

General Members meeting

November 2025

Financial update for Q1 & Q2, 2025/26

This report provides an update on the financial position forecast to 31st March 2026.

Summary / Recommendation

- 1) It is recommended that this report is noted, and that members continue to act on the medium-term financial plan in order to maintain ADEPT as a going concern.
- 2) It is requested the budget for 2026/27 be noted and agreed.

1. Membership update

We now have 98 local authority members, 5 national /regional associate members¹, 24 Corporate Partners², 8 combined authorities³ and 4 sub-national transport body (STB) members⁴. Despite some turnover in Corporate Partners, with a waiting list this is no cause for concern. We have recently recruited three new combined authority members, and the intention is to recruit more. All members are asked to help in recruiting new members.

2. Forecast Financial Statement 2025/26

2a. Income

There has been a marked reduction in event sponsorship this year, whilst a growing number of councils are imposing financial restrictions on conference attendance. The Spring Conference (May 2025) broke even as a consequence of the headline sponsor withdrawing and some sponsorship packages remaining unsold. The Autumn Conference (Nov 2025) is currently forecast to make a minimal surplus. Last year these events made a surplus of +£40k. Despite this, the income target has exceeded expectations due to new income streams coming online.

Forecast figures for income for the financial year are as follows:

- a) The Leadership Development Programme continues to go from strength to strength, with two cohorts running in 2025/26. It is showing an income of £51k and a net surplus of £13k which included the LDP Alumni event held in July 2025.
- b) The Leadership Pathway Programme is now into its second year, showing a forecast income of £39k and net surplus of £16k.
- c) The partnership with Proving Services continues to generate considerable forecast income of £30k. There are now 40 local authority members of the Future Highways Research Group (FHRG).

¹ CCS Wales, London Environment Directors Network, Department for Infrastructure Northern Ireland, SCOTS, TfL

² Ringway, Colas, Kier, AtkinsRealis, WSP, Jacobs, Amey, Highways Electrical Association, WDM, Balfour Beatty, Costain, Arcadis, Milestone Infrastructure, Stantec, Equans, Norse Group, Brightly, Core Highways, Impower, Multevo, Multiverse, Systra, Waterman Group, Aether

³ West of England, West Midlands, Tees Valley, Greater Manchester, Cambridgeshire & Peterborough, West Yorkshire, York & N Yorkshire, East Midlands

⁴ Midlands Connect, Transport for the South East, England's Economic Heartland, Transport East

- d) Due to lower than anticipated sponsorship and registrations, the 7th National Traffic Managers Conference (Oct 2025) was converted to an online-only event. The £3k loss was due to losing the venue deposit.
- e) The Live Labs 2 programme shows an income amount of £400k which will be offset with expenditure to match income.
- f) The Woodland Creation Accelerator Fund (sponsored by Defra and the Forestry Commission) contract worth £115k over a period of 3 years ended 31st March 2025. A small amount was carried over into 2025/26 (£11k) to offset costs in this financial year, the remaining £10k surplus is for costs relating to project management.
- g) The Rapid Adaptation Pathways Programme (sponsored by Environment Agency) actual amount for 2025/26 is £13k which will be matched by expenditure of £10k, creating a surplus of £3k for costs relating to project management.
- h) The Gen Z recruitment campaign pilot received financial support from the five participating councils (Oxfordshire, Plymouth, Hounslow, Barnsley, South Gloucestershire) plus funding from DfT, Midlands Highways Alliance, APSE and ADEPT and had a carried over income of £11k which has been matched with expenditure.
- i) The Digital Academy, which was not budgeted, shows an income of £16k for managing the programme less costs of £10k, resulting in £6k surplus.
- j) The Carbon Leadership Programme, which was not budgeted, shows an income of £481k with expenditure of £432k, resulting in a £48k surplus for costs relating to project management.
- k) The savings accounts continue to generate additional interest to maximise surplus funds currently showing interest of £3.5k.

2b. Expenditure

Various assumptions have been made in relation to these accounts based on previous experience and the expenditure over the last few months.

Expenditure compared to the budget is higher by £450k, mainly due to the Carbon Leadership Programme and other increases, and decreases in LDP and communications & PR offset by a reduction in salary costs.

Some budgets have increased, and some have decreased based on activity. Expenditure by Subject Boards and President / CEO / Deputy CEO expenses continue to be lower than budgeted. This is due to more flexible working and the wholesale shift to online meetings and events.

Figures have been monitored closely to ensure that spend is in line with income and budget forecast where possible.

Expenditure to note:

- a) The income and expenditure for the Live Labs 2 programme is included in the figures below, and it is anticipated that both income and expenditure will match budgeted figures for the financial year.
- b) The Live Labs 2 parliamentary reception (April 2025) was costed at £16k for the event with no income.
- c) Two Corporate Partner seminars have been planned at a cost of £5k.

- d) The expenditure for the staffing is expected to show a overspend of £4k compared to budget due to an anticipated increase in support staff costs from January; we are in the process of recruiting an executive assistant.
- e) Communications support is expected to come in on budget.
- f) All other expenditure is expected to come in on budget or below and will be based on reduced activity and is managed throughout the year.

Please see overleaf a financial breakdown of the Profit & Loss Account Forecast to March 2026.

The forecast profit is expected to be a deficit of £4k compared to a budget deficit of £16k showing a positive variance of £12k.

Please see overleaf a financial breakdown of the Profit & Loss Account Forecast.

3. Balance Sheet 2025/26

The balance sheet is currently showing a reserve carried forward £278k plus deficit for 2025/26 of £4k leaving a projected reserve £274k. It is not possible to give a detailed breakdown of the balance sheet as there are too many assumptions within the P&L.

4. Budget 2026/27

Please see overleaf the proposed budget for 2026/27. This shows a deficit of £25k (compared to a budget deficit of £17k in 2025/26). Points to note:

- The budget includes a 3.8% increase on membership fees.
- There is currently a review of the combined authority membership offer; this budget reflects those changes.
- The Secretariat continues to look for new commercial partnerships along with other opportunities. The Carbon Leadership Programme has been included in 2026/27 and will generate up to £50k annually for the association.
- The proposed budget includes additional expenditure on admin support, as we continue to grow our events offer and suite of L&D programmes. This includes reinstating the six-monthly corporate partner seminars and delivering an annual LDP alumni event.
- All other income streams and expenditure have been adjusted in line with known or assumed activity for 2026/27.

June Meadows, ADEPT Finance Officer & Hannah Bartram, Chief Executive Officer

November 2025

Forecast Profit & Loss Account 2025/26

	2025/26	2025/26	2025/26
Income			
Special Honoraria's	627	569	(58)
Local Authorities	140,685	137,919	(2,766)
LEP & Combined Authorities	1,944	1,701	(243)
Corporate Partners	126,874	160,579	33,705
National Associations	13,884	13,884	-
Sub National Bodies	5,795	4,636	(1,159)
National Traffic Conference	15,555	0	(15,555)
Spring Conference	85,651	71,471	(14,180)
Autumn Conference	157,149	109,902	(47,247)
Past Presidents Lunch	1,880	1,800	(80)
Miscellaneous	0	0	-
Leadership Development Programme	62,280	50,604	(11,676)
Leadership Pathway Programme	30,772	38,771	7,999
Green finance training course	0	0	-
Live Labs 2	400,000	400,000	-
Live Labs 2 Behavioural Change project	0	0	-
Rees Jeffreys Road Foundation	0	0	-
FHRG Proving Services	29,250	30,000	750
Woodland Creation Accelerator Fund	14,700	11,176	(3,524)
Rapid Adaptation Pathways project	0	13,441	13,441
Gen Z Recruitment Campaign	6,000	10,710	4,710
Carbon Leadership Programme	0	480,939	480,939
Digital Academy	0	16,000	16,000
Interest	2,000	3,449	1,449
Total Income	1,095,046	1,557,551	462,505

Proposed budget 2026/27

	Budget 2025/26	Budget 2026/27
Income		
Special Honoraria's	627	649
Local Authorities	140,685	143,726
Combined Authorities	1,944	8,000
Corporate Partners	126,874	167,664
National Associations	13,884	14,412
Sub National Transport Bodies	5,795	4,812
National Traffic Managers Conference	15,555	6,000
Spring Conference	85,651	74,187
Autumn Conference	157,149	110,000
Past Presidents Lunch	1,880	2,000
Miscellaneous	0	0
Leadership Development Programme	62,280	52,527
Leadership Pathway Programme	30,772	40,244
Green finance training course	0	0
Live Labs 2	400,000	200,000
Live Labs 2 Behavioural Change project	0	0
FHRG Proving Services	29,250	30,000
Woodland Creation Accelerator Fund	14,700	0
Webinar series (EA & NE)	0	6,000
Gen Z Recruitment Campaign pilot	6,000	0
Carbon Leadership Programme	0	436,050
Digital Academy	0	16,000
Interest	2,000	3,000
Total Income	1,095,046	1,315,271

ADEPT

Association of Directors of
Environment, Economy, Planning & Transport

Expenditure	Budget 25/26	Budget 26/27
Live Labs 2 & Live Labs Behavioural Change	400,000	200,000
Spring Conference	60,937	64,070
Autumn Conference	132,717	100,000
Past Presidents Lunch	2,166	2,000
Westminster Live Labs 2 Event	10,000	0
Corporate Partners	5,000	29,000
National Traffic Managers Conference	7,882	3,000
Leadership Development Programme	36,546	39,349
Leadership Pathway Programme	22,326	23,186
Webinar Series (NE and EA)	1,000	2,000
Rapid Adaptation Pathways project	11,000	0
Carbon Leadership Programme	0	392,450
Digital Academy	0	10,000
CEO Salary	140,000	145,390
Deputy CEO	78,000	81,003
Support Officer	19,240	51,000
Policy Officer	54,155	54,578
Finance Officer	7,220	10,323
Staff Development	561	2,000
Board Expenses - Economy, Planning & Housing	500	500
Board Exp - Engineering	500	0
Board Exp - Environment	2,000	1,000
Board Exp - Leadership Team	3,691	5,000
Board Exp - Transport & Connectivity	377	500
Company Status Changes	39	903
President's Expenses	525	1,000
CEO & Deputy CEO Expenses	5,429	7,980
Computer & Software	237	246
Communications & PR	90,000	93,466
Website	3,244	3,369
Audit	2,500	2,596
Bank Charges	500	519
Tax and Insurance	2,000	2,077
Subscriptions	3,207	3,331
Legal Fees	0	0
Sundry	79	0
Design & Print	8,000	8,308
Postage	42	0
Total Expenditure	1,111,620	1,340,141
Net Surplus/(Deficit):	(16,574)	(24,870)