total - Capital Programme Variation			-6,719	-	-386	-2,014	-1,566	-1,478	-1,275	-
	TOTAL BUDGET			115,908	462	9,304	20,619	19,446	16,212	16,415	33,450

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	-
TOTAL BUDGET		115,908	462	9,304	20,619	19,446	16,212	16,415	33,450

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
Government Approved Funding									
	Specific Grants	62,900	-	6,290	6,290	6,290	6,290	6,290	31,450
Total - Government Approved Funding		62,900	-	6,290	6,290	6,290	6,290	6,290	31,450
Locally Generated Funding									
	Prudential Borrowing	53,008	462	3,014	14,329	13,156	9,922	10,125	2,000
Total - Locally Generated Funding		53,008	462	3,014	14,329	13,156	9,922	10,125	2,000
TOTAL FUNDING		115,908	462	9,304	20,619	19,446	16,212	16,415	33,450

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
TOTAL BUDGET	115,908	62,900	-	-	-	53,008

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
B/C.1	Adult Social Care							
B/C.1.001	Disabled Facilities Grant	Ongoing	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
	Total - Adult Social Care		122,627	62,900	-	-	-	59,727
B/C.2	Capital Programme Variation							
B/C.7.001	Variation Budget	Ongoing	-8,289	-	-	-	-	-8,289
B/C.7.002	Capitalisation of Interest Costs	Ongoing	1,570	-	-	-	-	1,570
	Total - Capital Programme Variation		-6,719	-	-	-	-	-6,719
	TOTAL BUDGET		115,908	62,900	-	-	-	53,008

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	Executive Director							
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
-820	Subtotal Executive Director	347	-1,087	-741	-329	50	601	1,017
	Highways and Transport							
	<i>Infrastructure and Project Delivery</i>							
11,037	Local Highway Maintenance	14,604	-146	14,458	20,024	20,439	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
25,760	Subtotal Highways and Transport	54,081	-27,530	26,550	33,449	34,314	34,918	35,497
	Environment, Planning and Economy							
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
48,397	Subtotal Environment, Planning and Economy	61,065	-6,208	54,857	53,654	50,881	51,637	52,519
	Regulatory Services							
-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	121,243	-38,356	82,888	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	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Executive Director									
Executive Director: Place and Sustainability	-1,061	-14	-	4	-	-	-309	213	-1,167
Staffing Inflation - P&S	241	185	-	-	-	-	-	-	426
Subtotal Executive Director	-820	170	-	4	-	-	-309	213	-741
Highways and Transport									
<i>Infrastructure and Project Delivery</i>									
Local Highway Maintenance	11,037	489	-	287	3,229	-	-584	-	14,458
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
Subtotal Highways and Transport	25,760	-81	-	522	3,596	-	-1,217	-2,029	26,550
Environment, Planning and Economy									
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
Subtotal Environment, Planning and Economy	48,397	3,651	-	88	308	2,423	-	-10	54,857
Regulatory Services									
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
Subtotal Regulatory Services	2,318	11	47	62	-	-	-166	-51	2,221
Place and Sustainability Budget Total	75,655	3,751	47	676	3,904	2,423	-1,692	-1,877	82,888

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
1	OPENING GROSS EXPENDITURE	107,453	121,243	127,911	126,569	128,780	
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
1.99	REVISED OPENING GROSS EXPENDITURE	111,719	121,243	127,911	126,569	128,780	
2	INFLATION						
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.
2.99	Subtotal Inflation	4,166	2,967	2,691	2,249	2,385	

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
3	DEMOGRAPHY AND DEMAND						
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.
3.99	Subtotal Demography and Demand	47	51	51	51	51	
4	PRESSURES						
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.
4.99	Subtotal Pressures	676	-2,337	-934	-77	30	
5	PRIORITIES AND INVESTMENTS						
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)
C/R.5.139	Additional highways investment	229	-229	-	-	-	One off investment enabled by a reduction in the level of levy from the Combined Authority.
5.99	Subtotal Priorities & Investments	3,904	2,191	-142	-53	-53	
6	USE OF RESERVES						
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.

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.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.
6.99	Subtotal Use of Reserves	2,423	617	90	-	-	
7	SAVINGS						
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.

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.7.238	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.
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.
7.99	Subtotal Savings	-1,692	3,179	-3,098	41	-	
	TOTAL GROSS EXPENDITURE	121,243	127,911	126,569	128,780	131,193	
8	INCOME						
	Opening Income Budget	-34,654	-38,355	-38,793	-38,964	-39,284	
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
8a.99	Revised opening income budget	-36,064	-38,355	-38,793	-38,964	-39,284	
C/R.8b.002	Fees and charges inflation	-414	-218	-256	-265	-266	Increase in external charges to reflect inflationary increases
8b.99	Subtotal Income - inflation	-414	-218	-256	-265	-266	
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.

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.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.
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

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.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.
8c.99	Subtotal Income - generation	-1,884	-220	-81	-55	-290	
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.
8d.99	Subtotal Income - grant changes	7	-	166	-	-	
	Closing Income Budget	-38,355	-38,793	-38,964	-39,284	-39,840	
	TOTAL NET EXPENDITURE	82,888	89,118	87,605	89,496	91,353	

FUNDING SOURCES							
9	FUNDING OF GROSS EXPENDITURE						
C/R.9.001	Budget Allocation	-82,888	-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.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-121,243	-127,911	-126,569	-128,780	-131,193	

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
TOTAL BUDGET	374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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	Integrated Transport										
C/C.1.002	Air Quality Monitoring	Funding towards supporting air quality monitoring work in relation to the road network with local authority partners across the county.	Ongoing	125	-	25	25	25	25	25	-
C/C.1.011	Local Infrastructure improvements	Provision of the Local Highway Improvement Initiative across the county, providing accessibility works such as disabled parking bays and provision of improvements to the Public Rights of Way network.	Ongoing	3,956	-	1,001	985	985	985	-	-
C/C.1.012	Safety Schemes	Investment in road safety engineering work at locations where there is strong evidence of a significantly high risk of injury crashes.	Ongoing	2,904	-	1,104	600	600	600	-	-
C/C.1.012c	Safety Schemes - Puddock Road	The 2.5km single-track stretch of Puddock Road heading south from Forty Foot Bank has seen 4 fatal incidents between 2016 and 2020 where a vehicle left the road and entered the adjacent watercourse. The Puddock Road Safety Scheme will make a number of improvements to reduce risk of accident including: reduction in speed limit and potential access restriction.	Committed	900	625	275	-	-	-	-	-
C/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.	Ongoing	2,725	545	545	545	545	545	-	-
C/C.1.019	Delivering the Transport Strategy Aims	Supporting the delivery of Transport Strategies and Market Town Transport Strategies to help improve accessibility and mitigate the impacts of growth.	Ongoing	6,393	-	1,793	1,150	1,150	1,150	1,150	-
C/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton cycle route.	Committed	645	645	-	-	-	-	-	-

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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Committed Schemes	256,560	128,576	68,067	30,617	5,290	5,290	1,040	17,680
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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	-	-	-	-
	Total - Integrated Transport			44,348	4,951	5,867	4,945	4,345	4,345	2,215	17,680
C/C.2	Operating the Network										
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	-	-
	Total - Operating the Network			44,382	174	12,429	10,593	10,593	10,593	-	-

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
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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	Highways & Transport										
C/C.3.002	Footpaths and Pavements	Additional funding for surface treatments, such as footway repairs, and deeper treatments, including resurfacing and reconstruction.	Ongoing	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	-	-	-	-	-

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Table 4: Capital Programme

Budget Period: 2025-26 to 2034-35

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
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Committed Schemes	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
TOTAL BUDGET	374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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	-	-	-	-	-
	Total - Highways & Transport			226,627	82,761	79,110	36,858	14,989	12,729	60	120

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
TOTAL BUDGET	374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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.4	Planning Growth and Environment										
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	-	-	-	-
	Total - Planning Growth and Environment			45,343	4,514	11,437	29,392	-	-	-	-
C/C.5	Climate Change & Energy Service										
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

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
TOTAL BUDGET	374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Later Years £000
C/C.5.015	Babraham Smart Energy Grid	This project at Babraham for a renewable energy scheme has built on the skills and experience developed in the St Ives project to replicate on other Park and Ride sites. The project is now nearing completion.	Committed	9,299	9,019	280	-	-	-	-	-
C/C.5.019	North Angle Solar Farm	40 MW Solar Farm located at North Angle, to sell directly to the grid and provide energy to the local Swaffham Prior	Committed	32,649	31,833	816	-	-	-	-	-
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	School low carbon heating element of the decarbonisation fund	Committed	3,904	3,223	681	-	-	-	-	-
C/C.5.023	Oil Dependency Fund	Provision of financial support for oil dependent schools and communities to come off oil and onto renewable sources of energy. The initial investment of £500k will be paid back through business case investments into heat infrastructure.	Committed	500	171	95	234	-	-	-	-
	Total - Climate Change & Energy Service			66,208	60,788	3,729	1,691	-	-	-	-
C/C.7 C/C.7.001	Capital Programme Variation Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.	Ongoing	-53,114	-	-20,885	-16,696	-5,985	-5,533	-455	-3,560

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
TOTAL BUDGET	374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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

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
TOTAL BUDGET				374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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
Government Approved Funding											
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
Total - Government Approved Funding				143,489	31,215	40,005	27,747	22,561	20,842	999	120
Locally Generated Funding											
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
Total - Locally Generated Funding				230,557	121,973	51,934	39,036	1,381	1,292	821	14,120
TOTAL FUNDING				374,046	153,188	91,939	66,783	23,942	22,134	1,820	14,240

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
TOTAL BUDGET	374,046	143,489	16,789	39,720	-	174,048

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.1	Integrated Transport							
C/C.1.002	Air Quality Monitoring	Ongoing	125	125	-	-	-	-
C/C.1.011	Local Infrastructure improvements	Ongoing	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	-	-	-	-
	Total - Integrated Transport		44,348	17,386	430	1,410	-	25,122
C/C.2	Operating the Network							
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	-	-	-	-
	Total - Operating the Network		44,382	42,582	-	-	-	1,800
C/C.3	Highways & Transport							
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
TOTAL BUDGET	374,046	143,489	16,789	39,720	-	174,048

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	-	-
	Total - Highways & Transport		226,627	91,941	15,924	43,589	-	75,173

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
TOTAL BUDGET	374,046	143,489	16,789	39,720	-	174,048

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.4	Planning Growth and Environment							
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
	Total - Planning Growth and Environment		45,343	-	435	-	-	44,908
C/C.5	Climate Change & Energy Service							
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
	Total - Climate Change & Energy Service		66,208	2,647	-	858	-	62,703
C/C.7	Capital Programme Variation							
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
	Total - Capital Programme Variation		-52,862	-11,067	-	-6,137	-	-35,658
	TOTAL BUDGET		374,046	143,489	16,789	39,720	-	174,048

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	Executive Director of Finance and Resources							
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
297	Subtotal Executive Director of Finance and Resources	638	-	638	1,020	1,574	2,250	2,949
	Customer and Digital Services							
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
14,346	Subtotal Customer and Digital Services	15,636	-1,249	14,386	14,035	13,477	13,469	13,464
	Finance and Procurement							
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
9,364	Subtotal Finance and Procurement	11,625	-2,507	9,118	9,184	9,572	9,559	9,546
	Property Services							
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
4,435	Subtotal Property Services	12,223	-8,242	3,981	4,200	4,441	4,691	4,956
	Investment Activity							
-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
-13,795	Subtotal Investment Activity	4,218	-16,103	-11,886	-10,407	-10,134	-9,455	-7,709
14,648	Finance and Resources Budget Total	44,340	-28,101	16,238	18,032	18,930	20,516	23,207

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	Net Inflation	Demography & Demand	Pressures	Priorities & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Executive Director of Finance and Resources									
Executive Director: Finance and Resources	25	-	-	3	-	-	-	-	27
Staffing Inflation - F&R	273	338	-	-	-	-	-	-	611
Subtotal Executive Director of Finance and Resources	297	338	-	3	-	-	-	-	638
Customer and Digital Services									
Customer Services	2,437	-3	-	54	-100	-	-40	-	2,348
IT Services	11,909	-1	-	562	100	-	-532	-	12,038
Subtotal Customer and Digital Services	14,346	-4	-	616	-	-	-572	-	14,386
Finance and Procurement									
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
Subtotal Finance and Procurement	9,364	5	-	218	-	-	-469	-	9,118
Property Services									
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
Subtotal Property Services	4,435	14	-	917	-40	-221	-1,099	-25	3,981
Investment Activity									
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
Subtotal Investment Activity	-13,795	-	-	-	-48	-2,000	-60	4,017	-11,886
Finance and Resources Budget Total	14,648	353	-	1,754	-88	-2,221	-2,200	3,992	16,238

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
1	OPENING GROSS EXPENDITURE	47,753	44,340	46,468	46,733	46,486	
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
1.99	REVISED OPENING GROSS EXPENDITURE	46,708	44,340	46,468	46,733	46,486	
2	INFLATION						
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.
2.99	Subtotal Inflation	387	1,045	922	956	990	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
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.
4.99	Subtotal Pressures	1,754	-221	-	-	-	
5	PRIORITIES AND INVESTMENTS						
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.
5.99	Subtotal Priorities & Investments	-88	-145	-407	-1,203	-533	
6	USE OF RESERVES						
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.
6.99	Subtotal Use of Reserves	-2,221	2,221	-	-	-	

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	SAVINGS						
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.
7.99	Subtotal Savings	-2,200	-772	-250	-	-	
TOTAL GROSS EXPENDITURE		44,340	46,468	46,733	46,486	46,943	
8	INCOME						
	Opening Income Budget	-33,006	-28,101	-28,435	-27,802	-25,969	
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
8a.99	Revised opening income budget	-32,059	-28,101	-28,435	-27,802	-25,969	
D/R.8b.002	Fees and charges inflation	-34	-38	-45	-47	-45	Increase in external charges for contractual services to reflect inflationary increases.
8b.99	Subtotal Income - inflation	-34	-38	-45	-47	-45	
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.
8c.99	Subtotal Income - generation	3,992	-296	678	1,880	2,279	
8d.99	Subtotal Income - grant changes	-	-	-	-	-	
	Closing Income Budget	-28,101	-28,435	-27,802	-25,969	-23,735	
	TOTAL NET EXPENDITURE	16,239	18,033	18,931	20,517	23,208	

FUNDING SOURCES							
9	FUNDING OF GROSS EXPENDITURE						
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.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-44,340	-46,468	-46,733	-46,486	-46,943	

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	-
TOTAL BUDGET	52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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	Information Technology 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	-	-	-	-	-
	Total - Information Technology			12,937	8,774	2,363	1,800	-	-	-	-

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	-
TOTAL BUDGET	52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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.3	Property Services										
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	-	-	-	-	-
	Total - Property Services			34,756	1,040	8,649	3,743	3,787	3,966	3,071	10,500

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	-
TOTAL BUDGET		52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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	Strategic Assets										
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	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	-
TOTAL BUDGET	52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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	-	-	-	-
	Total - Strategic Assets			19,488	5,217	5,605	3,916	950	800	600	2,400
D/C.6	Capital Programme Variation										
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	-	-	-	-
	Total - Capital Programme Variation			-14,461	-	-4,576	-2,585	-1,326	-1,334	-1,028	-3,612
	TOTAL BUDGET			52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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	-
TOTAL BUDGET		52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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
Government Approved Funding									
	Specific Grants	4,308	530	2,219	1,559	-	-	-	-
Total - Government Approved Funding		4,308	530	2,219	1,559	-	-	-	-
Locally Generated Funding									
	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	-	-
Total - Locally Generated Funding		48,412	14,501	9,822	5,315	3,411	3,432	2,643	9,288
TOTAL FUNDING		52,720	15,031	12,041	6,874	3,411	3,432	2,643	9,288

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	-	-	-	-	-	-
TOTAL BUDGET	52,720	4,308	131	120,151	40,000	-111,870

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/C.1	Information Technology							
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
	Total - Information Technology		12,937	-	-	400	-	12,537
D/C.3	Property Services							
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	-	-	-	-
	Total - Property Services		34,756	4,308	-	-	-	30,448
D/C.4	Strategic Assets							
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
	Total - Strategic Assets		19,488	-	177	119,751	-	-100,440

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				-	-	-	-	-	-
TOTAL BUDGET				52,720	4,308	131	120,151	40,000	-111,870

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
D/C.6	Capital Programme Variation							
D/C.6.001	Variation Budget	Ongoing	-14,525	-	-46	-	-	-14,479
D/C.6.002	Capitalisation of Interest Costs	Ongoing	64	-	-	-	-	64
	Total - Capital Programme Variation		-14,461	-	-46	-	-	-14,415
D/C.9.001	Excess Corporate Services capital receipts used to reduce total prudential borrowing	Ongoing	-	-	-	-	40,000	-40,000
	TOTAL BUDGET		52,720	4,308	131	120,151	40,000	-111,870

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
	Executive Director: Strategy and Partnerships							
-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
10,359	Subtotal Executive Director: Strategy and Partnerships	11,233	-727	10,506	11,334	11,359	12,130	12,928
	Legal and Governance							
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
7,259	Subtotal Legal and Governance	7,906	-78	7,827	7,987	7,794	8,005	8,229
	Communities, Libraries and Skills							
-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
7,999	Subtotal Communities, Libraries and Skills	18,914	-11,112	7,802	7,110	7,868	7,902	7,939
25,617	Strategy and Partnerships Budget Total	38,053	-11,917	26,135	26,431	27,021	28,036	29,095

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
Executive Director: Strategy and Partnerships									
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
Subtotal Executive Director: Strategy and Partnerships	10,359	512	-	261	-	-400	-225	-	10,506
Legal and Governance									
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
Subtotal Legal and Governance	7,259	198	-	416	-	-	-46	-	7,827
Communities, Libraries and Skills									
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
Subtotal Communities, Libraries and Skills	7,999	30	-	185	-3,511	2,991	-606	715	7,802
Strategy and Partnerships Budget Total	25,617	739	-	861	-3,511	2,591	-877	715	26,135

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
1	OPENING GROSS EXPENDITURE	30,137	38,052	32,268	32,881	33,920	
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.
1.99	REVISED OPENING GROSS EXPENDITURE	38,229	31,889	32,268	32,881	33,920	
2	INFLATION						
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.
2.99	Subtotal Inflation	759	959	998	1,039	1,082	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
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.
4.99	Subtotal Pressures	861	55	-	-	-	
5	PRIORITIES AND INVESTMENTS						
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.
5.99	Subtotal Priorities & Investments	-3,511	-	-150	-	-	
6	USE OF RESERVES						
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.
6.99	Subtotal Use of Reserves	2,591	400	1,020	-	-	
7	SAVINGS						
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.
7.99	Subtotal Savings	-877	-1,035	-1,255	-	-	
TOTAL GROSS EXPENDITURE		38,052	32,268	32,881	33,920	35,002	
8	INCOME						
	Opening Income Budget	-6,071	-11,918	-5,838	-5,861	-5,884	
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.
8a.99	Revised opening income budget	-12,613	-11,918	-5,838	-5,861	-5,884	
E/R.8b.002	Fees & Charges inflation (S&P)	-20	-19	-22	-23	-24	Fees and charges increase in line with inflation.
8b.99	Subtotal Income - inflation	-20	-19	-22	-23	-24	
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.
8c.99	Subtotal Income - generation	334	-64	-50	-	-	
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.
8d.99	Subtotal Income - grant changes	381	6,163	49	-	-	
	Closing Income Budget	-11,918	-5,838	-5,861	-5,884	-5,908	
	TOTAL NET EXPENDITURE	26,134	26,430	27,020	28,036	29,094	

FUNDING SOURCES

9	FUNDING OF GROSS EXPENDITURE						
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	-	-	-	-
TOTAL BUDGET	7,117	4,753	2,164	170	30	-	-	-

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	Policy & Communities										
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	-	-	-	-
TOTAL BUDGET	7,117	4,753	2,164	170	30	-	-	-

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	-	-	-	-	-
	Total - Policy & Communities			8,391	4,753	3,330	262	46	-	-	-
E/C.6	Capital Programme Variation										
E/C.6.001	Variation Budget	The Council includes a service allowance for likely Capital Programme slippage, as it can sometimes be difficult to allocate this to individual schemes due to unforeseen circumstances. This budget is continuously under review, taking into account recent trends on slippage on a service by service basis.	Ongoing	-1,274	-	-1,166	-92	-16	-	-	-
	Total - Capital Programme Variation			-1,274	-	-1,166	-92	-16	-	-	-
	TOTAL BUDGET			7,117	4,753	2,164	170	30	-	-	-

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	-	-	-	-
TOTAL BUDGET					7,117	4,753	2,164	170	30	-	-	-

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
Government Approved Funding											
Specific Grants				175	-	175	-	-	-	-	-
Total - Government Approved Funding				175	-	175	-	-	-	-	-
Locally Generated Funding											
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	-	-	-	-	-
Total - Locally Generated Funding				6,942	4,753	1,989	170	30	-	-	-
TOTAL FUNDING				7,117	4,753	2,164	170	30	-	-	-

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
TOTAL BUDGET	7,117	175	1,042	-	952	4,948

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
E/C.1	Policy & Communities							
E/C.1.004	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	-
	Total - Policy & Communities		8,391	175	1,321	-	1,500	5,395
E/C.6	Capital Programme Variation							
E/C.6.001	Variation Budget	Ongoing	-1,274	-	-279	-	-548	-447
	Total - Capital Programme Variation		-1,274	-	-279	-	-548	-447
	TOTAL BUDGET		7,117	175	1,042	-	952	4,948

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
1	OPENING GROSS EXPENDITURE	54,910	52,562	53,519	53,559	48,797	
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
1.99	REVISED OPENING GROSS EXPENDITURE	52,154	52,562	53,519	53,559	48,797	
2	INFLATION						
2.99	Subtotal Inflation	-	-	-	-	-	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
4.99	Subtotal Pressures	-	-	-	-	-	
5	CAPITAL FINANCING CHANGES						
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.
5.99	Subtotal Capital Financing Changes	408	957	40	-4,762	-3,223	

Section 3 - G: Capital Financing

Table 3: Revenue - Overview

Budget Period: 2025-26 to 2029-30

Ref	Title	2025-26 £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	Description
6	USE OF RESERVES						
6.99	Subtotal Use of Reserves	-	-	-	-	-	
7	SAVINGS						
7.99	Subtotal Savings	-	-	-	-	-	
TOTAL GROSS EXPENDITURE		52,562	53,519	53,559	48,797	45,574	
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	
TOTAL NET EXPENDITURE		41,947	44,494	46,109	43,875	41,799	
FUNDING SOURCES							
9	FUNDING OF GROSS EXPENDITURE						
G/R.9.101	Budget Allocation	-41,947	-44,494	-46,109	-43,875	-41,799	Net spend funded from general grants, business rates and Council Tax.
G/R.9.102	Fees and Charges	-10,615	-9,025	-7,450	-4,922	-3,775	Income from interest receivable
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-52,562	-53,519	-53,559	-48,797	-45,574	

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
	Corporate Items							
10,077	Cambridgeshire and Peterborough Combined Authority levy	10,050	-	10,050	10,690	11,118	11,340	11,567
454	Environment Agency levy	466	-	466	479	492	505	519
200	Corporate reserves contributions	-3,690	-	-3,690	-2,238	682	1,627	1,398
1,022	Central holding and miscellaneous accounts	11,032	-772	10,260	10,755	10,755	10,755	10,755
11,753	Subtotal Corporate Items	17,859	-772	17,086	19,686	23,047	24,227	24,239
-	Corporate Budget Gap	-	-	-	-18,665	-29,731	-52,352	-76,484
11,753	Corporate and Funding Items Budget Total	17,859	-772	17,086	1,021	-6,684	-28,125	-52,245

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	Net Inflation	Demography & Demand	Pressures	Priorites & Investments	Use of Reserves	Savings	Income Changes	Net Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Items									
Cambridgeshire and Peterborough Combined Authority levy	10,077	-27	-	-	-	-	-	-	10,050
Environment Agency levy	454	12	-	-	-	-	-	-	466
Corporate reserves contributions	200	-	-	-	-	-3,890	-	-	-3,690
Central holding and miscellaneous accounts	1,022	300	-	3,279	-1,485	-245	7,422	-33	10,260
Subtotal Corporate Items	11,753	285	-	3,279	-1,485	-4,135	7,422	-33	17,086
Corporate and Funding Items Budget Total	11,753	285	-	3,279	-1,485	-4,135	7,422	-33	17,086

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
1	OPENING GROSS EXPENDITURE	8,226	17,858	1,793	-6,684	-28,125	
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	3,890	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
1.99	REVISED OPENING GROSS EXPENDITURE	12,492	21,748	4,231	-6,394	-28,780	
2	INFLATION						
H/R.2.001	Combined Authority levy Inflation	-27	640	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.
2.99	Subtotal Inflation	285	653	441	235	241	
3	DEMOGRAPHY AND DEMAND						
3.99	Subtotal Demography and Demand	-	-	-	-	-	
4	PRESSURES						
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.
4.99	Subtotal Pressures	3,279	-	-	-	-	
5	PRIORITIES AND INVESTMENTS						
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.
5.99	Subtotal Priorities & Investments	-1,485	-	-	-	-	
6	USE OF RESERVES						
H/R.6.001	Use of corporate reserves	-3,890	-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.
6.99	Subtotal Use of Reserves	-4,135	-2,193	-290	655	426	
7	SAVINGS						
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	4,453	-	-	-	-	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.
7.99	Subtotal Savings	7,422	250	-	-	-	
	Budget gap	-	-18,665	-11,066	-22,621	-24,132	This is the budget gap for the council
	TOTAL GROSS EXPENDITURE	17,858	1,793	-6,684	-28,125	-52,245	
8	INCOME						
	Opening Income Budget	-939	-772	-772	-	-	
H/R.8a.001	Public Health Grant Reserve Drawdown	200	-	-	-	-	A contribution from the Public Health grant reserve is made for eligible services
8a.99	Revised opening income budget	-739	-772	-772	-	-	
8b.99	Subtotal Income - inflation	-	-	-	-	-	
8c.99	Subtotal Income - generation	-	-	-	-	-	
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.
8d.99	Subtotal Income - grant changes	-33	-	772	-	-	
	Closing Income Budget	-772	-772	-	-	-	
	TOTAL NET EXPENDITURE	17,086	1,021	-6,684	-28,125	-52,245	

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
FUNDING SOURCES							
9	FUNDING OF GROSS EXPENDITURE						
H/R.9.001	Budget Allocation	-17,086	-1,021	6,684	28,125	52,245	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.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE	-17,858	-1,793	6,684	28,125	52,245	