

Provisional Outturn 2025/26 - Head of Service

Head of Service	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To (From) Reserves	Outturn Contribution To (From) Reserves	Variance to Reserve Movement	Provisional Outturn (Including Reserves)	Variance to Current Budget		Comments
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
<b>Chief Executive Officer</b>														
Income	0	0	0	0	0	(8)	(8)	0	0	0	(8)	(8)	0	<b>Income:</b> Income from sponsorship for Defence events
Expenses	1021	0	0	1021	1409	1404	(6)	0	0	0	1404	382	38	<b>Expenditure:</b> £300k of costs for the data work carried out to support the move to NJC pay bargaining. £90k of Agency costs for interim S151.
<b>Net</b>	<b>1021</b>	<b>0</b>	<b>0</b>	<b>1021</b>	<b>1409</b>	<b>1395</b>	<b>(14)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1395</b>	<b>374</b>	<b>37</b>	
<b>Chief Digital &amp; Information Officer</b>														
Income	(6148)	0	0	(6148)	(6099)	(6020)	79	0	0	0	(6020)	128	2	<b>Income:</b> Chief Digital Officer has recovered significant amount of aged debt, however recharges to Partners (Cambridge City & SCDC) are lower.
Expenses	9238	0	0	9238	9217	9054	(163)	(13)	(13)	0	9041	(197)	(2)	<b>Expenditure:</b> Underspend mainly as result of salary savings and delays in ICT restructure.
<b>Net</b>	<b>3090</b>	<b>0</b>	<b>0</b>	<b>3090</b>	<b>3118</b>	<b>3034</b>	<b>(85)</b>	<b>(13)</b>	<b>(13)</b>	<b>0</b>	<b>3021</b>	<b>(69)</b>	<b>(2)</b>	
<b>Head of Economy, Regeneration &amp; Housing</b>														
Income	(3164)	0	0	(3164)	(2900)	(2821)	79	(132)	(137)	(5)	(2959)	205	7	<b>Income:</b> Car park income shows an overspend against budget (less income realised), due in part to the decision not increase tariffs (previously within agreed budget) as well as lower levels of PCN. There was also additional market trader income.
Expenses	2969	43	0	3012	3078	2966	(111)	(120)	(121)	(1)	2845	(167)	24	<b>Expenditure:</b> Saving in salaries in Economic Development, savings on Car Parks business rates and lower payments to partners in the Markets and Parking services. There was additional expenditure in Market Towns this was offset by reserve balances and grants.
<b>Net</b>	<b>(195)</b>	<b>43</b>	<b>0</b>	<b>(152)</b>	<b>178</b>	<b>145</b>	<b>(33)</b>	<b>(252)</b>	<b>(259)</b>	<b>(6)</b>	<b>(114)</b>	<b>38</b>	<b>25</b>	
<b>Head of Planning, Infrastructure &amp; Public Protection</b>														
Income	(3478)	0	0	(3478)	(4902)	(5223)	(320)	(105)	77	182	(5146)	(1668)	(286)	<b>Income:</b> Increased income from Planning Performance Agreements, and Planning Fees. Also from licences following compliance actions. Grant income higher due to increased Ukraine payments.
Expenses	6279	65	0	6344	7169	6929	(240)	(392)	(543)	(151)	6385	41	(24)	<b>Expenditure:</b> Extra agency staff costs, but salary savings in the Licensing service and Environmental Health service. Lower electricity costs, Empty Homes costs and Churchyard maintenance. Increased Homes for Ukraine scheme, but this is covered by grant.
<b>Net</b>	<b>2801</b>	<b>65</b>	<b>0</b>	<b>2866</b>	<b>2266</b>	<b>1706</b>	<b>(561)</b>	<b>(497)</b>	<b>(466)</b>	<b>31</b>	<b>1239</b>	<b>(1627)</b>	<b>(57)</b>	
<b>Head of Environmental Services</b>														
Income	(6689)	0	0	(6689)	(8900)	(9526)	(626)	(81)	375	456	(9151)	(2462)	(696)	<b>Income:</b> Additional income from Waste and Recycling collections, Grounds Maintenance contracts, sales of logs, Street Cleansing works and vegetable oil fuel sales.
Expenses	11086	40	0	11126	12644	12538	(106)	0	0	0	12538	1412	146	<b>Expenditure:</b> Additional expenditure on CCTV projects, this expenditure is covered by additional income. Underspends on vacant post, sewer ditches works and St Ives Park. Additional expenditure in Street Cleansing on agency staff, sweeper hire, weekend working and compensation payments, and in Waste Collection also on agency staff and compensation payments. Additional expenditure on alternative fuels report and staff restructure within fleet management.
<b>Net</b>	<b>4397</b>	<b>40</b>	<b>0</b>	<b>4437</b>	<b>3743</b>	<b>3012</b>	<b>(731)</b>	<b>(81)</b>	<b>375</b>	<b>456</b>	<b>3387</b>	<b>(1050)</b>	<b>(24)</b>	
<b>Head of Leisure, Health &amp; Environment</b>														
Income	(9118)	0	0	(9118)	(8945)	(8832)	113	(80)	(62)	18	(8894)	224	(99)	<b>Income:</b> Additional income in Active Lifestyles from new memberships. Lower income at One Leisure sites due to memberships, swimming and events and hospitality. Increased income at the Hinchbrook Country Park cafe.
Expenses	10195	20	(49)	10167	11625	9956	(1670)	(1447)	250	1697	10206	39	26	<b>Expenditure:</b> Additional employee costs and maintenance costs at One Leisure sites, but offset by lower utilities tariffs, and PV installations. Additional costs in Active Lifestyles due to expansion of the services provided. Salary savings as a result of vacant Parks posts and underspends as a result of climate project delays.
<b>Net</b>	<b>1077</b>	<b>20</b>	<b>(49)</b>	<b>1049</b>	<b>2680</b>	<b>1124</b>	<b>(1556)</b>	<b>(1527)</b>	<b>188</b>	<b>1715</b>	<b>1312</b>	<b>263</b>	<b>25</b>	
<b>Head of Property &amp; Facilities</b>														
Income	(5555)	0	0	(5555)	(4890)	(4877)	12	0	0	0	(4877)	678	(3)	<b>Income:</b> Significant reduction in rent receipts due to vacant properties, outstanding rent reviews, and restructured rents. Additional feed in tariffs income
Expenses	3334	40	(40)	3334	3546	3410	(136)	0	0	0	3410	76	5	<b>Expenditure:</b> Savings on utilities and repairs, but additional consultants costs and business rates on empty premises.
<b>Net</b>	<b>(2221)</b>	<b>40</b>	<b>(40)</b>	<b>(2221)</b>	<b>(1344)</b>	<b>(1467)</b>	<b>(124)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1467)</b>	<b>754</b>	<b>34</b>	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
<b>Head of Human Resources &amp; Officer Development</b>															
Income	0	0	0	0	(2)	(33)	(31)	0	0	0	(33)	(33)	0		<b>Income:</b> Additional income from charges to partners.
Expenses	984	0	0	984	1082	1057	(25)	(98)	(101)	(3)	956	(28)	(4)		<b>Expenditure:</b> Reduced expenditure on consultants.
<b>Net</b>	<b>984</b>	<b>0</b>	<b>0</b>	<b>984</b>	<b>1080</b>	<b>1024</b>	<b>(56)</b>	<b>(98)</b>	<b>(101)</b>	<b>(3)</b>	<b>923</b>	<b>(61)</b>	<b>(6)</b>		
<b>Head of Finance</b>															
Income	(1827)	0	0	(1827)	(3203)	(4194)	(990)	0	0	0	(4194)	(2367)	(125)		<b>Income:</b> Increased income from interest on investments, grants and NDR pool contribution.
Expenses	9445	0	0	9445	9490	7920	(1570)	(153)	1343	1496	9263	(182)	7		<b>Expenditure:</b> Underspend on Minimum Revenue Provision due to capital programme underspends. Offset by contribution to LGR reserve, overtime and collection fund support.
<b>Net</b>	<b>7618</b>	<b>0</b>	<b>0</b>	<b>7618</b>	<b>6287</b>	<b>3727</b>	<b>(2560)</b>	<b>(153)</b>	<b>1343</b>	<b>1496</b>	<b>5069</b>	<b>(2549)</b>	<b>(34)</b>		
<b>Head of Democratic Services &amp; Monitoring Officer</b>															
Income	(234)	0	0	(234)	(626)	(721)	(96)	97	139	42	(583)	(349)	(148)		<b>Income:</b> Additional income to cover costs of elections.
Expenses	1978	100	0	2078	2602	2726	123	60	67	7	2792	714	242		<b>Expenditure:</b> Overspend on legal costs, new monitoring officer post, and election costs. Also additional costs of agency staff to cover procurement manager role, staff development costs, risk management and audit cover. Underspend from vacant posts in audit.
<b>Net</b>	<b>1744</b>	<b>100</b>	<b>0</b>	<b>1844</b>	<b>1977</b>	<b>2004</b>	<b>28</b>	<b>156</b>	<b>205</b>	<b>49</b>	<b>2209</b>	<b>365</b>	<b>20</b>		
<b>Customer Change Director</b>															
Income	(21684)	0	0	(21684)	(23664)	(24219)	(556)	(30)	(55)	(26)	(24275)	(2591)	(117)		<b>Income:</b> Increase in Housing Benefits subsidy and Homelessness prevention grant, rough sleeping grant and improved recovery of bed and breakfast costs.
Expenses	26629	0	0	26629	28257	28361	104	0	0	0	28361	1733	378		<b>Expenditure:</b> Underspend as a result of reduction in benefits paid and salaries savings. Additional costs as a result of new rough sleeping post, bed and breakfast costs and grant funding to the homelessness.
<b>Net</b>	<b>4945</b>	<b>0</b>	<b>0</b>	<b>4945</b>	<b>4593</b>	<b>4142</b>	<b>(451)</b>	<b>(30)</b>	<b>(55)</b>	<b>(26)</b>	<b>4087</b>	<b>(858)</b>	<b>(17)</b>		
<b>Head of Communications, Engagement &amp; Public Affairs</b>															
Income	0	0	0	0	0	0	0	0	0	0	0	0	0		<b>Income:</b>
Expenses	247	0	0	247	343	360	18	0	0	0	360	113	46		<b>Expenditure:</b> Increased expenditure on corporate campaigns, additional posts, standby allowance, equipment for new starters and printing.
<b>Net</b>	<b>247</b>	<b>0</b>	<b>0</b>	<b>247</b>	<b>343</b>	<b>360</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>360</b>	<b>113</b>	<b>46</b>		
<b>Head of Policy, Performance &amp; Emergency Planning</b>															
Income	(125)	0	0	(125)	(7)	(16)	(10)	(132)	(123)	9	(139)	(14)	2		<b>Income:</b> Extra income from joint funding.
Expenses	1080	0	(5)	1075	1048	1022	(25)	0	0	0	1022	(53)	(21)		<b>Expenditure:</b> Savings from work not commenced and vacant posts.
<b>Net</b>	<b>955</b>	<b>0</b>	<b>(5)</b>	<b>950</b>	<b>1041</b>	<b>1006</b>	<b>(35)</b>	<b>(132)</b>	<b>(123)</b>	<b>9</b>	<b>883</b>	<b>(67)</b>	<b>(7)</b>		
<b>Service Total</b>	<b>26464</b>	<b>308</b>	<b>(94)</b>	<b>26678</b>	<b>27373</b>	<b>21212</b>	<b>(6161)</b>	<b>(2627)</b>	<b>1094</b>	<b>3721</b>	<b>22306</b>	<b>(4372)</b>	<b>(16)</b>		
<b>Earmarked Reserves</b>															
LGR Reserve	0	0	0	0	0	0	0	0	2847	2847	2847	2847	0		Delivered underspend moved to LGR Reserve
Enterprise Zone Reserve	0	0	0	0	0	0	0	0	471	471	471	471	0		Delivered underspend moved to EZ Reserve
Budget Surplus Reserve	0	0	0	0	0	0	0	0	2096	2096	2096	2096	0		Delivered underspend moved to Budget Surplus Reserve
<b>Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5414</b>	<b>5414</b>	<b>5414</b>	<b>5414</b>	<b>0</b>		
<b>Total</b>	<b>26464</b>	<b>308</b>	<b>(94)</b>	<b>26678</b>	<b>27373</b>	<b>21212</b>	<b>(6161)</b>	<b>(2627)</b>	<b>6508</b>	<b>9135</b>	<b>27720</b>	<b>1042</b>	<b>4</b>		

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Income	(58022)	0	0	(58022)	(64138)	(66492)	(2354)	(463)	213	676	(66279)	(8257)	(14)
Expenses	84486	308	(94)	84700	91511	87704	(3807)	(2164)	6295	8458	93999	9299	861
<b>Total</b>	<b>26464</b>	<b>308</b>	<b>(94)</b>	<b>26678</b>	<b>27373</b>	<b>21212</b>	<b>(6161)</b>	<b>(2627)</b>	<b>6508</b>	<b>9135</b>	<b>27720</b>	<b>1042</b>	<b>4</b>