

Communities, Social Mobility and
Inclusion Committee

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

Thursday, 15 January 2026

New Shire Hall
Alconbury Weald
Huntingdon
PE28 4YE

14:00

Red Kite Room

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

Agenda

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1 Apologies for Absence and Declarations of Interest

Guidance on declaring interests is available in [Chapter F2 \(Members' Code of Conduct\)](#) of the Council's constitution.

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- 3 Public Questions and Petitions

DECISIONS

- 4 Business Plan and Budget 2026-29 **15 - 74**

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The County Council is committed to open government and members of the public are welcome to attend Committee meetings. Public speaking related to the items listed on this agenda is also welcomed and encouraged. Requests to speak need to be submitted by 12.00 noon three working days before the meeting, with information on how to do this on the '[Getting Involved in Meetings](#)' section of the Council's website. Full details of arrangements for public participation are set out in [Chapter B1 \(Participation in Meetings\)](#) of the Council's constitution.

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The Communities, Social Mobility and Inclusion Committee comprises the following members:

Councillor Alison Whelan (Chair) Councillor Laurence Damary-Homan (Vice-Chair)
Councillor Alex Bulat Councillor Sarah Caine Councillor Yasmin Deter Councillor Daniel Divine
Councillor Peter Fane Councillor Stefan Fisher Councillor Samantha Hoy
Councillor David Levien Councillor Charlotte Lowe Councillor Tom Sanderson Councillor Geoffrey Seeff
Councillor Christopher Thornhill and Councillor Elliot Tong

Clerk Name:	Nick Mills
Clerk Telephone:	01223 699763
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Communities, Social Mobility and Inclusion Committee Minutes

Date: 16 October 2025

Time: 2.00 p.m. – 3.31 p.m.

Venue: Red Kite Room, New Shire Hall

Present: Councillors Alison Whelan (Chair), Laurence Damary-Homan (Vice-Chair), Henry Batchelor, Alex Bulat, Sarah Caine, Yasmin Deter, Daniel Divine, Peter Fane, David Levien, Charlotte Lowe, Stefan Fisher, Tom Sanderson and Geoffrey Seeff

11. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Councillor Osborn (substituted by Councillor Fisher) and Councillor Hoy.

There were no declarations of interest.

12. Minutes – 5 June 2025

The minutes of the meeting held on 5 June 2025 were agreed as a correct record and signed by the Chair.

While noting the Minutes Action Log, the Executive Director of Strategy and Partnerships informed Members that the one action had been completed.

13. Public Questions and Petitions

No public questions or petitions were received.

14. Funding for the High Impact Use Operational Team

The Committee received a report regarding funding for the High Impact Use (HIU) Operational Team. The Council's Communities Service host the HIU Operational Team who supported residents with high attendance at hospital Accident and Emergency (A&E) departments. The report sought approval to enter into a new Section 256 Agreement with the Integrated Care Board (ICB) to receive funding to continue hosting the team in the 2026-27 financial year.

The ICB's Programme Director for Strategic Commissioning discussed the interim evaluation of the pilot project and highlighted its success. A more comprehensive evaluation would be undertaken as the work continued.

While discussing the report, Members:

- Commended officers for the work to date.

- Inquired about options to secure long-term funding. It was noted that such funding was not available at the current time, but the initiative and evaluation would be key to initiating discussions regarding a sustainable delivery model. The future evaluations would capture the impact on wider systems and cost savings.
- Noted the reduction in A&E attendance and non-elective admissions by at least 40% and questioned whether this figure was limited by available resources. The Head of Communities explained that the initial cohort of patients, which were followed throughout the interim evaluation, had complex needs. The service focused on reducing attendance at A&E for non-medical needs. For the following cohort, visits dropped from 2,142 in the year prior to the service to 35. Some individuals still required medical attention but there was a reduction for attendance due to social, environmental and emotional needs.
- Questioned how the Council could secure the funding and service with the current changes to the ICBs. The ICB's Programme Director for Strategic Commissioning reassured Members that the ongoing evaluation of the service was fundamental and the merging of ICBs could allow the opportunity to expand the service across the wider ICB footprint.
- Asked for further data on service user outcomes and engagement with other agencies. Members learnt that regular updates would be provided in Spokes, and the evaluation results would be shared – **action required**.
- Requested a Member briefing on the HIU initiative and its evaluation findings – **action required**.

It was resolved unanimously to:

Authorise the Council to enter into a Section 256 Agreement with the Integrated Care Board for receipt of funding to host the HIU Operational Team.

15. Youth Guarantee Trailblazer Grant Funding Agreement

The Committee received a report to approve the receipt of a grant from the Cambridgeshire and Peterborough Combined Authority (CPCA) for the delivery of services provided as part of the Youth Guarantee Trailblazer. The Trailblazer formed part of the Government's 'Get Britain Working' programme. The objective of the funding was to reduce the number of young people aged 18 to 21 in Cambridgeshire and Peterborough who were not in education, employment, or training (NEET), by providing targeted support and opportunities.

The funding was confirmed until the end of March 2026. There were indications that the funding could be extended in year two, before potentially being extended nationally in year three.

The grant supported the delivery of two projects. The first was the extension of the statutory tracking that the Council undertakes to cover those aged 19 to 21. This would enable comprehensive data to be collected to understand the barriers faced by young

people to reduce NEET. The second project was the Youth Impact Programme (YIP), building on the previous National Citizens Service.

While discussing the report, Members:

- Acknowledged that Cambridgeshire and Peterborough was one of eight areas that received the funding which provided an opportunity to test a localised approach ahead of any national rollout of the programme.
- Learnt that YIP supported over 100 people, with targeted efforts in areas where there were higher concentrations of NEET. The tracking project aimed to ensure needs were met effectively, and the data would be shared with the CPCA.
- Noted that approximately £600,000 of the grant was allocated to the tracking service and £250,000 would be allocated to maintain the YIP. Members were informed that the tracking involved extensive work, including engagement with identified NEET individuals.
- Questioned how the Council identified economically inactive 19- to 21-year-olds. The Head of Cambridgeshire Skills explained that the tracking service would identify the individuals. It was acknowledged that there was a gap for young people moving into the area, but work was underway with partners, including district councils, to address this.
- Asked how success would be measured at the end of year two and whether feedback from young people was considered. Members learnt that the CPCA was engaging with young people to inform the project. The key measure of success would be a reduction of NEET young people. Work was being undertaken with colleges, youth clubs and the Citizens Hub in St Neots to reach those not engaging with traditional services.
- Queried how many young people would be supported by the funding. Members learnt that other partners would also support individuals identified in the Council's tracking service. Approximately 200 young people would be supported through YIP.
- Noted the Government announcement of the 'Youth Guarantee' programme on 29 September and asked if the same criteria would be used with the programme. Members learnt that no guidance had been received regarding how the announcement would relate to the Youth Guarantee Trailblazer programme.

It was resolved unanimously to:

- a) Approve the receipt of a £841,695 Youth Guarantee Trailblazer grant from the Cambridgeshire and Peterborough Combined Authority; and
- b) Delegate authority to the Executive Director of Strategy and Partnerships, in consultation with the Chair and Vice-Chair of the Communities, Social Mobility and Inclusion Committee, to sign the Grant Funding Agreement under seal.

16. Cambridgeshire Poverty Strategy Commission

The Committee received an update on the Cambridgeshire Poverty Strategy Commission which was launched in October 2024. The Commission published the final report in May 2025. The report identified six focus areas: income maximisation, digital inclusion, rural poverty, housing and homelessness, children and families, and mental health.

Following the publication of the final report, work was undertaken to implement the Commission's recommendations. Place-based and collaboration, lived experience, and evaluation were central delivery principles. A countywide delivery group was established. The delivery would also be supported by Cambridgeshire Community Reference Group (CRG). The next phase of delivery would be supported by the Government's Crisis and Resilience Fund, which was scheduled to be launched in April 2026.

While discussing the report, Members:

- Emphasised the importance of cross-agency collaboration and placed-based approach to effectively address poverty.
- Highlighted that the announcement of the Crisis and Resilience Fund was a positive step, as there was a need for funding that supported preventative work. Officers explained it would be launched in April 2026 and would be three years of funding. The fund would replace the Household Support Fund and recognised the importance of investment in resilience. It was estimated that the amount would be similar to the Household Support Fund but expected further clarification soon.
- Stated that approximately 4 million children in the UK lived in poverty, with one-third being migrant children.
- Queried the main findings for child poverty in Cambridgeshire, and what actions were needed to ensure that Government received this message. Members were informed that the statistics of English indices of deprivation were due to be released at the end of the month and would be analysed. Further evidence gathering would occur which would be fed back into the delivery group.
- Reaffirmed commitment to addressing poverty and acknowledged that funding remained a challenge.
- Recognised the difficulties and complexities of the work and thanked officers for the report.
- Queried whether Cambridgeshire experienced more absolute or relative poverty. Members learnt that it was difficult to determine due to changing definitions and difficulties collecting data. It was noted that relative poverty would be further explored with deprivation statistics. The stigma associated with poverty prevented individuals from seeking help, and the role of the delivery group was emphasised.

It was resolved unanimously to:

- a) Note the recommendations of the Poverty Commission; and
- b) Endorse the move to a delivery phase of the Council.

17. Equality, Diversity and Inclusion Strategy Action Plan Update

The Committee received a report which provided an update on the progress of the Council's Equality, Diversity and Inclusion (EDI) Strategy Action Plan. The strategy was approved by Full Council in 2023, and the action plan was approved by the Committee in January 2024. The full action plan was attached in Appendix 1.

While discussing the report, Members:

- Requested further information on staff satisfaction and the link to retention and recruitment. Members learnt that an independent staff survey had recently concluded. The analysis would help understand the feedback and satisfaction levels within the workforce. Members would be updated on the findings. The Executive Director of Strategy and Partnerships highlighted the importance of the Council's participation in the Government's Disability Confident Scheme and the way staff networks provided feedback to the Council. It was noted that there was a reduction in reliance on agency staff within the children's workforce and uptake in recruitment and retainment. It was agreed that colleagues in Human Resources (HR) would circulate further information on recruitment and retention – **action required.**
- Noted that a recent recruitment exercise, which used an EDI template and policy, had resulted in an increase in candidate applications.
- Welcomed the guaranteed interview scheme for care experienced candidates and asked whether there had been an increase in applicants and recruitment from care experienced candidates. If so, what specific roles or sectors had care experienced candidates been recruited to. The Executive Director of Strategy and Partnerships agreed to circulate information on the impact of the initiative and provide further information regarding specific roles and sectors to Committee – **action required.**

It was resolved unanimously to:

Review the progress of the Equality, Diversity and Inclusion Strategy Action Plan.

18. Corporate Performance Report – Quarter 1 (2025-26)

The Committee received a report which provided an update on the performance monitoring information for Quarter 1 2025-26, covering 1 April 2025 to 30 June 2025. There were two amber Key Performance Indicators (KPIs) and six green KPIs. Details for each indicator were outlined in Appendix 1.

One amber KPI related to the number of visitors to libraries, which had been affected by temporary closures for refurbishment. The second amber KPI related to death

registrations, which had been impacted by reduced staffing and appointments due to bank holidays.

While discussing the report, Members:

- Requested an update on section 3.4 of the report, which detailed the pathway to green for 'CoSMIC 009: Registration – All deaths registered within 5 days.' Members were informed that changes implemented had positively impacted Quarter 2, which was at 91%. This improvement was linked to diary management and prioritisation of registrations that needed to be achieved within shorter time periods, such as death registrations.
- Sought further information on 'CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service' noting that the KPI was outside of the Council's control. The Service Director: Communities, Libraries and Skills emphasised the importance of tracking the engagement rates of individuals experiencing domestic abuse. Members were informed that delays in referral processes could affect engagement, and quicker referrals enabled earlier conversations which increased the likelihood of engagement. Members acknowledged that individuals experiencing domestic abuse were often high risk and that trauma could impact their engagement with support services. It usually took multiple contact attempts before individuals engaged.

It was resolved unanimously to:

Scrutinise and comment on the performance information presented.

19. Finance Monitoring Report – August 2025-26

The Committee received a report which presented the financial position to the end of August 2025 of the services within the remit of the Committee. The report included revenue and capital budget.

At the end of August 2025, the revenue budgets within the remit of this Committee forecasted an underspend of £434,000.

The report to the Strategy, Resources and Performance Committee on 23 October 2025 stated that the Council was reporting an overspend of £12.3 million.

While discussing the report, Members:

- Questioned the risk of the current underspend turning into an overspend. The Executive Director of Strategy and Partnerships explained that the underspend could be delivered by holding vacancies during recruitment, providing there was no risk or detriment to the delivery of services. There was detailed financial monitoring and overspends were closely monitored and managed.
- Understood that the underspend was due to an increase in Government grants and queried whether this could be relied on next year. Members learnt that the Homes for Ukraine funding was based on the number of individuals arriving. It was expected

that the number would decrease but it had remained constant. The grant was split between district councils and the Council to contribute to services provided. The scheme's continuation was dependent on central government and the number of arrivals into the county.

- Sought information in relation to the Home for Ukraine scheme and to what extent the Council was able to predict the demand on services. The Service Director: Communities, Libraries and Skills informed Members that when the scheme started, the Committee agreed to invest and budget for the next three years for the role of Migration Policy and Partnership Manager. This supported work with new communities and the Council's sanctuary status work. This funding was from the Home to Ukraine reserves and programmed in until 2028. The Executive Director of Strategy and Partnerships stated that it was difficult to predict demand.

It was resolved unanimously to note the content of the report.

20. Agenda Plan and Appointments

While noting the agenda plan, Members were encouraged to request briefings regarding the poverty strategy. The Service Director: Communities, Libraries and Skills highlighted the release of the indices of deprivation data, and the Chair suggested that training would be useful to understand the data – **action required**.

Councillor Damary-Homan was nominated as the Council's representative to the National Youth Agency Lead Members Peer Network. There were no objections or further nominations.

It was resolved unanimously to:

- a) Note its agenda plan attached at Appendix 1 to this report;
- b) Appoint Councillor Damary-Homan as the Council's representative to the National Youth Agency Lead Members Peer Network.

Chair

Communities, Social Mobility and Inclusion Committee Minutes Action Log

This is the Committee's updated minutes action log, and it captures the actions arising from recent Communities, Social Mobility and Inclusion Committee meetings and updates Members on the progress in complying with delivery of the necessary actions.

Minutes of the Committee Meeting Held on 16 October 2025					
Minute no.	Report	Officer responsible	Action	Update	Status
14.	Funding for the High Impact Use Operational Team	J Buckingham	Provide Members with a briefing note on the High Impact Use initiative and its evaluation findings.	The interim High Intensity Use evaluation report and presentation were circulated to Members on 7 January 2026.	Action complete
17.	Equality, Diversity and Inclusion Strategy Action Plan Update	F McCarthy	Provide Members with further information on staff recruitment and retainment.	The Policy, Performance and Intelligence team is analysing the data, with an update due by mid-January 2026.	Action ongoing
			Provide Members with information on the impact of the guaranteed interview scheme for care experienced candidates and provide further information regarding specific roles and sectors.	A briefing note was circulated to Members on 20 November 2025.	Action complete
20.	Agenda Plan and Appointments	L Riddle	Arrange a training session for Members on understanding deprivation data.	A briefing session was delivered to Members by the Policy, Performance and Intelligence service on 5 December 2025.	Action complete

2026-29 Business Plan and Budget

To:	Communities, Social Mobility and Inclusion Committee
Meeting Date:	15 January 2026
From:	Deputy Chief Executive and Executive Director of Place and Sustainability
Electoral division(s):	All
Key decision:	No
Forward Plan ref:	Not Applicable
Executive Summary:	<p>This report summarises the draft 2026-29 Business Plan and Budget, presented to the Strategy, Resources and Performance Committee on 11 December 2025. It focuses on proposals relevant to this committee and provides an update on the new draft Strategic Framework vision, ambitions and priorities.</p>
Recommendation:	<p>The Communities, Social Mobility and Inclusion Committee is asked to:</p> <ul style="list-style-type: none">a) Consider and scrutinise the proposals relevant to this committee within the 2026-29 Business Plan and Budget put forward by the Strategy, Resources and Performance Committee on 11 December 2025;b) Recommend changes and/or actions for consideration by the Strategy, Resources and Performance Committee at its meeting on 29 January 2026 to enable a business plan and budget to be proposed to Full Council on 10 February 2026; andc) Receive the fees and charges schedule for this committee included at Appendix 2.

Officer contacts:

Name: Lisa Riddle
Post: Service Director: Community Development and Resilience
Email: lisa.riddle@cambridgeshire.gov.uk

1. Towards a healthy, fair and sustainable Cambridgeshire

- 1.1 Amidst a wave of change nationally and locally, a new Administration was elected to lead the county council in May 2025. This initiated a review of the council’s existing Strategic Framework, to ensure it aligns with the council’s ambitions and the current and future operating context. Over Autumn 2025, Policy and Service committee Chairs and Vice Chairs worked with officers to draft a revised vision and set of ambitions for the council to deliver for Cambridgeshire. This was considered at the Strategy, Resources and Performance committee at its meeting on 11 December 2025. A fully revised Strategic Framework will be presented to the Strategy, Resources and Performance Committee on 29 January 2026 as part of the 2026-29 Business Plan and Budget.
- 1.2 The revised Strategic Framework will maintain a clear strategic vision, with simplified cross cutting ambitions that are each further elaborated by a set of priorities – together representing the next phase in the development of the council’s strategic goals as it responds to its changing context. The new draft vision, ambitions and priorities for Cambridgeshire are set out in the table below.

Table 1.1 New draft vision, ambitions and priorities

Vision: A healthy, fair and sustainable Cambridgeshire	
Ambitions:	Ambition priorities:
Support a green and sustainable county	Low carbon council: Reduce the council’s carbon emissions by 38% by 2027-28 (excluding forestry, land use and agriculture) and support wider climate action in Cambridgeshire
	Tackling climate risks: Support community energy and local area energy planning, and work with communities to understand and manage the effects of a changing climate, from the threats of flooding and fire to securing the future of water, food and farming
	Restoring nature: Create and connect green spaces, restore natural habitats on council land and support community-led nature recovery projects
	A circular economy: Support repair cafés, reuse hubs, food waste reduction campaigns, sustainable waste management and other projects with partners and communities to promote sustainable living
Enable full, healthy lives for all	Eating well: Work with partners on targeted interventions that help provide enough good food for every home, aiming to have no family hungry or under-nourished
	Good health and wellbeing: Support people to build strong connections with their families, communities and the natural environment to combat loneliness and improve mental and physical health
	Active living: Create more safe cycling and walking routes and work with partners and communities to promote green spaces, community sports and accessible ways to get active
	Independent living: Provide social care that supports adults and unpaid carers to live safely in the way they choose, and

	reduces the need for more intensive support and care where possible
Ensure fairness and opportunity wherever we can	The best start in life for children and young people: Work with partners to provide a safe and healthy environment for children and young people to live, learn and develop strong mental health from their earliest moments through their school years
	Jobs for the future: Work alongside other providers to ensure people have the right skills and opportunities to build successful working lives, including those with care experience, learning disabilities and mental health conditions
	Financial security: Invest in targeted interventions that help move people out of poverty and build long-term financial stability and independence
	Well connected: Better broadband, tackling mobile phone 'not-spots', with safe and sustainable transport routes to connect people to jobs, education and health services

1.3 This new draft vision, three ambitions and 12 supporting priorities evolved directly from the existing Strategic Framework's vision and seven ambitions consolidating and refocusing them into the three new draft ambitions above to better reflect the council's strategic approach and to relate more clearly to the vision. The table below illustrates how the new ambitions consolidate and refocus the existing seven.

Table 1.2: Rationale for new ambitions

1 - Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes	Support a green and sustainable county	Allows a more comprehensive approach to climate, nature and the environment whilst allowing transport/travel to support other ambitions as well
2 - Travel across the county is safer and more environmentally sustainable		
3 - Health inequalities are reduced	Enable full, healthy lives for all	Recognises the central role of health and wellbeing for delivering positive outcomes for people
4 - People enjoy healthy, safe and independent lives through timely support that is most suited to their needs		
5 - People are helped out of poverty and income inequality	Ensure fairness and opportunity wherever we can	Brings together issues relating to the delivery of core front line services and fair access for all people to fully participate in society locally, with priorities more focused on the council's remit to deliver, and space
6 - Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised		
7 - Children and young people have opportunities to thrive		

		for education and children's social care to support other ambitions as well
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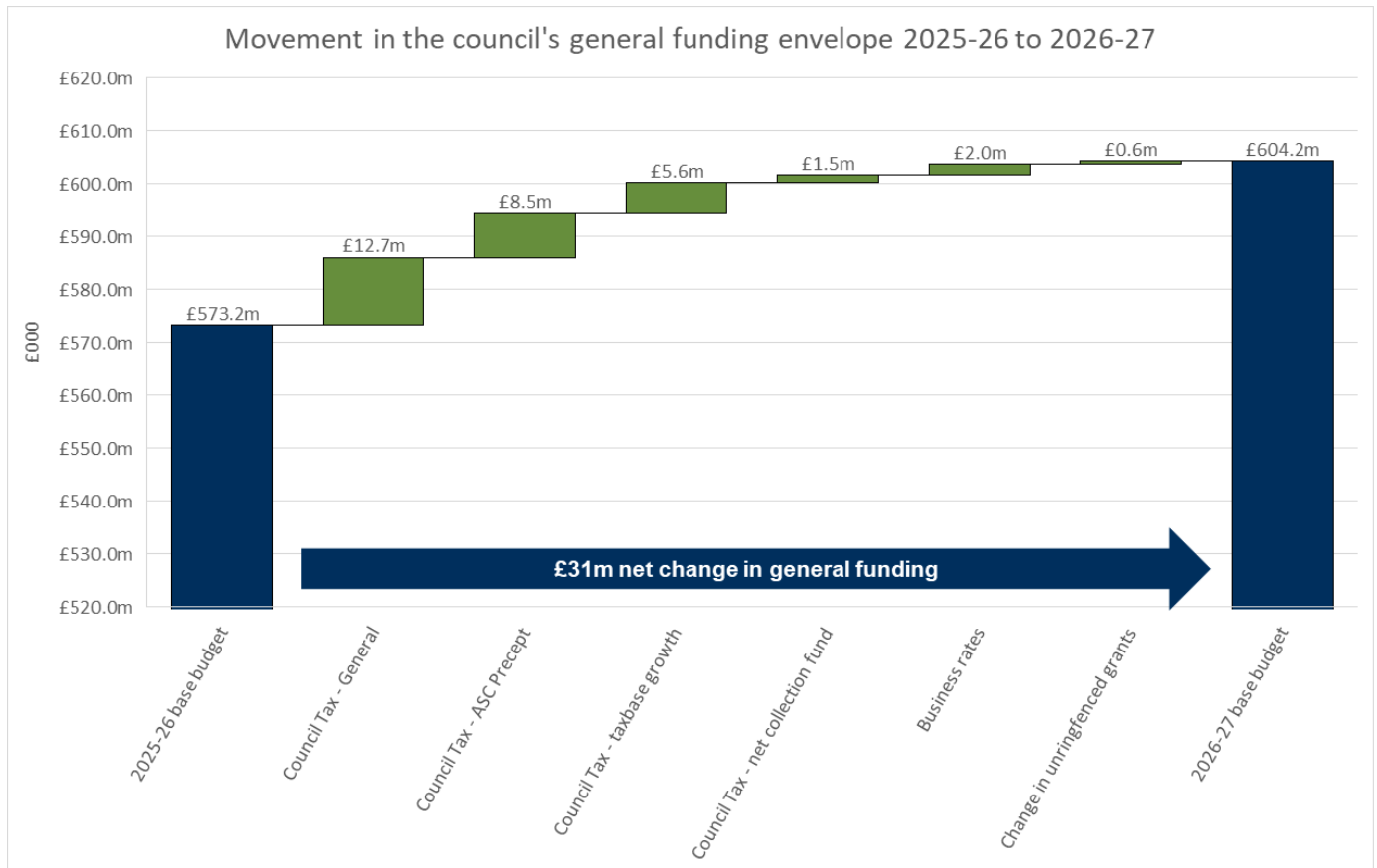
- 1.4 Driven by the three proposed ambition areas, the 12 priorities are what the council will focus on in its decision-making, service planning and service delivery. As part of the council's commitment to being evidence-led and responsive to residents' needs, these ambitions and priorities are informed by the Quality of Life Survey results presented to Strategy, Resources and Performance Committee on 23 October 2025. There is a clear connection between the three new draft ambitions and the most prominent areas of concern revealed by the Quality of Life Survey: health and wellbeing issues such as the mental health of young people, economic issues such as job opportunities and the cost of living, and local climate and environment issues. With strategic ambitions more clearly aligned to the concerns of our residents, the council will be in an even better position to track its progress on delivering the ambitions through its engagement with residents.
- 1.5 The development of the priorities was informed by recent council strategies that reflect council directorates' current and future operating context. These include the Public Health Strategic Plan, the Adults, Health and Commissioning Strategy, the Cambridgeshire Poverty Strategy Commission findings, the refreshed Climate Change and Environment Strategy, the draft Economic Strategy and other new or developing strategies and approaches. Alongside the council's corporate enabling strategies such as the 'Our Future Council' change strategy and the People Strategy, these directorate strategies will be key to guiding the delivery of the council's new ambitions and priorities. As the primary statement of the council's highest goals, the Strategic Framework is the main reference point for everything the council plans and delivers for local communities. The revised Strategic Framework has been developed as a strong unifying thread for council decision-making, activity and impact.

2. Responding to the council's context

- 2.1 The draft 2026-29 Business Plan and Budget, presented at Strategy, Resources and Performance Committee at its meeting on 11 December 2025, details how the council will deliver against its ambitions, respond to resident feedback and set a legal budget. This committee, alongside other Policy and Service committees, will consider the draft business plan and budget proposals relevant to its remit, and any feedback will be presented to Strategy, Resources and Performance Committee at its next meeting on 29 January 2026 for consideration in recommending budget proposals to Full Council on 10 February 2026.
- 2.2 The council is currently forecasting a £31 million increase in general funding for 2026-27, comprising income resulting from increased council tax (and an increase in the underlying taxbase), increased business rates income and estimates regarding Government grant levels. The level of government grants at this stage are only an estimate, made before the local government finance settlement issued on 17 December 2025. The settlement saw the implementation of government reforms to local authority funding, including a full re-calculation of relative needs of councils, consolidation of a wide number of grants into fewer more general grants, equalisation for ability to raise council tax, and rebaselining of the business rates system. This is the biggest set of local government funding reforms for over a decade. The full implications of the settlement are being calculated for the council, and a

full update will be provided to Strategy, Resources and Performance Committee on 29 January 2026.

Table 2.1: Currently estimated movement in the council's general funding envelope from 2025-26 to 2026-27



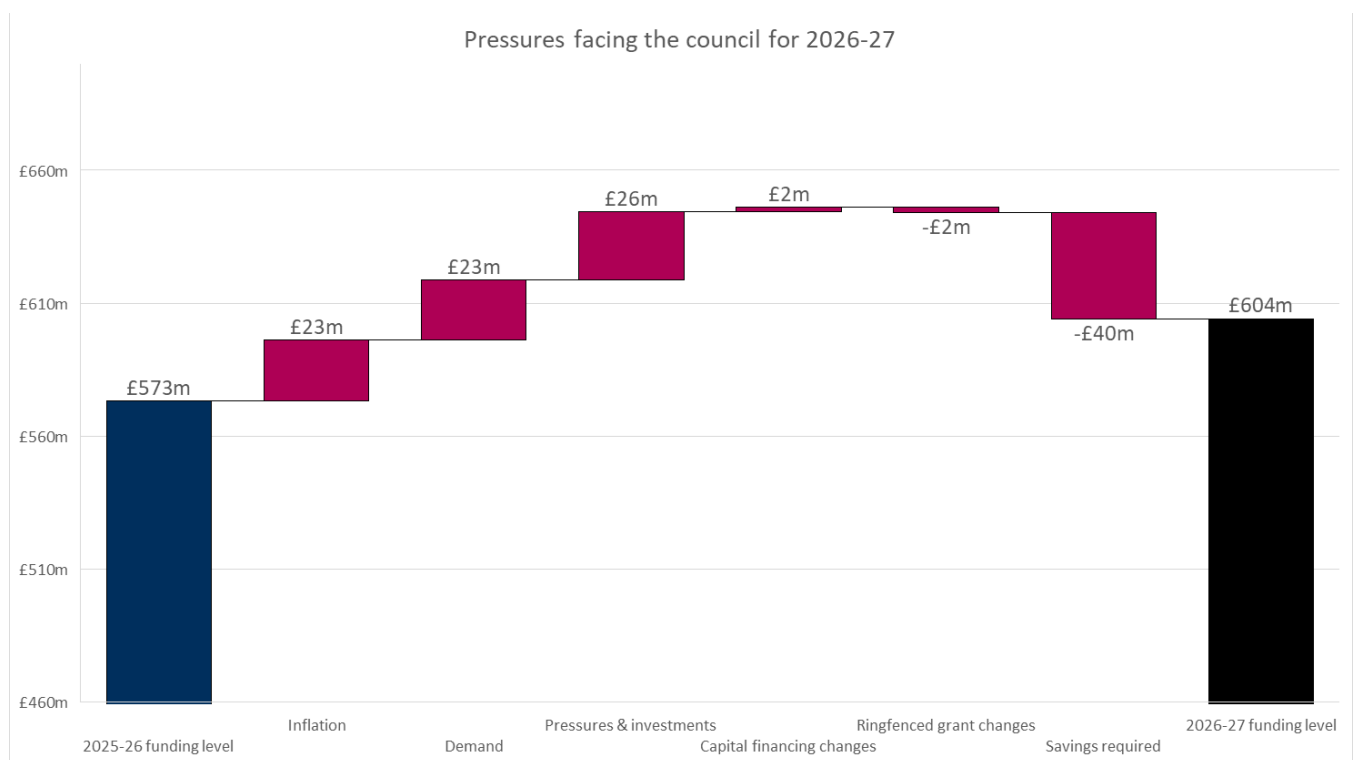
2.3 The totality of the council's gross budget, including schools and services funded by specific grants, is expected to be over £1.2 billion for 2026-27. Each year councils in England are required to set a legal budget. This means the council must ensure the money it plans to spend will not exceed the money it expects to raise in revenue and after taking account of expected movements in reserves. Achieving this has become more difficult in recent years owing to several interrelated issues that are having a major impact on local government across the country:

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

- Market failures: markets such as children in care placements have become deeply dysfunctional through combinations of high demand, insufficient supply, provider profiteering and diminished council negotiating power.

2.4 Following updates to pressure projections, a projected budget gap of £40.3 million for 2026-27 was reported in an update to Strategy, Resources and Performance Committee on 23 October 2025 – an increase of £22 million from the previous business plan forecasts. Whilst the budget of the council is increasing year on year, allowing it to continue investing in important local services, the budget is not growing fast enough to keep pace with the pressures arising from the issues described at 2.9 above. Latest estimates now show over £74 million of cost pressures, offset by a £31 million increase in our general funding and a £2 million increase in ringfenced grants, leaving a gap of £40 million to find for 2026-27.

Chart 2.2: Overall movement in net budget from 2025-26 to 2026-27



- 2.5 The overall impact of the additional investments the council is making and the compound pressures set out in the table above means that, to secure a legal budget, the council is required to find efficiency savings or additional income of £40 million for 2026-27.
- 2.6 To achieve this each of the council’s directorates have developed proposals for the coming years which will enable the council to continue investing in the delivery of its ambitions whilst making savings through careful recalibration of the way services are provided. The increased challenge of maintaining financial sustainability in the council’s current operating context has meant that the draft 2026-29 Business Plan and Budget has focused on continuing to deliver multi-year savings introduced in previous years whilst new proposals often focus on allowing services to remain financially sustainable to deliver the council’s ambitions. As a result, new proposals developed by directorates tend to fall under the following tactical themes:

- generate increased income by introducing or expanding charges for services
- review service models to ensure efficient resource management and effective service delivery
- invest in new services or expand current services to enable more independent living and reduce, prevent or delay complex care needs
- adapt the current workforce, processes and resource management to improve efficiency and/or reduce third party charges
- develop in house capabilities to reduce or remove third party expenditure
- manage and negotiate contracts to deliver savings and ensure efficient service delivery
- work in partnership with other organisations to deliver solutions for residents.

2.7 These proposals will enable the council to get the most out of every pound it spends, including actions to stabilise key workforce challenges, reduce fragmentation of provision, prevent the escalation of need, improve the efficiency and effectiveness of delivery and refocus services on what must be delivered to ensure the council fulfils its statutory duties. The details of these directorate plans relevant to this committee can be found in the next section of this report. Having proposed these plans, the budget gap for 2026-27 remains at £6.4 million.

Table 2.1 - How the legal budget is arrived at

	£million	£million
Pressures, investments and adjustments	72.0	
Budget Changes		72.0
Less funding changes:		
Change in ringfenced grants		-2.0
Change in general grants	-0.6	
Proposed council tax increase	-21.3	
Council tax taxbase and collection fund	-7.1	
Business rates income	-2.0	
General funding increase		-31.0
Funding envelope changes		-33.0
Total gap to find		38.9
Savings identified	-32.1	
Changes in income, excluding schools	-4.0	
Add: reverse out previous year reserves budget	9.5	
Less: reserves use	-5.9	
Total Gap remaining		6.4

2.8 A gap remains at this stage in the draft business plan and budget, and a legal budget position for 2026-27 is contingent on Government funding announcements or, failing that, further savings. There are also budget gaps remaining in future years as shown in Table 2.2:

Table 2.2: Revised medium-term budget gaps

Year	2027-28	2028-29	2029-30
Latest unidentified savings gap	£17.1 million	£31.8 million	£27.5 million

This means that the medium-term picture for the council shows an overall funding gap of £96 million over the next three years, of which £41 million is not yet addressed.

- 2.9 The significance of this financial challenge means the council must be more strategic in the way it plans to secure long-term financial sustainability whilst also improving resident outcomes and enhancing public trust in the organisation. The ‘Our Future Council’ change strategy provides the high-level approach needed for future proofing the council through cross-organisational innovation, enabling the council to better navigate the uncertainties of the future and support it to adapt to emerging risks and opportunities. Since its approval in October 2024, ‘Our Future Council’ has entered its implementation phase through a portfolio of change programmes that have been developing over the last year. A summary of the progress of each current ‘Our Future Council’ cross cutting change programme can be found in the update to the 23 October 2025 meeting of the Strategy, Resources and Performance Committee.
- 2.10 With the Strategic Framework defining what the council aims to deliver (its vision, ambitions and priorities) and ‘Our Future Council’ defining how the council future-proofs delivery, whilst the council’s CARE (collaborative, accountable, respectful and excellence) values define the way council employees work with each other. The CARE values also inform the Customer Care Standards, which define the way the council delivers through its interactions with residents, businesses, VCSE (voluntary, community and social enterprise) organisations and other partners. The CARE values embody the council’s commitment to working collaboratively with our communities and taking responsibility for our actions, treating everyone with respect and being dedicated to achieving excellence in everything the council does.
- 2.11 The council is continuing to invest capital funding in the county’s infrastructure, such as schools and roads. There is increasing transparency of the expected financial value of capital schemes. The council now indicates expected tender values through the procurement pipeline and pre-tender publications and on review have concluded that the commercial interest in securing the best price from tendering for capital works is not prejudiced from including the budgets for capital schemes in the capital tables without redactions.

Table 2.3 – Capital programme 2026-31 and beyond

	Prev Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Yrs £000	Total £000
Children, Education and Families	93,246	55,477	42,776	31,190	39,367	19,110	4,271	285,437
Adults, Health and Commissioning	-	6,690	6,690	6,690	6,690	6,690	33,450	66,900
Place and Sustainability	165,826	79,244	62,781	24,990	6,782	1,440	20,664	381,727
Finance and Resources	10,703	3,597	2,860	2,088	1,944	1,944	8,064	31,200
Office of the Chief Executive	1,500	1,500	253	253	253	253	1,518	5,530
Total Budget	271,275	146,508	115,360	65,211	55,036	29,437	67,967	750,794

- 2.12 The total programme for 2026-27 as it currently stands requires £146.5 million of funding, which includes £37 million from borrowing. Given the financial pressures on the revenue fund, limits are set to provide a level above which capital financing costs will have an unjustifiable impact on the revenue budget – this limit is inflated each year. The level of borrowing planned for 2026-27 has been assessed as affordable within the current provision for financing.
- 2.13 The cost of capital is expected to continue to rise into 2028-29, largely due to the impact of the Dedicated Schools Grant (DSG) deficit. Adjusting for that DSG deficit, the council is projected to be within the recommended limits. The DSG deficit represents a real cash deficit that is forcing the council to borrow, and so the council is having to adjust its capital programme to reduce its impact. The other major driver of borrowing across future years increases is the prioritised investment in highways.

3. Place and Sustainability Directorate Overview in relation to the Communities, Social Mobility and Inclusion Committee

- 3.1 The work of the Place and Sustainability directorate impacts the lives of everyone living, working, learning and travelling through Cambridgeshire every day.
- 3.2 Changes to the senior management structure of the council come into effect from 1 January 2026. From January the Place and Sustainability directorate will become responsible for all of the services reporting to this committee which support, protect and develop community resilience - including Trading Standards, Registration Services, Coronial Services, Emergency Planning, Community Services, Domestic Abuse and Sexual Violence services, Changing Futures, Housing First, Libraries, Archives, Culture and Adult Skills.
- 3.3 Overall, it is proposed the Place and Sustainability Directorate will receive a £136.7 million gross budget in 2026-27, including revenue growth of £2.3 million. This budget will support continued investment in services the directorate delivers and commissions that fall under the remit of the Communities, Social Mobility and Inclusion committee as outlined in section 3.2 and including our network of 33 libraries and mobile library offer. This budget also supports services that are delivered and commissioned that report to the Environment and Green Investment Committee and the Highways and Transport Committee.
- 3.4 The directorate also hosts services on behalf of the wider system to address systemic barriers and provide support to help people overcome complex issues, such as the High Intensity Users team, working with people who frequently access NHS Emergency Services for non-medical reasons, and Changing Futures, which works with people facing multiple disadvantage, such as homelessness. The directorate also delivers a grant-funded Adult Education and Skills service that supported 4,475 enrolments in the last academic year across 88 sites.
- 3.5 Since 2021, services reporting to this committee have overseen the delivery of the Household Support Fund. This fund will end on March 31 2026 and from April 2026, the Crisis and Resilience Fund will be introduced nationally. Details of the fund are to be confirmed but indications are that a shift towards prevention will be a key feature of the new programme. Once confirmed, the funding and delivery of the programme will sit with services reporting to this committee.

- 3.6 The council collaborated with partners to create an independently led Poverty Strategy Commission that published its findings and recommendations to address the root causes of poverty and improve support available to those affected by it, in May 2025. The council is responding to the Commission's recommendations with partners, drawing down from remaining £1.5 million budget, originally made available during 2024/25, to back the implementation of the recommendations from the Commission's report. An additional investment of £100k has been provided to enhance the existing income maximisation work commissioned from Citizen's Advice, approved by this committee on 5 December 2024. This additional investment will help us to ensure families in receipt of Free School Meals are aware of their entitlements. The implementation of the Poverty Commission's recommendations will be linked to the deployment of the Government's Crisis and Resilience fund once more information on that fund is available.
- 3.7 Many of the council's resident-facing interactions take place through an extensive network of libraries. In 2024/25 £1.3 million was made available for the 'Libraries Plus' programme, to make improvements across the library estate. During 2025/26 improvement works have taken place across the county and we will continue to draw down from this fund to better facilities throughout 2026/27, creating more flexible spaces and expanding the range of services available locally to our residents, so they are 'Closer to Communities'.
- 3.8 From April 2026, our current shared Trading Standards service will separate from Peterborough City Council. This separation will require one off investment to procure a case management system for Cambridgeshire. It is anticipated that a pressure of £87k in additional costs will arise from the separation of the service to ensure we have sufficient capacity and expertise to meet the needs of Cambridgeshire residents.
- 3.9 The directorate as a whole will continue to strive to deliver efficient and effective services to residents. This includes ensuring it performs its regulatory functions, which report to this committee, in line with the relevant statutory duties.

Table 3.1 – Budget position 2026-27

Heading	2026-27 £000 Place and Sustainability	2026-27 £000 Community Development and Resilience	Comments
Net revised opening budget	91,236	10,731	Relevant to this committee, this includes the ending of the Household Support Fund grant in March 2026.
Net inflation	2,384	96	
Demography and Demand	51	51	Relevant to this committee, the demand for Coroner Services is expected to continue to rise, at a cost of £51k, due to the increasing population size and increased number of complex cases to be investigated.
Pressures	-890	302	Relevant to this committee, a pressure of £87k of additional costs when from April 2026 Cambridgeshire County Council will be responsible for delivering its trading standards service directly rather than through a shared arrangement with Peterborough City Council, It also includes a one off pressure to provide a new system for trading standards case management, which is linked to the transfer of responsibility back to the Council. This is

			funded from a reserve as outlined in the reserves section of this paper.
Priorities and Investments	1,250	100	£100k investment to enhance the existing income maximisation work commissioned from Citizen's Advice
Use of Reserves	-709	-315	Funding from the Homes for Ukraine grant continues to support delivery of services relevant to this committee during the 2026-27 financial year and funding from the proceeds of crime reserves will be used as a one off to fund replacement trading standards back-office software system
Savings	-808	-175	Savings of £175k are attributable to services reporting to this committee, £155k proposed from a review of posts in Communities, Libraries and Skills to ensure compliance with the council's organisation design principles and £20k from returning the proposed 3% inflationary increase to the library stock fund as a saving.
Income Changes	879	-32	
Net budget	93,393	10,758	

Table 3.2 – Highlights of proposed savings within the remit of this committee

Proposal and Table Reference Number	2026-27 £000	2027-28 £000	2028-29 £000	Detail
C/R.7.241 Review of posts in Communities, Libraries and Skills service areas	-155			Restructure roles across the Communities, Libraries and Skills Service areas to ensure compliance with the council's organisation design principles and to deliver savings.
C/R.7.242 Decline inflationary increase to Library stock fund	-20			Return the proposed inflationary increase of 3% to the stock fund as a saving.

Table 3.3 – Medium-term Financial Plan for the Place and Sustainability directorate by service area

£000	2026-27 gross to net		Net Budgets		
	Spend	Income	2026-27	2027-28	2028-29
Executive Director	3,185	-1,095	2,090	2,889	3,721
Highways and Transport	55,048	-28,392	26,656	30,198	30,845
Environment, Planning and Economy	59,553	-5,663	53,889	51,214	52,411
Community Development and Resilience	18,901	-8,143	10,758	11,767	11,924
Total	136,686	-43,293	93,393	96,068	98,901

3.10 Capital

The capital programme for Communities and Libraries comprises £1.052m of planned expenditure in 2026-27 and a further £0.218m over the ten-year planning horizon as captured in the table below. This includes delivery of the remaining committed projects that are funded through the Cambridgeshire Priorities Capital Fund, the replacement of a camera in the Archives service and library improvements and expansions (including the use of section 106 funding):

Table 3.4 – Capital Programme

£000	Total Cost	Previous Years	2026-27	2027-28	2028-29	2029-30	2030-31	Later Years
Communities & Libraries	6,760	5,490	1,052	218	0	0	0	0

4. Funding

4.1 The council draws its funding from two main sources – government grants and locally generated revenue (predominantly council tax, as well as business rates, and then charging for council services).

Government Grants

4.2 The Council receives a range of grants to deliver services across Cambridgeshire. The Safe Accommodation grant funds commissioned contracts and support from the Domestic Abuse and Sexual Violence service, ensuring the council meets its statutory duties in accordance with the Domestic Abuse Act 2021. Cambridgeshire Skills is a grant funded service, receiving money each academic year through the Cambridgeshire and Peterborough Combined Authority. Several services are also part funded by grants or through partnership arrangements, for example the Communities Service receives funding from the Integrated Care System to host the High Intensity Users team and Changing Futures receives its funding from district councils and the Combined Authority.

4.1.2 Subject to the Funding Review the expected grants overall are:

- Safe Accommodation for Victims of Domestic Abuse (Ministry of Housing, Communities and

- Local Government) £1,480,995 (to be confirmed, figure based on 2025/26 allocation).
- Victim Services Grant for Domestic Abuse (Office of Police and Crime Commissioner) £69,460k.
- Adult Skill Fund (via the CPCA) £2,025m (funded on an academic year cycle).
- Free Courses for Jobs (via the CPCA) £120k (funded on an academic year cycle).
- Adult Skills Fund (Education and Skills Funding Agency) £150k.
- Youth Guarantee Trailblazer (via the CPCA) £1m.
- The Library Presents (Arts Council England) £176,942 (to be confirmed, figure based on current allocation).
- Community Health Information Service (Public Health) £69k.
- Museum Partnership Support (Museum Development South East) £27k (to be confirmed, figure based on current allocation).
- Crisis and Resilience Fund (amount and terms and conditions to be confirmed).
- High Intensity Users (Integrated Care System) £600k.

Fees and charges

- 4.2 Within services under the remit of this committee, there is a budget of £4.9m for fees and charges. Examples of these fees and charges are libraries income, registrations and ceremony income, and contributions from other local authorities for services.
- 4.3 In accordance with the council's scheme of financial management, Executive Directors are responsible for reviewing annually the levels of fees and charges, in consultation with the section 151 officer and presenting a schedule of fees and charges to the relevant service committee. The planned fees and charges within the remit of this committee are included as Appendix 2.

The planned fees and charges within the remit of this committee are included as Appendix 2.

Reserves

- 4.4 One off funding of £1.7m is allocated through this committee for the delivery of anti-poverty initiatives across Cambridgeshire. In June 2025, an independent report was published by the Cambridgeshire Poverty Strategy Commission. This independent group of commissioners aimed to understand how poverty impacts residents and to find ways to create lasting change. To meet the recommendations of the commission, this funding will be used to:
- Retain capacity to coordinate anti-poverty work across the county and with key strategic partners and oversee the implementation of the Crisis and Resilience fund once the terms and conditions are known.
 - Retain the delivery of income maximisation work through Citizens Advice and fund mechanisms to better target support to those eligible for help.
 - Provide small grants to spearhead anti-poverty measures that enable the council to bring to life community-based ideas and initiatives.
 - Investment to build and sustain a systematic way of hearing the voices of people with lived experience in relation to policy development/delivery council-wide with a focus on work that has an impact on residents, particularly those who are at greater socio-economic disadvantage.

5. Significant Implications

5.1 Finance Implications

The proposals set out the response to the financial context and the need to review the Council's service offer and model to maintain a sustainable budget. The full detail of the financial proposals, including investments, savings and income as well as the impact on the budget are described in the financial tables of the business plan set out in Appendix 1. Assessment of all proposals endorse deliverability and have accounted for any costs to implement.

Proposals seek to ensure that the Directorate makes the most effective use of available resources and is delivering the best possible services given the reduced funding.

Any feedback from the Communities, Social Mobility and Inclusion Committee will be provided to Members as part of the 29 January 2026 Strategy, Resources and Performance Committee through the Section 151 Section 25 report. This includes detailed assessment of reserves, including provision for Local Government Reorganisation. This will be commented on further before Council consider the budget in February 2026.

5.2 Legal Implications

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

- Section 30(6) Local Government Finance Act 1992 (the 1992 Act). This section requires
- that council tax must be set before 11 March, in the financial year preceding that for which it is set.
- Section 42A of the 1992 Act. This section sets out the calculations to be made in determining the budget requirements, including contingencies and financial reserves.
- Section 42B of the 1992 Act. This section requires the council to set a balanced budget.
- Section 25(1) Local Government Act 2003 (the 2003 Act). The Chief Finance Officer of the Authority must report to it on the following matters: (a) the robustness of the estimates made for the purposes of the calculations; and (b) the adequacy of the proposed financial reserves.
- Section 25(2) the 2003 Act. When the council is considering calculations under section 42A, it must have regard to the Chief Finance Officer's report issued pursuant to section 25(1) concerning the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

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

5.3 Risk Implications

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

5.4 Equality and Diversity Implications

This report sets out the council's approach to strengthening the county, including how it will interact with its customers and improve access to services and information as per the council's Equality, Diversity and Inclusion Strategy. The draft 2026-29 Business Plan and Budget contain specific investment to support vulnerable adults and children in Cambridgeshire and is also informed by the Quality of Life Survey, which reached a representative sample of the Cambridgeshire population, including harder to reach residents. An Equality Impact Assessment (EQIA-00412) has been conducted for the overall draft business plan and budget. The equality implications of the long-term strategies already approved were considered as part of the development of those strategies. In order for the council to fulfil its legal requirements under the Public-Sector Equality Duty, individual Equality Impact Assessments will be done on the delivery plans for the respective budget decisions at the stage when plans for implementation are drawn up. These can be made available to all elected Members during the decision-making process so that the full equality implications of proposals are understood, inform final decisions and due regard is paid to the Equality Duty.

6. Source Documents

- 6.1 [Agenda Item 5 \(Draft Business Plan and Budget Setting 2026-27 – 2028-29\) – Strategy, Resources and Committee meeting on 11 December 2025](#)



Section 3: Detailed Finance Tables

Revenue: 2026-31

Capital: 2026-36



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 and 5 showing the capital programme. Tables 1, 2 and 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 2026-27 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 2026-27 split by service budget line. The purpose of the table is to show how the budget for each line has been constructed: inflation, demography and demand, pressures, investments, savings and income are added to the opening budget to give the closing budget.

Table 3

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

The numbers for proposals in table 3 need to be read recurrently – in other words a budget increase in a given year is taken to be permanent (because it adds to the closing budget, which becomes the next year's opening budget). A one-off or temporary budget change is shown with a number that contrasts the original entry. For example a one-off saving of £500k in 2026-27 would show as a -£500k in 2026-27 and a reversing entry of +£500k in 2027-28.

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). A minus change here means more reserve use; a positive change here means less reserve use. 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

Directorate Restructure

During 2025-26 the Strategy and Partnerships (S&P) directorate will come to an end and the Community, Libraries and Skills and Emergency Planning services will transfer to the Place and Sustainability (P&S) directorate. The remaining services from Strategy and Partnerships will move in the newly created Office of the Chief Executive (OCE) directorate.

As such the 2026-27 budget has been prepared using the new structure and the table below shows how the opening budgets (as shown at the beginning of table 3) have changed due to the restructure.

Old Structure	Opening Gross Budget (£000)	Opening Income Budget (£000)	Opening Net Budget (£000)
S&P	38,052	-11,918	26,134
P&S	121,243	-38,355	82,888
OCE	0	0	0
Total	159,295	-50,273	109,022

New Structure	Opening Gross Budget (£000)	Opening Income Budget (£000)	Opening Net Budget (£000)
S&P	0	0	0
P&S	140,559	-49,540	91,019
OCE	18,736	-733	18,003
Total	159,295	-50,273	109,022

Section 3 - C: Place and Sustainability

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

Budget Period: 2026-27 to 2030-31

Net Revised Opening Budget 2025-26 £000	Service Line	Gross Budget 2026-27 £000	Income Budget 2026-27 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000	Net Budget 2030-31 £000
	Executive Director							
-46	Executive Director: Place and Sustainability	1,019	-1,083	-64	-77	-82	-88	-93
12	Staffing Pay Inflation - P&S	801	-	801	1,614	2,451	3,313	4,201
1,514	Operational Support: Place and Sustainability	1,364	-12	1,352	1,352	1,352	1,352	1,352
1,480	Subtotal Executive Director	3,185	-1,095	2,090	2,889	3,721	4,578	5,460
	Highways and Transport							
	<i>Infrastructure and Project Delivery</i>							
13,787	Local Highways Maintenance	14,345	-307	14,038	18,939	19,312	19,639	19,987
1,000	Asset Strategy, Data and Mapping	1,322	-506	816	814	812	809	807
3,356	Winter Maintenance	3,451	-	3,451	3,550	3,655	3,746	3,843
-813	Project Delivery	-545	-70	-615	-647	-681	-715	-751
8,172	Street Lighting	12,948	-4,057	8,891	8,723	8,874	9,088	9,307
484	Energy Services - Specialist Energy Projects	4,898	-3,385	1,513	1,400	1,251	1,024	953
	<i>Transport and Connectivity</i>							
-414	Traffic Management	4,014	-4,655	-641	-2,533	-2,341	-2,405	-2,468
508	Road Safety	1,049	-545	505	502	501	499	497
453	Transport Strategy	1,262	-410	852	851	851	850	849
-2,673	Highways Development Management	2,388	-4,861	-2,473	-2,473	-2,473	-2,473	-2,473
312	Park and Ride and Busway	1,347	-959	388	388	402	416	431
-70	Parking Enforcement	8,569	-8,639	-70	683	683	683	683
24,103	Subtotal Highways and Transport	55,048	-28,392	26,656	30,198	30,845	31,162	31,666
	Environment, Planning and Economy							
1,121	Planning	1,479	-374	1,105	1,089	972	955	938
1,159	Natural and Historic Environment	1,645	-488	1,158	1,156	1,154	1,153	1,152
52,508	Waste Management	55,986	-4,520	51,466	48,805	50,117	51,513	52,967
134	Economy and Climate Change	442	-281	161	164	168	171	175
54,923	Subtotal Environment, Planning and Economy	59,553	-5,663	53,889	51,214	52,411	53,793	55,232
	Community Development and Resilience							
-831	Strategic Management - Communities and Partnerships	-988	-	-988	-120	-122	-124	-126

Section 3 - C: Place and Sustainability

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

Budget Period: 2026-27 to 2030-31

Net Revised Opening Budget 2025-26 £000	Service Line	Gross Budget 2026-27 £000	Income Budget 2026-27 £000	Net Budget 2026-27 £000	Net Budget 2027-28 £000	Net Budget 2028-29 £000	Net Budget 2029-30 £000	Net Budget 2030-31 £000
5,286	Libraries, Archives and Culture	6,153	-850	5,303	5,339	5,426	5,460	5,498
-	Cambridgeshire Skills	2,400	-2,400	-	-	-	-	-
1,320	Communities Service	1,463	-142	1,320	1,320	1,320	1,320	1,320
68	Changing Futures	889	-821	68	68	68	68	68
2,180	Domestic Abuse and Sexual Violence Service	2,718	-538	2,180	2,181	2,181	2,182	2,182
300	Anti-Poverty	311	-	311	322	333	345	357
340	Emergency Planning	339	-	339	338	337	335	334
1,311	Coroners and Registration Service	4,704	-3,347	1,357	1,427	1,462	1,499	1,535
757	Trading Standards	912	-45	868	892	918	944	971
10,731	Subtotal Community Development and Resilience	18,901	-8,143	10,758	11,767	11,924	12,030	12,141
91,236	Place and Sustainability Budget Total	136,686	-43,293	93,393	96,068	98,901	101,563	104,499

Section 3 - C: Place and Sustainability

Table 2: Revenue - Net Budget Changes by Service Line

Budget Period: 2026-27

Service 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	-46	-5	-	-	-0	-	-	-12	-64
Staffing Pay Inflation - P&S	12	789	-	-	-	-	-	-	801
Operational Support: Place and Sustainability	1,514	-	-	-	-	-	-150	-12	1,352
Subtotal Executive Director	1,480	784	-	-	-0	-	-150	-24	2,090
Highways and Transport									
<i>Infrastructure and Project Delivery</i>									
Local Highways Maintenance	13,787	332	-	-	1,771	-1,000	-765	-88	14,038
Asset Strategy, Data and Mapping	1,000	-2	-	-	-	-	-182	-	816
Winter Maintenance	3,356	95	-	-	-	-	-	-	3,451
Project Delivery	-813	-32	-	-	-	-	230	-	-615
Street Lighting	8,172	-129	-	1,029	120	-	-301	-	8,891
Energy Services - Specialist Energy Projects	484	8	-	56	-135	-	-	1,100	1,513
<i>Transport and Connectivity</i>									
Traffic Management	-414	-142	-	80	-	-	135	-300	-641
Road Safety	508	-3	-	-	-	-	-	-	505
Transport Strategy	453	-1	-	-	-	-	400	-	852
Highways Development Management	-2,673	-	-	-	-	-	-	200	-2,473
Park and Ride and Busway	312	-4	-	81	-	-	-	-	388
Parking Enforcement	-70	-	-	-	11	-11	-	-	-70
Subtotal Highways and Transport	24,103	122	-	1,246	1,767	-1,011	-483	912	26,656
Environment, Planning and Economy									
Planning	1,121	-16	-	-	-	-	-	-	1,105
Natural and Historic Environment	1,159	-1	-	-	-	-	-	-	1,158
Waste Management	52,508	1,396	-	-2,438	-	-	-	-	51,466
Economy and Climate Change	134	3	-	-	-617	617	-	23	161
Subtotal Environment, Planning and Economy	54,923	1,382	-	-2,438	-617	617	-	23	53,889
Community Development and Resilience									
Strategic Management - Communities and Partnerships	-831	-2	-	-	100	-100	-155	-	-988
Libraries, Archives and Culture	5,286	23	-	-	-	-	-20	14	5,303
Cambridgeshire Skills	-	-	-	-	-	-	-	-	-
Communities Service	1,320	-	-	-	-	-	-	-	1,320
Changing Futures	68	-	-	-	-	-	-	-	68
Domestic Abuse and Sexual Violence Service	2,180	1	-	-	-	-	-	-	2,180
Anti-Poverty	300	11	-	-	-	-	-	-	311
Emergency Planning	340	-1	-	-	-	-	-	-	339
Coroners and Registration Service	1,311	41	51	-	-	-	-	-46	1,357
Trading Standards	757	24	-	302	-	-215	-	-	868
Subtotal Community Development and Resilience	10,731	96	51	302	100	-315	-175	-32	10,758
Place and Sustainability Budget Total	91,236	2,384	51	-890	1,250	-709	-808	879	93,393

Section 3 - C: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
1	OPENING GROSS EXPENDITURE		140,559	136,686	140,516	143,396	146,446	
C/R.1.001	Base Adjustment		1,587	-	-	-	-	Adjustments made to the expenditure budget as part of budget preparation for 2025-26, in line with officer delegations.
C/R.1.002	Permanent Virement - PVs		-1,007	-	-	-	-	Permanent changes to expenditure budgets made in 2025-26 reflected in the base, in line with officer delegations and/or committee decisions in 2025-26.
C/R.1.003	Transfer of budget to Communications team		-61	-	-	-	-	This is a contribution from the directorate to support the council's communications team.
C/R.1.004	Household Support Fund grant extension		-6,163	-	-	-	-	Household Support Fund grant extension to end of March 2026.
C/R.1.005	2025-26 Pay award reallocation		262	-	-	-	-	2025-26 pay award funding for services transferred from S&P and redistribution of funding to ensure all directorates could cover the agreed increases.
1.99	REVISED OPENING GROSS EXPENDITURE		135,177	136,686	140,516	143,396	146,446	
2	INFLATION							
C/R.2.001	General inflation - P&S	Changed	622	494	479	478	496	Forecast inflation relating to budgets not otherwise separated out in this section
C/R.2.002	Electricity Inflation	Changed	-456	-305	71	72	74	Electricity costs are forecast to reduce in 2026-27
C/R.2.003	Highways Contract Inflation	Changed	359	377	395	347	369	The main Highways Contract allows for the price to be increased on an annual basis by inflation
C/R.2.004	Staff pay inflation - P&S	Changed	789	813	837	862	888	Assumed 3% increase per annum.
C/R.2.005	Land Fill Tax Inflation	Changed	515	498	478	510	531	Government increased landfill tax by over 20% in 2025-26. An assumption of 3.5% has been applied for 2026-27 onwards.

Section 3 - C: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.2.006	PFI Waste Contract Inflation	Changed	786	759	728	778	810	The Waste PFI contract allows for the price to be increased by inflation which is therefore included in the budget for 2026-27 onwards
2.99	Subtotal Inflation		2,615	2,636	2,988	3,047	3,168	
3	DEMOGRAPHY AND DEMAND							
C/R.3.001	Coroner Service - Pathologist demand referrals	Unchanged	51	51	51	51	51	The demand for Coroner Services is expected to continue to rise due to the increasing population size and increased number of complex cases to be investigated.
3.99	Subtotal Demography and Demand		51	51	51	51	51	
4	PRESSURES							
C/R.4.012	Waste disposal costs due to enhanced environmental requirements	Unchanged	-2,438	-850	-	-	-	Waste disposal costs are expected to be lower in 2026-27 through changes in the sub-contracts in the PFI arrangements
C/R.4.021	Energy Schemes - operating costs	Unchanged	56	-84	23	30	-	The council has built several clean energy schemes - Swaffham Prior community heat scheme, Babraham smart energy grid, St Ives smart energy grid, and North Angle solar farm. These are the expected increases in the operating costs for the projects, which are to be covered by the sale of renewable energy generated by the schemes.
C/R.4.034	PFI streetlighting contractual energy adjustment	Unchanged	-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	Unchanged	-	-	-100	-	-	There is a £100k per annum from 2024-25 to 2027-28 built in the budget to enable a Minerals Waste Local Plan to be produced.
C/R.4.053	Trading Standards	Unchanged	87	-	-	-	-	From April 2026 Cambridgeshire County Council will be responsible for delivering its trading standards service directly rather than through a shared arrangement with Peterborough City Council. There are additional costs assumed as part of this process.
C/R.4.054	Trading Standards case management system	New	215	-215	-	-	-	This relates to one-off costs to provide a new system for trading standards case management, which is linked to the transfer of responsibility back to the Council. This is funded from a reserve as outlined in the reserves section of this table.

Section 3 - C: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.4.055	Additional Electricity Costs	New	1,232	-	-	-	-	These additional energy costs reflect the fact that electricity prices increased above budgeted levels in 2025-26 and the budget requires re-setting. However, this needs to be read with the revised assumptions for price inflation (C/R.2.002) and energy savings (C/R.7.221).
C/R.4.056	Libraries - Impact of new communities	Changed	-	-	55	-	-	Growth reflecting increased demand in South Cambridgeshire from new developments where new libraries are estimated to open in 2028-29.
4.99	Subtotal Pressures		-890	-1,149	-22	30	-	
5	PRIORITIES AND INVESTMENTS							
C/R.5.114	Energy Schemes - interest costs	Changed	-135	-63	-77	-78	-78	The council has built several clean energy schemes - Swaffham Prior community heat scheme, Babraham smart energy grid, St Ives smart energy grid, and North Angle solar farm. These are the expected borrowing costs associated with the schemes to be repaid using income from the sale of renewable energy generated by the schemes.
C/R.5.133	Climate Change and Net Zero Programme Phase 2	Unchanged	-456	-	-	-	-	Reversal of previous one-off additional funding allocated from the Just Transition Fund to support delivery of the Climate Change and Environment Strategy in relation to Carbon Reduction and Biodiversity
C/R.5.135	Investment in highways including footpaths, roads, drainage, lighting, signals, signage, lining and structures	Unchanged	2,000	-	-	-	-	The investment of £2m in 2026-27 will support further planned highway maintenance by creating £20m of additional capital investment. This is in addition to a similar investment made in 2024-25. This is linked to capital proposal C/C.3.025.
C/R.5.136	Climate Change and Net Zero - Enabling Net Zero Programme	Unchanged	-161	-90	-	-	-	Planned phasing for delivery of previously agreed prioritisation of funding for the enabling net zero programme. The one-off funding will be reversed out in 26-27 and 27-28.
C/R.5.139	Additional highways investment	Unchanged	-229	-	-	-	-	There was a one-off investment in 2025-26 enabled by a reduction in the level of levy paid to the Combined Authority in 2025-26, which will not be replicated in 2026-27.
C/R.5.140	Communities - Migration post and Communities	Unchanged	-	-150	-	-	-	The temporary investment in Communities team funded from reserves comes to an end in 2027-28. Links to E/R.6.005.
C/R.5.141	Investment for IT system and Traffic Regulation Order changes	New	11	-11	-	-	-	One-off investment to deliver saving C/R.8c.160. Investment needed to change the Traffic Regulation Order and update IT systems.

Section 3 - C: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.5.142	Highways procurement	New	120	-60	-60	-	-	Costs to support technical external advice on the development and delivery of revised procurement arrangements for highways
C/R.5.143	Benefit maximisation for families in poverty	New	100	-100	-	-	-	We will recruit some fixed-term posts to work with families in poverty to help them claim all benefit income they are entitled to
5.99	Subtotal Priorities & Investments		1,250	-474	-137	-78	-78	
6	USE OF RESERVES							
C/R.6.134	Climate Change and Net Zero - Just Transition funding	Unchanged	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	Unchanged	161	90	-	-	-	Reserves funding linked to C/R.5.136. This is a new reserves movement for 2025-26. The total drawdown is £251k in 2025-26 and £161k is then unwound in 2026-27 and £90k in 2027-28.
C/R.6.136	Proceeds of Crime Trading Standards reserve	New	-215	215	-	-	-	Funding allocated for replacement trading standards back-office software system. Linked to C/R.4.054.
C/R.6.137	On-street parking reserve	New	-11	11	-	-	-	Reserves funding linked to C/R.8c.160. Funding needed to make changes to Traffic Regulation Order and IT systems.
C/R.6.138	A14 grant funding	New	-1,000	1,000	-	-	-	Use of the A14 grant funding to fund highways maintenance in 2026-27
C/R.6.139	Communities investments funding from reserves	Unchanged	-	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.
C/R.6.140	Use of Ukraine grant reserve	Unchanged	-	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.
C/R.6.141	Further use of Ukraine grant reserve	Unchanged	-	520	-	-	-	Further use of Home for Ukraine grant reserve to support the directorate. This was a new reserves movement for 2025-26 that will be unwound in 2027-28.

Section 3 - C: Place and Sustainability

Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.6.142	Use of reserves to fund benefit maximisation for families in poverty	New	-100	100	-	-	-	Use of reserves to fund fixed term posts to work with families in poverty to maximise benefit income they are entitled to (proposal C/R.5.143)
6.99	Subtotal Use of Reserves		-709	2,436	-	-	-	
7	SAVINGS							
C/R.7.060	Reversal of Capitalisation of highways investment	Changed	1,000	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	Changed	-301	-	-	-	-	Capital investment has been made for an LED replacement programme for street lighting (C/C.3.018) that will save further energy costs in 2026-27.
C/R.7.238	Waste Strategy and Disposal Arrangements	Unchanged	-	-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	Highways Management	New	-1,000	-	-	-	-	This relates to highway maintenance work that has previously funded through revenue that can be charged to the capital programme.
C/R.7.240	In house asset inspection vehicles and drivers	New	-182	-	-	-	-	This relates to the direct procurement and management of vehicles required for highway inspection. These are currently delivered through the main highways contract and the more direct method will deliver a saving.
C/R.7.241	Review of leadership and management posts in Communities, Libraries and Skills service areas	New	-155	-	-	-	-	Restructure roles across the Communities, Libraries and Skills Service areas to deliver savings.
C/R.7.242	Decline inflationary increase to Library stock fund	New	-20	-	-	-	-	Return the proposed inflationary increase of 3% to the stock fund as a saving.
C/R.7.243	Business Support		-150	-	-	-	-	This review was undertaken and completed in 2025-26. This is the full year effect of those savings for 2026-27.
7.99	Subtotal Savings		-808	330	-	-	-	
	TOTAL GROSS EXPENDITURE		136,686	140,516	143,396	146,446	149,587	

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Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
8	INCOME							
	Opening Income Budget		-49,540	-43,293	-44,448	-44,495	-44,883	
C/R.8a.001	Income Base Adjustments		-1,230	-	-	-	-	Adjustments to income budgets made in 2025-26 during the budget preparation period, in line with officer delegations
C/R.8a.002	Permanent Income Virements - PVs		666	-	-	-	-	Permanent income budget changes made in 2025-26 reflected in the base, in line with officer delegations and/or committee decisions in 2025-26.
C/R.8a.003	End of Household Support Fund grant		6,163	-	-	-	-	Household Support Fund grant expected to end in March 2026.
8a.99	Revised opening income budget		-43,941	-43,293	-44,448	-44,495	-44,883	
C/R.8b.002	Fees and charges inflation - P&S	Changed	-231	-194	-199	-203	-204	Increase in external charges to reflect inflationary increases
8b.99	Subtotal Income - inflation		-231	-194	-199	-203	-204	
C/R.8c.102	Review and re-baselining of P&S income	Changed	-	800	-	-	-	Updating projections for existing income streams in line with changes to forecast demand or fee levels.
C/R.8c.127	Energy Schemes - income generation	Changed	1,100	28	-101	-185	-	The council has built several clean energy schemes - Swaffham Prior community heat scheme, Babraham smart energy grid, St Ives smart energy grid, and North Angle solar farm. This reflects changes in the expected revenue generation from selling renewable energy to customers.
C/R.8c.134	Income from the Light Blue Fibre Ltd	Unchanged	11	-8	-	-	-	The council is part of a joint venture with the University of Cambridge to produce a commercial income from digital infrastructure assets. This line reflects changes in income expectations.
C/R.8c.140	Recharge for shared regulatory services with Peterborough City Council	Changed	-44	-	-	-	-	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	Unchanged	-2	-	-	-	-	Partial backing out of the 2024-25 £25K income adjustment relating to ceremony refunds
C/R.8c.147	Connecting Cambridgeshire - additional funding	Unchanged	27	-	-	-	-	Adjustment to funding to cover overhead and staffing costs for the Connecting Cambridgeshire programme.

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Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.8c.152	Green claims	New	-100	50	-	-	-	- This is additional income from claiming for third party damage to the highway.
C/R.8c.154	Lane Rental Scheme	New	-	-1,790	253	-	-	- This is subject to separate consultation and decision making but the proposal is to develop a lane rental scheme which will set fees for undertaking works in the most traffic sensitive parts of the highway network.
C/R.8c.155	Contracts review	New	-50	-	-	-	-	- All contracts are reviewed on an annual basis to reduce costs which has identified this saving.
C/R.8c.157	Highways Development Management Income	Changed	200	-	-	-	-	- In previous years there have been income assumptions relating to highways development management. The level of development is slowing and therefore the income target is being reduced as a prudent measure to reduce the risk of income targets not being met.
C/R.8c.159	Collective Solar Scheme	New	23	-	-	-	-	- In previous years the council supported collective solar schemes which generated a small income for the council. The council is supporting delivery of this in a different way which reduces both risk and income to the council.
C/R.8c.160	Parking enforcement	New	-	-47	-	-	-	- This will be subject to separate consultation and decision making but the proposal relates to review of pay and display charges and hours of operation to increase income for the car parking account.
C/R.8c.161	Street works Temporary Traffic Regulation Order fee increase	New	-300	-	-	-	-	- This relates to increased charging rates for permits to undertake works on the highway by utilities companies and other such operators.

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Table 3: Revenue - Overview

Budget Period: 2026-27 to 2030-31

Ref	Title	Status	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Description
C/R.8c.162	Partnership income	Changed	14	6	-	-	-	Adjustment to income expected through contributions from partners for work carried out on their behalf.
8c.99	Subtotal Income - generation		879	-961	152	-185	-	
8d.99	Subtotal Income - grant changes		-	-	-	-	-	
	Closing Income Budget		-43,293	-44,448	-44,495	-44,883	-45,087	
	TOTAL NET EXPENDITURE		93,393	96,068	98,901	101,563	104,500	

FUNDING SOURCES								
9	FUNDING OF GROSS EXPENDITURE							
C/R.9.001	Budget Allocation	Changed	-93,393	-96,068	-98,901	-101,563	-104,500	Net spend funded from general grants, business rates and Council Tax.
C/R.9.002	Fees & Charges	Changed	-34,111	-35,266	-35,313	-35,701	-35,905	Fees and charges for the provision of services.
C/R.9.003	PFI Grant - Street Lighting	Unchanged	-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	Unchanged	-2,570	-2,570	-2,570	-2,570	-2,570	PFI Grant from DEFRA linked to the project.
C/R.9.005	Bikeability Grant	Unchanged	-260	-260	-260	-260	-260	DfT funding for the Bikeability cycle training programme.
C/R.9.006	Public Health Grant	Changed	-215	-215	-215	-215	-215	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.
C/R.9.007	Skills Funding Agency Grant	Unchanged	-2,193	-2,193	-2,193	-2,193	-2,193	Ringfenced contribution for the provision of adult learning and skills services.
9.99	TOTAL FUNDING OF GROSS EXPENDITURE		-136,686	-140,516	-143,396	-146,446	-149,587	

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing Committed Schemes	55,036	-	23,003	14,851	19,050	588	-160	-2,296
2026-2027 Starts	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £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	100	-	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	3,335	-	1,365	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	1,800	-	600	600	600	-	-	-
C/C.1.015	Strategy and Scheme Development work	Resources to support Transport & Infrastructure strategy and related work across the county, including long term strategies and District and Market Town Transport Strategies, as well as funding towards scheme development work.	Ongoing	435	-	145	145	145	-	-	-
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	5,251	-	1,801	1,150	1,150	1,150	-	-
C/C.1.020	Bar Hill to Northstowe cycle route	Bar Hill to Longstanton cycle route.	Committed	645	504	141	-	-	-	-	-
C/C.1.021	A14 - Local Authority contribution	CCC's £26m funding agreement with Department for Transport for the A14 upgrade.	Committed	26,000	4,160	1,040	1,040	1,040	1,040	1,040	16,640
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	100	600	-	-	-	-	-

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Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing	55,036	-	23,003	14,851	19,050	588	-160	-2,296
Committed Schemes	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
2026-2027 Starts	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
C/C.1.028	Soil Affected Roads - Innovation Trial	Trialling innovative solutions to address the continuing maintenance and safety problems related to roads constructed over fenland soil deposits which will inform future investment across Cambridgeshire and other fenland counties.	Committed	1,500	100	1,400	-	-	-	-	-
	Total - Integrated Transport			39,766	4,864	7,117	3,945	3,945	2,215	1,040	16,640
C/C.2	Operating the Network										
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Funding to support planned maintenance on the highway network.	Ongoing	24,605	-	9,917	7,344	7,344	-	-	-
C/C.2.002	Rights of Way	Funds improvements to the Rights of Way network which provides an important local link in the transport network for communities.	Ongoing	705	-	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 the council continues to ensure that the overall transport network can operate and that bridges are maintained.	Ongoing	6,848	-	2,572	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	2,127	-	709	709	709	-	-	-
C/C.2.006	Traffic Management Centre	This funding is for the ongoing expansion of the traffic monitoring CCTV cameras, VMS, Parking guidance systems and electronic Flooding signs as well as looking at and procuring better software for active traffic monitoring all to ensure the better flow of traffic around the county.	Ongoing	668	-	167	167	167	167	-	-
	Total - Operating the Network			34,953	-	13,600	10,593	10,593	167	-	-

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing	55,036	-	23,003	14,851	19,050	588	-160	-2,296
Committed Schemes	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
2026-2027 Starts	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £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	13,500	-	5,500	4,000	4,000	-	-	-
C/C.3.004	Pothole Funding	Additional funding for Potholes.	Ongoing	16,987	-	8,329	4,329	4,329	-	-	-
C/C.3.009	Wheatsheaf Crossroads	Scheme to deliver traffic signals at the Wheatsheaf Crossroads, Bluntisham.	Committed	6,845	4,606	2,239	-	-	-	-	-
C/C.3.010	St Neots Future High Street Fund	St Neots Future High Street Fund.	Committed	7,905	7,500	405	-	-	-	-	-
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	4,500	1,500	-	-	-	-	-
C/C.3.017	A14 De-trunking Grant	Funding allocated to CCC for highway maintenance responsibilities	Committed	24,750	8,156	4,000	4,000	4,000	4,594	-	-
C/C.3.018	Street Lighting LED Programme	Scheme to reduce street lighting energy costs.	Committed	13,283	9,840	3,443	-	-	-	-	-
C/C.3.025	Further Highways Prioritisation	Additional funding from the County Council for planned maintenance of the highway.	Committed	60,000	40,000	20,000	-	-	-	-	-
C/C.3.028	Guided Busway step survey and works	Step surveys along the length of the Guided Busway and resultant works	Committed	1,250	500	250	250	250	-	-	-
C/C.3.029	March Area Transport Study Phase 2	Three schemes to be delivered through funding from the CPCA as part of the March Area Transport Study.	Committed	7,000	4,450	2,550	-	-	-	-	-
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.	Committed	4,582	613	1,229	2,410	150	60	60	60
C/C.3.032	Highways maintenance capital	Additional highways maintenance budget	Committed	7,000	3,250	3,750	-	-	-	-	-
C/C.3.033	Northstowe Capital Transport Monitoring Measures	Scheme for traffic calming measures in Northstowe's surrounding villages.	Committed	361	150	211	-	-	-	-	-
C/C.3.035	Guided Busway safety works	A package of busway safety measures and ongoing maintenance	Committed	22,340	3,580	5,500	5,500	500	500	500	6,260
	Total - Highways & Transport			191,803	87,145	58,906	20,489	13,229	5,154	560	6,320

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Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing Committed Schemes	55,036	-	23,003	14,851	19,050	588	-160	-2,296
2026-2027 Starts	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
C/C.4	Planning Growth and Environment										
C/C.4.002a	Waste - Household Recycling Centre (HRC) Improvements - March	To deliver improvements to the Household Recycling Centre (HRC), which is becoming outdated, by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in March where planning permission for the existing site is due to expire.	Committed	3,880	2,365	1,515	-	-	-	-	-
C/C.4.002b	Waste - Household Recycling Centre (HRC) Improvements - Milton	To deliver improvements to the Household Recycling Centre (HRC), which has become outdated, by acquiring appropriate sites, gaining planning permission, designing and building new or upgraded facilities. A new facility is proposed in the Greater Cambridge area where planning permissions for the existing site is due to expire.	Committed	4,897	2,132	2,765	-	-	-	-	-
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	Committed	34,830	461	-	34,369	-	-	-	-
	Total - Planning Growth and Environment			43,607	4,958	4,280	34,369	-	-	-	-
C/C.5	Climate Change & Energy Service										
C/C.5.013	Swaffham Prior Community Heat Scheme	A ground breaking community project to take a community off heating oil through a decarbonised ground source heat pump heat network. 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	12,530	11,945	498	87	-	-	-	-

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing Committed Schemes	55,036	-	23,003	14,851	19,050	588	-160	-2,296
2026-2027 Starts	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
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. The scheme is due to pay back all costs to the council in the long term.	Committed	5,686	5,574	56	56	-	-	-	-
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 scheme will deliver income generation and carbon savings. It is due to pay back all costs to the council in the long term.	Committed	9,485	9,357	128	-	-	-	-	-
C/C.5.019	North Angle Solar Farm	40 MW Solar Farm located at North Angle, to sell directly to the grid and provide energy to the local Swaffham Prior Heat Network. The scheme is due to pay back all costs to the council in the long term.	Committed	34,058	33,706	352	-	-	-	-	-
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	School low carbon heating element of the decarbonisation fund	Committed	3,904	2,468	1,436	-	-	-	-	-
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	319	181	-	-	-	-	-
	Total - Climate Change & Energy Service			66,163	63,369	2,651	143	-	-	-	-

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing	55,036	-	23,003	14,851	19,050	588	-160	-2,296
Committed Schemes	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
2026-2027 Starts	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
C/C.7	Communities & Libraries										
C/C.7.004	Community Fund	A £5m fund that will help to deliver a range of community based investments that support the Council's vision to become a greener, fairer, more caring Cambridgeshire.	Committed	5,047	4,907	140	-	-	-	-	-
C/C.7.010	Darwin Green Library	New library provision to meet community needs and provide a welcoming central venue for the community.	Committed	208	-	208	-	-	-	-	-
C/C.7.011	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	444	138	-	-	-	-	-
C/C.7.012	Cherry Hinton Library	Improvements to Cherry Hinton Library.	Committed	102	86	16	-	-	-	-	-
C/C.7.013	Library Minor Works	Minor upgrade works needed to existing libraries across the county.	Committed	80	46	34	-	-	-	-	-
C/C.7.015	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	-	-	-	-	-
C/C.7.016	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.	Committed	161	7	144	10	-	-	-	-
C/C.7.017	Mobile Library Replacement	Replace our oldest mobile library due to increased maintenance costs as the vehicle ages.	Committed	369	-	167	202	-	-	-	-
C/C.7.019	Whittlesey Library Refurbishment	Refurbishment of Whittlesey in line with Libraries Plus priorities.	Committed	166	-	160	6	-	-	-	-
	Total - Communities & Libraries			6,760	5,490	1,052	218	-	-	-	-

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Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing	55,036	-	23,003	14,851	19,050	588	-160	-2,296
Committed Schemes	306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
2026-2027 Starts	45	-	45	-	-	-	-	-
TOTAL BUDGET	361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
C/C.8 C/C.8.001	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	-21,724	-	-8,761	-6,976	-2,777	-754	-160	-2,296
C/C.8.002	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	399	-	399	-	-	-	-	-
	Total - Capital Programme Variation			-21,325	-	-8,362	-6,976	-2,777	-754	-160	-2,296
	TOTAL BUDGET			361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Section 3 - C: Place and Sustainability

Table 4: Capital Programme

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date					Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Ongoing					55,036	-	23,003	14,851	19,050	588	-160	-2,296
Committed Schemes					306,646	165,826	56,196	47,930	5,940	6,194	1,600	22,960
2026-2027 Starts					45	-	45	-	-	-	-	-
TOTAL BUDGET					361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Ref	Scheme	Description	Scheme Start	Total Cost £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Funding				Total Funding £000	Previous Years £000	2026-27 £000	2027-28 £000	2028-29 £000	2029-30 £000	2030-31 £000	Later Years £000
Government Approved Funding											
		Department for Transport		102,190	14,459	32,237	25,679	23,879	5,936	-	-
		Specific Grants		7,248	3,104	1,352	2,462	150	60	60	60
Total - Government Approved Funding				109,438	17,563	33,589	28,141	24,029	5,996	60	60
Locally Generated Funding											
		Agreed Developer Contributions		3,157	2,193	952	12	-	-	-	-
		Anticipated Developer Contributions		14,746	-	943	834	3,011	3,011	3,011	3,936
		Prudential Borrowing		204,635	123,931	34,634	29,591	715	508	894	14,362
		Prudential Borrowing (Repayable)		-14,671	794	-909	-875	-3,052	-3,052	-3,052	-4,525
		Other Contributions		44,422	21,345	10,035	5,078	287	319	527	6,831
Total - Locally Generated Funding				252,289	148,263	45,655	34,640	961	786	1,380	20,604
TOTAL FUNDING				361,727	165,826	79,244	62,781	24,990	6,782	1,440	20,664

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing						55,036	70,537	-384	-4,037	-	-11,080
Committed Schemes						306,646	38,901	18,287	48,459	-	200,999
Completed Schemes						-	-	-	-	-	-
2026-2027 Starts						45	-	-	-	-	45
TOTAL BUDGET						361,727	109,438	17,903	44,422	-	189,964

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	100	100	-	-	-	-
C/C.1.011	Local Infrastructure improvements	Ongoing	3,335	2,834	-	501	-	-
C/C.1.012	Safety Schemes	Ongoing	1,800	1,800	-	-	-	-
C/C.1.015	Strategy and Scheme Development work	Ongoing	435	435	-	-	-	-
C/C.1.019	Delivering the Transport Strategy Aims	Ongoing	5,251	5,251	-	-	-	-
C/C.1.020	Bar Hill to Northstowe cycle route	Committed	645	43	602	-	-	-
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	-	-	-	-
C/C.1.028	Soil Affected Roads - Innovation Trial	Committed	1,500	-	-	1,500	-	-
	Total - Integrated Transport		39,766	11,163	602	3,051	-	24,950
C/C.2	Operating the Network							
C/C.2.001	Carriageway & Footway Maintenance including Cycle Paths	Ongoing	24,605	22,782	-	-	-	1,823
C/C.2.002	Rights of Way	Ongoing	705	705	-	-	-	-
C/C.2.004	Bridge strengthening	Ongoing	6,848	6,848	-	-	-	-
C/C.2.005	Traffic Signal Replacement	Ongoing	2,127	2,127	-	-	-	-
C/C.2.006	Traffic Management Centre	Ongoing	668	668	-	-	-	-
	Total - Operating the Network		34,953	33,130	-	-	-	1,823

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date						Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing						55,036	70,537	-384	-4,037	-	-11,080
Committed Schemes						306,646	38,901	18,287	48,459	-	200,999
Completed Schemes						-	-	-	-	-	-
2026-2027 Starts						45	-	-	-	-	45
TOTAL BUDGET						361,727	109,438	17,903	44,422	-	189,964

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.3	Highways & Transport							
C/C.3.002	Footpaths and Pavements	Ongoing	13,500	13,500	-	-	-	-
C/C.3.004	Pothole Funding	Ongoing	16,987	13,487	-	-	-	3,500
C/C.3.006a	Guided Busway - funding	Committed	-	-	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.3.015	A141 and St Ives Improvements Scheme	Committed	6,000	-	-	6,000	-	-
C/C.3.017	A14 De-trunking Grant	Committed	24,750	24,750	-	-	-	-
C/C.3.018	Street Lighting LED Programme	Committed	13,283	-	-	-	-	13,283
C/C.3.025	Further Highways Prioritisation	Committed	60,000	2,953	-	-	-	57,047
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.3.031	CPCA Local Electric Vehicle Infrastructure funding	Committed	4,582	4,582	-	-	-	-
C/C.3.032	Highways maintenance capital	Committed	7,000	3,250	-	-	-	3,750
C/C.3.033	Northstowe Capital Transport Monitoring Measures	Committed	361	-	361	-	-	-
C/C.3.035	Guided Busway safety works	Committed	22,340	-	-	22,340	-	-
	Total - Highways & Transport		191,803	62,522	15,916	44,745	-	68,620
C/C.4	Planning Growth and Environment							
C/C.4.002a	Waste - Household Recycling Centre (HRC) Improvements - March	Committed	3,880	-	32	-	-	3,848
C/C.4.002b	Waste - Household Recycling Centre (HRC) Improvements - Milton	Committed	4,897	-	403	-	-	4,494
C/C.4.005	Waste	Committed	34,830	-	-	-	-	34,830
	Total - Planning Growth and Environment		43,607	-	435	-	-	43,172

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	55,036	70,537	-384	-4,037	-	-11,080
Committed Schemes	306,646	38,901	18,287	48,459	-	200,999
Completed Schemes	-	-	-	-	-	-
2026-2027 Starts	45	-	-	-	-	45
TOTAL BUDGET	361,727	109,438	17,903	44,422	-	189,964

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.5	Climate Change & Energy Service							
C/C.5.013	Swaffham Prior Community Heat Scheme	Committed	12,530	608	-	-	-	11,922
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	9,485	-	-	212	-	9,273
C/C.5.019	North Angle Solar Farm	Committed	34,058	-	-	-	-	34,058
C/C.5.021a	Decarbonisation Fund - School low carbon heating programme	Committed	3,904	-	-	822	-	3,082
C/C.5.023	Oil Dependency Fund	Committed	500	-	-	-	-	500
	Total - Climate Change & Energy Service		66,163	2,448	-	1,034	-	62,681
C/C.7	Communities & Libraries							
C/C.7.004	Community Fund	Committed	5,047	-	71	50	-	4,926
C/C.7.010	Darwin Green Library	Committed	208	-	208	-	-	-
C/C.7.011	Sackville House Library Expansion	Committed	582	-	582	-	-	-
C/C.7.012	Cherry Hinton Library	Committed	102	-	102	-	-	-
C/C.7.013	Library Minor Works	Committed	80	-	80	-	-	-
C/C.7.015	Archives - Camera replacement	2026-27	45	-	-	-	-	45
C/C.7.016	Huntingdon Library Redesign	Committed	161	-	81	80	-	-
C/C.7.017	Mobile Library Replacement	Committed	369	175	44	-	-	150
C/C.7.019	Whittlesey Library Refurbishment	Committed	166	-	166	-	-	-
	Total - Communities & Libraries		6,760	175	1,334	130	-	5,121

Section 3 - C: Place and Sustainability

Table 5: Capital Programme - Funding

Budget Period: 2026-27 to 2035-36

Summary of Schemes by Start Date	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
Ongoing	55,036	70,537	-384	-4,037	-	-11,080
Committed Schemes	306,646	38,901	18,287	48,459	-	200,999
Completed Schemes	-	-	-	-	-	-
2026-2027 Starts	45	-	-	-	-	45
TOTAL BUDGET	361,727	109,438	17,903	44,422	-	189,964

Ref	Scheme	Scheme Start	Total Funding £000	Grants £000	Develop. Contr. £000	Other Contr. £000	Capital Receipts £000	Prud. Borr. £000
C/C.8	Capital Programme Variation							
C/C.8.001	Variation Budget	Ongoing	-21,724	-	-384	-4,538	-	-16,802
C/C.8.002	Capitalisation of Interest Costs	Ongoing	399	-	-	-	-	399
	Total - Capital Programme Variation		-21,325	-	-384	-4,538	-	-16,403
	TOTAL BUDGET		361,727	109,438	17,903	44,422	-	189,964

Schedule of Fees & Charges: Proposed rates for 2026-27

Unless otherwise specified, or term time, prices for 2026-27 start from 1 April 2026

Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Borrowing Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books	Statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Magazines	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eMagazines/eNewspapers	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- junior/ young adult	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course - adult	Non-statutory	£1.10	£1.10	Other	Maintained as reduced expense purchasing items
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	£1	£1	Other	Collection being phased out.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Overdue Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Junior	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Books and magazines- Adult	Non-statutory	25p per day (max charge £5)	25p per day (max charge £5)	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eBooks/eMagazines/eNewspapers	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Junior	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Audio book or language course- Adult	Non-statutory	25p per day (max charge £13)	25p per day (max charge £13)	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	eAudio book	Non-statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	DVD	Non-statutory	25p per day (maximum fine £5)	25p per day (maximum fine £5)	Other	Collection being phased out
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Membership					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Membership Card	Statutory	Free	Free	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Replacement card- adult/junior	Non-statutory	£2.50/ £1.50	£2.50 / £1.50	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Lost/damaged loan items	Non-statutory	Variable dependent on item value	Variable dependent on item value.	Full cost recovery	

Schedule of Fees & Charges: Proposed rates for 2026-27

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Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reading Groups	Non-statutory	£35	£36	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Requests					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Under 25 copies £15 internal £30 external	Under 25 copies £15 internal £30 external	Full cost recovery	2026-27 Prices to remain the same Full cost recovery for externally borrowed material
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	25-50 copies £25 internal, £55 external.	25-50 copies £25 internal, £55 external	Full cost recovery	2026-27 Prices to remain the same Full cost recovery for externally borrowed material
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	51-99 copies, £35 internal, £80 external.	51-99 copies, £35 internal, £80 external	Full cost recovery	2026-27 Prices to remain the same Full cost recovery for externally borrowed material
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Vocal scores	Non-statutory	Over 100 copies, £50 Internal £100 external.	Over 100 copies, £50 internal £100 external.	Full cost recovery	2026-27 Prices to remain the same Full cost recovery for externally borrowed material
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Items not in Cambridgeshire stock	Non-statutory	£8.50	£25.00	Full cost recovery	Change reflects majority of items sourced from academic or British Library and this charge reflects full cost recovery. It will now be charged at delivery rather than at order stage so no charge if item cannot be supplied
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Loan	Non-statutory	£20.60	£25.00	Full cost recovery	Including University lending where the same fees are levelled against us i.e. full cost recovery
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	British Library Renewal	Non-statutory	£6.25	£6.25	Full cost recovery	Full cost recovery fee set by British Library
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of Cambridgeshire adult stock	Non-statutory	50p	50p	Other	Fees to remain the same for 2026-27.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Reservation of SPINE stock	Non-statutory	£2.00	£2.00	Agreed discount	SPINE regional agreement across service.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Printing and Copying					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 black and white	Non-statutory	30p	30p	Other	To Implement change when new Multi-Function Device (MFD) and payment solution in place if after April 2025. Delayed from 2024 due to technical issues. Cost recovery to cover contactless payment costs and cloudbased print from any device, price held for 2026-27 as only implementing new pricing October 2025 due to delayed printing solution rollout.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4 colour	Non-statutory	80p	80p	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 black and white (copying only)	Non-statutory	60p	60p	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A3 colour (copying only)	Non-statutory	£1.50	£1.50	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	A4/A3 microfilm	Non-statutory	N/A	N/A	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and Email					(Fax services no longer offered)
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Online reference resources	Statutory	Free	Free	Statutory limit	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Internet and email access	Non-statutory	Free	Free	Agreed discount	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wi-Fi access	Non-statutory	Free	Free	Agreed discount	

Schedule of Fees & Charges: Proposed rates for 2026-27

Unless otherwise specified, or term time, prices for 2026-27 start from 1 April 2026

Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Events					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Adult	Non-statutory	£0-£30	£0-£30	Other	Dependant on event type greater emphasis on covering cost of running events.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Children	Non-statutory	£0-£10	£0-£10	Other	Dependant on event type greater emphasis on cost recovery to run events.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Central Library - Cambridge Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £13.75 - £33.75 ph	Price Range between £10-£20ph	Other	Hire prices are related to the local market. Flexibility continues to reflect local conditions and the type of space available. Tiered rates apply dependent on type of organisation (ie Community/ Partner/ Commercial). Last year prices for all locations were incorrectly listed as based on Cambridge Central costs.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £13.75 - £33.75 ph	Price Range between £10-£20ph ph	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Training Room	Non-statutory	Price Range between £25.75-£53.75ph	Price Range between £17.50 - £35ph	Other	Please note that MR3 has now been removed due to AIP and replaced with the training room as an alternative hireable space.
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Conference room	Non-statutory	Price range between £27.50-£63.25ph	Price range between £25-£50ph	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price Range between £65.50- £169 per day Price range between £194 £422 per week	Price range between £30 - £60 per day / £90 - £180pw	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price Range between £105.50-£242.50 pw	Price range between £20-£40 per day, £60-£120pw	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Chatteris Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8-£56 ph	Price range between £8.50-£22ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Cherry Hinton Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	N/A Community will be running venue offer when new library reopens	N/A the Community are running the new venue offer.	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Ely Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8-£56ph	Price range between £10-£29ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room 1	Non-statutory	Price Range between £7-£22.75 ph	Price range between £7.50-£19.25 ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Huntingdon Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8-£56 ph	Price range between £8.50-£19.25ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £8-£56 ph	Price range between £10-£23ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	Non-statutory	Price range between £8-£56 ph	Price Range between £11.50-£27ph	Other	as above

Schedule of Fees & Charges: Proposed rates for 2026-27

Unless otherwise specified, or term time, prices for 2026-27 start from 1 April 2026

Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview Rooms & Pods	Non-statutory	Price Range between £7 - £22.75 ph	Price range between £8-£15.50ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price Range between £28-£84 ph	Price range between £8.50-£20 per day	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	March Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8-£56 ph	Price range between £10-£29ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price Range between £7-£22.75 ph	Price range between £7.50-£19.25ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Milton Road Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 1&2	Non-statutory	Price Range between £8-£56 ph	Price range between £12-£38.50ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting Room 3	Non-statutory	Price Range between £8-£56 ph	Price range between £24.50-£52.50ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Kitchen	Non-statutory	£11 ph (commercial) £5.50 ph (Council Partner) Free (Community)	Price range from Free to £11 ph	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whole Lib	Non-statutory	Price Range between £8-£56 ph	Price range between £24-£58 ph	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Ramsay Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8 - £56 ph	Price range from £10-£23ph	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £7-£22.75 ph	Price range from £7.50-£19.25ph	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Rock Road Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community Space	Non-statutory	Price Range between £8- £56 ph	Price range from £8-£20ph	Other	As above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Soham Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8-£56 ph	Price range from £8-£22ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Ives Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8 - £56 ph	Price range from £10-£23ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price Range between £8-£56 ph	Price range from £8.50-£19.25ph	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer Space	Non-statutory	Price range between £28-£84 pw	Price range from £29-£87pw	Other	as above
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	St Neots Library Room Hire Charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8 - £56 ph	Price range between £8-£15.50ph	Other	as above

Schedule of Fees & Charges: Proposed rates for 2026-27

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Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £8-£56 ph	Price range between £8-£15.50ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 1	Non-statutory	Price range between £8-£56 ph	Price range between £10-£23ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Community space 2	Non-statutory	Price range between £8-£56 ph	Price range between £10-£23ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Exhibition space	Non-statutory	Price range between £28-£84 pw	Price range between £29-£87pw	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Foyer space	Non-statutory	Price range between £28-£84 pw	Price range between £29-£87 pw	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Whittlesey Library Room Hire Charges						
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price Range between £8- £67 ph	Price range between £7.50-£19.25ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Wisbech Library Room Hire Charges						
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £8-£56 ph	Price range between £8.50-£24ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 2	Non-statutory	Price range between £8-£56 ph	Price range between £8.50-£24ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1 and 2	Non-statutory	Price range between £8-£56 ph	Price range between £10-£30ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Interview room	Non-statutory	Price range between £7 - £22.75 ph	Price range between £7.50-£18.50ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Yaxley Library Room hire charges						
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Meeting room 1	Non-statutory	Price range between £8 - £22.75 ph	Price range between £9.50-£15ph	Other	as above	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A3 poster £11 A4 poster £7 A5 poster £4.50	A3 poster £11 A5 poster £5 A4 poster £7	Other	Fees are per month	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Commercial Poster Display	Non-statutory	A5 leaflets £5.50 per 50 leaflets Multiple Leaflets / fliers 10% discount	A5 leaflets £6 per 50 leaflets Multiple leaflets 10% discount	Other		
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Local Studies Research Services charges						
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	30 mins	Non-statutory	Free	Free	Other		
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1 hour	Non-statutory	£40	£35	Full cost recovery	Match Archives	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	1.5 hours	Non-statutory	£60	£52.50	Full cost recovery	Match Archives	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	2 hours	Non-statutory	£80	£75	Full cost recovery	Match Archives	
Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Each Additional 30 min	Non-statutory	£20	£17.50	Full cost recovery	Match Archives	

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Place and Sustainability	Communities, Social Mobility and Inclusion	Public Library Services	Libraries	Advertising on Mobile Library Vans	Non-statutory	Mobiles from £250 pm Vans from £350 pm	Mobiles from £250pm Vans from £350 pm	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives Services charges					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	1 hour	Non-statutory	£40	£35	Full cost recovery	Reduced to encourage take-up of service
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	2 hours	Non-statutory	£80	£75	Full cost recovery	Reduced to encourage take-up of service
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist research for business or professional clients	Non-statutory	£100	£105	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other checks of records or indexes up to 15 minutes	Non-statutory	£18	£18	Full cost recovery	Maintain current price
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Vehicle registration, electoral register and magistrates' court register searches	Non-statutory	£24	£25	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Reproduction Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Local, limited distribution publications (1-10 pictures)	Non-statutory	£11.00	£12.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Other commercial publications	Non-statutory	£28.00	£30.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	TV, film: world wide use 5 year licence	Non-statutory	£290	£310	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Outreach fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Group Visits to Archives	Non-statutory	£74	£75	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Talks to groups outside the office	Non-statutory	£90	£92	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Archives and Local Studies: Digitisation					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Visits to schools	Non-statutory	NA	£70	Full cost recovery	New fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	School visits to archives	Non-statutory	NA	£100	Full cost recovery	New fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document up to A3	Non-statutory	£8.90	£9.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document between A3 and A1	Non-statutory	£15.00	£15.00	Full cost recovery	No rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Document larger than A1	Non-statutory	£35.00	£35.00	Full cost recovery	No rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	35mm transparency, C19 glass plate, C19 lantern slide	Non-statutory	£8.90	£9.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A4-A2	Non-statutory	£6.15	£7.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Pre-digitised A1-A0	Non-statutory	£12.20	£13.00	Full cost recovery	Inflation rise

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Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Inclosure / tithe / estate maps	Non-statutory	£28.00	£28.00	Full cost recovery	Maintain current fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Bulk scanning / large projects	Non-statutory	£28.10	£34.00	Full cost recovery	Inflation rise. This is an hourly rate
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Image retouching	Non-statutory	£55.00	£55.00	Full cost recovery	Per image. Maintain current fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	Local Studies: Non-digitised images (from negatives)					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Libraries	Conservation work	Non-statutory	£55ph	£60	Full cost recovery	Inflation rise. Plus materials
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies and print outs in the search room					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A4 photocopy archive	Non-statutory	£1.60	£1.60	Full cost recovery	Maintain current fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	A3 photocopy archive	Non-statutory	£2.10	£2.10	Full cost recovery	Maintain current fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	All other printouts	Non-statutory	£0.30	£0.80	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photocopies and print outs by post					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Certification of copies	Non-statutory	£28	£29	Full cost recovery	Inflation rise. This fee is additional to the price of making the copy
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Photo permit - use of own camera in the search room	Non-statutory	£11.00	£11.00	Full cost recovery	Maintain current fee
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by email					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Plus Handling Charge per email	Non-statutory	UK: £5.00 Rest of the world: £12.00 or actual postage if in excess	UK: £5.00 Rest of the world: £12.00 or actual postage if in excess	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Digital Photography by email					
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per Photograph	Non-statutory	£7.50	£8.00	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Per email (max. 5pegs per email)	Non-statutory	£4.00	4.50	Full cost recovery	Inflation rise
Place and Sustainability	Communities, Social Mobility and Inclusion	Cultural and Community Services	Archives	Specialist photography by FSB Scanning Bureau	Non-statutory	Prices available on application	Prices available on application	Full cost recovery	Prints larger than A3 have to be done by an external company and are quoted for on spec.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremonies - Marriage, Civil Partnership, Naming, Celebration of Life and Renewal of Vows					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sat - 2025-26	Non-statutory	£735	£760	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Sun & current B/H - 2025-26	Non-statutory	£840	£890	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Venue marriage or CP Mon-Sun & BH - Enhanced Ceremony - 2025-26	Non-statutory	£840	£890	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - 2025-26	Non-statutory	£325	£335	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - 2025-26	Non-statutory	£465	£480	Full cost recovery	

Schedule of Fees & Charges: Proposed rates for 2026-27

Unless otherwise specified, or term time, prices for 2026-27 start from 1 April 2026

Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Thu all day - Enhanced Ceremony - 2025-26	Non-statutory	£425	£450	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Fri-Sun all day - Enhanced Ceremony - 2025-26	Non-statutory	£565	£600	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Small Council Ceremony room Mon-Fri all day - 2025-26	Non-statutory	£250	£265	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Mon-Thu - 2025-26	Non-statutory	£380	£395	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Non statutory, non-approved venues Fri- Sat - 2025-26	Non-statutory	£520	£540	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Two Stage Bespoke Ceremony (includes Statutory ceremony and celebration ceremony) - 2025-26	Non-statutory	£1,250	£940	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremonies - Private Citizenship					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Mon-Fri all day	Non-statutory	£200	£205	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Council Ceremony room Sat all day	Non-statutory	£300	£310	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Approved Premise Approvals					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Approval fee	Non-statutory	£2,020	£2,090	Full cost recovery	For a three year approval initially, but all thereafter (if Terms & Conditions are met) are 5 years.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	General Search					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	A general search in indexes in his/her office not exceeding 6 successive hours	Statutory	£20	£20	Statutory limit	Search in registration index books (free search available on-line via CAMDEX)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Certificates - Superintendent Registrar/ Registrar					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Production of certificate of birth, death or marriage issued at time of registration, or if requested later then processed within 15 working days	Statutory	£12.50	£13	Statutory limit	Certificate
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Priority issue of certificate of birth, death or marriage, on or before next working day (orders up to 3pm).	Statutory	£38.50	£39	Statutory limit	Certificate
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Marriages and Civil Partnerships					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending outside his/her office to be given notice of marriage of a house-bound or detained person	Statutory	£57 (housebound) £82 (detained)	£57 (housebound) £82 (detained)	Statutory limit	Attending to take notice away from office
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Entering a notice of marriage/ CP where both parties exempt within meaning of Section 49 of the Immigration Act 2014	Statutory	£42	£42	Statutory limit	Giving legal notice. Additional £12 per person if not exempt
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Entering a notice of marriage by Registrar General's Licence	Statutory	£42	£42	Statutory limit	Giving legal notice.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ CP at the residence of a house-bound or detained person	Statutory	£98 (housebound), £106 (detained)	£98 (housebound), £106 (detained)	Statutory limit	Attending to take notice away from office
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registrar attending a marriage/ CP by Registrar General's licence	Statutory	£3	£3	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ civil partnership at the register office	Statutory	£56	£56	Statutory limit	Marriage registration - statutory ceremony

Schedule of Fees & Charges: Proposed rates for 2026-27

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Updated: 22/12/2025

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Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Attending a marriage/ civil partnership at a registered building or the residence of a house-bound or detained person	Statutory	£106 (Detained person) £101 Housebound £104 (Registered building)	£106 (Detained person) £101 Housebound £104 (Registered building)	Statutory limit	Marriage registration - church / chapel / housebound / detained (prison / secure health unit)
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Certification of a place of meeting for religious worship	Statutory	£32	£32	Statutory limit	Legal notification of a church / chapel being registered for worship.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs	Statutory	£136	£136	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Registration of a building for the solemnization of marriages/ CPs. Building previously registered.	Statutory	£71	£71	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Joint application for the registration of a building for the marriage of a man and woman and same sex couples	Statutory	£136	£136	Statutory limit	Legal notification of a church / chapel being registered for such ceremonies
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Application to shorten the waiting period for a marriage/ CP	Statutory	£66	£66	Statutory limit	Application to reduce the normal 28 day period - exceptional reasons only.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Issue of Registrar-General's licence for marriage to be solemnized on the authority of that licence.	Statutory	£18	£18	Statutory limit	Exceptional circumstances marriage (one person with very limited life expectancy).
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by a Superintendent Registrar of a divorce/ dissolution obtained outside of the British Isles	Statutory	£55	£55	Statutory limit	All decree absolutes in this category require checking process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by the Registrar General of a divorce/ dissolution obtained outside of the British Isles	Statutory	£83	£83	Statutory limit	All decree absolutes in this category require checking process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Change of forename added within 12 months of birth registration (Space 17)	Statutory	£44	£44	Statutory limit	Where a child's name is changed by 'Space 17' amendment.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by Registrar / Superintendent Registrar of a correction application	Statutory	£83	£83	Statutory limit	All formal corrections in this category require additional process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Consideration by the Registrar General of a correction application	Statutory	£99	£99	Statutory limit	All formal corrections in this category require additional process.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Letter provided by the Registrar General confirming that, on the basis of information provided, no record of a marriage or civil partnership in England and Wales has been found within a 10 year search period (for example: if required when getting married or forming a civil partnership outside England or Wales)	Statutory	£55	£55	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Conversion of CP in accordance with the special procedure	Statutory	£18	£18	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	The first stage of the procedure for conversion of CP, for conversion on secular premises	Statutory	£50	£50	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Conversion of CP in accordance with the two stage procedure for conversion on religious premises: a) for the first stage of the procedure b) for the second stage of the procedure	Statutory	a) £30.00 b) £101.00	a) £30.00 b) £101.00	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Other Fees (inc. VAT where applicable)					
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Post & handling (standard, Non-UK)	Non-statutory	£6.00	£6.20	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Signed for post & handling (UK)	Non-statutory	£7.00	£7.25	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Signed for post & handling (Non-UK)	Non-statutory	£15.20	£15.20	Full cost recovery	

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Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Media use of ceremony room	Non-statutory	£160	£165	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony amendment fee	Non-statutory	£50	£50	Full cost recovery	Price proposed to stay the same for 2025-26
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - More than six months before the ceremony date	Non-statutory	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a full refund of the fees paid (subject to the inclusion of an administration fee).	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Between six months and 3 months before the ceremony date	Non-statutory	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 75% refund of the fees paid (subject to the inclusion of an administration fee).	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Between three months and 30 day before the ceremony date	Non-statutory	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	You will receive a 50% refund of the fees paid (subject to the inclusion of an administration fee).	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Ceremony cancellation fee - Less than 30 days before the ceremony or failure to cancel in writing before the ceremony date	Non-statutory	No refund will be made on any fees paid. The fee for a statutory ceremony will be retained as an administrative fee.	No refund will be made on any fees paid. The fee for a statutory ceremony will be retained as an administrative fee.	Other	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Request from Approved Premise to review / amend numbers / rooms (inc VAT)	Non-statutory	£174	£180	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Request from Approved Premise to issue duplicate documentation (inc VAT)	Non-statutory	£58	£60	Full cost recovery	Plus postage & handling if by post instead of e-mail
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Passport PD2 form	Non-statutory	£58	£60	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Registration and Citizenship Services	Registrations	Duplicate schedule per schedule	Non-statutory	£53	£55	Full cost recovery	Plus postage & handling
Place and Sustainability	Communities, Social Mobility and Inclusion	Coroners	Coroners	Recording of Inquest provided to PIP on CD	Statutory	£5	£5	Statutory limit	Fees set by national legislation.
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Primary Authority Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Work undertaken under the formal Primary Authority Agreement	Non-statutory	£105/hr charged at 15 minute intervals	N/A	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Out of county mileage to be charged on Primary Authority-related journeys	Non-statutory	48 pence a mile	N/A	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Business Advice Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Business advice provided outside of a Primary Authority agreement	Non-statutory	£105/hr charged at 15 minute intervals	£105 p/hr charged at 15 minute intervals	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Testing & Verification Fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	All equipment and other weights and measures services, including Public Weighbridge Operators	Statutory	£100/hr minimum charge £50)	£105 p/hr (minimum charge 30 minutes)	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	If site visit required	Statutory	£100/hr	£105 p/hr	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Certificate of accuracy when requested following routine testing	Statutory	£50	£52	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Licensing Fees - Explosives					

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Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (1 year duration)	Statutory	£202	£202	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (2 year duration)	Statutory	£266	£266	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (3 year duration)	Statutory	£333	£333	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (4 year duration)	Statutory	£409	£409	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where a minimum separation distance is prescribed (5 year duration)	Statutory	£463	£463	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (1 year duration)	Statutory	£119	£119	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (2 year duration)	Statutory	£154	£154	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (3 year duration)	Statutory	£190	£190	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (4 year duration)	Statutory	£226	£226	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	New application where <u>NO</u> minimum separation distance is prescribed (5 year duration)	Statutory	£260	£260	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (1 year duration)	Statutory	£94	£94	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (2 year duration)	Statutory	£161	£161	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (3 year duration)	Statutory	£226	£226	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (4 year duration)	Statutory	£291	£291	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where a minimum separation distance is prescribed (5 year duration)	Statutory	£357	£357	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimum separation distance is prescribed (1 year duration)	Statutory	£59	£59	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimum separation distance is prescribed (2 year duration)	Statutory	£94	£94	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimum separation distance is prescribed (3 year duration)	Statutory	£132	£132	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimum separation distance is prescribed (4 year duration)	Statutory	£166	£166	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Renewal of licence where <u>NO</u> minimum separation distance is prescribed (5 year duration)	Statutory	£202	£202	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Varying name of licensee or address of site	Statutory	£40	£40	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Any other kind of variation	Statutory	£100/hr min 30min	£105 p/hr (min charge 30 minutes)	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Transfer of licence or registration	Statutory	£40	£40	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Replacement of licence or registration referred to above if lost	Statutory	£40	£40	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Extended Fireworks Licence - Annual licence to sell fireworks outside the permitted periods as stated	Statutory	£500	£500	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual Fee - Certificate to store Petroleum					

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Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (7 year duration)	Statutory	£959	£959	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (8 year duration)	Statutory	£1,096	£1,096	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (9 year duration)	Statutory	£1,233	£1,233	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Annual fee to keep petroleum spirit of a quantity exceeding 50,000 litres (10 year duration)	Statutory	£1,370	£1,370	Statutory limit	Fees set by The Health and Safety and Nuclear (Fees) Regulations 2021
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Environmental Searches					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Fees charged in respect of environmental searches carried out on request	Statutory	£100/hr (minimum charge £50)	£105 p/hr (min. charge 30 minutes)	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Fees Payable for Approval					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Manufacture only, or manufacture and placing on the market, of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such additives (Approvals)	Statutory	£451 one off	£451 one off	Statutory limit	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Placing on the market of feed additives referred to in Article 10(1)(a) of Regulation 183/2005 other than those specified in Regulation 2(3), or of premixtures of such (Approvals).	Statutory	£226 one off	£226 one off	Statutory limit	Fee set in Animal Feed (Hygiene, Sampling etc and Enforcement)(England) Regulations 2015
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Investigation fees					
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Trading Standards Officer	Statutory	£100/hr, rounded to the nearest hour	£105 p/hr, rounded to the nearest hour	Full cost recovery	
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Administrative Officer	Statutory	£60/hr rounded to nearest hour	£63 p/hr rounded of the nearest hour	Full cost recovery	

Schedule of Fees & Charges: Proposed rates for 2026-27

Unless otherwise specified, or term time, prices for 2026-27 start from 1 April 2026

Updated: 22/12/2025

Directorate	Reporting Committee	Policy Line	Service	Description of charge	Statutory / Non-statutory	Charge for 2025-26	Proposed charge for 2026-27 Inflation rate to apply for non-statutory rates is 3.6%	Full Cost Recovery, Agreed discount, Statutory limit or Other If Other, please see notes in 'Additional information' column	Additional information
Place and Sustainability	Communities, Social Mobility and Inclusion	Trading Standards	Trading Standards	Hourly rate chargeable for Accredited Financial Investigator	Statutory	£100/hr, rounded to the nearest hour	£105 p/hr, rounded to the nearest hour	Full cost recovery	

Corporate Performance Report – Quarter 2 (2025/26)

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 15 January 2026

From: Executive Director of Place and Sustainability

Electoral division(s): All

Key decision: No

Executive Summary: This report provides an update to the committee on the performance monitoring information for quarter 2 of 2025/26, covering 1 July to 30 September 2025.

Recommendation: The Committee is recommended to:

Scrutinise and comment on the performance information presented in the report.

Officer contact:

Name: Rachel Hallam
Post: Head of Policy, Performance and Intelligence
Email: Rachel.hallam@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This report analyses key performance indicators which link to multiple Ambitions. This includes, but is not limited to, Ambition 5: People are helped out of poverty and income inequality and Ambition 6: Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised.

2. Background

- 2.1 The Performance Management Framework builds a clear performance process, linking individual services' performance all the way through to strategic decision-making, supporting the council to embed performance at the heart of everything it does.
- 2.2 The Performance Management Framework sets out that Policy and Service Committees should:
- Set outcomes and strategy in the areas they oversee.
 - Track progress quarterly.
 - Consider whether performance is at an acceptable level. Request further information on different Strategic Key Performance Indicators (SKPIs) each quarter to effectively assess performance.
 - Seek to understand the reasons behind the level of performance and identify remedial action.
- 2.3 This report, delivered quarterly, continues to support the committee with its performance management role. It provides an update on the status of the selected SKPIs which track the performance of the services the committee oversees.
- 2.4 These indicators enable members of this committee to have the best overview of performance in line with our strategic ambitions. These indicators will, where possible, be benchmarked against national and regional performance and set appropriate targets to allow fair scrutiny.
- 2.5 From quarter 1 2025/26 onwards, quarterly corporate performance reports submitted to Policy and Service Committees will be presented in the format of a scorecard. This will support the delivery of a transparent view of performance and will enable each committees' scorecards to be brought together into a holistic scorecard for the organisation for consideration by the Strategy, Resources and Performance committee. Each Policy and Service Committee scorecard will continue to have an appendix providing further detail for each SKPI.
- 2.6 This report covers the period of quarter 2 2025-26, up to the end of September 2025.

- 2.7 The most recent data for indicators for this committee can be found in the dashboard attached at Appendix 1. The dashboard includes the following information for each SKPI:
- Current and previous performance and the projected linear trend.
 - Current and previous targets. Please note that not all KPIs have targets, this may be because they are being developed or the indicator is being monitored for context.
 - Red / Amber / Green (RAG) status.
 - Direction for improvement to show whether an increase or decrease is good.
 - Change in performance which shows whether performance is improving (up) or deteriorating (down).
 - The performance of our statistical neighbours. This is only available, and therefore included, where there is a standard national definition of the indicator.
 - KPI description.
 - Commentary on the KPI and path to green.
- 2.8 The following RAG criteria are being used:
- Red – current performance is 10% or more from target.
 - Amber – current performance is off target by less than 10%.
 - Green – current performance is on target or better.
 - Baseline – indicates performance is currently being tracked in order to inform the target setting process.
 - Contextual – these KPIs track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
 - In development - KPI has been agreed, but data collection and target setting are in development.

3. Main Issues

3.1 Current performance of available indicators monitored by the committee is as follows:

Status	Number of KPIs	Percentage of KPIs
Red	-	-
Amber	2	20%
Green	6	60%
Baseline	-	-
Contextual	2	20%
In Development	-	-
Suspended	-	-

3.2 All ten indicators have been updated this quarter, and there are six Green indicators for commentary. Below is an example of commentary for one of the Green indicators:

3.2.1 CoSMIC 009: Registrations - All deaths registered within 5 days

Commentary:

Performance during Q2 has reflected the positive impact of tighter diary management and the prioritisation of appointments with shorter statutory timeframes — specifically death

registrations, which must be completed within five days. By restricting the calendar in this way, the service has maximised use of available appointment capacity without increasing overheads, ensuring that statutory time limits are met wherever possible. This targeted approach has been commended by the General Register Office (GRO) for demonstrating effective operational control and service responsiveness.

Despite maintaining these restrictions, the number of registration appointments reached its highest level in the year to date during September, indicating that the revised scheduling model is supporting both compliance and efficiency. The service will sustain tighter diary management by prioritising death registrations, which have the five day statutory timeframe, and by reserving protected capacity each day. This approach makes best use of available appointments without increasing overheads and has been commended by the GRO.

September saw the highest appointment volume this year, demonstrating that compliance can improve alongside throughput. With volumes now reduced, a deeper analysis will be undertaken of all cases that fell outside the five day period. Each breach can now be analysed so that as a service, fixes can be targeted.

3.3 There are two Amber indicators for commentary this quarter. Below are the relevant commentaries and the paths to green.

3.3.1 CoSMIC 003: Number of active library users

Commentary:

This quarter saw continued growth in the number of customers using their library card within the past 12 months, despite significant closures during the refresh and modernisation of physical infrastructure. A notable success was at Huntingdon Library, where the Every Child a Member scheme drove a substantial increase in 5–11-year-olds actively using their library cards, supported by the summer reading challenge campaign. Conversely, the most significant decline occurred at Cambourne, where the ongoing closure has led to reduced usage, despite mitigation efforts through a pop-up mobile library and extended hours at Papworth and Comberton libraries.

Path to Green:

Quarter 3 will see Rock Road re-open and begin engaging new customers, alongside the launch of the Cherry Hinton Hub café and room hire offer, and the opening of EverySpace at Cambridge Central. It is believed that these initiatives, combined with an ongoing membership drive for over-60s as part of Care Together, will help to achieve the end-of-year target. Looking ahead to the final quarter, it is expected that the expanded Cambourne Library will be completed, Bar Hill Library refreshed, and both Burwell and Buckden libraries revitalised.

3.3.2 CoSMIC 004: Number of visits made to library sites reported quarterly

Commentary:

The libraries delivered a very strong summer performance, achieving one of the best-ever results for the Summer Reading Challenge. This success came despite the temporary closures of Cambourne and Rock Road libraries for refurbishment works. A particular highlight was Huntingdon Library, which saw increased engagement following the Every Child a Member pilot, working closely with local primary schools to encourage greater

library usage.

Despite strong performances across most libraries, overall results remain below target due to the extended closures at Cambourne and Rock Road, which lasted longer than anticipated.

Path to Green

The next quarter will see Rock Road Library re-open, the launch of additional services at the Cherry Hinton Hub, and the phased opening of the third-floor space at Cambridge Central Library. While these developments are positive, overall performance is likely to remain below target due to Cambourne Library's continued closure until early 2026 and scheduled decoration works at Buckden and Burwell libraries.

- 3.4 There are two indicators which are identified as contextual. Detailed commentary and summary of each indicator is set out in Appendix 1.

4. Conclusion and recommendations

- 4.1 Paragraph 3.1 provides a breakdown of RAG status for this committee's indicator set. Of the indicators updated this quarter, with six indicators showing an improvement in performance:

- CoSMIC 001: Percentage of learners that have been retained
- CoSMIC 002: Percentage of learners who have achieved their qualification
- CoSMIC 003: Number of active library users
- CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service
- CoSMIC 008: Registrations - All births registered within 42 days of birth
- CoSMIC 009: Registrations - All deaths registered within 5 days
- CoSMIC 010: Total number of live investigations in the Coroner's Service that are over 12 months old (including inquests)

- 4.2 Of the indicators updated this quarter, one indicator saw a decline in performance:
- CoSMIC 004: Number of visitors to libraries

5. Significant Implications

5.1 Finance Implications

Whilst there are no direct financial implications, poor performance can have an impact on the Council's finances. It is therefore important to consider the relationship between the SKPIs and financial performance.

5.2 Legal Implications

Performance of the following indicators is linked to statutory timescales:

- CoSMIC 008: Registrations - All births registered within 42 days of birth.

- CoSMIC 009: Registrations - All deaths registered within 5 days.

Tracking performance is therefore important, as not meeting statutory requirements could have legal consequences for the Council.

5.3 Risk Implications

This report provides the latest performance information for this committee. The SKPI's performance should be scrutinised with a consideration towards to how improving or declining performance may impact risk.

5.4 Equality and Diversity Implications

The individual policies that relate to activity represented by these SKPIs will be underpinned by consideration of the outcome of Equality Impact Assessments.

5.5 Climate Change and Environment Implications

Where relevant the individual areas of activity represented by these SKPIs will be supported by an Environmental Impact Assessment.

6. Source Documents

- 6.1 None.

Communities, Social Mobility and Inclusion Committee

Quarterly Performance Report



Quarter 2, 2025/26 Financial Year

Produced on: #####



Key

Data Item	Explanation
Target / Pro Rata Target	The target that has been set for the indicator, relevant for the reporting period
Current Month / Current Period	The latest performance figure relevant to the reporting period
Previous Month / previous period	The previously reported performance figure
Direction for Improvement	Indicates whether 'good' performance is a higher or a lower figure
Change in Performance	Indicates whether performance is 'improving' or 'declining' by comparing the latest performance figure with that of the previous reporting period
Statistical Neighbours Mean	Provided as a point of comparison, based on the most recently available data from identified statistical neighbours.
England Mean	Provided as a point of comparison, based on the most recent nationally available data
RAG Rating	<ul style="list-style-type: none"> • Red – current performance is off target by more than 10% • Amber – current performance is off target by 10% or less • Green – current performance is on target • Baseline – indicates performance is currently being tracked in order to inform the target setting process • Contextual – these measures track key activity being undertaken, to present a rounded view of information relevant to the service area, without a performance target. • In Development - measure has been agreed, but data collection and target setting are in development
Indicator Description	Provides an overview of how a measure is calculated. Where possible, this is based on a nationally agreed definition to assist benchmarking with statistically comparable authorities
Commentary	Provides a narrative to explain the changes in performance within the reporting period
Actions	Actions undertaken to address under-performance. Populated for 'red' indicators only
Useful Links	Provides links to relevant documentation, such as nationally available data and definitions

Communities, Social Mobility and Inclusion Committee Scorecard

KPI	Target	Direction for Improvement	Performance (Current Period)	Performance (Previous Period)	Change in Performance	Frequency Updated	Last Updated	RAG Rating
CoSMIC 001: Percentage of learners that have been retained	92%	Higher is better	94.5%	94.0%	↑	Annually	2024/25	Green
CoSMIC 002: Percentage of learners who have achieved their qualification	84%	Higher is better	89.9%	92.0%	↓	Annually	2024/25	Green
CoSMIC 003: Number of active library users	102145	Higher is better	100231	100142	↑	Quarterly	Q2 2025/26	Amber
CoSMIC 004: Number of visitors to libraries	419413	Higher is better	404317	411189	↓	Quarterly	Q2 2025/26	Amber
CoSMIC 005: Total number of people supported through the safe accommodation strategy	Contextual	Contextual	283	320	Contextual	Quarterly	Q2 2025/26	Contextual
CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service	70%	Higher is better	81%	71%	↑	Quarterly	Q2 2025/26	Green
CoSMIC 007: No of Youth and Community organisations supported with initial seed funding (cumulative)	Contextual	Contextual	31	15	Contextual	Quarterly	Q2 2025/26	Contextual
CoSMIC 008: Registrations - All births registered within 42 days of birth	90%	Higher is better	91%	81%	↑	Quarterly	Q2 2025/26	Green
CoSMIC 009: Registrations - All deaths registered within 5 days	60%	Higher is better	93%	56%	↑	Quarterly	Q2 2025/26	Green
CoSMIC 010: Total number of live investigations in the Coroner's Service that are over 12 months old (including inquests)	272	Lower is better	258	272	↓	Quarterly	Q2 2025/26	Green

Indicator CoSMIC 001: Percentage of learners that have been retained

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December 2025

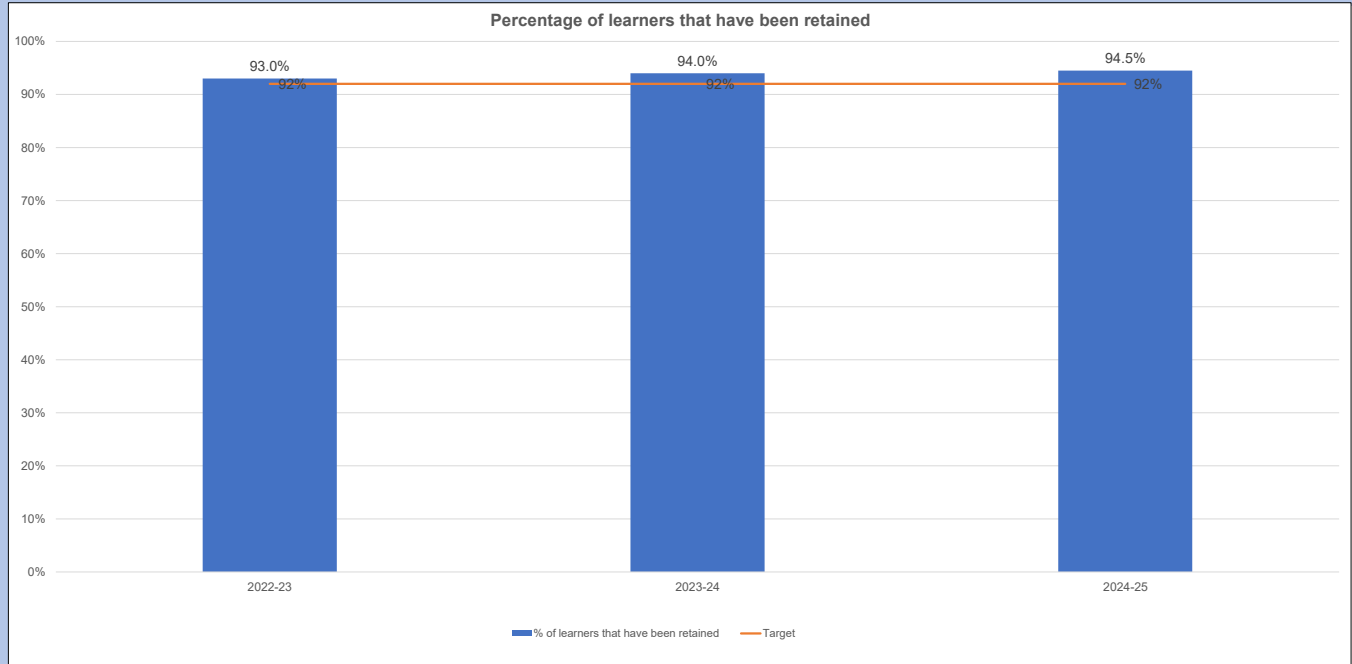
Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
92%	↑	95.0%	94.0%	Improving

RAG Rating

Green

Indicator Description

Percentage of learners who remain on their course after initial enrolment by the Cambridgeshire Skills service. This indicator is calculated based on the academic year. There is a 6 month lag in availability of this data. This indicator is collected annually in September.



Commentary

Retention (the percentage of learners enrolled who complete their course) has remained higher and performance improved slightly, this is 3% higher than the last Department for Education retention benchmarks which were published for 2023/24. (24/25 have yet to be released).

Useful Links

Path to Green

N/A - reporting as Green this quarter

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
84%	↑	92.7%	92.0%	Improving

RAG Rating

Green

Indicator Description

Percentage of learners who initially enrolled on a course and successfully passed/achieved their qualification/course aims. This indicator is calculated based on the academic year. There is a 6 month lag in availability of this data. Data is collected by the Cambridgeshire Skills services annually in September.



Commentary

Achievement rates have continued to improve despite the service targeting the learners with the greatest need. While the national benchmark has yet to be published by the Department for Education for 2024/25 the service's achievement rate is 4% higher than the DfE's national benchmark in 2023/24.

Useful Links

Path to Green

N/A - reporting as Green

Indicator CoSMIC 003: Number of active library users

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December 2025

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
102,145	↑	100,231	100,142	Improving

RAG Rating

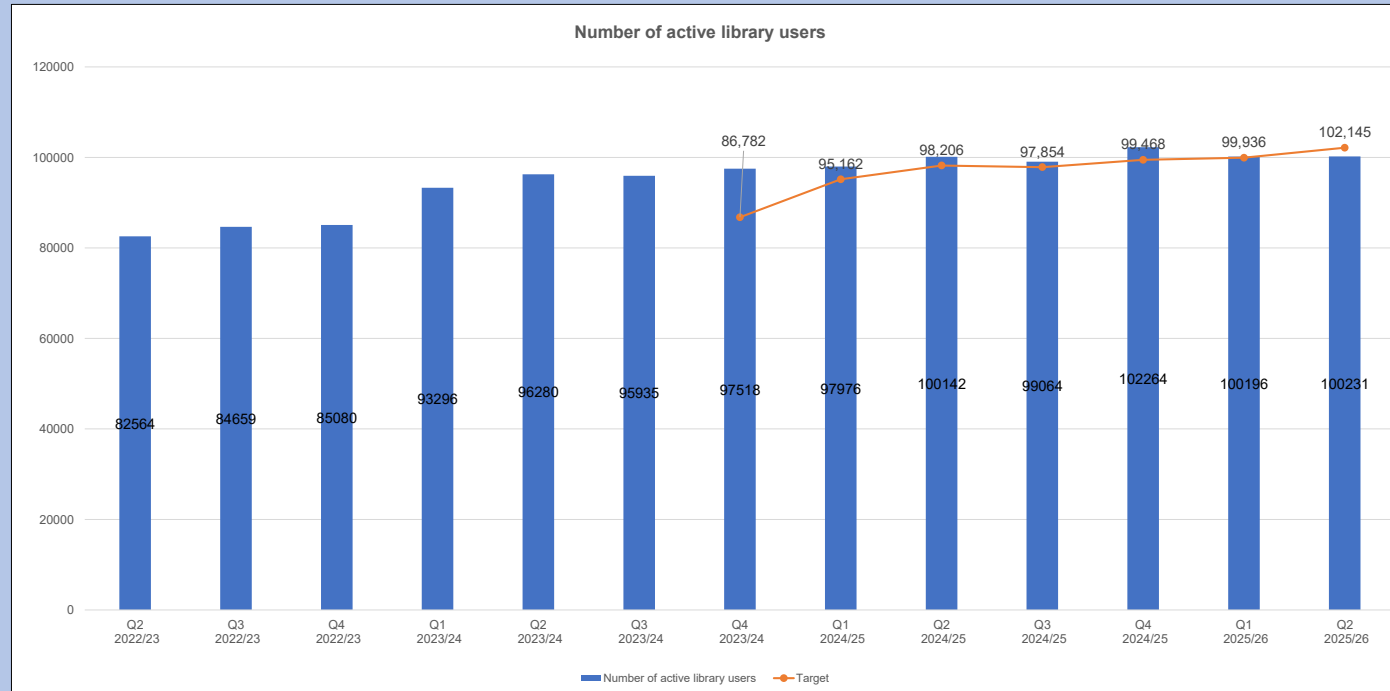
Amber

Indicator Description

This indicator shows the total number of unique people who have used their library card to access services in the last 12 months.

This is measured by the library management system, when someone interacts with it using their library card. This includes anyone who has borrowed a book, used the services' eBooks, borrowed a library PC, or used Open Plus to access a staff-less library. It does not include unique users who may simply visit library space and use services without making a transaction such as event attendance, Wi-Fi usage, or studying.

This is important for defining how well-used library services are and engagement with the community. The target is based on a 2% increase on performance in the previous year, as we look to continue to grow engagement with the library offer.



Commentary

This quarter saw continued growth in the number of customers using their library card within the past 12 months, despite significant closures during the refresh and modernisation of physical infrastructure. A notable success was at Huntingdon Library, where the Every Child a Member scheme drove a substantial increase in 5–11-year-olds actively using their library cards, supported by the summer reading challenge campaign. Conversely, the most significant decline occurred at Cambourne, where the ongoing closure has led to reduced usage, despite mitigation efforts through a pop-up mobile library and extended hours at Papworth and Comberton libraries.

Useful Links

[The local area benchmarking tool from the Local Government Association](#)

Path to Green

Quarter 3 will see Rock Road re-open and begin engaging new customers, alongside the launch of the Cherry Hinton Hub café and room hire offer, and the opening of EverySpace at Cambridge Central. It is believed that these initiatives, combined with an ongoing membership drive for over-60s as part of Care Together, will help to achieve the end-of-year target. Looking ahead to the final quarter, it is expected that the expanded Cambourne Library (where work is well underway) will be completed, Bar Hill Library refreshed, and both Burwell and Buckden libraries revitalised.

Indicator CoSMIC 004: Number of visits made to library sites reported quarterly

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December 2025

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
419,413	↑	404,317	411,189	Declining

RAG Rating

Amber

Indicator Description

The indicator represents the total number of visits made to libraries.

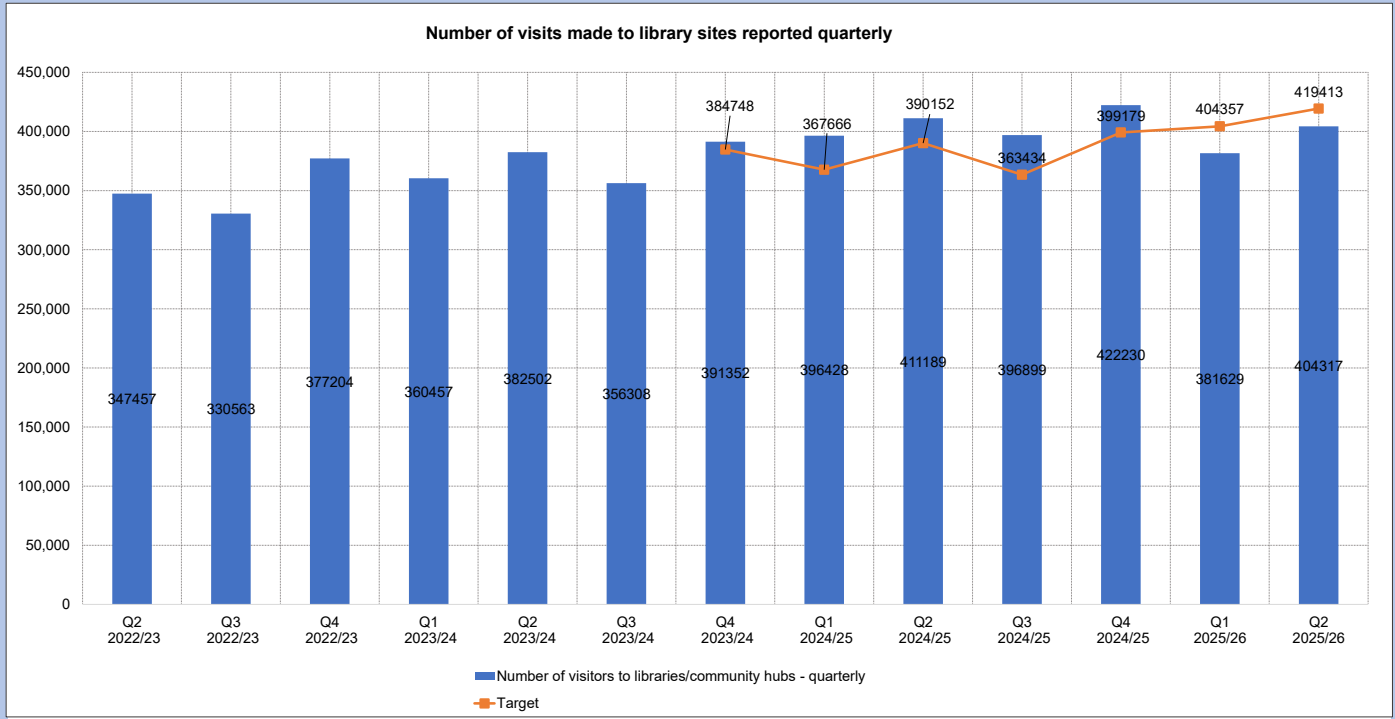
This is measured through electronic gate counters in libraries which record people entering the buildings. It represents attendance at library venues, but does not include engagement from outreach events or activities that take place outside or in other venues.

It is an important indicator for how well-used library buildings are and ability to attract people into library services.

Targets are based on a 2% increase on the previous year, to continue to encourage an increased use of our libraries (static and mobile).

Useful Links

[The local area benchmarking tool from the Local Government Association](#)



Commentary

The libraries delivered a very strong summer performance, achieving one of the best-ever results for the Summer Reading Challenge. This success came despite the temporary closures of Cambourne and Rock Road libraries for refurbishment works. A particular highlight was Huntingdon Library, which saw increased engagement following the Every Child a Member pilot, working closely with local primary schools to encourage greater library usage.

Despite strong performances across most libraries, overall results remain below target due to the extended closures at Cambourne and Rock Road, which lasted longer than anticipated. Arbury Court library suffered a major flood event and was closed throughout September. Finally Bar Hill Library closed at the beginning of September for works on Air source heat pump and decoration. All this created a detrimental impact on visits that wiped out the gains seen in other libraries. The trend in open libraries is of improved visits.

Some data has been corrected from the previous quarter after an anomaly in the data was spotted.

Path to Green

The next quarter will see Rock Road Library re-open, the launch of additional services at the Cherry Hinton Hub, and the phased opening of the third-floor space at Cambridge Central Library. While these developments are positive, overall performance is likely to remain below target due to Cambourne Library's continued closure until early 2026 and scheduled decoration works at Buckden and Burwell libraries.

Indicator CoSMIC 005: Total number of people supported through the safe accommodation strategy

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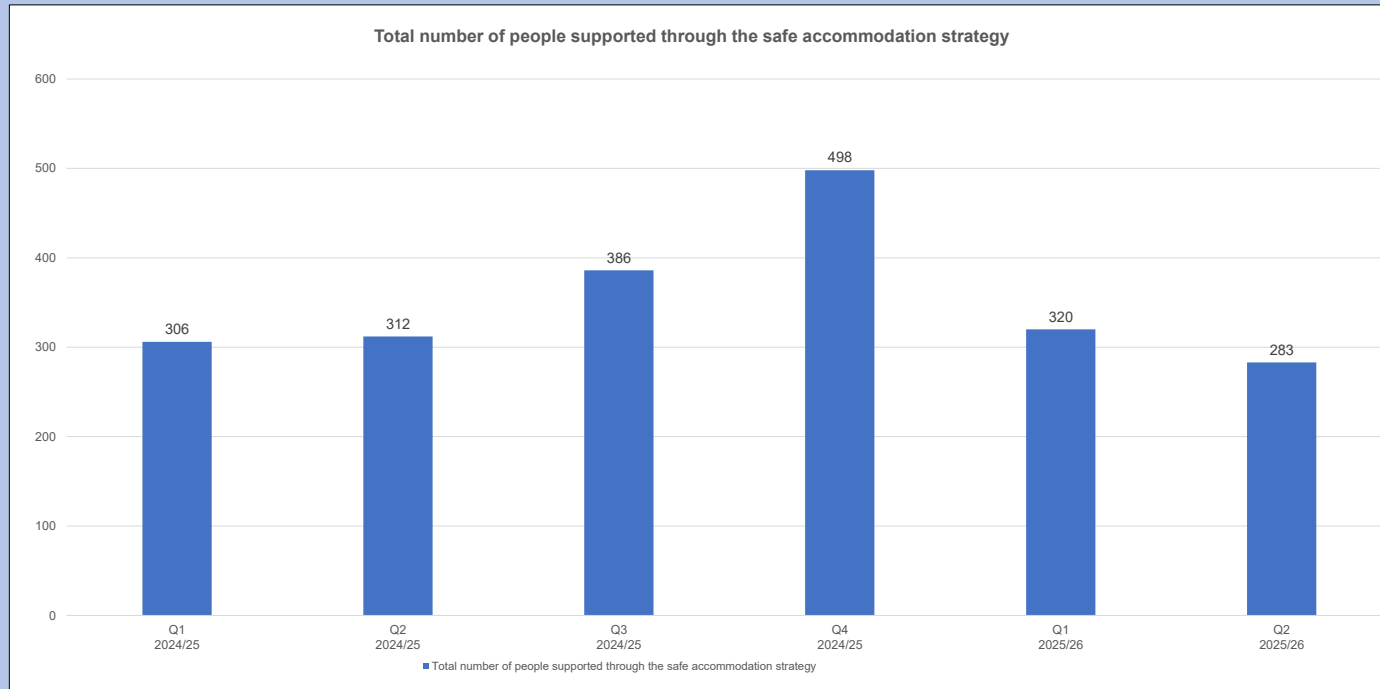
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
Contextual	Contextual	283	320	Contextual

RAG Rating

Contextual

Indicator Description

This indicator is updated each quarter by the Domestic Abuse and Sexual Violence Partnership Service. The indicator shows the number of adults supported by the Local Authority Domestic Abuse Safe Accommodation Strategy. This includes the following: number of women being supported in refuges, numbers supported in dispersed accommodation, number receiving target hardening, numbers receiving flexible funding and numbers supported through the domestic abuse outreach service.



Commentary

There has been a slight reduction in numbers supported through safe accommodation due to several factors. These include some vacancies in refuge accommodation due to maintenance work, small reduction in target hardening referrals and a reduction in those receiving flexible funding. The last is due to increased use of Household Support Fund as an alternative source of funding for clients.

Useful Links

Path to Green

N/A - contextual indicator

Indicator CoSMIC 006: The percentage of clients engaging with Independent Domestic Violence Advocacy (IDVA) Service

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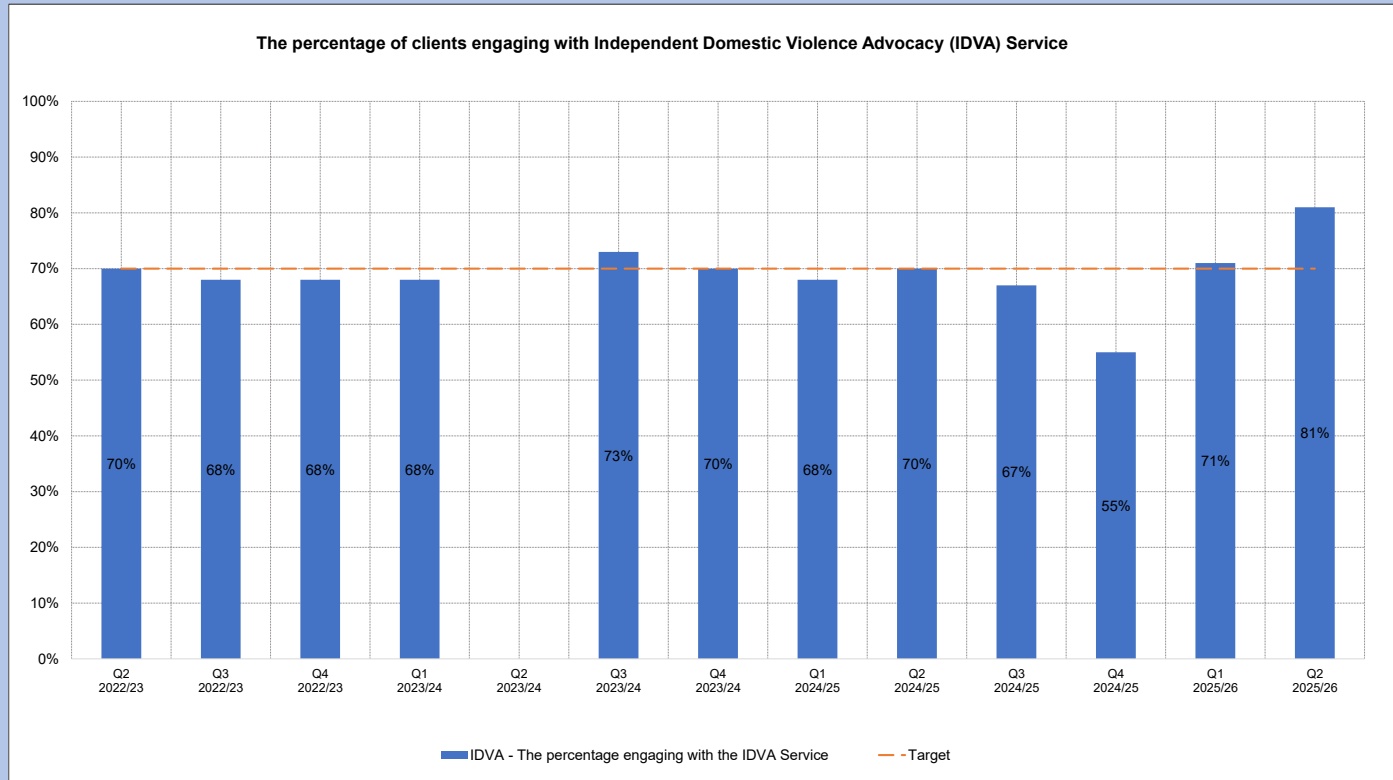
Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
70%	↑	81%	71%	Improving

RAG Rating

Green

Indicator Description

This indicator shows the percentage of clients engaging with the Independent Domestic Violence Advocacy Service (IDVA). The IDVA Service require the consent of a victim to work with them and a victim needs to be willing to engage and accept support. In some cases the service are not able to make contact with clients (four attempts are made) and in some cases the offer of support is declined.



Commentary

Following restructure of the service, engagement rates have increased past the target of 70% as the service is able to focus on alternative ways to engage clients. The increase in the rate has also been driven by the move to high-risk referrals, with medium referrals from the police now being supported through the Victim and Witness Hub. Delays in receiving medium risk referrals from the police had previously negatively affected engagement rates, when clients were not able to be contacted in a timely way and the 'golden hour' to engage victims soon after an incident was missed.

Useful Links

Path to Green

N/A - reporting as Green this quarter

Target	Direction for Improvement	Current Year	Previous Year	Change in Performance
Contextual	Contextual	31	90	Contextual

RAG Rating

Contextual

Indicator Description

This indicator shows the number of grassroots youth and community groups supported by the Communities Service with initial seed funding. The seed funding is predominantly from the Services' Community Reach Fund which is only available to grassroots organisations who are being supported in their development by the Service. There are three types of grant available, Enabler (up to £500), Core Fund (up to £1,000) and the Reaching Further award (up to £5,000). Other seed funding includes the Kick Start s106 funding managed by the Communities Service to support the development of new communities. The number of organisations in receipt of seed funding is a proxy indicator for the work of the Communities Service, to give an indication of the number and range of community organisations being supported predominantly, but not exclusively, by the Place Based Teams within the service.

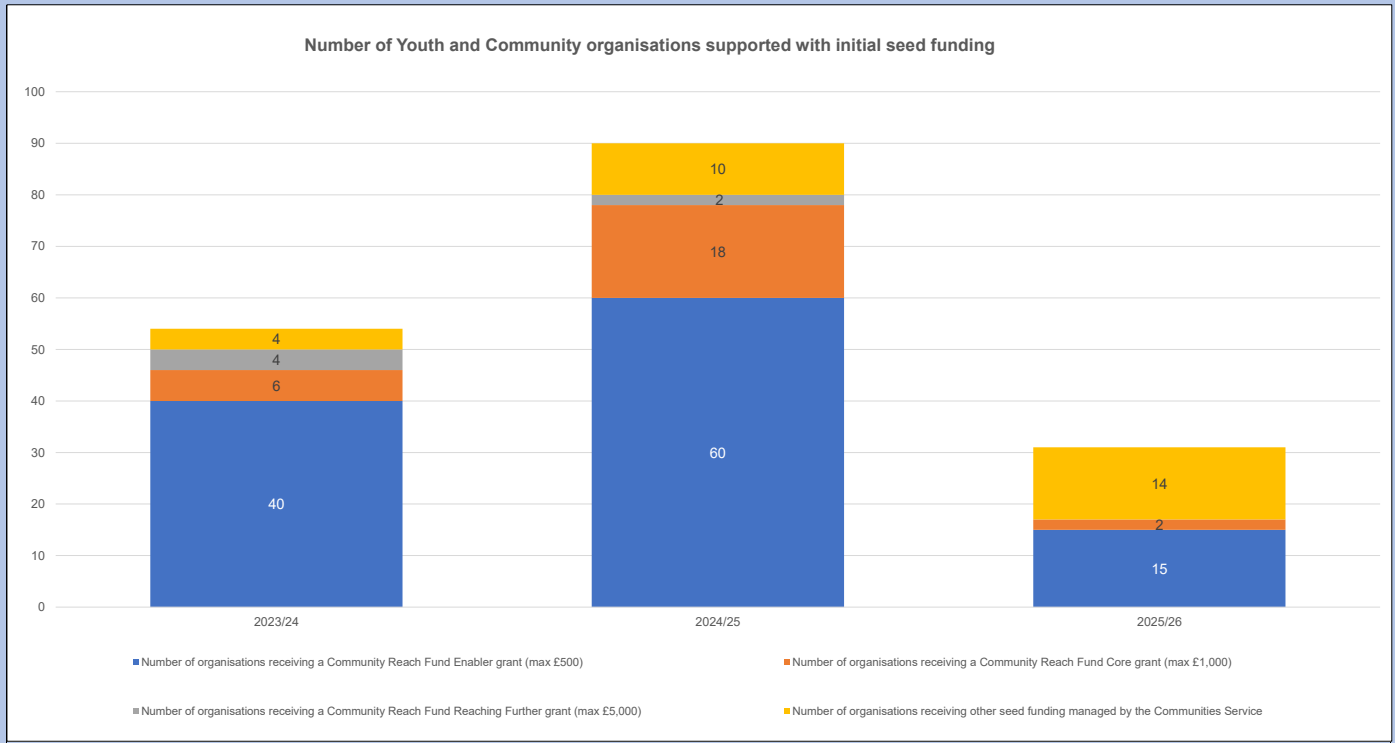
The indicator is updated quarterly and shows the cumulative figure of the number of organisations that receive seed funding over the course of the year. This data has been split by type of grant awarded.

This indicator is contextual, as there is no target for the number of groups supported and the impact of this support is more important.

This data is collected by the Communities Service.

Useful Links

<https://data.cambridgeshireinsight.org.uk/dataset/cambridgeshire-county-council-grants-voluntary-community-and-social-enterprise-organisations>



Commentary

In Q2 the place-based teams have had a focus on food poverty and the recommendations from Cambridgeshire's Poverty Strategy Commission to support the development of community food networks and to expand access to affordable food to rural parts of the county. This work is at an early stage, but has already resulted in 8 grants to community pantries, social supermarkets and other community food initiatives.

Path to Green

N/A - contextual indicator

Indicator CoSMIC 008: Registrations - All births registered within 42 days of birth.

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December 2025

Target	Direction for Improvement	Current Quarter	Previous Quarter	Change in Performance
90%	↑	91%	81%	Improving

RAG Rating

Green

Indicator Description

This indicator shows the number of births registered with the Registration Service within 42 days of a child's birth.

Legislation states that births must be registered within 42 days.

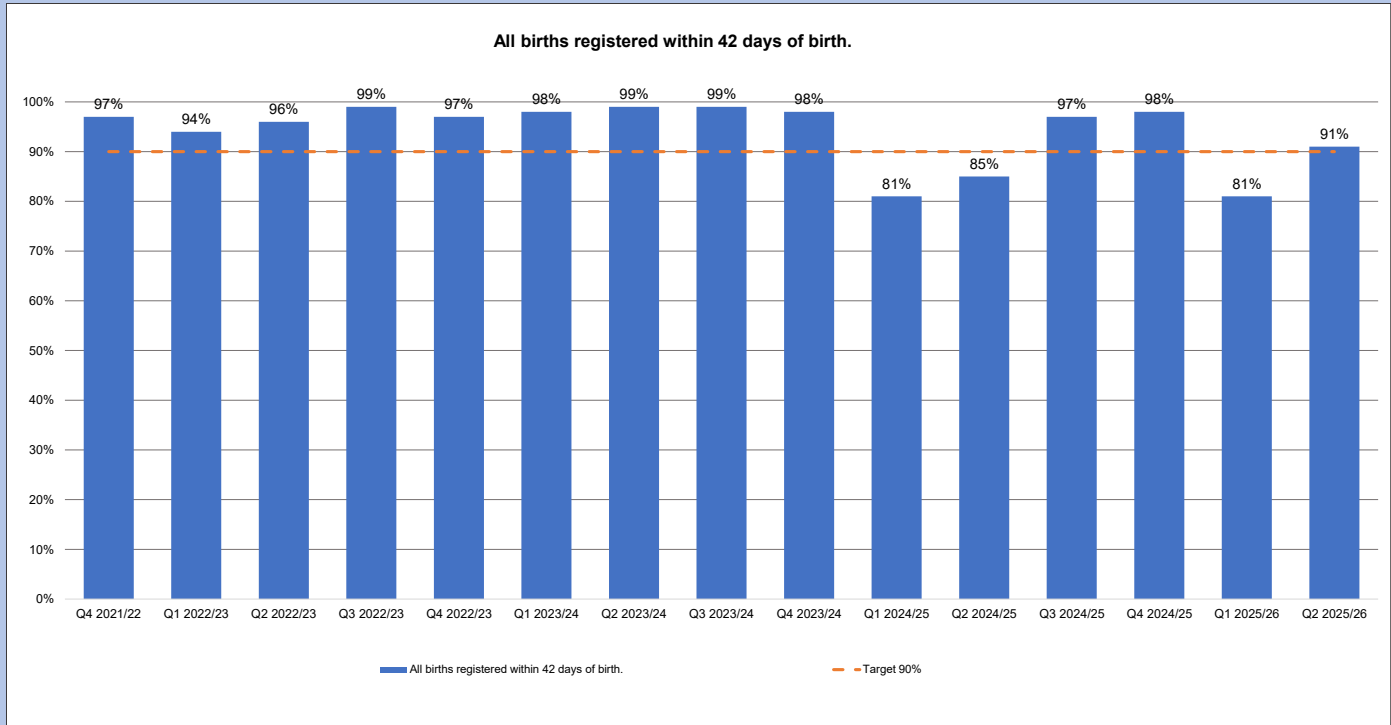
The KPI demonstrates the volumes and demand on the service, and the percentage of births registered within the 42 day requirement.

Population trends in the county are also demonstrated.

The target is the national average.

Births are recorded on a national database.

Useful Links



Commentary

Q2 Birth Registrations Summary - Cambridgeshire

In this financial year, 3654 births (that occurred within Cambridgeshire, excluding Peterborough) were registered in Cambridgeshire which is 373 fewer than the same period last year. 273 (7.47%) of the registrations were completed outside the statutory 42-day period.

The General Register Office (GRO) has expressed support for our decision to prioritise death registrations over births. By rebuilding the calendar, reducing the length of appointments and enforcing booking rules, we have managed to meet the KPI for death registrations for the past 3 months.

Path to Green

N/A - reporting as Green this quarter

Indicator CoSMIC 009: Registrations - All deaths registered within 5 days

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December 2025

Target	Direction for Improvement	Current Quarter	Previous Comparable Quarter	Change in Performance
60%	↑	93%	81%	Improving

RAG Rating

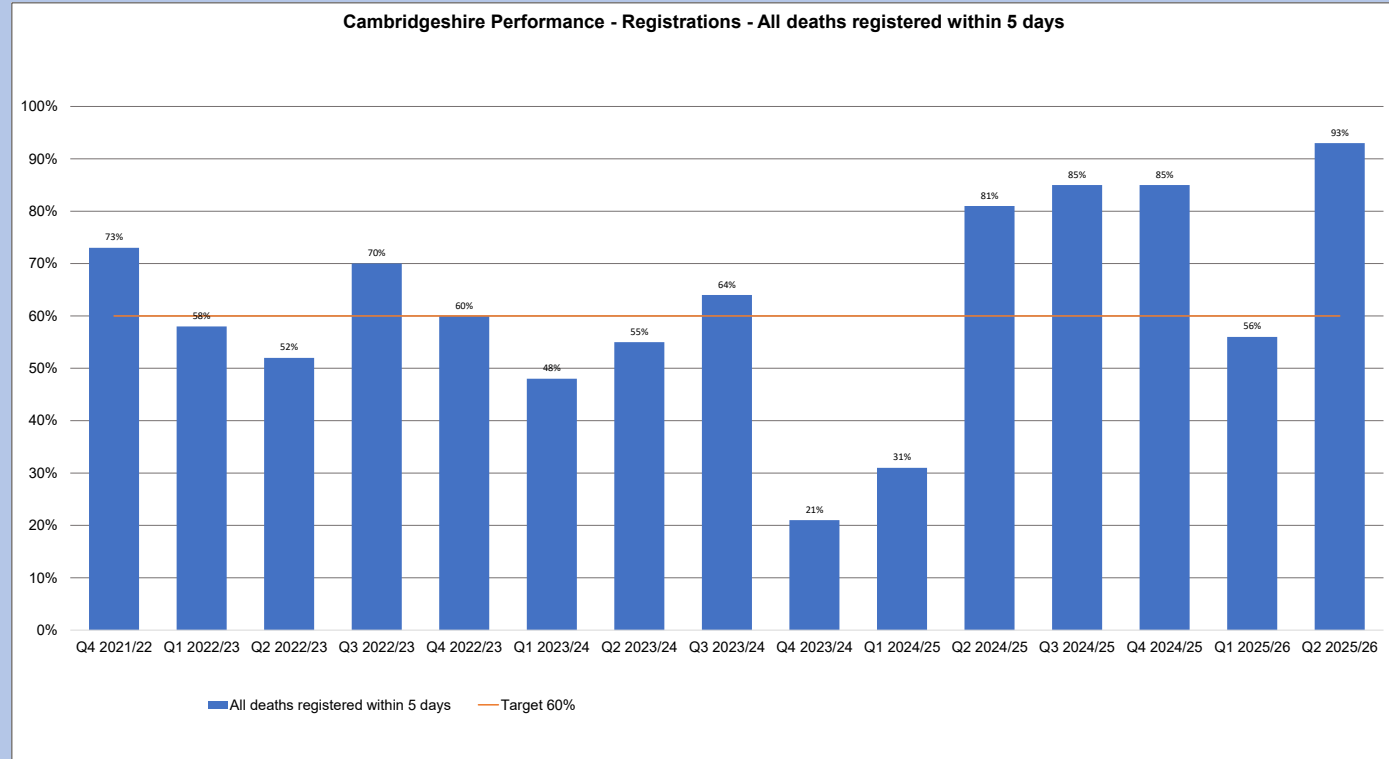
Green

Indicator Description

This indicator shows the percentage of deaths registered by a qualified informant with the Registration Service within 5 days of receiving the correct death paperwork from the Medical Examiner.

The KPI demonstrates volumes and demand on the service, as well as showing population trends in the county.

The target is the national average.



Commentary

Performance during Q2 has reflected the positive impact of tighter diary management and the prioritisation of appointments with shorter statutory timeframes — specifically death registrations, which must be completed within five days. By restricting the calendar in this way, the service has maximised use of available appointment capacity without increasing overheads, ensuring that statutory time limits are met wherever possible. This targeted approach has been commended by the General Register Office (GRO) for demonstrating effective operational control and service responsiveness. Despite maintaining these restrictions, the number of registration appointments reached its highest level in the year to date during September, indicating that the revised scheduling model is supporting both compliance and efficiency. The service will sustain tighter diary management by prioritising death registrations, which have the five day statutory timeframe, and by reserving protected capacity each day. This approach makes best use of available appointments without increasing overheads and has been commended by the GRO. September saw the highest appointment volume this year, demonstrating that compliance can improve alongside throughput. With volumes now reduced, a deeper analysis will be undertaken of all cases that fell outside the five day period. Each breach can now be analysed so that as a service, fixes can be targeted.

Useful Links

Path to Green

N/A - reporting as Green this quarter

Target	Direction for Improvement	Current Quarter	Previous Comparable Quarter	Change in Performance
272	↓	258	272	Improving

RAG Rating

Green

Indicator Description

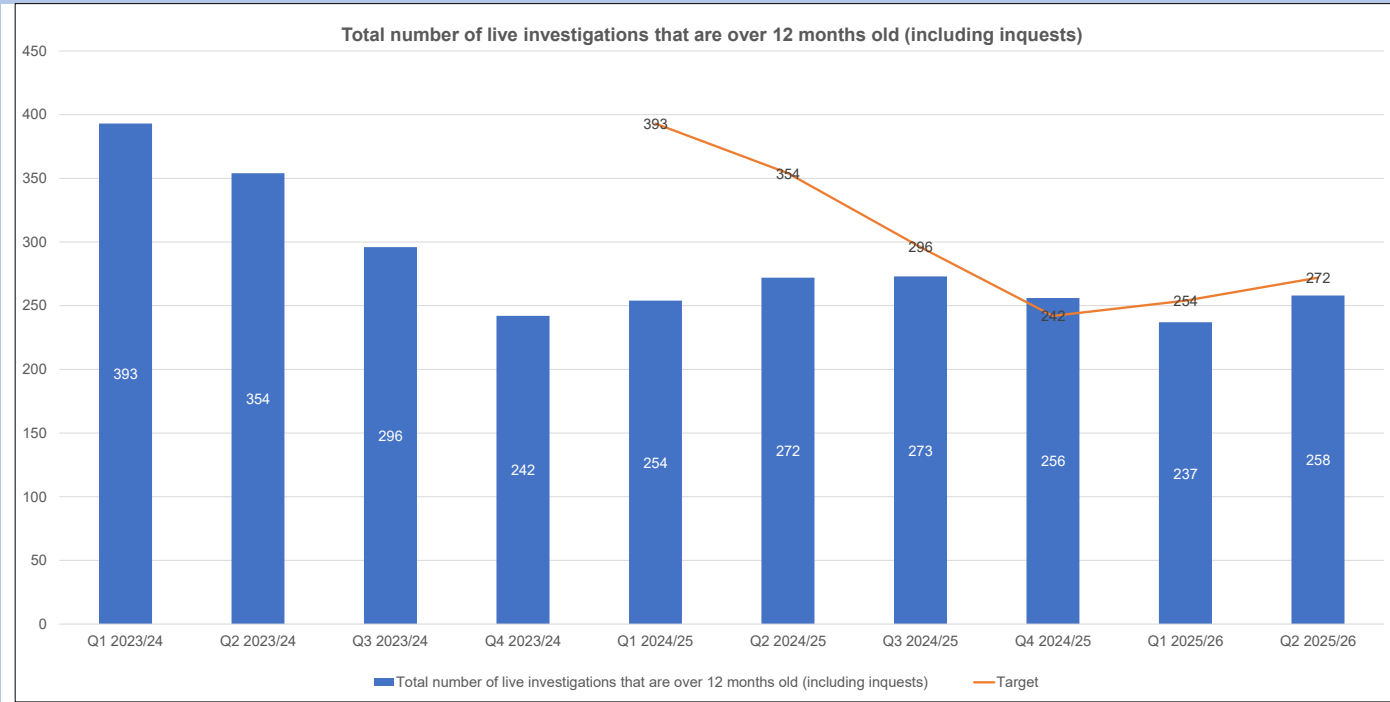
This indicator shows the total number of cases managed by the Coroner's Service that remain open beyond 12 months.

Coronial Services are monitored nationally on the number of inquests that remain open after 12 months. Reporting this figure to the Committee provides insight into performance and helps determine the direction of travel, whether improvements are being made (fewer over-12-month cases) or whether delays are increasing (more over 12-month cases).

Each inquest is recorded on the Coroner Service Case Management System, with reports produced quarterly. The indicator is calculated on a rolling 12-month basis.

Change in Reporting Period:
As of 31 December 2024, reporting now aligns with the calendar year rather than the financial year. This change enables clearer year-on-year comparison and consistency with national reporting cycles.

Useful Links



Commentary

The slight increase in the number of cases over 12 months reflects seasonal and operational factors rather than a decline in performance. Over the summer period, sitting days were reduced as Coroners and colleagues took annual leave. In addition, several complex and lengthy inquests, including jury inquests lasting more than two weeks, were heard during the quarter. These extended hearings reduce the number of individual cases that can be scheduled within the same period, even though the overall workload and output remain comparable or higher.

Despite this temporary rise, the total number of over-12-month cases remains below the same point last year, indicating continued improvement against the longer-term trend and the Service's ongoing commitment to reducing case duration while maintaining quality and thoroughness.

To improve performance on this indicator, the service is prioritising older cases and actively working with Coroners to agree a consistent approach to managing inquests over 12 months.

A current workstream is focused on identifying and progressing these cases, supported by improved use of data to monitor delays and escalate issues early. We are also strengthening engagement with third parties (e.g. HSE, hospital trusts) to minimise avoidable delays.

While some complex cases will inevitably exceed 12 months, this approach aims to ensure all delays are justified and that overall numbers reduce over time.

Path to Green

N/A - contextual indicator

Finance Monitoring Report – October 2025-26

To: Communities, Social Mobility and Inclusion Committee

Meeting Date: 15 January 2026

From: Executive Director of Place and Sustainability

Electoral division(s): All

Key decision: No

Executive Summary: This report presents financial information setting out the financial position to the end of October 2025 of the services within the remit of this Committee. The report covers revenue and capital budgets.

Recommendation: The Committee are asked to:

Note the content of the report.

Officer contact:

Name: Clare Andrews / Rebecca Bartram
Post: Senior Finance Business Partner / Strategic Finance Manager
Email: finance@cambridgeshire.gov.uk

1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 This regular financial monitoring report provides the management accounts of the services within the remit of this Committee, enabling members to be aware of, and to scrutinise, the delivery of the business plan for 2025-26.

2. Background

- 2.1 Finance Monitoring Reports (FMRs) are produced monthly, except for April, by all services. They report on a range of financial information to enable a view of each service's financial position to be taken.
- 2.2 Budgets for services are agreed by Full Council in the business plan in February of each year and can be amended in-year by budget virements. In particular, the FMR provides a revenue budget forecast showing the current projection of whether services expect to be over or underspent at the end of the current financial year against those budgets.
- 2.3 Until 31 December 2025, the services within the remit of this Committee spanned two separate service areas within the Council; Regulatory Services (Registration, Coroners and Trading Standards) sitting within Place and Sustainability, with Communities, Libraries and Skills services sitting under Strategy and Partnerships.
- 2.4 Rather than presenting two separate full FMRs to this Committee, the relevant revenue and capital lines from both the Place and Sustainability and the Strategy and Partnerships FMRs are summarised below. The full reports for Place and Sustainability and Strategy and Partnerships, which contain additional technical appendices, will be presented to the Highways and Transport Committee, the Environment and Green Investment Committee, and the Strategy, Resources and Performance Committee respectively and will also be published online.
- 2.5 From 1 January 2026, all services within the remit of this Committee will fall into the Place and Sustainability directorate. Therefore, from quarter 3 onwards, the full Place and Sustainability FMR will be reported to this Committee with a covering report which will direct the Committee to the relevant content.

3. Main Issues - Revenue

- 3.1 At the end of October 2025, the revenue budgets within the remit of this Committee forecast an underspend of £626k. This level of underspend has been achieved as a direct response to the council-wide in-year financial challenges – such as the demand for placements for children in care, the increased demand for SEND services and Home to School transport – in response to these pressures services that report to this committee have been working to control expenditure where they can. Addressing these pressures in-year is vital to ensure the sustainability of the council and to mitigate increases in the budget gap for the council in future years. A fuller report on the Council's overall financial position, and actions being taken to address this, is reported to Strategy, Resources and Performance committee.

- 3.2 The Communities service is reporting an underspend position of £320k. This is due to additional Homes for Ukraine funding above the budgeted level.
- 3.3 Detailed service by service financial information can be found below.

4. Main Issues – Capital

- 4.1 Details of the capital programmes within the remit of this Committee can be found in section 5.1 below.
- 4.2 At the end of October 2025, no capital programmes within the remit of the Committee had a significant variance (>£250k) to report. Details can be found in the section 5.2 below.

Forecast Outturn Variance (Previous) £000	Committee	Note	Budget Line	Gross Budget £000	Income Budget £000	Net Budget £000	Actual £000	Forecast Outturn Variance £000	Outturn Variance %
Place & Sustainability: Regulatory Services									
12	CSMI		Registration & Citizenship Services	1,323	-2,086	-763	-494	18	2%
-39	CSMI		Coroners	3,492	-1,187	2,305	1,035	-39	-2%
0	CSMI		Trading Standards	801	-45	757	357	-45	-6%
-27			Regulatory Services Total	5,617	-3,318	2,299	898	-66	-3%
Strategy & Partnerships: Communities, Libraries & Skills									
0	CSMI		Strategic Management - C,L&S	-831	0	-831	115	0	0%
-40	CSMI		Public Library Services	5,274	-562	4,712	2,611	-40	-1%
-0	CSMI		Cambridgeshire Skills	2,400	-2,400	0	337	-0	0%
0	CSMI		Archives	486	-51	435	276	0	0%
0	CSMI		Cultural Services	369	-231	137	46	0	0%
-355	CSMI		Communities Service	1,416	-142	1,274	262	-320	-25%
-0	CSMI		Changing Futures	889	-821	68	-836	-0	0%
0	CSMI		Domestic Abuse and Sexual Violence Service	2,706	-538	2,169	1,494	0	0%
0	CSMI		Anti-Poverty	6,612	-6,312	300	71	-200	-67%
-395			Communities, Libraries & Skills Total	19,322	-11,058	8,264	4,375	-560	-7%
0			Overall CSMI Committee Total	24,939	-14,376	10,563	5,273	-626	-6%

5. Capital

5.1 The capital budget for 2025/26 is £1.988m with expenditure to the end of October totalling £0.643m.

Original 2025-26 Budget as per Business Plan £000	Committee	Scheme Category	Total Scheme Revised Budget £000	Total Scheme Variance £000	Budget Carried-forward 2025-26 £000	Budget Re-phasing 2025-26 £000	Additional/Reduction in Funding 2025-26 £000	Revised Budget for 2025-26 £000	Actual Spend (Oct) £000	Forecast Outturn Variance (Oct) £000
740	CSMI	Community Fund	5,071	0	129	0	0	869	219	-84
42	CSMI	Library Minor Works	81	0	15	-15	0	42	13	-20
0	CSMI	EverySpace - Library Improvement Fund	618	0	91	0	229	320	331	30
207	CSMI	Darwin Green Library	208	0	1	-208	0	0	0	0
27	CSMI	Cherry Hinton Library	102	0	2	-2	0	27	0	0
181	CSMI	Sackville House Library	582	0	367	-88	0	460	49	-50
0	CSMI	Archives - Camera replacement	45	0	0	0	0	0	0	0
75	CSMI	Huntingdon Library Redesign	161	0	0	-75	7	7	1	0
350	CSMI	Mobile Library Replacement	369	0	0	-345	0	5	0	-5
200	CSMI	Replacement of 32 ageing self-service machines reaching end of life	200	0	0	0	0	200	0	0
8	CSMI	Whittlesey Library Refurbishment	166	0	0	0	0	8	0	-8
0	CSMI	March BMX Pump Track	107	0	50	0	0	50	30	0
1,830		Total	7,710	0	655	-733	236	1,988	643	-137

5.2 There are no current schemes with significant variances to list as at the end of October 2025.

6. Significant Implications

6.1 Finance Implications

This report sets out details of the overall financial position of the services within the remit of the Committee.

6.2 Legal Implications

There are no significant implications within this category.

6.3 Risk Implications

There are no significant implications within this category.

6.4 Equality and Diversity Implications

There are no significant implications within this category.

6.5 Climate Change and Environment Implications (Key decisions only)

There are no significant implications within this category.

7. Source Documents

7.1 [Finance Monitoring Reports](#)

Communities, Social Mobility and Inclusion Committee Agenda Plan

Published on 7 January 2026

Notes

The definition of a key decision is set out in the Council's Constitution in Chapter A2 (How the Council Operates), Part 4.4.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Minutes Action Log
- Agenda Plan, Training Plan and Appointments to Outside Bodies and Internal Advisory Groups and Panels

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
15/01/26	Business Plan Proposals	F Jordan	Not applicable	05/01/26	07/01/26
	Corporate Performance Report – Quarter 2 2025/26	R Springbett	Not applicable		
	Finance Monitoring Report – October 2025	C Andrews	Not applicable		
26/02/26	Procurement of a Data-led system for Identifying Low Income Households	N Vanterpool	2026/037	16/02/26	18/02/26
	Coroner Service Mortuary Facilities Contract	R Lovelidge	2026/036		
	Youth Guarantee Trailblazer Grant Funding Agreement	T Molloy	2026/015		

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
	Corporate Performance Report – Quarter 3 2025/26	R Springbett	Not applicable		
	Finance Monitoring Report – January 2026	C Andrews	Not applicable		
28/04/26 [Reserve]				16/04/26	20/04/26
25/06/26	Local Assistance Procurement	N Vanterpool	2026/011	22/05/26	27/05/26
	Future Library Strategy	G Porter	2026/012		
	Crisis and Resilience Fund	N Vanterpool	2026/029		
	Corporate Performance Report – Quarter 4 2025/26	R Springbett	Not applicable		
	Finance Monitoring Report - Outturn 2025-26	C Andrews	Not applicable		
10/09/26 [Reserve]				28/08/26	02/09/26
08/10/26				28/09/26	30/09/26
08/12/26	Recommissioning of Domestic Abuse Refuge Provision for Cambridgeshire	J Cullum	2026/041	26/11/26	30/11/26
19/01/27				07/01/27	11/01/27
11/03/27				01/03/27	03/03/27

Please contact Democratic Services (democraticservices365@cambridgeshire.gov.uk) if you require this information in a more accessible format.