



Analysis of public engagement

Business Plan and Budget 2026-29



January 2026

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Introduction

The proposed new Strategic Framework for Cambridgeshire County Council (CCC) has a vision of a healthy, fair and sustainable Cambridgeshire, and a commitment to do our core business well. To achieve this vision and commitment, the council aims to work with residents and partner organisations to make services responsive to the diversity of people and places in Cambridgeshire. Doing this effectively requires the council to be an evidence-led, listening organisation that is responsive to resident priorities. Like most councils across the country, the financial outlook for CCC is increasingly challenging, with pressures on budgets having increased significantly in recent years. Through the business planning process, the council undertakes engagement exercises with residents to inform how it will respond to these challenges and set a legal budget.

Phase One of the council's dedicated budget engagement exercise was undertaken between 24 October and 24 November 2025. This phase invited residents to learn more about the business planning process and share their priority areas for council income (including council tax), spending and savings. A summary report of the survey results went to the council's Strategy, Resources and Performance Committee on 11 December 2025.

Phase Two of the exercise was conducted between 3 December 2025 and 7 January 2026. This phase invited residents and stakeholders to share their views on the key spending and savings proposals in the council's draft 2026-29 Business Plan and Budget.

129 responses were received across the online and paper surveys. Their responses have been excluded from the following question summaries, apart from the question on location and the open comment questions. However, any key differences from this group are noted within the commentary.

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

Demographics

129 respondents answered the question on which district of Cambridgeshire they lived in. Three respondents skipped the question. For the purposes of this summary they have been included in the 'prefer not to say' category.

Table 1: Location of respondents

District of Residence	Number of respondents
Cambridge	12
East Cambridgeshire	17
Fenland	18
Huntingdonshire	27
South Cambridgeshire	45
I don't live in Cambridgeshire	2
Prefer not to say	8
Total	129

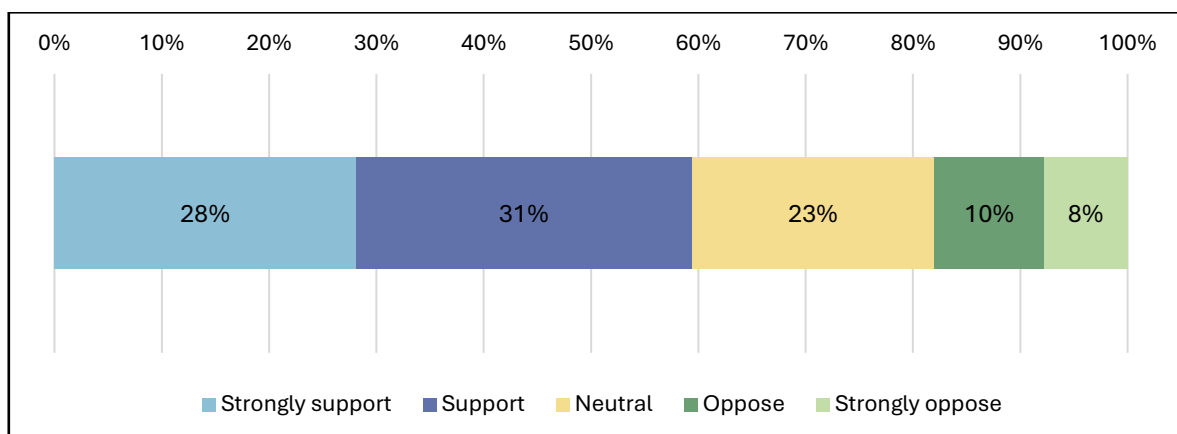
Responses to the consultation

Question 1: Services for vulnerable children and education. To what extent do you support or oppose giving these services extra money?

128 respondents answered this question.

- The majority of respondents supported extra money for services for vulnerable children and education (59%).

Figure 1: Support for extra money for services for vulnerable children and education

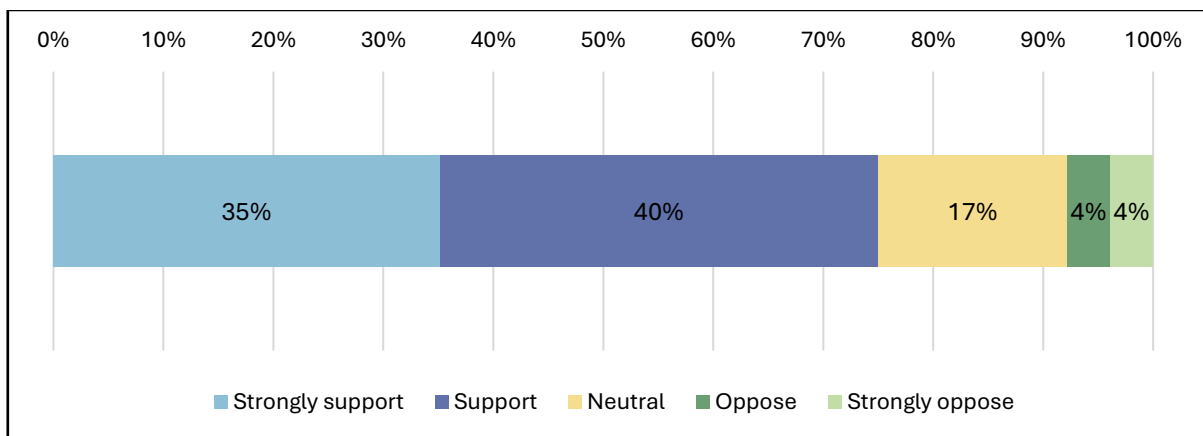


Question 2: Services for vulnerable children and education. To what extent do you support or oppose these ways of saving money and reducing costs?

128 respondents answered this question.

- The majority of respondents supported the suggested ways of saving money and reducing costs for services for vulnerable children and education (75%).

Figure 2: Support for suggested ways of saving money and reducing costs for services for vulnerable children and education

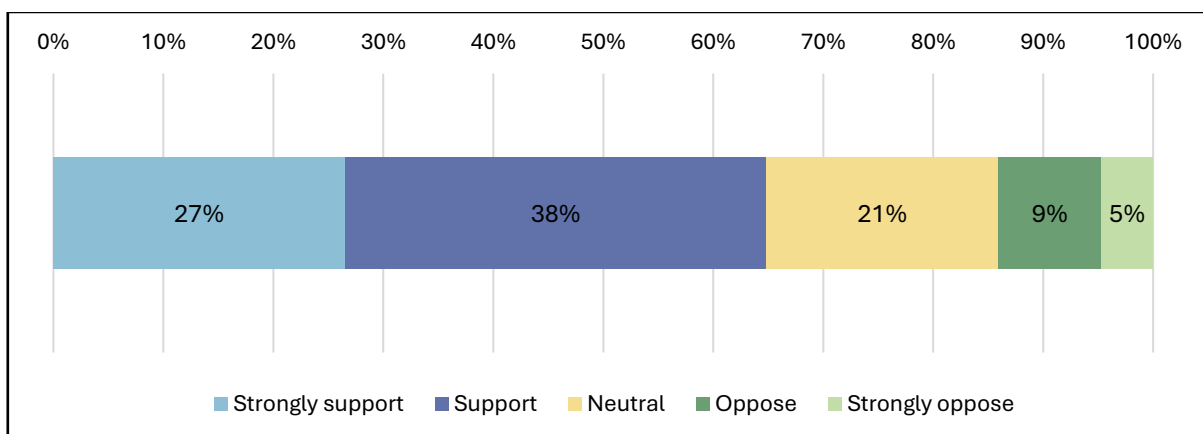


Question 3: Services for vulnerable adults and public health. To what extent do you support or oppose giving these services extra money?

128 respondents answered this question.

- The majority of respondents supported extra money for services for vulnerable adults and public health (65%).

Figure 3: Support for extra money for services for vulnerable adults and public health

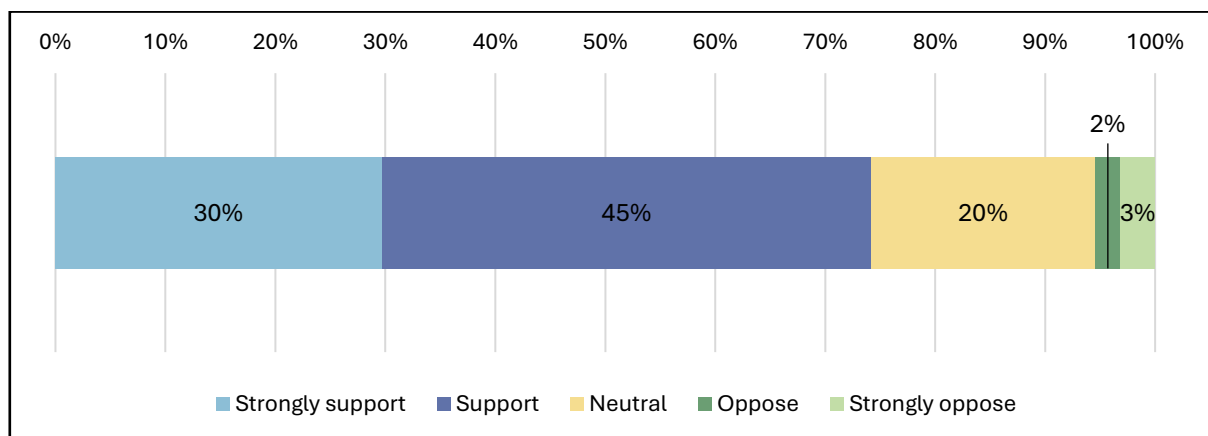


Question 4: Services for vulnerable adults and public health. To what extent do you support or oppose these ways of managing these services and reducing costs?

128 respondents answered this question.

- The majority of respondents supported the suggested ways of managing services and reducing costs for services for vulnerable adults and public health (74%).

Figure 4: Support for suggested ways of managing services and reducing costs for services for vulnerable adults and public health

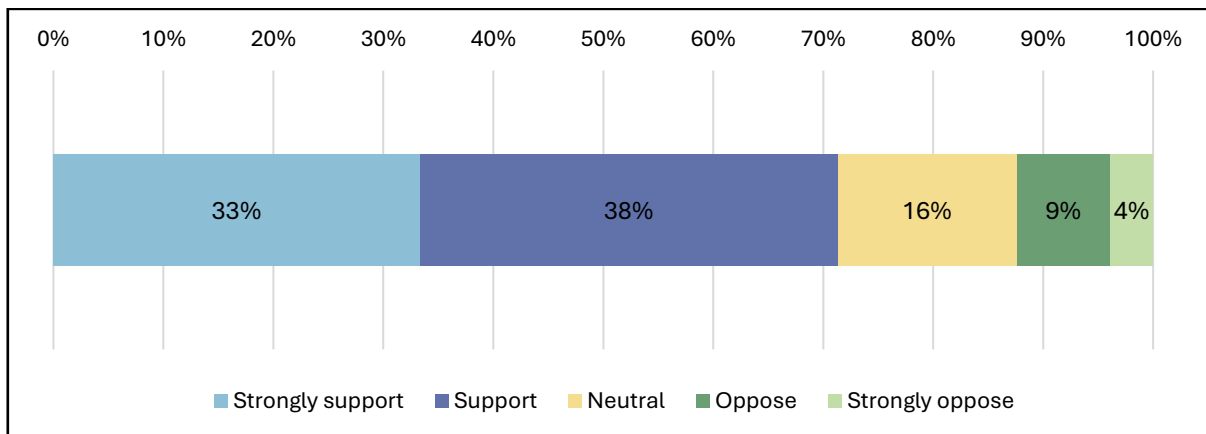


Question 5: Place, sustainability and community services. To what extent do you support or oppose these spending priorities?

129 respondents answered this question.

- The majority of respondents supported the suggested spending priorities for services for place, sustainability and community services (71%).

Figure 5: Support for spending priorities for services for vulnerable adults and public health

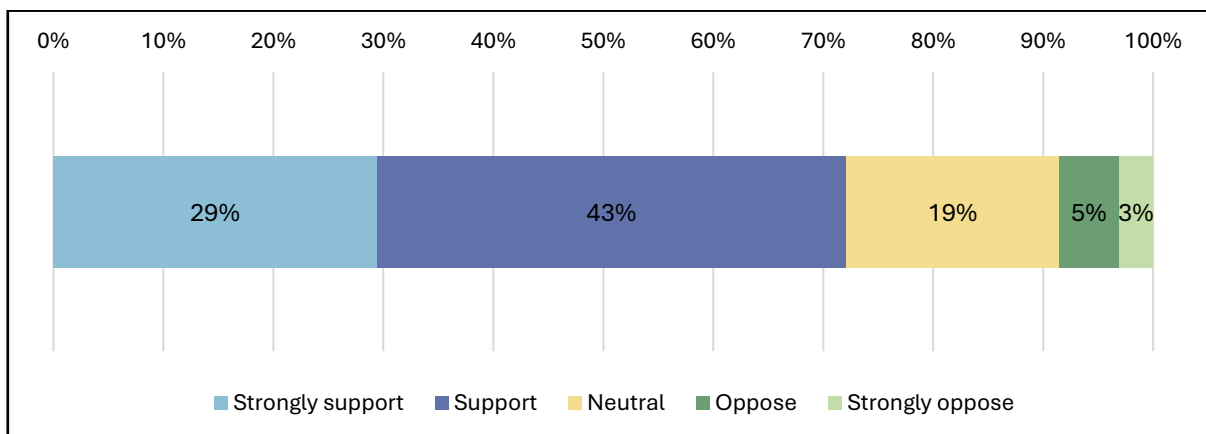


Question 6: Place, sustainability and community services. To what extent do you support or oppose these ways reducing cost and improving what we do?

129 respondents answered this question.

- The majority of respondents supported the suggested ways of reducing cost and improving what we do for services for place, sustainability and community services (72%).

Figure 6: Support for the suggested ways of reducing cost and improving what we do for services for place, sustainability and community services



Question 7: If you have any further comments on how we should prioritise and plan our services for the future, please leave your comments here. We ask that you do not include comments that could identify yourself or anyone else.

67 respondents left comments on this question. The main themes, in order of most to least comments, were:

- Highways –
 - Most of the respondents who discussed this theme felt that more funding should be prioritised for road and path maintenance, as road and path conditions were risking accidents, injuries, and damage to vehicles. These respondents felt repairs took too long to be actioned and weren't done to a high enough standard.
 - A few of the respondents who discussed this theme indicated opposition to particular traffic calming measures or active travel routes, with some of these respondents feeling that spending on these was wasteful when existing routes were under-maintained.
 - A few of the respondents who discussed this theme felt that more active travel or bridleways should be created, as they felt this would help meet climate targets and improve residents' health, alongside making active travel more accessible.
- Vulnerable children, vulnerable adults, and education –
 - Most of the respondents who discussed this theme felt that social care, particularly for children, was a high priority. Some of these respondents also felt SEND funding and support was on par with this. There were discussions about ways of saving budget without simply reducing funding by looking at earlier preventative measures to reduce the need for social care (including increasing funding to community services and public health), using more "in-house" services and upskilling staff, and reducing the use of contractors.
 - Some of the respondents who discussed this theme felt that more should be done to ensure those in receipt of support in these areas were in actual need of it, with particular concern that some recipients could financially afford to support themselves. There was also particular concern around the costs of transport to school, with respondents feeling there were more efficient ways (car-pooling, multiple collections) of providing this service and if it was needed as much as it is.
- Libraries –
 - Respondents who discussed this theme felt that more funding should be provided for library services, as they felt these were key for community support, relief on other council services, and a means to interject early intervention methods to reduce the need for other services. Most of these respondents felt that library services were currently under-funded.
- More detail needed –
 - Respondents who discussed this theme felt that the survey merged too many services together and so made it difficult to parse what the implications would be for individual service areas. These respondents requested more detail on the plans and more opportunity to comment on specific areas.

- Less contracting –
 - Respondents who discussed this theme felt that there needed to be less reliance on contracted services, as these were felt to be too expensive and badly run. This was a concern shown across the other themes and related to many council services. Some of these respondents felt more could be done to upskill existing staff or bring services “in-house”.
- Street lighting –
 - Respondents who discussed this theme felt that the street lighting upgrades were worse for visibility and safety. These respondents felt that funding should not be spent on continuing the upgrade or should be spent on improving them.

Tables of results

Question 1: Services for vulnerable children and education. To what extent do you support or oppose giving these services extra money?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	36 (28.1%)	40 (31.3%)	29 (22.7%)	13 (10.2%)	10 (7.8%)	128
Individual or stakeholder:						
Individual	36 (28.1%)	40 (31.3%)	29 (22.7%)	13 (10.2%)	10 (7.8%)	128
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	5 (41.7%)	3 (25%)	3 (25%)	1 (8.3%)	0 (0%)	12
East Cambridgeshire	3 (17.6%)	2 (11.8%)	6 (35.3%)	2 (11.8%)	4 (23.5%)	17
Fenland	4 (22.2%)	5 (27.8%)	4 (22.2%)	3 (16.7%)	2 (11.1%)	18
Huntingdonshire	5 (18.5%)	9 (33.3%)	7 (25.9%)	4 (14.8%)	2 (7.4%)	27
South Cambridgeshire	16 (36.4%)	15 (34.1%)	9 (20.5%)	2 (4.5%)	2 (4.5%)	44
Don't live in Cambridgeshire	1 (50%)	1 (50%)	0 (0%)	0 (0%)	0 (0%)	2
Prefer not to say	2 (25%)	5 (62.5%)	0 (0%)	1 (12.5%)	0 (0%)	8

Question 2: Services for vulnerable children and education. To what extent do you support or oppose these ways of saving money and reducing costs?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	45 (35.2%)	51 (39.8%)	22 (17.2%)	5 (3.9%)	5 (3.9%)	128
Individual or stakeholder:						
Individual	45 (35.2%)	51 (39.8%)	22 (17.2%)	5 (3.9%)	5 (3.9%)	128
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	5 (41.7%)	4 (33.3%)	3 (25%)	0 (0%)	0 (0%)	12
East Cambridgeshire	7 (41.2%)	6 (35.3%)	3 (17.6%)	0 (0%)	1 (5.9%)	17
Fenland	6 (33.3%)	6 (33.3%)	3 (16.7%)	1 (5.6%)	2 (11.1%)	18
Huntingdonshire	6 (22.2%)	15 (55.6%)	4 (14.8%)	1 (3.7%)	1 (3.7%)	27
South Cambridgeshire	18 (40.9%)	15 (34.1%)	8 (18.2%)	2 (4.5%)	1 (2.3%)	44
Don't live in Cambridgeshire	0 (0%)	2 (100%)	0 (0%)	0 (0%)	0 (0%)	2
Prefer not to say	3 (37.5%)	3 (37.5%)	1 (12.5%)	1 (12.5%)	0 (0%)	8

Question 3: Services for vulnerable adults and public health. To what extent do you support or oppose giving these services extra money?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	34 (26.6%)	49 (38.3%)	27 (21.1%)	12 (9.4%)	6 (4.7%)	128
Individual or stakeholder:						
Individual	34 (26.6%)	49 (38.3%)	27 (21.1%)	12 (9.4%)	6 (4.7%)	128
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	4 (33.3%)	4 (33.3%)	4 (33.3%)	0 (0%)	0 (0%)	12
East Cambridgeshire	2 (11.8%)	8 (47.1%)	4 (23.5%)	0 (0%)	3 (17.6%)	17
Fenland	4 (22.2%)	6 (33.3%)	6 (33.3%)	2 (11.1%)	0 (0%)	18
Huntingdonshire	8 (29.6%)	9 (33.3%)	2 (7.4%)	7 (25.9%)	1 (3.7%)	27
South Cambridgeshire	13 (29.5%)	17 (38.6%)	9 (20.5%)	3 (6.8%)	2 (4.5%)	44
Don't live in Cambridgeshire	0 (0%)	2 (100%)	0 (0%)	0 (0%)	0 (0%)	2
Prefer not to say	3 (37.5%)	3 (37.5%)	2 (25%)	0 (0%)	0 (0%)	8

Question 4: Services for vulnerable adults and public health. To what extent do you support or oppose these ways of managing these services and reducing costs?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	38 (29.7%)	57 (44.5%)	26 (20.3%)	3 (2.3%)	4 (3.1%)	128
Individual or stakeholder:						
Individual	38 (29.7%)	57 (44.5%)	26 (20.3%)	3 (2.3%)	4 (3.1%)	128
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	3 (25%)	4 (33.3%)	5 (41.7%)	0 (0%)	0 (0%)	12
East Cambridgeshire	4 (23.5%)	8 (47.1%)	3 (17.6%)	0 (0%)	2 (11.8%)	17
Fenland	6 (33.3%)	8 (44.4%)	4 (22.2%)	0 (0%)	0 (0%)	18
Huntingdonshire	7 (25.9%)	16 (59.3%)	3 (11.1%)	0 (0%)	1 (3.7%)	27
South Cambridgeshire	15 (34.1%)	16 (36.4%)	10 (22.7%)	2 (4.5%)	1 (2.3%)	44
Don't live in Cambridgeshire	0 (0%)	2 (100%)	0 (0%)	0 (0%)	0 (0%)	2
Prefer not to say	3 (37.5%)	3 (37.5%)	1 (12.5%)	1 (12.5%)	0 (0%)	8

Question 5: Place, sustainability and community services. To what extent do you support or oppose these spending priorities?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	43 (33.3%)	49 (38%)	21 (16.3%)	11 (8.5%)	5 (3.9%)	129
Individual or stakeholder:						
Individual	43 (33.3%)	49 (38%)	21 (16.3%)	11 (8.5%)	5 (3.9%)	129
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	3 (25%)	5 (41.7%)	2 (16.7%)	1 (8.3%)	1 (8.3%)	12
East Cambridgeshire	9 (52.9%)	4 (23.5%)	2 (11.8%)	1 (5.9%)	1 (5.9%)	17
Fenland	4 (22.2%)	5 (27.8%)	4 (22.2%)	5 (27.8%)	0 (0%)	18
Huntingdonshire	9 (33.3%)	13 (48.1%)	3 (11.1%)	0 (0%)	2 (7.4%)	27
South Cambridgeshire	13 (28.9%)	20 (44.4%)	7 (15.6%)	4 (8.9%)	1 (2.2%)	45
Don't live in Cambridgeshire	1 (50%)	0 (0%)	1 (50%)	0 (0%)	0 (0%)	2
Prefer not to say	4 (50%)	2 (25%)	2 (25%)	0 (0%)	0 (0%)	8

Question 6: Place, sustainability and community services. To what extent do you support or oppose these ways reducing cost and improving what we do?

	Strongly support	Support	Neutral	Oppose	Strongly oppose	Total
Total	38 (29.5%)	55 (42.6%)	25 (19.4%)	7 (5.4%)	4 (3.1%)	129
Individual or stakeholder:						
Individual	38 (29.5%)	55 (42.6%)	25 (19.4%)	7 (5.4%)	4 (3.1%)	129
Stakeholder	0	0	0	0	0	0
Organisation	0	0	0	0	0	0
Individual in official capacity	0	0	0	0	0	0
Location:						
Cambridge City	2 (16.7%)	8 (66.7%)	1 (8.3%)	0 (0%)	1 (8.3%)	12
East Cambridgeshire	8 (47.1%)	5 (29.4%)	1 (5.9%)	2 (11.8%)	1 (5.9%)	17
Fenland	6 (33.3%)	7 (38.9%)	4 (22.2%)	1 (5.6%)	0 (0%)	18
Huntingdonshire	5 (18.5%)	14 (51.9%)	7 (25.9%)	1 (3.7%)	0 (0%)	27
South Cambridgeshire	14 (31.1%)	17 (37.8%)	9 (20%)	3 (6.7%)	2 (4.4%)	45
Don't live in Cambridgeshire	1 (50%)	1 (50%)	0 (0%)	0 (0%)	0 (0%)	2
Prefer not to say	2 (25%)	3 (37.5%)	3 (37.5%)	0 (0%)	0 (0%)	8