



A meeting of **HUNTINGDONSHIRE DISTRICT COUNCIL** will be held in the **CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 25 FEBRUARY 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. THOUGHT FOR THE DAY

Reverend Leo Orobor to open the meeting with a 'Thought for the Day'.

2. MINUTES (Pages 7 - 26)

To approve as a correct record the Minutes of the meetings of the Council held on 17th December 2025 and 14th January 2026.

Time Allocation: 2 Minutes.

3. MEMBERS INTERESTS'

To receive from Members declarations as to disclosable pecuniary, other registerable and non-registerable interests in relation to any Agenda item. See Notes below.

Time Allocation: 2 Minutes.

4. CHAIR'S ENGAGEMENTS AND ANNOUNCEMENTS (Pages 27 - 28)

To note the Chair's engagements since the last Council meeting.

Time Allocation: 5 Minutes.

5. PETITION

To invite Councillor Robert Guinea and Councillor Ruth Southworth to present a petition on behalf of Houghton & Wyton Parish Council and residents of the District containing 843 signatures regarding concerns around the implications of the recent Local Plan Preferred Options consultation. The petitioners have made the following statement :

“Pause the Huntingdonshire District Council Local Plan

We are deeply concerned about the implications of the current Local Plan for Huntingdonshire, driven by a pressing need to protect our quality of life. If the plan proceeds without necessary amendments, our beloved community faces the risk of merging towns and villages into a concentrated, doughnut shaped sprawling conurbation. This not only threatens the character of Huntingdonshire but also places immense pressure on our infrastructure.

Potential Consequences of the Current Plan:

- ❖ Essential services, including roads, water, power, and sewage systems, are at risk of becoming overstretched—impacting daily life.
- ❖ Water resources could suffer, with potential rationing of less than 90 litres per day per person. Furthermore, river pollution could escalate if housing developments outpace necessary infrastructure improvements.
- ❖ The loss of prime farmland and devastating damage to Great Ouse Valley's scenic landscapes.
- ❖ Unsustainable commuting patterns to Cambridge and Bedfordshire will lead to increased congestion and pollution.
- ❖ A perception that the decision-making process lacks transparency and breadth of public engagement.

Given these serious concerns, we the undersigned petition Huntingdonshire District Council to:

Pause the Local Plan (Update 2046) until the boundaries of the new Unitary Authority are precisely defined and understood, ensuring decisions are made with complete context. Other Councils have already done this.

Challenge the Inflated Housing Target, taking inspiration from successful challenges undertaken by other councils. Reducing expected targets could limit over-development pressure on the community.

Rely on Real Evidence, Not Assumptions: Conduct comprehensive infrastructure studies that examine the true capabilities and limit of current systems. Secure necessary funding prior to committing to large scale developments.

Our community's future depends on careful, participatory, and evidence-based planning rather than rushed approvals. Let us safeguard Huntingdonshire's unique character, wellbeing, and resources for current and future generations. Help us champion a local plan that reflects our shared values and needs.”

**5 Minutes Presentation of Petition
5 Minutes Questions to Petitioners
No longer than 15 Minutes for the ensuing debate**

Time Allocation: 25 Minutes

6. QUESTIONS BY MEMBERS OF THE PUBLIC

To answer any questions submitted by the public in accordance with the Constitution.

The deadline for the receipt of public questions is five days prior to the meeting and must be submitted to the Monitoring Officer.

Time Allocation: 5 Minutes

7. FINAL 2026/27 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (2027/28 TO 2029/30) INCLUDING CAPITAL PROGRAMME (Pages 29 - 240)

The Executive Councillor for Finance and Resources, Councillor B Mickelburgh to present for approval –

- ❖ The 2026/27 Budget
- ❖ The 2026/27 – 2029/30 Capital Programme as set out in Appendix 2b
- ❖ The Band D Council Tax rate for Huntingdonshire at £170.86, representing a £5 (3.01%) increase to the current charge
- ❖ The Medium-Term Financial Strategy (MTFS) for the period 2027/28 to 2029/30, Capital Strategy, Investment Strategy and the Treasury Management Strategy
- ❖ The Formal Resolution to determine the Council Tax as set out in Appendix 8
- ❖ Endorsement of the statement of the Section 151 Officer on the robustness of the budget and the adequacy of the Council's reserves as set out in Appendix 9
- ❖ The Fees and Charges Schedule for 2026/27 as set out in Annex B1 and B2

In accordance with Section 30(2) of the Local Government Act (Standing Orders) (England) (Amendment) Regulations 2014, the Council will be asked to resolve that a recorded vote be taken on conclusion of the debate on this item.

The reports were considered by the Cabinet at their meeting on 10th February 2026 and it was agreed that they should be recommended to Council for approval.

(The Leader of the Opposition will have a right of reply).

**15 Minutes Presentation
45 Minutes Debate and Questions**

Time Allocation: 60 Minutes

8. PAY POLICY STATEMENT (Pages 241 - 248)

In compliance with the requirements of Sections 38-43 of the Localism Act 2011, the Executive Councillor for Climate, Transformation and Environment, Councillor L Davenport-Ray to present the Pay Policy Statement to the Council for approval.

(The Statement was considered by the Employment Committee at their meeting on 11th February 2026 and a verbal update will be provided on their deliberations).

Time Allocation: 10 Minutes

9. CORPORATE PLAN REFRESH 2026 (Pages 249 - 326)

Councillor S J Conboy, Executive Leader and Chair of the Cabinet to present the refreshed Corporate Plan for approval by the Council.

(The Plan was considered at the meeting of the Cabinet on 10th February 2026 and the Executive Leader will provide an update on the Cabinet's deliberations).

Time Allocation: 10 minutes

10. LEAD INDEPENDENT PERSON (Pages 327 - 330)

Councillor M J Burke, Chair of the Corporate Governance Committee to present a report seeking the re-appointment of a Lead Independent Person for a further two-year period to 1st April 2028 without the need for further ratification in each year by the Council at its Annual Meeting.

(The report was considered by the Corporate Governance Committee at their meeting on 28th January 2026 who recommended that Council should approve the proposed appointment and amendment).

Time Allocation: 5 minutes

11. QUESTIONS TO MEMBERS OF THE CABINET

In accordance with the Council Procedure Rules, all questions –

- ❖ Must be relevant to an item which the Council has powers or duties;
- ❖ Must not relate to an item which is included elsewhere on the Agenda
- ❖ Should be limited to obtaining information or pressing for action; and
- ❖ Should not exceed two minutes in duration.

Questions should not divulge or require to be divulged, confidential or exempt information.

Time Allocation: 30 Minutes.

12. REPRESENTATION OF POLITICAL GROUPS ON DISTRICT COUNCIL COMMITTEE AND PANELS

To consider a report by the Elections and Democratic Services Manager on the representation of political groups on Committees and Panels in accordance with Section 15 of the Local Government and Housing Act 1989 and the District Council's Constitution.

TO FOLLOW.

Time Allocation: 5 Minutes

13. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY UPDATE (Pages 331 - 348)

This item provides an opportunity for Members to ask questions of the District Council representatives on Cambridgeshire and Peterborough Combined Authority issues.

If Members wish to raise questions or issues requiring a detailed response, it would be helpful if they can provide prior notice so that the necessary information can be obtained in advance of the meeting.

Time Allocation: 5 Minutes.

14. OUTCOMES FROM COMMITTEES AND PANELS (Pages 349 - 352)

An opportunity for Members to raise any issues or ask questions arising from recent meetings of the Council's Committees and Panels.

A list of meetings held since the last Council meeting is attached for information and Members are requested to address their questions to Committee and Panel Chairs.

Time Allocation: 5 Minutes.

15. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES

- a) To review the membership of the Constitution Review Working Group in light of the decision taken under Item 12.
Current membership comprises; Councillors M J Burke, J A Gray, J E Harvey, P Hodgson-Jones, R Martin, D Mickelburgh, T D Sanderson and S Wakeford.
- b) Group Leaders to report on variations to the Membership of Committees and Panels if necessary.

Time Allocation: 5 Minutes.

17 day of February 2026

Michelle Sacks

Chief Executive and Head of Paid Service

Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests.

Further information on [Disclosable Pecuniary Interests and other Registerable and Non-Registerable Interests is available in the Council's Constitution](#)

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Please contact Mrs Lisa Jablonska, Elections and Democratic Services Manager, Tel No. 01480 388004 / e-mail Lisa.Jablonska@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.

Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.

Agenda and enclosures can be viewed on the [District Council's website.](#)

Emergency Procedure

In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.

Agenda Item 2

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Wednesday, 17 December 2025.

PRESENT: Councillor D B Dew – Chair.

Councillors B S Banks, M L Beuttell,
A Blackwell, M J Burke, S Bywater,
S Cawley, B S Chapman, S J Conboy,
S J Criswell, L Davenport-Ray,
S W Ferguson, I D Gardener, C M Gleadow,
J A Gray, K P Gulson, M A Hassall,
P J Hodgson-Jones, S A Howell, N J Hunt,
A R Jennings, M Kadewere, D N Keane,
J E Kerr, R Martin, B A Mickelburgh,
D L Mickelburgh, S Mokbul, J Neish,
Dr M Pickering, B M Pitt, T D Sanderson,
D J Shaw, R A Slade, S L Taylor, I P Taylor,
D Terry, C H Tevlin, S Wakeford and N Wells.

APOLOGIES: T Alban, R J Brereton, E R Butler, J Clarke,
S J Corney, A E Costello, J E Harvey,
P A Jordan, P Kadewere and C Lowe.

45. MEMBERS' INTERESTS

No declarations were received.

46. FREEDOM OF THE DISTRICT

The Executive Leader Councillor S J Conboy introduced the Freedom of the District report (a copy of which is appended in the Minute Book), to consider the recognition of the Rt Hon Sir John Major and granting the status of Honorary Freedom of the District of Huntingdonshire.

Councillor R Martin addressed the Chamber, and noted that this was a civic rather than political decision in recognition of the Rt Hon Sir John Major's dedication to the district over the years. He reflected upon the Rt Hon Sir John Major's time as Prime Minister and the decisions that he made for the country whilst still being very active in the community and expressed his support for the motion.

Councillor C Tevlin addressed the Chamber and reflected upon her experiences as a District and City Councillor and stated that she was not against the proposed motion.

Councillor P Hodgson-Jones reflected upon the Rt Hon Sir John Major's influence within the district and his belief in a traditional rural England which is reflected in the rural communities of Huntingdon. He stated that the Rt Hon Sir John Major remains a vibrant member of

the Huntingdonshire community and a fitting recipient of Freedom of the District.

Councillor S Wakeford noted that whilst there may be political differences this was very much a recognition of his civic dedication to the district and was in support of the proposed motion.

In conclusion, the Chair, Councillor D Dew reflected on his past experiences of working with the Rt Hon Sir John Major and the importance of his family to him and noted their continued support within the local community.

Whereupon and it having been duly proposed and seconded it was

RESOLVED

- a) that in accordance with Section 249(5) of the Local Government Act 1972, the Council confer the Honorary Freeman of the District of Huntingdonshire to the Rt Hon Sir John Major; and
- b) that arrangements be made for an appropriate ceremony and presentation to admit the Rt Hon Sir John Major as Honorary Freeman of the District.

Chair

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the CIVIC SUITE (LANCASTER / STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN on Wednesday, 17 December 2025.

PRESENT: Councillor D B Dew – Chair.

Councillors B S Banks, M L Beuttell,
A Blackwell, M J Burke, S Bywater,
S Cawley, B S Chapman, S J Conboy,
S J Criswell, L Davenport-Ray,
S W Ferguson, I D Gardener, C M Gleadow,
J A Gray, K P Gulson, M A Hassall,
P J Hodgson-Jones, S A Howell, N J Hunt,
A R Jennings, M Kadewere, D N Keane,
J E Kerr, R Martin, B A Mickelburgh,
D L Mickelburgh, S Mokbul, J Neish,
Dr M Pickering, B M Pitt, T D Sanderson,
D J Shaw, R A Slade, S L Taylor, I P Taylor,
D Terry, C H Tevlin, S Wakeford and N Wells.

APOLOGIES: T Alban, R J Brereton, E R Butler, J Clarke,
S J Corney, A E Costello, J E Harvey,
P A Jordan, P Kadewere and C Lowe.

47. THOUGHT FOR THE DAY

The Reverend Mark Amey, of All Saints Parish Church in St Ives, opened the meeting with a thought for the day

48. MINUTES

The Minutes of the meetings of the Council held on the 15th October 2025 and 19th November 2025 were approved as a correct record and signed by the Chair.

49. MEMBERS' INTERESTS

Councillor S Bywater declared an other registerable interest in Minute No. 25/56 by virtue of being a Cambridgeshire County Councillor for that ward.

50. CHAIRS ENGAGEMENTS AND ANNOUNCEMENTS

The Council noted those engagements attended by the Chair and Vice-Chair since the last meeting (a copy of which is appended in the Minute Book). The Chair took the opportunity to thank those who attended the Annual Chair's Choir Service which took place on 11th December 2025, and expressed thanks to the Officers involved in the organisation of the event.

51. QUESTIONS BY MEMBERS OF THE PUBLIC

Earlier this year, one of my close friends, Chris Penhall, tragically passed away. He suffered a heart attack in Huntingdon town centre during the day, and his heart stopped for 29 minutes before the paramedics arrived. He was in a coma for nearly two weeks, before passing away. Dozens, if not hundreds, of people would have walked passed, and if any of them knew how to perform CPR, or even knew how to contact a Town Ranger for them to perform CPR, then Chris would still be alive today.

I am interested in understanding how Huntingdonshire District Council is supporting community health and safety initiatives, specifically regarding CPR training and safety awareness for customers and local businesses. Could you please share what programs or resources are currently in place, and what actions are being taken to promote and facilitate CPR education and safety measures within our community?

Chris didn't deserve to die lying on a cold, concrete floor in fear, and we need to make sure that this doesn't happen again to anyone else.

The Executive Leader, Councillor S J Conboy offered her condolences to Mr Penhall's family and friends. She responded to the question by advising the significant amount of work being done by the Council to help communities do more to support residents, particularly around medical emergencies where quick assistance is vital. Councillor Conboy reflected on contributions and investments towards projects undertaken by MAGPAS, the new health facility at Alconbury Weald and improvements at the Godmanchester Roman Hicks surgery. She noted that through Section 106 and CIL funding, investments in GP surgeries and health facilities across the district as well as supporting Town and Parish Councils with equipment, training, first responder scheme and maintenance to support community health initiatives leading to the provision of 16 defibrillators in parishes across the district. Councillor Conboy highlighted the defibrillator awareness and training and getting devices installed where they are needed, she encouraged members to familiarise themselves with the defibrillator.co.uk website and also advised that 999 operatives were aware of defibrillator locations and could direct the general public to their location and give instructions to use in the event of a necessary call. It was advised that 95 Council staff were CPR trained with 33 of those having first aid emergency training, this was particularly of importance for Leisure Centre and Countryside staff and visitors. Councillor Conboy concluded that she hoped Chris's situation would not be repeated and thanked Miss Simpson for bringing the matter to the Council's attention, noting that the Council would continue to work hard to support the community to avoid similar outcomes in the future.

The Preferred Options Local Plan consultation opened on 5 November 2025, but the Stage 2 Water Cycle Study, a key piece of evidence on water capacity and deliverability was not published until 25 November 2025. Furthermore, the publication dates and integration of the Infrastructure Delivery Study (IDS) and Whole Plan Viability Assessment (WPVA) are not clearly

documented. Therefore, will the Council confirm whether the Preferred Options were prepared using the final Stage 2 Water Cycle Study findings, and whether the relevant evidence documents were complete and available at the point the consultation opened?

The Executive Councillor for Planning, Councillor T Sanderson responded to the question by advising that the preparation of evidence-based documents in support of the development of the local plan was an iterative process. He noted that regular meetings were held with consultants to talk through findings and discuss draft chapters and policy formation throughout the creation of evidence-based documents, discussions and updates on the water cycle study (WCS). He noted that the creation of a WCS was not legally required document as part of the Local Plan making process. However, the Council had decided to produce a WCS to inform growth in the area and identify areas to infrastructure providers where infrastructure would be required to support growth. It was noted that the Council had already completed a stage one water cycle study which was publicly available. A full draft of the interim stage 2 WCS was provided to the Council in early September and the full WCS would be used to inform the final policies of the Local Plan. It was noted that the process to develop the WCS had been ongoing and involved key stakeholders, it was advised that the final Stage 2 Water Cycle Study would be completed in Spring 2026 and that this would be used alongside responses from the Preferred Options Local Plan consultation to further refine policies ahead of the Plan's submission in summer 2026.

In regards to timescales, it was advised that the infrastructure delivery study and whole plan viability assessment were published on the local plan evidence library on 16th October 2025 and informed the development of the preferred options. Responses from statutory consultees on infrastructure matters including water were included in the development of these evidence bases. It was advised that as with the WCS, the development of policies was an iterative process using information from statutory consultees, national legislation and draft chapters and findings from the studies with minor amendments made to the policies following the final reports.

52. QUESTIONS TO MEMBERS OF THE CABINET

In response to a question from the Executive for Parks and Countryside, Waste and Street Scene Councillor J E Kerr, the Executive Councillor for Resident Services and Corporate Performance, Councillor S W Ferguson gave his assurance, alongside the assurance of Councillor N Wells in his capacity as Chair of the Licensing and Protection Committee that a report would be brought to the next meeting of that committee addressing concerns of the taxi trade in relation to vehicle compliance certificates in particular the awarding of the contract to an operator who carries out the checks on behalf of the Council.

Following a question by councillor S Bywater, the Executive Councillor for Communities, Health and Leisure, Councillor S A Howell advised that the reopening of the leisure facilities at Sawtry was on track for Spring 2026 and that the team would ensure that

ward members were looped in to communications on the project.

In response to a question from Councillor D Keane, Councillor J Kerr advised the Council's position was that any legitimate claim for damage allegedly arising from Council assets, including trees, should be managed through the Council's established insurance arrangements which would ensure full investigation of complex issues by qualified experts using recognised industry protocols to ensure evidence based decisions which were consistent and legally robust. She also acknowledged that the tree strategy could be strengthened to state that in cases involving vulnerable residents, the Council would provide additional support to them in making a claim either via their own insurance or the Council's insurance as appropriate to the case. She further noted that the definition of vulnerability would need to be carefully defined in line with the Council's approach to vulnerable residents, however this was something which would be developed in line with Officer guidance.

Following a question from Councillor S Cawley in relation to the East Park Energy Development project consultation, and how Huntingdonshire District Council, as a statutory consultee intended to respond to this, Councillor T Sanderson advised that whilst he did not have the information to hand, he would work with Officers to get this information to Councillor Cawley and to ensure that a response be submitted in line with the deadlines of the consultation.

Following a question from Councillor N J Hunt, Councillor Howell advised that in relation to the proposed development at One Leisure Huntingdon, the current timescales should see work commence in Autumn 2026 with completion due in Spring 2028.

In response to a question from Councillor M Kadewere, the Executive Councillor for Economy, Regeneration and Housing, Councillor S Wakeford reflected on the Universal Studios development bordering the district not only for the major transformation and international investment that it would bring but also for the associated benefits for Huntingdonshire in particular tourism and employment. The Chamber were assured that collaborative conversations were ongoing with neighbouring Councils to maximise opportunities for the district, its residents and visitors.

Further to a question from Councillor Wells, Councillor Sanderson advised that a range of evidence based had been prepared including a strategic transport assessment and that the Council were working collaboratively with the Cambridgeshire and Peterborough Combined Authority (CPCA) who were sponsors of the A141 and St Ives improvement project.

Councillor Chapman reflected on the recent Citizen Hub meeting in St Neots which the Executive Leader and Council's Chief Executive attended, in response, Councillor Conboy advised that collaborative conversations with communities and also bigger opportunities such as the Universal Studios development were ongoing in order to maximise opportunities for Huntingdonshire and its residents.

In response to a question from Councillor R Martin regarding timescales for the review of the Council's Constitution, the Executive

Leader advised that the Changes to the Constitution – Council Procedure Rules and Substitutes Policy would be considered later in the meeting and she would confirm the full timescales with Councillor Martin following the meeting. Both Councillors were in agreement that the review was needed and overdue and Councillor Conboy further clarified that all decisions being made in regard to the Constitution were fully transparent.

Following a question from Councillor D Mickelburgh, Councillor Kerr advised that the Council's Operations Team had recently won the Most Improved and Best Performer for Refuge Collection at the Association for Public Service Excellence Awards. She praised the fantastic work undertaken by the Officers and thanked them for their dedication and hard work.

53. LICENSING ACT 2003: STATEMENT OF LICENSING POLICY

Councillor N Wells, Chair of the Licensing Committee presented the Licensing Act 2003: Statement of Licensing Policy (a copy of which is appended in the Minute Book). It was noted that the draft Statement was considered and endorsed by the Licensing Committee at their meeting on 22nd October 2025 and it was recommended that it should be referred to the Council for approval.

In supporting the item, Councillor Hunt also expressed his thanks to Officers in their support of the Ask for Angela scheme which had previously been brought as a Motion before the Council.

Whereupon and it having been duly proposed and seconded it was

RESOLVED

that the Council's Licensing Act 2003: Statement of Policy be approved and adopted for a 5 year period ending no later than 7th January 2031.

54. COUNCIL TAX SUPPORT 2026/27

The Executive Councillor for Resident Services and Corporate Performance, Councillor S W Ferguson presented the Council Tax Support Scheme for 2026/27 (a copy of which is appended in the Minute Book). In presenting the report, Councillor Ferguson reflected upon the current economic climate and the unprecedented financial pressures faced by many households but in particular those on a low income. In particular Councillor Ferguson noted that protecting the most financially vulnerable from disproportionate burden was both a social justice and an important responsibility of the Council which was taken very seriously.

In opening the debate, Councillor Martin addressed the Chamber in support of the proposal but expressed concerns in relation to the unknown future and potential changes to be brought by Local Government Reorganisation (LGR). He suggested that an analysis and review be brought back to the democratic cycle in late 2026 to ascertain how this scheme may be affected by LGR and how the Council could best support its most vulnerable residents in the future.

Councillor Wakeford echoed the comments of both Councillors Ferguson and Martin and was proud for the difference that the joint administration had been able to implement and improve the lives of residents.

This sentiment was shared by the Executive Councillor for Climate, Transformation and Workforce, Councillor L Davenport-Ray, who also reflected on the improvement to residents mental health created by this scheme.

Whereupon and it having been duly proposed and seconded it was

RESOLVED

that the scheme principles for 2026-27 remain unchanged, ensuring that the scheme continues to deliver support to low-income households across the district in line with the Council's Corporate Priority to improve the quality of life for local people and to deliver good quality, high value-for-money services.

55. PARKING CHARGES - IMPLEMENTATION OF INCREASE

Prior to the introduction of the report, the Council's Section 151 Officer who clarified the reasons for the inclusion of the report for consideration by Council. Following a question from Councillor Davenport-Ray, the Council were advised that through management of the Council's budget and finances, delegations were available to the Section 151 Officer to maintain a balanced budget through the management and performance of all services, it would not be prudent to advise to use reserves funding to cover a deficit which doesn't exist, furthermore the Officer assured the Chamber that the decision on the matter taken by Cabinet wouldn't put financial pressures on the operation of the Council or its Services.

In response to a question from Councillor Martin, the Section 151 Officer advised that through prudent financial management she would not be supporting the decision, however she also noted that the use of reserves was not required at the present time. It was further noted that a budget surplus reserve had been built up over time and set aside to support eventualities which arose in year and it would be normal practice to use this to meet any deficit that may arise.

It was clarified to the Chamber by the Section 151 Officer, in response to a question from Councillor Hodgson-Jones, that there was sufficient in year funds could accommodate the deficit and that there was no requirement to use reserves or a transfer of reserves for this matter.

Following a question from Councillor J A Gray, the Section 151 Officer advised that the Medium Term Financial Strategy would be updated and presented to the Council again in February 2026 alongside the new budget for 2026/27.

Following which, the Executive Councillor for Finance and Resources, Councillor B A Mickelburgh presented the Parking Charges – Implementation of Increase (a copy of which is appended in the

Minute Book) to the Chamber.

Upon opening the debate to the floor, and following an observation from Councillor A Jennings in relation to the recommendations, the Council were advised that the first recommendation was to note. Following which Councillor Jennings moved the amended proposed by the Conservative Group and published within the agenda. In supporting the proposed amendment, Councillor Jennings addressed the Chamber and advised he felt that this was about accountability and the management of public funds. He observed that following an earlier issue with planning charges, it had been agreed that further variations would be considered by a wider group of Councillors to include shadow portfolio holders to ensure transparency and cross party confidence. He noted that this process had not been applied in this case. He expressed further concern that that report was a significant budget variation which had not been properly debated nor did he feel that a sufficient agreement for how to address the resulting budget gap had been reached. He advised that the proposed amendment asked for a full and transparent cost analysis of the decision, including how the shortfall would be funded and be brought through the Council's scrutiny function, it was further noted that the December meeting of Scrutiny had been cancelled due to lack of business and argued that this report could have been properly scrutinised at that time.

Councillor Ferguson addressed the Chamber and noted that a proposed amendment to reverse a Cabinet decision to not increase car parking charges would be very brave in the run up to a local election.

In response Councillor Martin addressed the Chamber and noted that car parking was an Executive Function but that Council could add some scrutiny to the debate.

Councillor B Mickelburgh disputed the earlier claims about the lack of transparency on the matter and noted that the budget itself had been fully scrutinised through the democratic cycle earlier in the year and that robust data had been provided to Cabinet by Officers to support the recommendations at hand. He clarified that data was currently being collated to inform the future Parking Strategy and that the Budget for 2026/27 would be considered during the February 2026 cycle of meetings.

Councillor Hunt addressed the Chamber and advised as a point of clarity to the Chamber that the December meetings of both Overview and Scrutiny Panels had been cancelled in agreement with the Chairs following an unprecedented quantity of additional work and meetings in relation to LGR during November. He noted that there would be additional Overview and Scrutiny meetings incorporated into the diary in January 2026 to maintain the formal levels of scrutiny.

Councillor Wakeford addressed the Chamber and observed that the earlier comments from the Section 151 Officer did not contradict the proposed recommendations of the Executive Councillor and that he would be in support of those recommendations.

Councillor I Taylor enquired whether it would be possible for the

report to be seen retrospectively by the relevant Overview and Scrutiny Panel.

Following an enquiry from Councillor Davenport-Ray in relation to the proposed amendment, the Chief Executive advised that should the proposed amendment proceed, the Council would operationally need to reprioritise existing workloads to meet Committee deadlines and that due to the ongoing collection of data to inform the Parking Strategy it would not meet the previously mentioned January 2026 deadline.

Councillor Hodgson-Jones addressed the Chamber and clarified that he felt there was a lack of committed timescales in relation to the proposed recommendation and that the proposed amendment was seeking to bring back discipline over process. He expressed his view that there seemed to be a lack of scrutiny due to a disconnect between the executive and scrutiny functions and not through the Panels themselves.

Councillor M Hassall commented that whilst he was a firm believer in the scrutiny process, he felt that the proposed amendment had bundled many factors together and therefore he could not support it.

Councillor B S Chapman reflected on previous car parking charge increases over the years and particularly noted how they had previously affected the footfall for local businesses. He further noted that rebate schemes in conjunction with local supermarkets had been ongoing over time and that they also be reviewed to ensure a fair deal for all. Councillor Chapman expressed further concern over the deadlines in relation to the forthcoming Parking Strategy, having been noted during the discussion as unrealistic, and expressed his desire that this be dealt with fully and also observed that it may be prudent to work in collaboration with the CPCA who had announced their intention to look at local car parking.

Councillor Gray continued the debate by clarifying he felt that the Chamber were in agreement that there should not be increases to car parking charges in the district. He expressed dismay that the report had not been through the formal scrutiny process and did not feel that this had been sufficiently addressed during the meeting, further observing that comment had been made to earlier discuss the item in September, however it had not been brought forward until December. Furthermore he enquired about a realistic delivery date for the Parking Strategy, noting that the January 2026 date had been declared unrealistic during the meeting.

Councillor Jennings advised a point of order to withdraw the sentence “and that the strategy by published no later than 28th January 2026.” from the proposed amendment in light of the conversations during the debate. Having been duly proposed and seconded this proposed variation to the amendment and upon being put to the vote, the proposed variation was agreed by the Council.

Councillor Conboy clarified to the Chamber that the report had come through at this time as it was prudent to do so and was not in order to actively avoid scrutiny. In response to a request from Councillor Conboy, the Monitoring Officer addressed the Chamber to confirm

that the matter of setting charges for off-street parking was an executive function and was brought to Cabinet at an appropriate time as advised by Officers.

Councillor Martin added that another option open to members to ensure full scrutiny would be to call in the decision however he was mindful that the resulting follow up would fall in between Christmas and New Year however by supporting the proposed amendment, would ensure that the report be seen by the relevant Scrutiny Panel in January 2026. Further to this the Deputy Monitoring Officer clarified the call in procedure to the Council and that this would apply to decisions made by the Executive rather than the Council.

Following the debate and being put to the vote, the amendment was declared to be LOST.

Following which, and it having been duly proposed and seconded, it was

RESOLVED

that the 20p increase as set out in the MTFS should not be implemented and;

that authority be delegated to the Corporate Director (Finance and Resources) and Section 151 Officer in consultation with the Executive Councillor for Finance & Resources to make necessary changes to the Council's finances, including movements from Reserves, to ensure that a balanced MTFS position for 25/26 is maintained.

56. REORGANISATION OF COMMUNITY GOVERNANCE ORDER - GLATTON AND CONINGTON

Councillor M J Burke, Chair of the Corporate Governance Committee presented the Reorganisation of Community Governance Order – Glatton and Conington (a copy of which is appended in the Minute Book) to the Council and noted that the report had been endorsed by the Corporate Governance Committee at their meeting on 9th July 2025.

Councillor Hodgson-Jones addressed the Chamber and advised that Glatton Parish Council had put forward the proposal as they wished to initiate a Neighbourhood Plan process and wanted their boundaries clarifying in advance of this.

Whereupon, having been duly proposed and seconded, it was

RESOLVED

that the drafting of a Reorganisation of Community Governance Order to be made in accordance with the Local Government and Public Involvement in Health Act 2007 for the amendment of the parish boundaries between the parishes of Glatton and Conington be approved.

57. CHANGES TO THE CONSTITUTION - COUNCIL PROCEDURE RULES AND SUBSTITUTES POLICY

Councillor M J Burke, Chair of the Corporate Governance Committee presented the Changes to the Constitution – Council Procedure Rules and Substitutes Policy (a copy of which is appended in the Minute Book) to the Council and noted that the report had been endorsed by the Corporate Governance Committee at their meeting on 26th November 2025.

Councillor Hodgson-Jones addressed the Chamber and welcomed the report which he felt was part of the further work to be undertaken on the Council's constitution.

It was clarified to the Council, following a query from Councillor Hunt that the Policy excluded the ability to act as a substitute on the Cabinet.

Following which, and it having been duly proposed and seconded, it was

RESOLVED

that the revised Council Procedure Rules and the Substitutes Policy for insertion into the Council's Constitution be approved.

58. TREASURY MANAGEMENT 6 MONTH PERFORMANCE REVIEW

The Executive Councillor for Finance and Resources, Councillor B A Mickelburgh presented the Treasury Management 6 Month Performance Review (a copy of which is appended in the Minute Book) to the Chamber.

Councillor Mickelburgh highlighted key market Treasury Management issues through the first half of the year as noted within the report. And in summarising the report, it was noted that it demonstrated the Council's approach to Treasury Management in the first six months of the current financial year was prudent.

Following which it was

RESOLVED

that the Council note the contents of the report.

59. CAMBRIDGESHIRE AND PETERBOROUGH COMBINED AUTHORITY UPDATE

In conjunction with the decision summaries of the recent meetings of the Cambridgeshire and Peterborough Combined Authority, copies of the decision summaries are appended in the Minute Book.

Councillor Hunt noted the impact Councillor Wakeford had made on lobbying the CPCA in relation to the under 25 Tiger Bus Pass scheme and noted that an extraordinary meeting of the CPCA would be held to discuss extending the scheme through to April 2027. In response, Councillor Wakeford noted that the benefits of the scheme to the

younger residents of the district should be considered when making a decision in relation to the longevity of the scheme and would look forward to seeing the outcome of the aforementioned extraordinary meeting.

In response to a question from Councillor C M Gleadow, Councillor Conboy expressed sympathy and understanding for her concerns in relation to the A141 project, however she had been assured by CPCA colleagues that work was ongoing and a further update would be provided in early 2026 on how best to progress.

Following a question from Councillor D J Shaw, Councillor Conboy assured that colleagues who represented the Council to the CPCA were engaging in communication supporting the development of infrastructure improvements in Huntingdonshire whilst noting that this was imperative to the growth and development of the district.

In response to a question from Councillor Davenport-Ray, Councillor Conboy assured that communication was ongoing in relation to the East West Rail proposed routes and stations and its related benefits for the district and its residents.

60. OUTCOMES FROM COMMITTEES AND PANELS

A copy of the list of meetings held since the last meeting of the Council held on 15th October 2025 is appended in the Minute Book and Members were advised that any issues or questions could be raised in relation to these meetings. There were no questions raised.

61. OVERVIEW AND SCRUTINY JOINT GROUP

Councillor Jennings advised that he was not a member of the St Neots Town Council but did attend in his capacity as a ward member. That being noted, the Minutes of the Overview and Scrutiny Joint Group held on 12th November 2025 were noted.

62. VARIATIONS TO THE MEMBERSHIP OF COMMITTEES AND PANELS

There were no changes to report.

Chair

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the COUNCIL held in the SPORTS HALL, ONE LEISURE, WESTWOOD ROAD, ST IVES PE27 6WU on Wednesday, 14 January 2026.

PRESENT: Councillor D B Dew – Chair.

Councillors T Alban, B S Banks, M L Beuttell, A Blackwell, M J Burke, E R Butler, S Bywater, J R Catmur, S Cawley, B S Chapman, J Clarke, S J Conboy, S J Corney, S J Criswell, L Davenport-Ray, S W Ferguson, I D Gardener, C M Gleadow, J A Gray, K P Gulson, J E Harvey, M A Hassall, S A Howell, N J Hunt, A R Jennings, M Kadewere, P Kadewere, D N Keane, J E Kerr, C Lowe, R Martin, S R McAdam, B A Mickelburgh, D L Mickelburgh, J Neish, Dr M Pickering, B M Pitt, T D Sanderson, D J Shaw, R A Slade, D Terry, C H Tevlin and S Wakeford.

APOLOGIES: R J Brereton, A E Costello, P A Jordan, S Mokbul, S L Taylor, I P Taylor and N Wells.

IN ATTENDANCE: P Hodgson-Jones (virtual)

63. MEMBERS INTERESTS'

No declarations were received.

64. LOCAL GOVERNMENT REORGANISATION AND LOCAL ELECTIONS 2026

In presenting the report, the Executive Leader Councillor S Conboy drew attention to the point for debate being whether to request to postpone Local Elections 2026 to allow for Officer focus and resource to be directed to Local Government Reorganisation (LGR) or whether to proceed with the planned Local Elections. It was further noted that the Electoral Commission were minded to advise Councils to continue with Local Elections in 2026.

The Leader of the Opposition, Councillor R Martin, opened the debate by thanking Officers and the Executive Leader for calling the Special Meeting and allowing the item to be debated. He expressed his belief that the fundamentally moral thing to do would be to continue with Local Elections in 2026, noting that the convenience of bureaucracy was not worth more than the voice of the people. Referring to the content of the report, he observed that Officer advice that the risks were manageable and that there was sufficient resource to run the

Local Elections as planned. He concluded that it was a matter of principle and that Huntingdonshire District Council (HDC) were stewards of the district up until the implementation of LGR.

Councillor N Hunt thanked Officers for the report and expressed his opinion that the Local Elections should proceed in 2026. He felt that the report highlighted key risks but that they would not be mitigated should Local Elections be postponed. It was argued that LGR was foreseen and planned and therefore not an extraordinary circumstance, he was therefore of the belief that democracy delayed was democracy denied. He concluded by observing that what the district needed more than anything at this time was certainty and not moving goalposts and this would be achieved through holding the Local Elections in 2026.

In addressing the Chamber, Councillor J Gray expressed his opinion that the residents of the district should be able to express their views on the matter. It was his opinion that in order to maintain a democracy, it was only right that the Councillors of the District Council should surrender their power back to voters and allow them the gift of voting to elect the Councillors they chose at the polls in the Local Elections 2026.

Councillor S Bywater stated that he felt a cancellation of Local Elections would be a betrayal of public trust and that democracy belongs to the people of the district. He reflected that he had served the Country in the Armed Forces so that democracy at home could flourish. He expressed his belief that the question being put to Councils by the Government was not a necessity and was in fact political fear dressed up as accountability. He was of the firm belief that cancelling elections is wrong and that democracy was not optional, therefore he was in support of proceeding with the Local Elections 2026.

Councillor M Hassall made reference to his risk management background and stated that he could understand the spirit of what the Government and Secretary of State intended by posing the question to Councils. Furthermore he observed that the greatest risk wasn't LGR but changing the operation halfway through, and questioned whether the unknown of who would be the elected members of HDC in May and what their priorities would be the right risk to take. He was of the opinion that the option with the lowest risk would give the best outcome to residents in the long term therefore was minded to abstain during the voting.

In drawing reference to Churchill, Councillor D Keane observed that power was temporary and conditional and that democracy would erode without a voice to award that power. He reflected that the residents of Huntingdonshire awarded that power to the 52 members of HDC in 2022 with the condition that it was for four years, it was therefore in the best interests of residents that they have an opportunity to review that decision in the Local Elections for 2026. Councillor Keane concluded that without an election there would be an administration at HDC but not a democracy.

The Deputy Leader, Councillor T Sanderson, expressed his support for the Local Elections in 2026 and allied his opinions with Councillor

Conboy's introductory remarks. He also reflected on many previous elections and felt that the continuation of Local Elections in 2026 would avoid blocking democracy.

Councillor J Kerr observed that Councillors represented residents when elected but that did not extend to whether or not they could have a future say or vote. She thanked the Executive Leader and Officers for allowing the debate to be held.

It was observed by Councillor T Alban that in the Local Elections 119 candidates stood for elections, 52 of which became Councillors for an agreed term of four years. He thanked Officers for the report which demonstrated that HDC was able to remain democratic and therefore there was no reason to not proceed with the Local Elections 2026.

Councillor S Cawley expressed his opinion that local democracy was not a luxury nor an inconvenience but that Elections were the core mechanism of democracy. He further noted that to not hold elections would weaken the legitimacy of any administration and would deny democracy. He expressed concern that if Local Elections in 2026 were cancelled, could further opportunities for democracy also be delayed or denied. He concluded that for reasons of principle, accountability and trust, his opinion was the Local Elections in 2026 should be held.

Councillor B Chapman reflected on the comments and opinions of Councillor Hassall as well as his experience of LGR in the 1970s. He expressed concern that the Elections may result in many different HDC Councillors post May 2026 and that this could affect the progress and focus of LGR. He was mindful that if LGR were to be delivered on time, the lack of an election in 2026 would not be felt, however he was concerned about the deliverability of LGR in the timescales prescribed therefore it would be most prudent to proceed with the Local Elections in 2026.

Councillor S Wakeford noted the measured comments of opposition colleagues and noted that the grand principles of democracy had been evoked by the debate. He was mindful of the importance of democracy but also prudent of being wasteful with resources prior to the implementation of LGR given the costs involved with the impending significant reform. He concluded that he welcomed the opportunity from Government to make a balanced decision on the matter and was comfortable with the Officers assurances that the Local Elections 2026 would proceed.

The Chamber was addressed by Councillor P Hodgson-Jones who conveyed his concerns about the uncertainty of the LGR timetable. He was of the opinion that it would be prudent to continue with the Local Elections 2026 to ensure fairness and democracy continued regardless of LGR.

Councillor S Corney stated that he was in agreement with the majority of his colleagues who had spoken during the debate. He also observed that should District Council elections not proceed, the entire cost of the remaining Town and Parish elections would be borne by the Town and Parish Councils which could be prohibitive. He concluded by observing that HDC's preferred LGR option was to be a

stand alone Unitary Authority, therefore to proceed with Local Elections in 2026 would reinforce HDC's autonomy and ability.

In addressing the Chamber and agreeing with her colleagues opinions, Councillor M Beuttell stated that it would be a complete travesty to cancel Local Elections for 2026 and would be a case of the few denying the many.

Councillor A Jennings acknowledge the operational risk identified by Councillor Hassall however he noted that with the exception of the green waste collection subscription, the topic had generated great debate amongst residents. He was of the belief that the elections should proceed and noted that five members had changed their party allegiance since election. He concluded that Officer were clear that there was no issue with capacity and no reason to postpone.

Councillor C Gleadow echoed her colleagues eloquent comments during the debate and stated that she was in favour of Local Elections in 2026.

Councillor Lowe observed that it was easy to overlook the importance of Local Government, however Local Government makes decisions which affect local residents. In order to make decisions which shape and characterise the future of Huntingdonshire, the Council must have the current consent of its residents. She reiterated that residents should have the right to choose who represents them and that a HDC that believes in accountability must ask for public confidence. She concluded that the Local Elections in 2026 should be a moment of renewal and not retreat.

Councillor S Ferguson stated that the decision should be based on principles and not convenience, the Officers were clear within the report that there was no reason not to proceed with Local Elections 2026. He observed that LGR would happen regardless of the outcome of the decision but that democracy would only happen if the Local Elections were held in 2026. He concluded that it was not up to the current Members to decide who runs HDC and that the democratic thing to do would be to proceed with the 2026 Local Elections.

Councillor Conboy concluded the debate observing that colleagues had spoken with great clarity, commitment and consideration. She stated that it was important to discuss the matter and that it showed the accountability and commitment of HDC to democracy.

Following this debate in accordance with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 the following Members voted for, against or abstained from the decision to proceed with Recommendation A – to recommend to Government that HDC agrees to maintain current plans to deliver District Council elections in May 2026 alongside work to progress LGR –

For (43) – Councillors Alban, Banks, Beuttell, Blackwell, Burke, Butler, Bywater, Catmur, Cawley, Chapman, Clarke, Conboy, Corney, Criswell, Davenport-Ray, Dew, Ferguson, Gardener, Gleadow, Gray, Gulson, Harvey, Howell, Hunt, Jennings, Kadewere M, Kadewere P, Keane, Kerr, Lowe, Martin, McAdam, Mickelburgh B, Mickelburgh D,

Neish, Pickering, Pitt, Sanderson, Shaw, Slade, Terry, Tevlin,
Wakeford
Against (0) – None
Abstentions (1) – Councillor Hassall

Following conclusion of the recorded vote, and it being previously moved and seconded, upon being put to the vote, it was

RESOLVED

- a) that HDC recommend to Government to agree to maintain current plans to deliver District Council elections in May 2026 alongside work to progress LGR;
- c) that it be delegated to the Chief Executive, in consultation with the Executive Leader - Chair of the Cabinet and Executive Councillor for Place (as the named recipient of the letter from the Minister of State for Local Government and Homelessness), to write to MHCLG to confirm the Council's view before the deadline of midnight 15th January 2026, and;
- d) that following confirmation from Government over its decision in respect of whether the 2026 District Council elections will proceed or not, the Council resolves to: i. Work proactively with Town and Parish Councils to understand and overcome any implications of the decision; and ii. In respect of resource/financial pressures, delegates to the Chief Executive (as Returning Officer) in consultation with the Corporate Director (Finance and Resources & S151 Officer) to work with Town and Parish Councils to find solutions to any specific short-term challenges they may face should they be required to deliver 2026 elections as standalone (without being combined with the District Council).

Chair

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Agenda Item 4

CHAIR'S ENGAGEMENTS 18 December 2025– 25 February 2026

Date:	Event:	Venue:
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January

Tuesday 27-Jan-26	HDC Holocaust Memorial Day Service	Huntingdon
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Notes:

1. *The above events have occurred since the last Full Council held on 17 December 2025.*

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**Public
Key Decision – Yes**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: **2026/27 Revenue Budget & Medium-Term Financial Strategy (2027/28 to 2029/30); including the Capital Programme**

Meeting/Date: Council - 25th February 2026

Executive Portfolio: Executive Councillor for Finance and Resources
Cllr Brett Mickelburgh

Report by: Corporate Director for Finance and Resources

Ward(s) affected: All

Executive Summary:

In order for the Council to:

- Set the Council Tax for the area, the Council is required to set an annual Budget for the forthcoming year;
- Ensure the effective financial planning, the Council approves the Medium-Term Financial Strategy (MTFS) for the subsequent 3 years.

To enable the Council to achieve the above, set before Council is a robust balanced budget for the financial year 2026/27. Changes in central government funding, the sources of funding and the ongoing challenges of the economic climate continue to impact on the Council's ability to set and deliver a sustainable budget for the new financial year.

Ensuring the Council has a balanced budget is not only a legal requirement, but also vital to allow the Council to continue to deliver against its corporate priorities without putting the financial viability of the Council at risk.

The approval of the capital programme by the Council is required to ensure it is also able to deliver against the corporate priorities whilst remaining affordable, transparent and in understanding the financial exposure of risk.

The Medium-Term Financial Strategy assesses the financial health of the Council over the next three years, identifying any areas of concern and allowing for early intervention and plans to be put in place in good time. This is a shorter period than in previous years and covers the period up to transition for LGR.

Recommendation(s):

Council approval of the:

- Overall budget 2026/27 as set out in within this report;
- Approve the 2026/27 – 2029/30 Capital Programme as set out in Appendix 2b
- Set the Band D Council Tax rate for Huntingdonshire at £170.86, representing a £5 (3.01%) increase to the current charge.
- Approve the Medium-Term Financial Strategy 2027/28 – 2029/30, Capital Strategy, Investment Strategy, Treasury Management Strategy
- Approve the Council Tax Resolution as set out in Appendix 8,
- Endorse the statement of the Section 151 Officer on the robustness of the budget and the adequacy of the Council's reserves as set out in Appendix 9.
- Note the fees and charges 2026/27 as set out in Annex B1 and B2
- Note the proposals for the setting of future parking charges and proposals within the main body of this report.

PURPOSE OF THE REPORT

- 1.1 To provide Council with the detail of the final Revenue and Capital Budget for approval and MTFS for consideration.
- 1.2 The process of setting the 2026/27 budget was launched in July 2025. Members and officers have undertaken a thorough period of challenge and review, considering all the known pressures and opportunities, service demands, financial commitments and economic conditions.
- 1.3 Proposals for “growth bids” were considered in the context of whether they represented an “unavoidable pressure” (ie an increase in a necessary cost or an additional statutory responsibility) or whether they were an item where there were organisational and political choices to be made. These informed the initial assessment of the authorities ongoing revenue and /or capital costs.
- 1.4 The remaining bids have then been presented to Members, in the context of the strategic objectives of the Council as set out in the Place Strategy; Corporate Plan and Service Plans. This creates an alignment “the golden thread” between strategic aims – corporate objectives – MTFS – service delivery.
- 1.5 Challenges such as salary increases, general inflation and unavoidable service pressures have resulted in an overall increase in 2026/27 from the 2025/26 original budget of £1.595m (11.5%).
- 1.6 However, the overall settlement within the Core Spending Power (CSP) has increased by 5.7%, together with a planned Council Tax increase of £5 (equating to 3.01%) for 2026/27 have mitigated the overall impact of these pressures.
- 1.7 The Government during the process of the budget setting confirmed its intention to move away from two-tiered local government structures.
- 1.8 The move from a two-tiered structure (from April 2028) will inevitably give rise to significant one-off transitional costs and the budget proposals have taken this into account and has proposed a further £3m is set aside to cover these – particularly in relation to work needing to be undertaken prior to vesting day.
- 1.9 Whilst Local Government Reorganisation (LGR) will not prevent Huntingdonshire from continuing to deliver local projects and corporate plan priorities it will undoubtedly create additional pressures on staff and the leadership team.
- 1.10 Having concluded this process, Council is presented with the final revenue budget, medium-term financial strategy, capital strategy and programme, fees and charges, treasury management and investment strategy and the Council Tax resolution for the financial year 2026/27.

2.0 BACKGROUND

- 2.0 It is a legal requirement for the Council to set a “Balanced Budget” each year.

- 2.1 The financial climate continues to be challenging, with inflation and interest rates remaining elevated by historical standards and ongoing global instability continuing to place pressure on energy, food and construction costs. These factors continue to impact on the Council's finances through unavoidable cost increases and increased demand for services from residents experiencing similar financial pressures.
- 2.2 Portfolio Holders and budget managers have continued to review service delivery arrangements to mitigate these pressures where possible, whilst ensuring that services continue to deliver effective outcomes and value for money.
- 2.3 Strong Prudential Financial management in previous and current financial year, with the success of funding bids and the commercialisation withing services has all helped to deliver a positive outturn position.
- 2.4 The Provisional Local Government Settlement, announced in December 2025, marked a significant departure from recent practice by introducing a three-year settlement, following a period in which settlements have been issued on a one-year only basis since 2016/17. This multi-year approach also introduced the Fair Funding Review 2.0 reforms on a phased basis across the three-year period with some transitional protections (Damping).
- 2.5 A key change was the removal of the remoteness factor from most Relative Needs Formulae (RNF) and an increased emphasis on deprivation, resulting in a shift of funding towards more urban authorities with areas of higher deprivation. Other changes included confirmation that the New Homes Bonus has ended, as was anticipated, and a move away from ad-hoc short-term grants with greater emphasis on funding through assessed need. For shire district councils, this introduces greater forward certainty but also increases exposure to redistribution and baseline resets, reinforcing the need for prudent financial planning.
- 2.6 The settlement claims an increase in Core Spending Power (CSP) of 5.7% in 2026/27, 4.3% in 2027/28, and 4.4% in 2028/29. However, these levels of increase are highly dependent on assumed taxbase growth and maximum council tax increases.
- 2.7 Within this settlement, each of the latter two years will still be subject to review, however the settlement represents a minimum level of funding, and any changes will be upwards.
- 2.8 The much-anticipated NNDR reset, the first since the Business Rates Retention Scheme (BRRS) was introduced in 2013/14, has resulted in a full baseline reset including major changes to all the RNF and the consolidation of many grants.
- 2.9 The Council generates a significant proportion of its funding locally through the delivery of services. These income streams include One Leisure, car parking, commercial estates, planning, licensing and other statutory and

discretionary services. Service-specific income assumptions are reflected in the detailed service budgets later in this report.

2.10 The Council also generates income from a range of corporate activities, principally:

- **Treasury Management**, where higher interest rates in recent years have delivered improved investment returns. The MTFS for 2026/27 takes a prudent approach, reflecting forecasts that interest rates will gradually reduce over the medium term.
- **Commercial Estates**, where the Council continues to actively manage and enhance its property portfolio to deliver a resilient medium to long-term revenue stream, supporting service delivery and providing a hedge against inflation. A review of the Commercial Investment Strategy was completed in 2025 but is ongoing to ensure the portfolio remains aligned with prevailing market conditions and the Council's risk appetite and to drive income generation.

2.11 A key challenge for the 2026/27 budget and MTFS remains the ongoing economic uncertainty arising from global and national factors. Assumptions used in previous years have been reviewed and, where appropriate, updated to ensure that the financial forecasts remain robust and realistic.

2.12 Growth in the budget arises for three main reasons:

- **Inflation on employee costs**: the MTFS incorporates a notional 5% increase in staffing costs for 2026/27, followed by 5% per annum for the remainder of the MTFS period.
- **Non-employee non-controllable growth**: the most significant pressure remains waste processing costs associated with the Materials Recycling Facility contract procured by Cambridgeshire County Council. An additional £1.3m has been assumed across the MTFS period to reflect this pressure.
- **Controllable growth**: where additional budget provision has been approved to support service priorities and statutory responsibilities.

A list of supported budget bids can be found at Annex A1

A list of unavoidable service pressure can be found at Annex A2

2.13 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2026/27 are £2.893m and **Table 1** below shows how this is allocated by service and portfolio.

Table 1a		Savings and Growth Proposals		
Service		Budget Savings £m	Budget Growth £m	Total £m
Chief Digital Information Officer		(0.141)	0.190	0.049
Chief Executive Officer		-	(0.049)	(0.049)
Communications, Engagement & Public Affairs		0.000	0.092	0.092
Customer Change Director		(0.363)	0.487	0.124
Democratic Services & Monitoring Officer		0.042	0.343	0.385
Economy, Regeneration & Housing		0.224	(0.074)	0.150
Environmental Services		(0.155)	2.414	2.259
Finance		(2.123)	1.356	(0.767)
Human Resources & Officer Development		(0.098)	0.318	0.220
Leisure, Health & Environment		(0.564)	0.356	(0.208)
Planning, Infrastructure & Public Protection		(0.694)	0.808	0.114
Policy, Performance & Emergency Planning		(0.123)	0.197	0.074
Property & Facilities		0.025	0.425	0.450
Total		(3.970)	6.863	2.893

Table 1b		Savings and Growth Proposals		
Portfolio		Budget Savings £m	Budget Growth £m	Total £m
Climate, Transformation & Workforce		(0.678)	0.722	0.044
Communities, Health & Leisure		(0.368)	0.487	0.119
Economic, Regeneration & Housing		(0.017)	(0.011)	(0.028)
Finance & Resources		(2.122)	1.828	(0.294)
Governance & Democratic Services		0.042	0.341	0.383
Leader		0.019	0.279	0.298
Parks & Countryside, Waste & Street Scene		(0.127)	2.331	2.204
Planning		(0.435)	0.561	0.126
Resident Services & Corporate Performance		(0.284)	0.325	0.041
Total		(3.970)	6.863	2.893

2.14 The 2026/27 budget, as shown in table 5 and later in section 8, remains set to provide a breakeven position. The most recent 2025/26 forecast outturn indicates a £1,234m contribution to general reserves for 2025/26. This contribution of £1.234m, together with the proposed transfer of (£3m) from general reserves to the Local Government Reorganisation reserve, results in a net reduction in general reserves of (£1.766m)

2.15 The favourable 2025/26 forecast outturn is due to a variety of factors including, brought forward budgets of £308m, increased interest receipts, and a mix of overspends and the additional use of earmarked reserves. The detail behind the underspend can be found in the Q3 Forecast report but the biggest reason for the underspend is the planned use of £2.627m of earmarked reserves to fund specific costs. This includes the use of £1.514m from the Leisure Facilities Reserve to fund the development of our leisure facilities, £0.347m from the Local Plan Reserves to fund additional expenditure within the local plan, £0.153m from the LGR reserve to fund the costs of LGR

consultancy, and £0.120m from the Civil Parking Enforcement reserve to fund the Civil Parking Enforcement project.

2.16 Tables 1a and 1b show that through the Finance Service area and Finance Portfolio, adjustments have been made to reflect that the interest from investments is not expected to be as high in 2026/27 as it has been in 2025/26. This is a prudent approach based on economic forecasts that interest rates will continue to fall over 2026/27.

A list of supported budget bids can be found at Annex A1

A list of unavoidable service pressures can be found at Annex A2

Commercial Investment Strategy

2.17 A key part of the Council's previous budget strategy has been the Commercial Investment Strategy (CIS), which was refreshed and approved, most recently, in February 2025. The Council's Commercial Investments contribute a significant proportion of income to our budgets, though income is forecasted to drop in 2026/27 due to market conditions. The property market remains challenging, never more so than in the current climate. Whilst financial interest rates remain high, there is no reward for taking on additional risk through alternative investments. Due to the continued uncertain economic conditions, particularly around industrial and office spaces, it is difficult to predict how the market will evolve, although it should be stressed that the Council's portfolio is built around investments it plans to hold for the medium to long term.

2.18 The table below illustrates the contribution that the CIS makes to the Council's revenue budget.

Actual 2024/25	Budget 2025/26	Forecast 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
£m	£m	£m	£m	£m	£m	£m
(3.100)	(3.338)	(2.564)	(2.935)	(3.335)	(3.417)	(3.500)

Capital – Revenue Implications

2.19 The revenue budget contains any implications from the proposed capital programme for 2026/27 and the MTFS, whether that comes from savings arising from investments or rephasing of projects, additional running costs or the cost of borrowing (Minimum Revenue Provision).

Summary of all budget changes – comparing Final Budget 2025/26 to Final Budget 2026/27

2.20 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £1.595m (6%) when compared to the 2025/26 Original Budget and an increase of £0.465m (2%) when compared to the 2025/26 Forecast Outturn. A service-by-service and portfolio-by-portfolio summary is shown in Table 2 below.

Service	Summary of Total Budget Movements (Original Budget for 2025/26 to Base Budget 2026/27)									Variance To 2025/26 Forecast To 2025/26 Budget	
	2025/26		2026/27								
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Revenue Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
Chief Digital Information Officer	3,195	3,090	3,163	0.105	0.014	0.085	(0.155)	3,212		1% (16%)	
Chief Executive Officer	1,172	1,021	1,031	-	-	(0.049)	-	1,082		4% (4%)	
Communications, Engagement & Public Affairs	0.363	0.247	0.252	-	-	0.092	0.000	0.344		(5%) 39%	
Customer Change Director	4,852	4,945	5,037	0.050	(0.146)	0.437	(0.217)	5,161		6% 25%	
Democratic Services & Monitoring Officer	2,333	1,744	1,788	0.200	-	0.143	0.042	2,173		(7%) (4%)	
Economy, Regeneration & Housing	0.049	(0.195)	(0.338)	(0.084)	0.090	0.010	0.134	(0.188)		(484%) 25%	
Environmental Services	3,990	4,397	4,570	2.156	0.064	0.258	(0.219)	6,829		71% 55%	
Finance	6,134	7,618	7,256	1.225	-	0.131	(2.123)	6,489		6% (15%)	
Human Resources & Officer Development	1,083	0.984	0.893	0.132	-	0.186	(0.098)	1,113		3% 13%	
Leisure, Health & Environment	2,452	1,084	0.028	0.157	(0.640)	0.199	0.076	(0.180)		(107%) (117%)	
Planning, Infrastructure & Public Protection	2,360	2,794	2,739	0.411	(0.301)	0.397	(0.393)	2,853		21% 2%	
Policy, Performance & Emergency Planning	1,073	0.955	0.916	-	-	0.197	(0.123)	0.990		(8%) 4%	
Property & Facilities	(1,463)	(2,221)	(2,170)	0.439	0.025	(0.014)	-	(1,720)		18% (23%)	
Net Expenditure	27,593	26,463	25,165	4.791	(0.894)	2,072	(3.076)	28,058			
Forecast Outturn	27,593			→ 0.465 ←				28,058		2%	
Budget	26,463			→ 1.595 ←				28,058		6%	

Portfolio	Summary of Total Budget Movements (Original Budget for 2025/26 to Base Budget 2026/27)									Variance To 2025/26 Forecast To 2025/26 Budget	
	2025/26		2026/27								
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Bids Generating Income/ Savings	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
Climate, Transformation & Workforce	4,877	4,499	4,412	0.237	(0.304)	0.484	(0.376)	4,453		(9%) (1%)	
Communities, Health & Leisure	2,854	1,441	0,698	0.012	(0.164)	0.475	(0.204)	0,817		(71%) (43%)	
Economic, Regeneration & Housing	0.879	0.738	0.841	-	0.090	(0.011)	(0.107)	0.813		(7%) 10%	
Finance & Resources	2,596	3,117	2,649	1.771	-	0.057	(2.122)	2,355		(9%) (24%)	
Governance & Democratic Services	2,290	1,781	1,806	0.200	-	0.141	0.042	2,189		(4%) 23%	
Leader	1,160	0.978	0.871	-	-	0.279	0.019	1,169		1% 19%	
Parks & Countryside, Waste & Street Scene	3,991	4,446	4,288	2.097	(0.070)	0.235	(0.057)	6,492		63% 46%	
Planning	1,419	1,671	1,616	0.424	(0.392)	0.137	(0.041)	1,744		23% 4%	
Resident Services & Corporate Performance	7,527	7,792	7,984	0.050	(0.054)	0.275	(0.230)	8,026		7% 3%	
Net Expenditure	27,593	26,463	25,165	4.791	(0.894)	2,072	(3.076)	28,058			
Forecast Outturn	27,593			→ 0.465 ←				28,058		2%	
Budget	26,463			→ 1.595 ←				28,058		6%	

3.0 National and Local Policy

Local Government Reorganisation

- 3.1 The Government has confirmed its intention to move away from two-tier local government structures, with proposals currently under consideration that would result in the replacement of existing district and county councils in Cambridgeshire and Peterborough with new unitary authorities from April 2028. For Huntingdonshire District Council, this represents a material uncertainty within the Medium-Term Financial Strategy, as any reorganisation would involve the transfer of responsibilities, assets, liabilities, and workforce to successor authorities.
- 3.2 While the final structure, timing, and legislative pathway for Local Government Reorganisation remain subject to Government decision, it is clear that the transition would give rise to significant one-off costs. These are expected to include programme management, system and ICT integration, workforce and governance arrangements, and the establishment of shadow authorities. Although these costs would be shared across the existing councils, the mechanism for apportionment has not yet been determined. In line with the Council's prudent approach to financial planning and risk management, a provision of £3m has therefore been added to the Local Government Reform Reserves, taking the balance to £4m, to contribute towards anticipated reorganisation costs, ensuring that these pressures can be managed without destabilising day-to-day service delivery.

3.3 While Local Government Reorganisation (LGR) will not prevent Huntingdonshire District Council from delivering local projects, it will place notable constraints on organisational capacity and long term planning. The Council has acknowledged that progressing LGR requires significant work alongside normal operations, creating additional pressure on staff and leadership teams and potentially slowing project delivery as resources are diverted to mandatory transition activities. Uncertainty about the future unitary governance structure further complicates forward planning, as long term projects may require redesign or deferral until responsibilities and service models under the new arrangements are confirmed. There is also the potential that within the new structure there will be tighter financial controls and reconsideration of spending priorities, factors that may further influence the Council's ability to progress discretionary or long term initiatives. This MTFS seeks to ensure that the Council's existing priorities are fully funded and can progress in a timely manner so as to minimise these risks.

3.4 Over the longer term, reorganisation has the potential to generate financial benefits through reduced duplication, streamlined governance, and provide more integrated service delivery. However, these benefits would only be realised over time and would be dependent on effective implementation. Until there is legislative certainty, the Council is required to continue to set a balanced budget and maintain a robust MTFS on a going concern basis. This approach safeguards financial resilience in the short term while supporting the stability and financial sustainability of any future unitary authority from vesting day.

4.0 LOCAL ELECTIONS

4.1 At a Special Meeting of Full Council on 14 January 2026, councillors voted in favour of asking the UK Government to allow the May 2026 local elections to proceed as scheduled, despite the ongoing Local Government Reorganisation process. The council emphasised that holding elections was important for maintaining democratic accountability and ensuring residents retained a voice during structural changes

4.2 While the MTFS has been developed and approved based on the current policy framework and financial assumptions, changes in political leadership or priorities following the elections may influence future budget decisions, service priorities, and the pace or direction of planned savings and investment.

4.3 The financial decisions already incorporated within the existing MTFS, including savings proposals, income assumptions, reserves policy, and capital commitments, have been subject to Member approval and reflect the Council's statutory duty to set a balanced budget and maintain financial sustainability. These decisions remain valid and necessary to ensure the ongoing delivery of services and the Council's financial resilience, regardless of the outcome of the elections. However, a newly elected Council may wish to review elements of the MTFS to ensure alignment with its strategic objectives, subject to the constraints of affordability, deliverability, and statutory obligations.

4.4 The 2026/27 Budget includes prudent provision for the direct costs associated with the May 2026 local elections, ensuring that these

unavoidable statutory costs can be met without placing additional pressure on service budgets or reserves.

4.5 Any material changes to previously agreed financial plans would need to be considered carefully, as the scope to reverse or defer decisions may be limited without creating additional financial pressures, increasing reliance on reserves, or requiring alternative savings or income measures to be identified. The MTFS has therefore been designed to provide a stable and prudent financial framework that offers sufficient flexibility for future decision-making, while ensuring that the Council remains financially robust during a period of potential political transition.

5.0 CAR PARKING

5.1 The revenue budget for the forthcoming financial year does not include proposals for changes to parking charges, a new Parking Strategy is being developed and is due to be completed in Spring 2026, this will be presented for consideration with a supporting policy for setting parking rates in future years.

5.2 Given public commentary regarding the CPCA budget, we are aware that there is a desire to explore working with the Council around free parking opportunities. Given the timing of the preparation of the CPCA budget and our own, there is also no provision within the budget for proposals being considered by the Mayor. Should such a proposal be approved by the CPCA and an approach be formally made by the CPCA regarding some form of scheme, that is a matter which can be dealt with separately through its own process in-year. Therefore, for the purposes of this report, no account of it has been taken.

6.0 FEES AND CHARGES

6.1 The Fees and Charges that will be applicable from April 2026 to March 2027 have been included in **Annex B**. These fees and charges are correct at the time of reporting

6.2 In previous years, increases to our fees and charges have been deliberately kept low to minimise the financial impact on residents. However, growing uncertainty and risk in our funding, alongside rising demand and internal cost pressures, mean it is now increasingly necessary to adopt a more commercial approach to charging. It remains important that officers have the necessary flexibility to fulfil their professional responsibility to secure the Council's long-term financial sustainability through financially astute decision-making.

7.0 CORPORATE AND GOVERNMENT FUNDING

Government Grant

7.1 The government continues to provide a fair proportion of the core funding of the Council. Many grants that previously provided funding for specific services have been rolled into the Revenue Support Grant (RSG), to support general expenditure, or into one of four consolidated grants (see list below). HDC has received an allocation from the first two of these grants.

- Homelessness, rough sleeping and domestic abuse grant
- Crisis and resilience grant
- Public Health Grant
- Children's and Families grant

Council Tax and Business Rates

7.2 There is an assumption within the 2026/27 Budget there will be a Council Tax increase of 3.01% (equating to £5) for a Band D property. The final Local Government Financial Settlement 2026/27 confirmed the referendum principle for Council Tax increases of up to 2.99% or £5, whichever is higher, for shire district councils. The Council Tax for 2026/27 will be £170.86 per Band D equivalent property based on this increase.

Council Tax					
	2022/23	2023/24	2024/25	2025/26	2026/27
	£150.86	£155.86	160.86	£165.86	£170.86
% increase on previous		3.31%	3.21%	3.11%	3.01%
Cumulative increase	%	3.31%	6.52%	9.63%	12.64%

The 2026/27 Council Tax Resolution is required to set the level of Council Tax charge for the next financial year, it can be found at Appendix 9.

7.3 The Council receives 40% of the Business Rates collected and, after allowing for the tariff payment and Section 31 grant funding, this is estimated to be £8.780m in 2026/27. This figure is lower than the prior year figure of £13.171m due to some business rate related funding streams being rolled into the RSG from 2026/27.

Collection Fund (Surplus)/Deficit

7.4 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end for the preceptors to bring their share of the surplus or deficit into the budget setting process.

For the purposes of budget setting the Council Tax element of the estimated year end position of the Collection Fund is shown in Table 3 along with the share that is apportioned to the Council.

Table 3	Collection Fund Estimated Deficit 2025/26	
	Deficit £000	HDC Share £000
Council Tax	0.634	0.082

8.0 SUMMARY REVENUE BUDGET 2026/27 AND MTFS

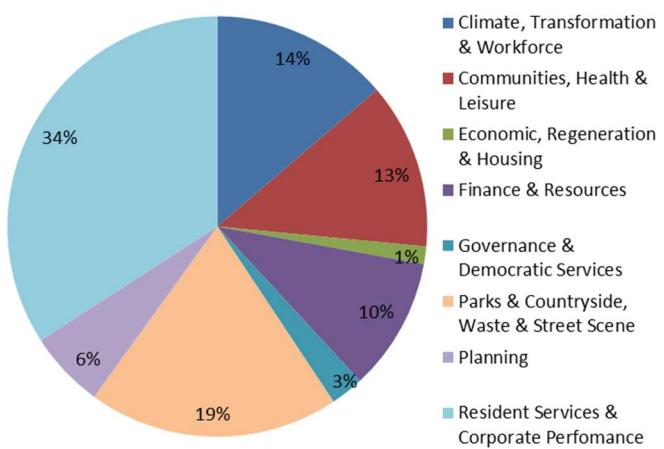
8.1 The tables below contain the final revenue budget and MTFS. It takes into consideration the 3.01% increase in Council Tax for 2026/27, the provisional settlement and the annual increases over the MTFS period, this results in the funding statement shown in **Table 4a & 4b and Table 5** below.

Table 4a By Head of Service	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
	Budget £m	Forecast £m	Budget £m	2027/28 £m	2028/29 £m	2029/30 £m
Chief Digital Information Officer	3.090	3.195	3.212	3.218	3.318	3.325
Chief Executive Officer	1.021	1.172	0.982	1.000	1.019	1.038
Communications, Engagement & Public Affairs	0.247	0.363	0.344	0.351	0.287	0.292
Customer Change Director	4.945	4.852	5.161	5.350	5.399	5.495
Democratic Services & Monitoring Officer	1.744	2.333	2.173	2.174	2.197	2.228
Economy, Regeneration & Housing	(0.195)	0.049	(0.188)	(0.155)	(0.044)	(0.002)
Environmental Services	4.397	3.990	6.828	6.730	6.854	6.924
Finance	7.618	6.134	6.490	7.245	7.847	8.861
Human Resources & Officer Development	0.984	1.083	1.113	1.082	1.202	1.223
Leisure, Health & Environment	1.084	2.452	(0.181)	(1.268)	(1.463)	(1.531)
Planning, Infrastructure & Public Protection	2.794	2.360	2.853	3.024	2.921	3.333
Policy, Performance & Emergency Planning	0.955	1.073	0.990	1.036	1.054	1.071
Property & Facilities	(2.221)	(1.463)	(1.719)	(2.112)	(2.081)	(2.148)
Net Expenditure	26.463	27.593	28.058	27.675	28.510	30.109

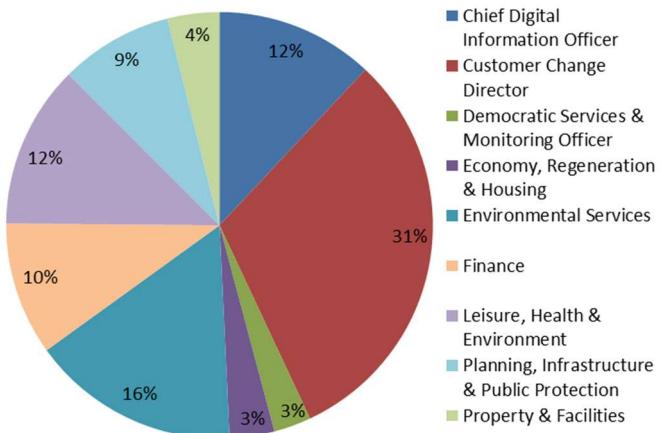
Table 4b By Portfolio	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
	Budget £000	Forecast £000	Budget £000	2027/28 £000	2028/29 £000	2029/30 £000
Climate, Transformation & Workforce	4.499	4.877	4.454	4.535	4.678	4.715
Communities, Health & Leisure	1.441	2.854	0.817	(0.004)	0.027	0.064
Economic, Regeneration & Housing	0.738	0.879	0.814	0.857	0.950	0.968
Finance & Resources	3.117	2.596	2.354	2.700	3.221	4.155
Governance & Democratic Services	1.781	2.290	2.189	2.188	2.210	2.238
Leader	0.978	1.160	1.169	1.142	1.163	1.184
Parks & Countryside, Waste & Street Scene	4.446	3.991	6.492	6.292	6.410	6.494
Planning	1.671	1.419	1.743	1.792	1.724	2.029
Resident Services & Corporate Performance	7.792	7.527	8.026	8.173	8.127	8.262
Net Expenditure	26.463	27.593	28.058	27.675	28.510	30.109

Table 5	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
	Budget £m	Forecast £m	Budget £m	2027/28 £m	2028/29 £m	2029/30 £m
Net Expenditure	26.463	27.593	28.058	27.675	28.510	30.109
Contribution to/(from) Earmarked Reserves	0.221	0.844	1.020	1.477	0.467	(1.864)
Contribution to/(from) General Reserves	-	(1.766)	0.000	0.000	0.000	0.000
Budget Requirement	26.684	26.671	29.078	29.152	28.977	28.245
Retained Business Rates Income	(35.867)	(35.597)	(36.600)	(37.461)	(38.255)	(39.048)
Tariff	22.565	22.565	30.694	31.389	32.030	32.670
Levy	2.725	2.645	0.298	0.314	0.329	0.344
Renewables	(1.146)	(1.156)	(1.156)	(1.156)	(1.156)	(1.156)
Designated (Enterprise Zones)	(1.412)	(1.412)	(1.412)	(1.412)	(1.412)	(1.412)
Green Plant & Machinery Grant	(0.036)	(0.036)	-	-	-	-
Tax income guarantee compensation	-	(0.233)	(0.233)	(0.233)	(0.233)	(0.233)
Damping (Transitional relief)	-	-	(0.371)	(0.891)	(1.453)	-
Total Income from Business Rates	(13.171)	(13.224)	(8.780)	(9.450)	(10.150)	(8.835)
Revenue Support Grant (RSG)	(0.216)	(0.215)	(7.569)	(6.447)	(5.272)	(5.379)
Homelessness Prevention Grant	-	-	(1.043)	(1.088)	(1.128)	(1.128)
Crisis and Resilience Fund	-	-	(0.188)	(0.188)	-	-
New Homes Bonus	(1.472)	(1.472)	-	-	-	-
Collection Fund Deficit	0.242	0.242	0.082	-	-	-
Minimum Funding Guarantee Grant	(0.724)	(0.724)	-	-	-	-
Employers' NICs funding	(0.245)	(0.180)	-	-	-	-
Second Home Premium	(0.045)	(0.045)	(0.063)	-	-	-
Council Tax Requirement	(11.053)	(11.053)	(11.517)	(11.979)	(12.427)	(12.903)
Total Other Income	(13.513)	(13.447)	(20.298)	(19.702)	(18.827)	(19.410)
Total Income	(26.684)	(26.671)	(29.078)	(29.152)	(28.977)	(28.245)

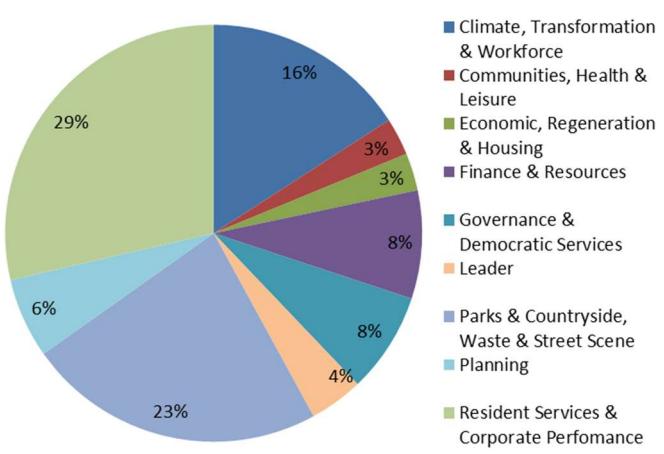
Gross Spend by Portfolio 2026/27 %



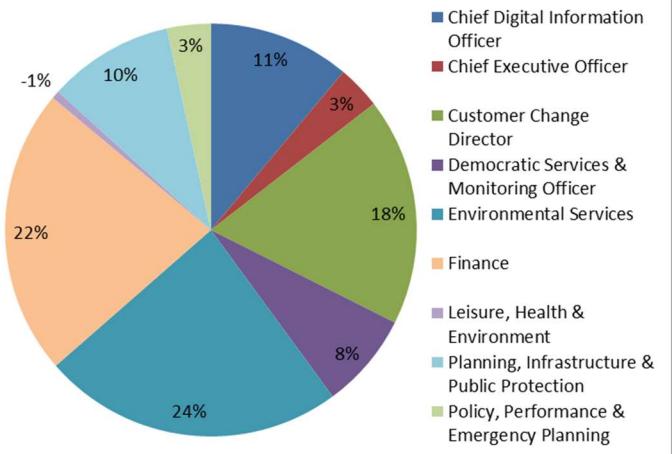
Gross Spend by Service 2026/27 %



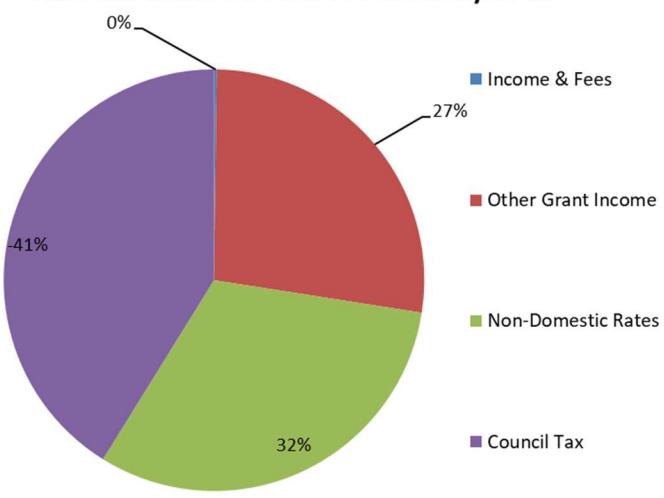
Net Spend by Portfolio 2026/27 %



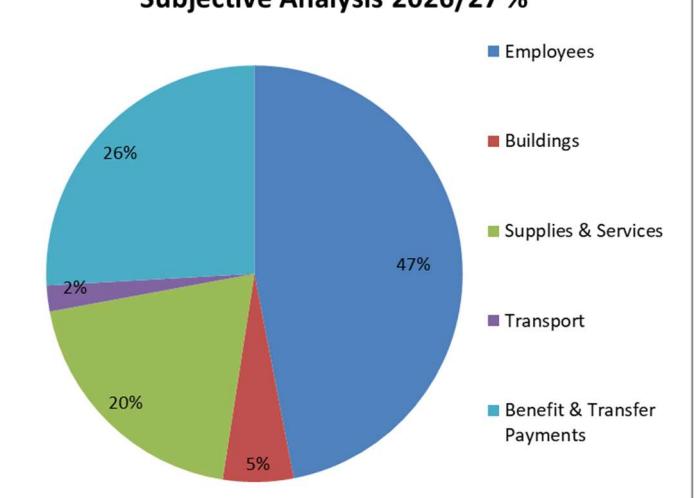
Net Spend by Service 2026/27 %



How Services Are Paid For in 2026/27 %



Subjective Analysis 2026/27 %



9.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

Subjective Analysis of Spend and Income

Table 7	Subjective Analysis : Controllable Only		2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
Actuals 2024/25	£m	£m	£m	£m	£m	£m	£m
(19.392)	Income & Fees	Fees & charges	(19.772)	(22.020)	(24.445)	(24.713)	(24.803)
(5.817)		Other grants and contributions	(7.725)	(7.791)	(7.941)	(8.077)	(8.050)
(27.751)		Government grants	(22.676)	(21.388)	(19.881)	(20.882)	(20.884)
(1.016)		Sales	(0.878)	(0.961)	(1.055)	(1.096)	(1.127)
(0.008)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.009)
(4.947)		Rent	(5.377)	(4.833)	(5.246)	(5.335)	(5.423)
-		Commuted sums	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)
(3.896)		Interest Income	(1.414)	(1.949)	(1.362)	(1.169)	(1.204)
		Developer Contributions	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(62.887)	Income & Fees Total		(57.987)	(59.083)	(60.071)	(61.412)	(61.632)
22.237	Employees	Salary	26.324	29.563	29.714	29.860	30.433
2.009		Other Staff Costs	1.698	0.370	0.354	0.354	0.354
0.356		Training	0.181	0.297	0.261	0.263	0.266
0.069		Recruitment	0.034	0.034	0.034	0.034	0.034
0.128		Uniform & laundry	0.044	0.059	0.055	0.055	0.055
2.043		National Insurance	3.141	3.559	3.569	3.597	3.680
3.537		Pension	4.249	5.120	5.122	5.146	5.249
0.296		Severance payments	0.152	0.152	0.152	0.152	0.152
1.738		Hired Staff	0.653	1.333	1.334	1.335	1.337
0.358		Employee Insurance	0.353	0.359	0.366	0.366	0.366
32.769	Employees Total		36.829	40.847	40.962	41.163	41.926
0.641	Buildings	Repairs & Maintenance	0.952	0.957	0.943	0.938	0.946
1.599		Energy Costs	1.666	1.663	1.956	2.078	2.089
1.929		Rents Payable	1.972	1.732	1.759	1.776	1.794
0.035		Equipment, furniture & materials	0.020	0.020	0.020	0.020	0.020
0.119		Premises Cleaning	0.100	0.102	0.094	0.094	0.094
0.077		Ground Maintenance Costs	0.012	0.013	0.015	0.015	0.015
0.113		Water Services	0.106	0.106	0.110	0.111	0.111
-		Operating Costs	-	-	0.565	0.565	0.565
0.079		Premises Insurance	0.135	0.135	0.135	0.135	0.135
0.007		Rents	0.013	0.013	0.013	0.013	0.013
0.010		Rates	0.011	0.011	0.011	0.011	0.011
4.609	Buildings Total		4.988	4.752	5.620	5.756	5.793
0.016	Supplies & Services	Repairs & Maintenance	-	-	-	-	-
4.518		Equipment, furniture & materials	4.134	4.533	4.858	5.035	4.956
0.822		Communication and computing	0.266	0.266	0.257	0.258	0.258
0.111		Insurance - service related	0.092	0.092	0.093	0.093	0.093
0.105		Premises Cleaning	0.074	0.074	0.074	0.074	0.074
9.233		Services	11.589	10.925	11.314	11.679	12.754
0.004		Other Staff Costs	-	0.004	-	-	-
0.017		Expenses	0.004	0.004	0.004	0.004	0.004
-		Uniform & laundry	0.000	0.000	0.000	0.000	0.000
0.893		Office expenses	0.800	0.757	0.682	0.683	0.684
(0.038)		Sales	(0.035)	(0.035)	(0.035)	(0.035)	(0.035)
(0.000)		Operating Costs	-	-	-	-	-
0.010		Catering	0.009	0.009	0.009	0.009	0.009
(0.037)		Election Costs	-	-	-	-	-
0.430		Members Allowances	0.444	0.452	0.461	0.470	0.480
0.000		Penalties & Fines	-	-	-	-	-
16.084	Supplies & Services Total		17.377	17.082	17.717	18.270	19.276
0.008	Transport	Other Transport Costs	-	-	-	-	-
0.006		Public Transport	0.009	0.011	0.009	0.009	0.009
1.050		Operating Costs	1.158	1.487	1.501	1.557	1.570
0.036		Pool Car	0.022	0.025	0.026	0.025	0.025
0.196		Vehicle Insurance	0.177	0.180	0.184	0.184	0.184
0.044		Mileage Allowance	0.039	0.042	0.040	0.040	0.040
0.060		Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006
1.399	Transport Total		1.411	1.753	1.765	1.822	1.834
1.385	Benefit & Transfer Payments	Contributions paid	1.212	1.212	1.212	1.212	1.212
2.128		Grants	1.016	0.974	0.979	0.983	0.987
0.003		Other Misc Payments	0.009	0.009	0.009	0.009	0.009
26.067		Benefits	20.632	19.682	18.682	19.682	19.682
0.609		Levies	0.629	0.642	0.642	0.642	0.642
30.192	Benefit & Transfer Payments Total		23.498	22.519	21.523	22.528	22.532
-	Renewals Fund Contribution	Renewals Fund Contribution	0.104	0.168	0.148	0.148	0.149
-	Renewals Fund Contribution Total		0.104	0.168	0.148	0.148	0.149
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.089	(0.136)	(0.144)	0.078	0.074
(0.027)		Bad Debts Provision	0.155	0.155	0.155	0.155	0.155
(0.027)	Reserve-Revenue Transfers Total		0.244	0.020	0.011	0.233	0.229
22.140	Net Service Expenditure		26.464	28.058	27.675	28.510	30.109

10.0 REVENUE RESERVES

10.1 The Council holds a number of financial reserves, both revenue and capital. Some of these are earmarked reserves with a specific purpose and others are ringfenced where there are legislative conditions informing how they should be spent.

10.2 The General Fund balance is where any general revenue overspends/underspends are transferred to or funded from.

10.3 Whilst reserves should not be seen as a “safety net” they are an integral part of the Council’s financial planning, should forecast over the medium term be that the Council’s reserves might fall into a negative balance, then due consideration must be given to put in place a robust plan to bring these back to a minimum agreed level. Huntingdonshire is currently not forecasting that pressures will be placed on reserves to be used to support financial demands over the period of the MTFS.

10.4 The impact on the **General Fund Reserve** of the grant settlement from Government, the Council’s policy to increase Council Tax and the savings, income and growth built into the budget 2026/27 and MTFS is shown in **Table 6** below.

GENERAL RESERVES MOVEMENT						
Table 6	Reserves and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
	Budget £m	Forecast £m	Budget £m	2027/28 £m	2028/29 £m	2029/30 £m
BUDGET SURPLUS RESERVE						
b/f	6.201	6.566	1.328	0.000	(0.000)	-
Contribution from (to) General Fund	-	1.234	0.000	0.000	0.000	0.000
Contribution from (to) CIS Reserve	(1.472)	(3.472)	(1.328)	-	0.000	-
Contribution from (to) LGR Reserve	-	(3.000)	-	-	-	-
c/f	4.729	1.328	0.000	(0.000)	-	0.000
COMMERCIAL INVESTMENT RESERVE						
b/f	7.435	7.435	10.907	12.235	12.235	12.235
Contribution from (to) Budget Surplus Reserve	1.472	3.472	1.328	-	(0.000)	-
c/f	8.907	10.907	12.235	12.235	12.235	12.235
GENERAL FUND (Unallocated) RESERVE						
b/f	2.175	2.175	2.175	2.175	2.175	2.175
Contribution to/(from) Reserve	-	1.234	0.000	0.000	0.000	0.000
Contribution from(to) Budget Surplus	-	(1.234)	(0.000)	(0.000)	(0.000)	(0.000)
c/f	2.175	2.175	2.175	2.175	2.175	2.175
Minimum Level of Reserves	2.175	2.175	2.175	2.175	2.175	2.175

- 10.5 Contributions to Earmarked Reserves occur when budget is identified for Specific purposes and will only be available for those specific purposes. Contributions from Earmarked Reserves occur when the specific purpose for which the budget was identified has been delivered. This approach matches costs and funding.
- 10.6 The Council currently holds approximately £38m of unallocated Community Infrastructure Levy (CIL) receipts in its reserves. While there are plans for their future use, it is not anticipated that a significant proportion of this expenditure will be required for several years. Finance and Planning submitted a separate report to Cabinet on 10th February detailing Stage 2 of the Councils Community Infrastructure Levy (CIL) Governance Review. This builds on the Statement of Intent agreed in June 2024. The report proposes to utilise CIL funding to a greater extent than has typically been seen as precedent, in support of the Council's capital programme. Doing so would materially reduce the requirement to fund schemes from either reserves or borrowing. This, in turn, would strengthen the Council's future financial flexibility and improve its options in relation to the timing and scale of any future borrowing.
- 10.7 The Council has to ensure a prudent use of resources to deliver projects; set against the backdrop of changing interest rates; borrowing rates; use of Reserves; and the Councils Minimum Revenue Provision (MRP). The recent Peer Review also highlighted, through discussions, the high levels of CIL being held by the Council. Thus, it is important to ensure that in delivering Council projects which could be applicable for CIL, that a rounded view of the most prudent approach to financing is taken and the most appropriate view taken by the S151 Officer based on the full financial picture.
- 10.8 In July 2025, Cabinet approved a proposal to move forward with the next stages of a regeneration partnership with Capital and Centric (C&C) relating to sites within the Market Towns seeking to bring forward economic and housing led opportunities that will create new homes, jobs and other benefits. To ensure that funding is available for this project, £2m has been transferred from the Budget Surplus Reserve into a specific Regeneration Opportunities Reserve.
- 10.9 As mentioned within this report, there will likely be significant one off costs attached to Local Government Reorganisation, a portion of which will need to be met from HDC. In line with the Council's prudent approach to financial planning and risk management, a provision of £3m has therefore been added to the Local Government Reform Reserves, taking the balance to £4m.
- 10.10 The £4m will contribute towards anticipated reorganisation costs, ensuring that these pressures can be managed without destabilising day-to-day service delivery.

A full list of reserves can be found at Appendix 7.

11.0 CONCLUSION

- 11.1 The 2026/27 budget is the culmination of many months work between Members of the Cabinet and officers. The revenue budget has been balanced within existing funding and includes some elements of investment and growth.
- 11.2 The Capital Programme will see the Council deliver investments within the District and further investment in services.
- 11.3 The Medium-Term Financial Strategy shows that leading into LGR the Council is in a strong financial position to be able to support the transition to a new structure and places the Council in a more secure position than may other local authorities and is better equipped to deal with future pressures as and when they may arise.

12.0 COMMENTS OF OVERVIEW & SCRUTINY

- 12.1 The comments of the relevant Overview and Scrutiny Panel will be included in this section prior to its consideration by the Cabinet.

13.0 KEY IMPACTS / RISKS

- 13.1 Once approved the 2026/27 budget and capital programme will proactively be managed and monitored throughout the year.
- 13.2 The Key risks have been identified within the report and within the Statement of Robustness at Appendix 9. These are primarily LGR which has been mitigated by the increase in to the reserve to support cost arising from LGR. Ongoing economic and financial volatility is managed through the prudent financial management of our investments, borrowing and use of resources. The increasing demand for local services is managed through proactive service planning.

14.0 WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 14.1 The budget for 2026/27 forms a key element of the service planning process for 2026/27; actions and timescales required to ensure saving/efficiencies are achieved, spending is in line with the approved budget will be contained within the service plans for the forthcoming financial year.

15.0 LINK TO HUNTINGDONSHIRE FUTURES, THE CORPORATE PLAN, STRATEGIC PRIORITIES AND/OR CORPORATE OBJECTIVES

- 15.1 The budget is the strategic financial plan for supporting the delivery of the corporate plan and priorities. The budget process itself meets the following specific aims and objectives of the Corporate Plan:
 - Becoming a more efficient and effective Council.
 - Become more efficient in the way it delivers services providing value for money services.

15.2 The proposals would align with and continue to facilitate the overall strategic vision as set out in the Place Strategy.

15.2 The proposals align with the Corporate Plan, considerations relating to CIL in the context of this report cut across all of the 3 key themes of the plan. In particular regard has been had to the following:

- Supporting our communities and preventing crisis;
- Supporting and promoting economic growth;
- Becoming a more efficient and effective Council providing value for money services.

15.3 The proposed budget and strategic plan including the Medium Term Financial Strategy (MTFS) and the Capital Strategy will be delivered through the Council's existing financial governance framework.

The financial position is then used to inform and drive the resourcing of services through service plans and the ways in which we deliver services.

This alignment is important and is classed as the "golden thread" between strategy aims, corporate outcomes, the resource available, and the service delivery.

15.4 Finally, the proposals would enable the council to continue to support the ambitions of "Option E" which is the Council's preferred approach in respect of LGR; as the proposals ensure there are sufficient resources to link to the delivery of ambitious growth within the District. Reputationally, the proposals would also continue to demonstrate that the Council is aligned with addressing significant national challenges, such as those relating to the delivery of housing and provision of infrastructure.

16.0 LEGAL IMPLICATIONS

16.1 As per schedule 31A and 42A of the Local Government Finance Act 1992, the Council is required to set a balanced budget. This is achieved for 2026/27 so the setting of Council Tax at the level mentioned within the report is appropriate.

16.2 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (Section 151 Officer) to formally advise the Council, when setting its budget, on the robustness of the estimates used in the budget calculations and on the adequacy of the proposed level of financial reserves. The Council is under a statutory obligation to have full regard to this report when making its decisions on the budget.

16.3 The Section 151 Officer confirms that the estimates used are sufficiently robust for the purposes of the Council's budget calculations and that the Council's financial balances and reserves are projected to remain adequate over the medium term.

16.4 The Council must consistently comply with the Local Government Finance

Act 1992 (as amended) and associated legislation. All the legal issues have been covered in the body of this report.

- 16.5 Members have a fiduciary duty to weigh the needs of the service users against the interest of local taxpayers. In planning the budget Members are under the fiduciary duty to act prudently, responsibly, in a business like manner and in their view of what constitutes the best interests of the general body of local tax payers.
- 16.6 In deciding upon expenditure, the council must fairly hold a balance between recipients of the benefits of services provided by the council and local tax players.
- 16.7 The Council has a duty under the Local Government Finance Act 1992 to set a balanced budget. Failure to set a lawful Council Tax could have serious financial results for the council.
- 16.8 Under Section 114 (2) and 114 (3) of the Local Government Finance Act 1988, the Chief Finance Officer is required to make a report, if it appears to him/her that a decision or course of action the council or an officer has agreed or is about to make is unlawful, or that expenditure is likely to exceed resources available.
- 16.9 Section 25 of the Local Government Act 2003 imposes a specific duty on the S151 Officer to formally report to the council at the time of the budget is considered and the council tax is set on the robustness of the budget estimates and the adequacy of reserves. This statement by the S151 Officer is included alongside the budget and council tax setting report to both Cabinet and Full Council in February.

17.0 OTHER IMPLICATIONS

- 17.1 All implications are contained within the report.

18.0 REASONS FOR THE RECOMMENDED DECISIONS

- 18.1 To enable the Cabinet to recommend to Council for approval:

- The 2026/27 Revenue Budget and MTFS including all supporting documents
- To note the approved fees and charges

19.0 LIST OF APPENDICES INCLUDED

Appendix 1 – Treasury Management Strategy 2026/27

Appendix 2a – Capital Strategy 2027/27

Appendix 2b – Capital Programme 2026/27 – 2029/30

Appendix 3 – Investment Strategy 2026/27

Appendix 4 – Minimum Revenue Provision (MRP) Statement 2026/27

Appendix 5 – Flexible Use of Capital Receipts Strategy 2026/27

Appendix 6 – Revenue Budgets 2026/27 by Service and Portfolio

Appendix 7 – Statement of Earmarked Reserves

Appendix 8 – Council Tax Resolution
Appendix 9 – Statement of Robustness

Annex A1 – Approved Budget Bids 2026/27
Annex A2 – Unavoidable Service Pressures 2026/27

Annexe B1 – Fees and Charges 2026/27
Annexe B2 – Fees and Charges Leisure Services 2026/27

18.0 BACKGROUND PAPERS

None.

19.0 CONTACT OFFICER

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Appendix 1

Treasury Management Strategy 2026/27 (Including the Annual Investment Strategy)

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Key Considerations

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- 5.3 Economic Background
- 5.4 Treasury Management Practice (TMP1)
- 5.5 Approved Countries for Investment
- 5.6 Treasury Management Scheme of Delegation
- 5.7 The Treasury Management Role of the S151 Officer
- 5.8 Glossary

Key Considerations

2021 revised CIPFA Treasury Management Code and Prudential Code – changes which will impact on future TMSS/AIS reports and the risk management framework.

CIPFA published the revised Codes on 20th December 2021 and stated that revisions need to be included in the reporting framework from the 2023/24 financial year. This Council, therefore, has to have regard to these Codes of Practice when it prepares the Treasury Management Strategy Statement and Annual Investment Strategy, and also related reports during the financial year, which are taken to Full Council for approval.

The Treasury Management Code required all investments and investment income to be attributed to one of the following three purposes: -

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to a council's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. A council must not borrow to invest primarily for financial return.

The revised Treasury Management Code requires a council to implement the following: -

- 1. Adopt a liability benchmark treasury indicator** to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained;
- 2. Long-term treasury investments**, (including pooled funds), are to be classed as commercial investments unless justified by a cash flow business case;

3. **Pooled funds** are to be included in the indicator for principal sums maturing in years beyond the initial budget year;
4. Amendment to the **knowledge and skills register** for officers and members involved in the treasury management function - to be proportionate to the size and complexity of the treasury management conducted by each council;
5. **Reporting to members is to be done quarterly.** Specifically, the Chief Finance Officer (CFO) is required to establish procedures to monitor and report performance against all forward-looking prudential indicators at least quarterly. The CFO is expected to establish a measurement and reporting process that highlights significant actual or forecast deviations from the approved indicators. However, monitoring of prudential indicators, including forecast debt and investments, is not required to be taken to Full Council and should be reported as part of the Council's integrated revenue, capital and balance sheet monitoring;
6. **Environmental, social and governance (ESG)** issues to be addressed within the Council's treasury management policies and practices (TMP1).

The main requirements of the Prudential Code relating to service and commercial investments are: -

1. The risks associated with service and commercial investments should be proportionate to their financial capacity – i.e. that plausible losses could be absorbed in budgets or reserves without unmanageable detriment to local services;
2. A council must not borrow to invest for the primary purpose of commercial return;
3. It is not prudent for local authorities to make any investment or spending decision that will increase the CFR, and so may lead to new borrowing, unless directly and primarily related to the functions of the Council, and where any commercial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose;
4. An annual review should be conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt;
5. A prudential indicator is required for the net income from commercial and service investments as a proportion of the net revenue stream;
6. Create new Investment Management Practices to manage risks associated with non-treasury investments, (similar to the current Treasury Management Practices).

1.0 Introduction

1.1 Policy Statement and Background

1.1.1 Treasury Management Policy Statement

- The Council defines its treasury management activities as the management of the organisation's borrowing, investments and cash flows, including its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
- The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation and any financial instruments entered into to manage these risks.
- The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable, comprehensive performance measurement techniques within the context of effective risk management.

1.1.2 Background

The Council is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet risk or cost objectives.

The contribution the treasury management function makes to the Council is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and

balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

“The management of the local council’s borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report which will provide the following:

- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of the strategy is to ensure that all the Council’s elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management Reporting

The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

- a. Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers: -
 - the capital plans, (including prudential indicators)
 - a minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time)
 - the Treasury Management Strategy, (how the investments and borrowings are to be organised), including treasury indicators; and

- an Annual Investment Strategy, (the parameters on how investments are to be managed)
- b. **A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Council will receive quarterly update reports.
- c. **An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Full Council. This role is undertaken by the Overview and Scrutiny Panel (Performance and Growth).

Quarterly reports – In addition to the three major reports detailed above, quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately scrutinised. This role is undertaken by the Overview and Scrutiny Panel (Performance and Growth). (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

1.3 Treasury Management Strategy for 2026/27

The strategy for 2026/27 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators
- the minimum revenue provision (MRP) policy (separate appendix)

Treasury management issues

- the current treasury position
- treasury indicators which limit the treasury risk and activities of the Council
- prospects for interest rates
- the borrowing strategy
- policy on borrowing in advance of need
- debt rescheduling
- the investment strategy
- creditworthiness policy; and
- the policy on use of external service providers

These elements cover the requirements of the Local Government Act 2003, MHCLG Investment Guidance, MHCLG MRP Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code.

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making. The scale and nature of this will depend on the size and complexity of the organisation’s treasury management needs.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Prepare tailored learning plans for treasury management officers and councilors.
- Require treasury management officers and councilors to undertake self-assessment against the required competencies.
- Have regular communication with officers and councilors, encouraging them to highlight training needs on an ongoing basis.”

In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, which is available from the CIPFA website to download.

The training needs of treasury management officers are periodically reviewed. A formal record of the training received by officers central to the Treasury function will be maintained as part of the officer’s CPD record.

1.5 Treasury Management Consultants

The Council uses MUFG Corporate Markets, as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

2. CAPITAL PRUDENTIAL INDICATORS 2026/27–2028/29

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist councillors' overview and confirm capital expenditure plans are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts: -

Capital expenditure	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Property, Plant and Equipment	4,003	15,412	18,598	17,105	6,922
Investment Property	70	1,192	700	0	0
Intangible Assets	72	30	104	70	30
REFCUS	11,171	7,314	8,785	1,600	1,600
Infrastructure Assets	0	0	550	0	0
Community Assets	667	0	720	500	0
Loans	0	100	0	0	0
Assets Under Construction	868	0	0	0	0
Total	16,851	24,048	29,457	19,275	8,552

⁽¹⁾REFCUS is Revenue Expenditure Financed from Capital Under Statute, this would include DFGs and other grants given.

Other long-term liabilities - the above financing need excludes other long-term liabilities, such as leasing arrangements that already include borrowing instruments.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Capital receipts	261	100	50	50	2,009
Capital grants	2,050	12,722	4,001	4,001	4,001
Capital reserves	10,858	2,140	0	0	0
Earmarked Reserve	275	0	0	0	0
S106	0	0	0	0	0
MRP	2,824	2,861	3,350	3,943	4,115
Total Financing	16,337	17,823	13,336	7,994	10,125
Internal Borrowing	514	6,225	16,121	11,281	(1,573)
Total	16,851	24,048	29,457	19,275	8,552

2.2 The Borrowing Need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility provided by the lease provider and so the Council is not required to separately borrow for these schemes. The Council currently has £0.6m of such schemes within the CFR.

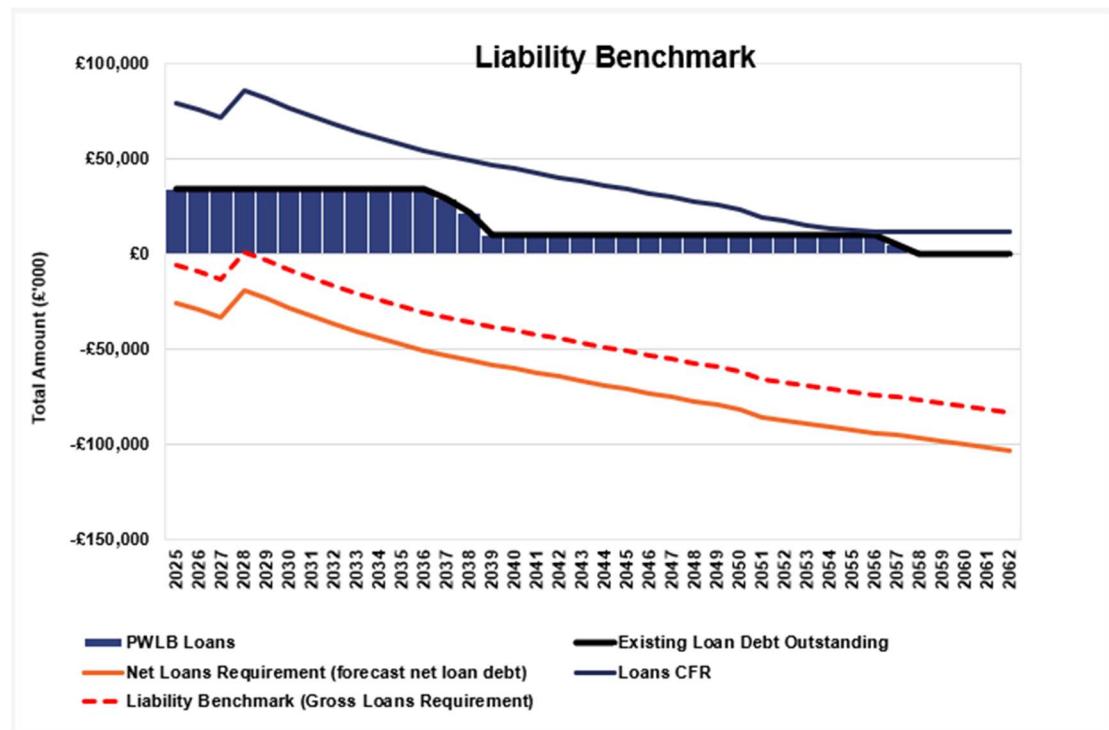
The Council is asked to approve the CFR projections below:

	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Capital Financing Requirement					
General Fund	72,855	79,080	95,201	106,479	104,902
Total CFR	72,855	79,080	95,201	106,479	104,902
Movement in CFR	514	6,225	16,121	11,281	(1,573)

Movement in CFR represented by					
Net financing needed for the year (above)	3,338	9,086	19,471	15,224	2,542
Less MRP and other financing movements	(2,824)	(2,861)	(3,350)	(3,943)	(4,115)
Movement in CFR	514	6,225	16,121	11,281	(1,573)

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.



There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP. This includes only current borrowing not future unplanned borrowing.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance. In practice this is the amount required to pay the regular precept payments.

The Council is currently in an under-borrowed position (external borrowing is less than the CFR, internal borrowing is being used i.e. reserves and working capital to fund capital expenditure), this according to the liability benchmark will continue until the mid 2050s, although as plans evolve the CFR will likely move

outwards. The CFR is being gradually reduced by application of the minimum revenue provision (MRP) charge to revenue, although as new expenditure plans are made the CFR line will reduce at a slower rate, and will not in reality reach zero.

The cash available to invest will increase as the MRP builds up in the cash balances, but this may be used to finance expenditure rather than external borrowing. The liability benchmark line (dotted) is the cash available to invest less a liquidity buffer to meet any immediate cashflow needs.

2.4 Core Funds and Expected Investment Balances

The application of resources (e.g., capital receipts, reserves) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (e.g., asset sales). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

One of the resources that can be used to finance capital expenditure is income from the Community Infrastructure Levy (CIL). CIL is a planning charge that local authorities can apply to most new developments in their area, which they can use to ensure that the new development contributes financially to the infrastructure needed to support population growth. Finance and Planning have submitted a separate report recommending a more flexible approach in the use of CIL to support the Councils capital infrastructure projects. This new approach will allow HDC to ensure that the CIL balance included below can be used to better meet the needs of future residents within our region.

Year End Resources	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
General Fund Balance	2,175	2,175	2,175	2,175	2,175
Earmarked Reserves	36,911	36,609	35,820	35,622	35,686
Capital Receipts Reserve	4,721	4,527	4,527	4,527	4,527
Capital Grants Unapplied	4,415	119	0	0	0
CIL Reserve	54,915	54,989	55,000	50,000	45,000
Total core funds	103,137	98,419	97,522	92,234	87,388
Balance Sheet Resources (Working capital) ⁽¹⁾	2,141	10,000	20,000	30,000	30,000
Under/over borrowing	(38,592)	(44,826)	(60,657)	(71,488)	(69,966)
Expected investments	66,686	63,593	56,865	50,836	47,422

⁽¹⁾Working capital balances shown are estimated year-end; these may be higher mid-year

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's Capital Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury and prudential indicators, the current and projected debt positions, and the Annual Investment Strategy.

3.1 Current Portfolio Position

The overall treasury management portfolio as at 01/04/2025 and for the position as at [31/12/2025](#) are shown below for both borrowing and investments.

TREASURY PORTFOLIO					
	Actual 01.04.25	Actual 01.04.25	Actual 31.12.25	Actual 31.12.25	
Treasury investments		£000s	%	£000s	%
Banks	333	0.5	613	1	
DMADF (H.M.Treasury)	47,750	69.1	58,000	73	
Money Market Funds	17,030	24.6	16,980	21	
Property Fund	4,000	5.8	4,000	5	
Total treasury investments	69,113	100	79,593	100	
Treasury external borrowing					
PWLB	34,255	99.97	34,255	99.99	
Salix	9	0.03	4	0.01	
Total external borrowing	34,264	100	34,259	100	
Net treasury investments / (borrowing)		34,849		45,334	

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

		2024/25 Actual £m	2025/26 Forecast £m	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m
External Debt						
Debt at 1 April		34.3	34.3	34.3	34.3	34.3
Expected change in Debt		0.0	0.0	0.0	0.0	0.0
Other long-term liabilities (OLTL)		0.6	0.6	0.6	0.6	0.6
Expected change in OLTL		0.0	0.0	0.0	0.0	0.0
Actual gross debt at 31 March		34.9	34.9	34.9	34.9	34.9
The Capital Financing Requirement		72.9	79.1	95.2	106.4	104.9
Under / (over) borrowing		38.0	44.2	60.3	71.5	70.0

Within the range of prudential indicators there are several key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short-term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2025/26 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Corporate Director (Finance and Resources) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes account of current commitments, existing plans and the proposals in this budget report.

3.2 Treasury Indicators: Limits to Borrowing Activity

The Operational Boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational Boundary		2025/26 Limit £m	2025/26 Limit £m	2026/27 Limit £m	2027/28 Limit £m
General Debt including other long-term liabilities ⁽¹⁾		75	75	75	75
Loans		15	15	15	15
CIS		25	25	25	25
Total		115	115	115	115

⁽¹⁾This limit has been introduced to allow for assets that may be added to the balance sheet because of the new accounting standard IFRS16, this is not extra expenditure but a new accounting treatment for existing leased assets

The Authorised Limit for external debt. This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Full Council. It reflects the level of external debt which, while not desired, could be afforded in the short-term, but is not sustainable in the longer-term.

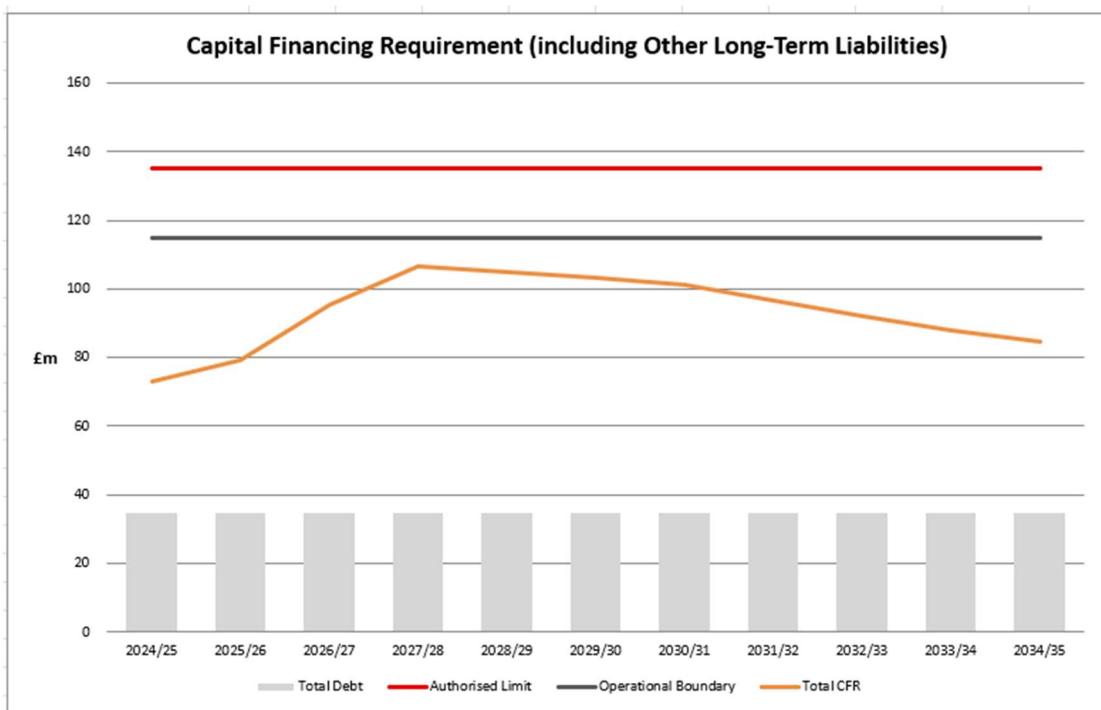
- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local council plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the following Authorised Limit:

Authorised Limit	2025/26 Limit £m	2025/26 Limit £m	2026/27 Limit £m	2027/28 Limit £m
General Debt including other long-term liabilities ⁽¹⁾	95	95	95	95
Loans	15	15	15	15
CIS	25	25	25	25
Total	135	135	135	135

⁽¹⁾This limit has been introduced to allow for assets that may be added to the balance sheet because of the new accounting standard IFRS16, this is not extra expenditure but a new accounting treatment for existing leased assets

Prudential Indicator Graph CFR and Authorised/Operational Limit

Capital Financing Requirement including leases												
	Actual	Est	Est	Est	Est	Est	Est	Est	Est	Est	Est	Est
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
GF CFR	72.9	79.1	95.2	106.5	104.9	103.2	101.1	96.6	92.2	88.1	84.7	
Total CFR	72.9	79.1	95.2	106.5	104.9	103.2	101.1	96.6	92.2	88.1	84.7	
External Borrowing	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3	34.3
Other long term liabilities	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Debt	34.8	34.8	34.8	34.8	34.8	34.8	34.8	34.8	34.8	34.8	34.8	34.8
Authorised Limit	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0	135.0
Operational Boundary	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0



3.3 Interest Rate Forecasts

The Council has appointed MUFG Corporate Markets as its treasury advisor and part of their service is to assist the Authority to formulate a view on interest rates. MUFG Corporate Markets provided the following forecasts on 22 December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 basis points.

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.20	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

Additional notes by MUFG Corporate Markets on this forecast table: -

- The last interest rate forecast update was undertaken on 11 August. Since then, a combination of tepid growth (0.2% quarter on quarter GDP for Q2 and 0.1% quarter on quarter GDP for Q3), falling inflation (currently CPI is 3.2%), and a November Budget that will place more pressure on the majority of households' income, has provided an opportunity for the Bank of England's Monetary Policy Committee to further reduce Bank Rate from 4% to 3.75% on 18 December.
- Surprisingly, to most market commentators, the recent steep fall in CPI inflation in one month from 3.6% to 3.2% did not persuade most "dissenters" from the November vote (Lombardelli, Greene, Mann and Pill) to switch to the rate-cutting side of the Committee. Instead, it was left to Bank Governor, Andrew Bailey, to use his deciding vote to force a rate cut through by the slimmest of margins, 5-4.
- Given the wafer-thin majority for a rate cut it was not unexpected to hear that although rates would continue on a "gradual downward path", suggesting a further rate cut or cuts in the offing, MPC members want to assess incoming evidence on labour market activity and wage growth. Indeed, with annual wage growth still over 4.5%, the MPC reiterated that the case for further rate cuts would be "a closer call", and Governor Bailey observed there is "limited space as Bank Rate approaches a neutral level".
- Accordingly, the MUFG Corporate Markets forecast has been revised to price in a rate cut in Q2 2026 to 3.5%, likely to take place in the wake of a significant fall in the CPI inflation reading from 3% in March to 2% in April (as forecast by Capital Economics), followed by a short lull through the summer whilst more data is garnered, and then a further rate cut to 3.25% in Q4.
- As in August, nonetheless, threats to that central scenario abound. What if wage increases remain stubbornly high. There are, after all, several

sectors of the domestic economy, including social care provision and the building/construction industries, where staff shortages remain severe. Moreover, by May 2026, following the local elections, we will have a better handle on whether or not the Starmer/Reeves team is going to see out the current Parliament or whether they face a Leadership challenge from within their own party. If so, how will gilt markets react to these variables...and will there be additional geo-political factors to also bake in, particularly the Fed's monetary policy decisions in 2026 and the ongoing battle to lower rates whilst inflation remains close to 3%.

- Accordingly, the updated central forecast is made with several hefty caveats. We are confident, as we have been for some time, that our forecast for Bank Rate and the 5-year PWLB Certainty Rate is robust, and we have marginally brought forward the timing of the next rate cut(s). But for the 10-, 25- and 50-years part of the curve, the level of gilt issuance, and the timing of its placement, will be integral to achieving a benign trading environment. That is not a "given", and additionally, the inflation outlook and political factors domestically and, crucially, in the US, are also likely to hold sway. Matters should be clearer by June in the UK, but the US mid-term elections are scheduled for November.
- The revised PWLB rate forecasts are based on the Certainty Rate (the standard rate minus 20 basis points) which has been accessible to most authorities since 1 November 2012.
- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are generally to the upsides. Our target borrowing rates are set two years forward (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB borrowing	Current borrowing rates as at 22.12.25 p.m. %	Target borrowing rate now (end of Q4 2027) %	Target borrowing rate previous (end of Q4 2027) %
5 years	4.81	4.10	4.20
10 years	5.39	4.70	4.70
25 years	6.01	5.30	5.30
50 years	5.78	5.10	5.10

Borrowing advice:

The long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.5%. As all PWLB certainty rates are still above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

3.4 Borrowing Strategy

One of the main functions of the treasury management service is the funding of the Council's capital plans. Capital plans provide a guide to the borrowing need of the Council and help ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short term loans or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The Council's main objective when borrowing money is to strike an appropriate balance between securing low interest costs and achieving cost certainty over the period for which funds are required. Given the significant cuts to public expenditure and, in particular, to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the long term stability of the debt portfolio.

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to gradually fall from their current levels. Although with increased capital expenditure in the next few years borrowing may be required.

Against this background and the risks within the economic forecast, caution will be adopted with the 2026/27 treasury operations. The Corporate Director (Finance and Resources) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances, if there were a requirement to borrow then;

- if it was felt that there was a significant risk of a sharp fall in borrowing rates, then borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

3.5 Policy on Borrowing in Advance of Need

The Council will not borrow more than or in advance of its needs purely in order to generate a surplus from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.6 Rescheduling

Rescheduling of current borrowing in the Council's debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to the Cabinet and Council at the earliest meeting following its action.

3.7 Source of Borrowing and Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years).

The Council's treasury advisors, MUFG Corporate Markets, will keep the Council informed as to the relative merits of each of these alternative funding sources.

3.8 Approved Sources of Long and Short-term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK Infrastructure Bank	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●
Local Temporary Borrowing	●	●
Local Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Finance Leases	●	●

4 ANNUAL INVESTMENT STRATEGY

4.1 Investment Policy – Management of Risk

The Ministry of Housing and Communities and Local Government (MHCLG) and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Investment Strategy.

The Council's investment policy has regard to the following: -

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
- CIPFA Treasury Management Guidance Notes 2021

The Council's investment priorities will be security first, portfolio liquidity second and then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with regard to the Council's risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider "laddering" (staggered maturity dates to allow for reinvestment, potentially at a higher rate if rates are moving upwards) investments for periods up to 6 months with high credit rated financial institutions, whilst investment rates remain elevated, as well as wider range fund options.

The above guidance from the MHCLG and CIPFA places a high priority on the management of risk. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short-term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order

to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This Council has defined the list of **types** of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 5.4 under the categories of 'specified' and 'non-specified' investments.

Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity, if, originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.

Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.

5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of £10m.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2. Although lower limits may be applied in times of market stress.
7. Limits for investments are set in paragraph 4.2.
8. This Council will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This Council has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change to accounting standard IFRS 9, in November 2018, the MHCLG, concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31.3.23. More recently, a further extension to the over-ride to 31.3.29 has been agreed by Government, but only for investments made prior to 1st April 2024. This override

applies to the CCLA Property Fund, when the override ends any movement in the funds value will be a charge to the general fund.

However, this Council will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

Changes in risk management policy from last year.

No major policy changes, for reference limit changes below were made to the **2025/26** strategy.

The local authority counterparty limit has been increased to £20m from £4m, in order to make more use of the local authority lending market especially towards year end.

4.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by the MUFG Corporate Markets (Link). This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays: -

1. "watches" and "outlooks" from credit rating agencies;
2. CDS spreads that may give early warning of changes in credit ratings;
3. sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, and any assigned Watches and Outlooks, in a weighted scoring system which is then combined with an overlay of CDS spreads. The end-product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will, therefore, use counterparties within the following durational bands;

- Yellow 5 years *
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The MUFG Corporate Markets (Link) creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically, the minimum credit ratings criteria the Council uses will be a short-term rating (Fitch or equivalents) of F1 and a long-term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances, consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored as updates are received and taken into account for future investing. The Council is alerted to changes to ratings of all three agencies through its use of the MUFG Corporate Markets (Link) creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in Credit Default Swap spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by MUFG Corporate Markets (Link). Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition, this Council will also use market data and market information, as well as information on any external support for banks to help support its decision-making process.

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

	Colour (and long-term rating where applicable)	Monetary Limit	Time limit
Banks⁽¹⁾	Yellow	£4m	5 years
Banks	Purple	£4m	2 years
Banks	Orange	£4m	1 year
Banks – part nationalised	Blue	£4m	1 year
Banks	Red	£4m	6 months
Banks	Green	£4m	100 days
Banks	No Colour	Not to be used	
Council's banker (if "No Colour")	No Colour	£4m	1 day
Building Societies	Orange	£1m	1 Year
DMADF	UK sovereign rating	Unlimited	5 Years DMO limit is currently 6 months
Other Government Entities	UK sovereign rating	£5m	5 Years
Local authorities	n/a	£20m	1 year
Housing associations	Colour bands	£1m	As per colour band up to 1 year
	Fund rating ⁽²⁾	Monetary Limit	Time Limit
Money Market Funds CNAV	AAA	£5m	liquid
Money Market Funds LVNAV	AAA	£5m	liquid
Money Market Funds VNAV	AAA	£5m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink / AAA	£2m	liquid
Ultra-Short Dated Bond Funds with a credit score of 1.50	Light Pink / AAA	£2m	liquid

⁽¹⁾ Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt – see appendix 5.4.

⁽²⁾ Please note: "fund" ratings are different to individual counterparty ratings (i.e. the counterparties the funds are invested with), coming under either specific "MMF" or "Bond Fund" rating criteria.

Creditworthiness.

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Council will not set a minimum rating for the UK.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. MUFG Corporate Markets (Link) monitor CDS prices as part of their creditworthiness service to local authorities and the Council has access to this information via its MUFG Corporate Markets (Link)-provided Passport portal.

4.3 Limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- a. Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being £10m of the total treasury management investment portfolio.
- b. Country limit.** The Council has determined that it will only use approved counterparties from the UK, and from countries with a **minimum sovereign credit rating of AA- from fitch or equivalent**. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5.5. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

Other limits. In addition: -

- no more than £2m will be placed with any non-UK country at any time (this applies to direct investments - MMFs may have exposure in excess of this)
- limits in place above will apply to a group of companies/institutions
- sector limits will be monitored regularly for appropriateness

4.4 Investment Strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods.

Accordingly, while most cash balances are required to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer-term investments will be carefully assessed.

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Council is asked to approve the following treasury indicator and limit: -

Upper limit for principal sums invested for longer than 365 days			
£m	2026/27	2027/28	2028/29
Principal sums invested for longer than 365 days	10.0	9.0	8.0
Current investments as at 31/12/2025 in excess of 1 year maturing in each year	4.0	4.0	4.0

4.5 Investment Performance and Risk Benchmarking

Through the normal reporting cycle the following indicators will be reported:

- Portfolio risk score
- Average credit rating
- Weighted average maturity
- Interest rate risk
- Rate of return

Security – The target for average credit rating is A-. This is the value weighted average credit rating of the investment portfolio.

Liquidity – The target is £20m of cash available for unexpected payments, over a 3 month rolling period.

Interest rate risk – The upper limit on the 1 year revenue impact of a 1% rise or fall in interest rates. The target is £500,000.

4.6 End of Year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

5. Annexes

1. Capital prudential and treasury indicators
2. Interest rate forecasts
3. Economic background
4. Treasury management practice 1 – credit and counterparty risk management
5. Approved countries for investments
6. Treasury management scheme of delegation
7. The treasury management role of the section 151 officer
8. Glossary

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2025/26 – 2027/28

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

5.1.1 Capital Expenditure

Capital expenditure	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Property, Plant and Equipment	4,003	15,412	18,598	17,105	6,922
Investment Property	70	1,192	700	0	0
Intangible Assets	72	30	104	70	30
REFCUS	11,171	7,314	8,785	1,600	1,600
Infrastructure Assets	0	0	550	0	0
Community Assets	667	0	720	500	0
Loans	0	100	0	0	0
Assets Under Construction	868	0	0	0	0
Total	16,851	24,048	29,457	19,275	8,552

⁽¹⁾REFCUS is Revenue Expenditure Financed from Capital Under Statute, this would include DFGs and other grants given.

5.1.2 Affordability Prudential Indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators: -

Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligations, net of investment income), against net revenue stream.

	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Net Revenue Stream	26,058	27,373	27,715	27,316	28,284
Financing Costs	3,795	3,833	4,322	4,915	5,087
Total	15%	14%	16%	18%	18%

The estimates of financing costs include current commitments and the proposals in this budget report.

5.1.3 Maturity Structure of Borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits: -

Maturity structure of fixed interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	80%
12 months to 2 years	0%	80%
2 years to 5 years	0%	80%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

Maturity structure of variable interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	80%
12 months to 2 years	0%	80%
2 years to 5 years	0%	80%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

5.1.4. Control of Interest Rate Exposure

Please see paragraphs 3.3, 3.4 and 4.4.

5.2 INTEREST RATE FORECASTS 2025-2028

MUFG Corporate Markets Interest Rate View 11.08.25		Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
BANK RATE		4.00	4.00	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings		4.00	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings		4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40
12 month ave earnings		4.00	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60
5 yr PWLB		4.80	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10
10 yr PWLB		5.30	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60
25 yr PWLB		6.10	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20
50 yr PWLB		5.80	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00

PWLB forecasts are based on PWLB certainty rates.

5.3 ECONOMIC BACKGROUND (MUFG Corporate Markets review)

- The first half of 2025/26 saw:
- A 0.3% pick up in GDP for the period April to June 2025. More recently, the economy flatlined in July, with higher taxes for businesses restraining growth, but picked up to 0.1% month on month in August before falling back by 0.1% month on month in September.
- The 3month/year on year rate of average earnings growth excluding bonuses has fallen from 5.5% to 4.6% in September.
- CPI inflation has ebbed and flowed but finished September at 3.8%, whilst core inflation eased to 3.5%.
- The Bank of England cut interest rates from 4.50% to 4.25% in May, and then to 4% in August.
- The 10-year gilt yield fluctuated between 4.4% and 4.8%, ending the half year at 4.70% (before falling back to 4.43% in early November).
- From a GDP perspective, the financial year got off to a bumpy start with the 0.3% month on month fall in real GDP in April as front-running of US tariffs in Q1 (when GDP grew 0.7% on the quarter) weighed on activity. Despite the underlying reasons for the drop, it was still the first fall since October 2024 and the largest fall since October 2023. However, the economy surprised to the upside in May and June so that quarterly growth ended up 0.3% quarter on quarter (subsequently revised down to 0.2% quarter on quarter). Nonetheless, the 0.0% month on month change in real GDP in July, followed by a 0.1% month on month increase in August and a 0.1% decrease in September will have caused some concern. GDP growth for 2025 to 2028 is currently forecast by the Office of Budget Responsibility to be in the region of 1.5%.
- The composite Purchasing Manager Index (PMI) for the UK increased to 52.2 in October. The manufacturing PMI output balance improved to just below 50 but it is the services sector (52.2) that continues to drive the economy forward. Nonetheless, the PMIs suggest tepid growth is the best that can be expected in the second half of 2025 and the start of 2026. Indeed, on 13 November we heard that GDP for July to September was 0.1% quarter on quarter.
- Retail sales volumes, the 1.5% year-on-year rise in September, accelerating from a 0.7% increase in August, marked the highest gain since April. On a monthly basis, retail sales volumes rose 0.5%, defying forecasts of a 0.2% fall, following an upwardly revised 0.6% gain in August. Household spending remains surprisingly resilient, but the headwinds are gathering.
- Prior to the November budget the public finances position looked weak. The £20.2 billion borrowed in September was slightly above the £20.1 billion forecast by the OBR. For the year to date, the £99.8 billion borrowed is the second highest for the April to September period since records began in 1993, surpassed only by borrowing during the COVID-19 pandemic. The main drivers of the increased borrowing were higher debt interest costs, rising government running costs, and increased inflation-linked benefit payments, which outweighed the rise in tax and National Insurance contributions.

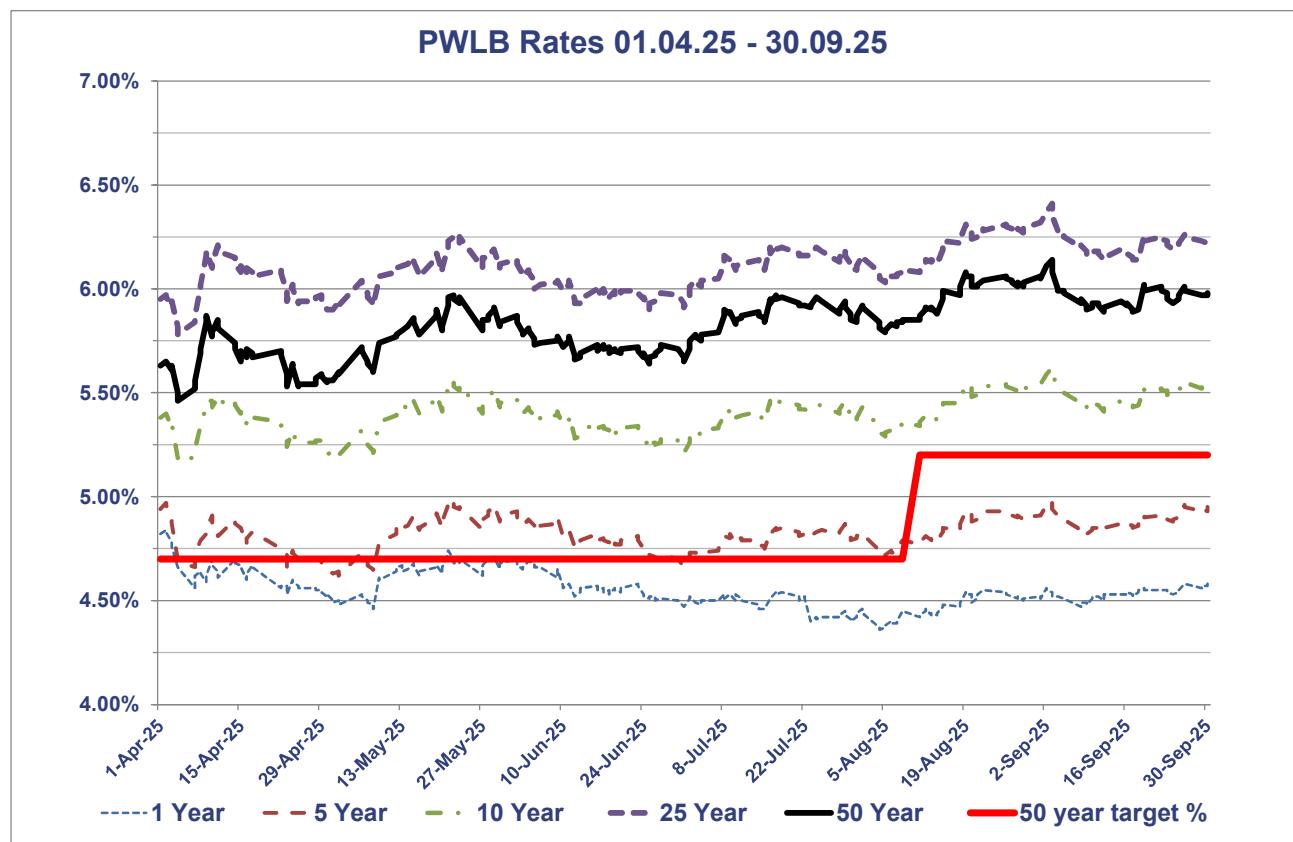
- Following the 26 November Budget, the Office for Budget Responsibility (OBR) calculated the net tightening in fiscal policy as £11.7bn (0.3% of GDP) in 2029/30, smaller than the consensus forecast of £25bn. It did downgrade productivity growth by 0.3%, from 1.3% to 1.0%, but a lot of that influence was offset by upgrades to its near-term wage and inflation forecasts. Accordingly, the OBR judged the Chancellor was going to achieve her objectives with £4.2bn to spare. The Chancellor then chose to expand that headroom to £21.7bn, up from £9.9bn previously.
- Moreover, the Chancellor also chose to raise spending by a net £11.3bn in 2029/30. To pay for that and the increase in her headroom, she raised taxes by £26.1bn in 2029/30. The biggest revenue-raisers were the freeze in income tax thresholds from 2028/29 (+£7.8bn) and the rise in NICs on salary-sacrifice pension contributions (+£4.8bn). The increase in council tax for properties worth more than £2.0m will generate £0.4bn.
- The weakening in the jobs market looked clear in the spring. May's 109,000 month on month fall in the PAYE measure of employment was the largest decline (barring the pandemic) since the data began and the seventh in as many months. The monthly change was revised lower in five of the previous seven months too, with April's 33,000 fall revised down to a 55,000 drop. More recently, however, the monthly change was revised higher in seven of the previous nine months by a total of 22,000. So instead of falling by 165,000 in total since October, payroll employment is now thought to have declined by a smaller 153,000. Even so, payroll employment has still fallen in nine of the ten months since the Chancellor announced the rises in National Insurance Contributions (NICs) for employers and the minimum wage in the October 2024 Budget. The number of job vacancies in the three months to November 2025 stood at 729,000 (the peak was 1.3 million in spring 2022). All this suggests the labour market continues to loosen, albeit at a slow pace.
- A looser labour market is driving softer wage pressures. The 3 month/year on year rate of average earnings growth excluding bonuses has fallen from 5.5% in April to 4.6% in September (still at that level in November). The rate for the private sector has slipped just below 4% as the year end approaches.
- CPI inflation remained at 3.8% in September but dropped to 3.2% by November. Core inflation also fell to 3.2% by November while services inflation fell to 4.4%. Nonetheless, a further loosening in the labour market and weaker wage growth may be a requisite to UK inflation coming in below 2.0% by 2027.
- An ever-present issue throughout recent months has been the pressure being exerted on medium and longer dated gilt yields. The yield on the 10-year gilt moved sideways in the second quarter of 2025, rising from 4.4% in early April to 4.8% in mid-April following wider global bond market volatility stemming from the "Liberation Day" tariff announcement, and then easing back as trade tensions began to de-escalate. By the end of April, the 10-year gilt yield had returned to 4.4%. In May, concerns about stickier inflation and shifting expectations about the path for interest rates led to another rise, with the 10-year gilt yield fluctuating between 4.6% and 4.75% for most of May. Thereafter, as trade tensions continued to ease and markets

increasingly began to price in looser monetary policy, the 10-year yield edged lower, and ended June at 4.50%.

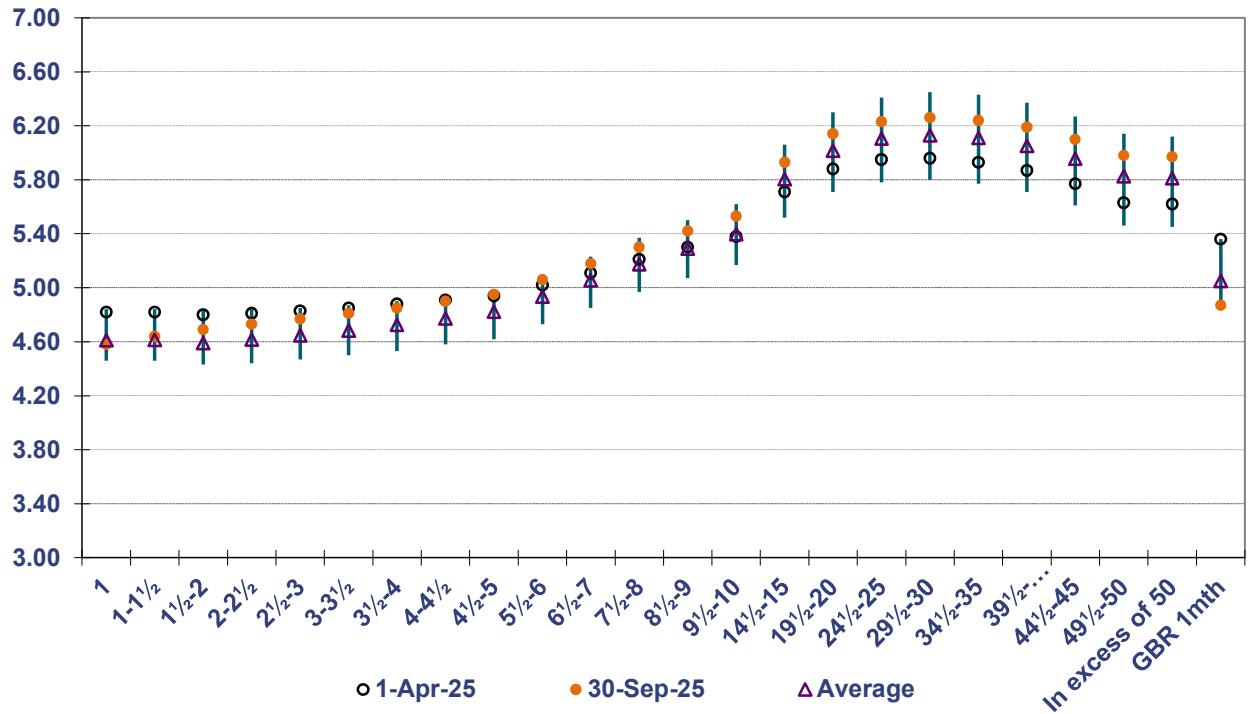
- More recently, the yield on the 10-year gilt rose from 4.46% to 4.60% in early July as rolled-back spending cuts and uncertainty over Chancellor Reeves' future raised fiscal concerns. Although the spike proved short lived, it highlighted the UK's fragile fiscal position. In an era of high debt, high interest rates and low GDP growth, the markets are now more sensitive to fiscal risks than before the pandemic. During August, long-dated gilts underwent a particularly pronounced sell-off, climbing 22 basis points and reaching a 27-year high of 5.6% by the end of the month. While yields have since eased back, the market sell-off was driven by investor concerns over growing supply-demand imbalances, stemming from unease over the lack of fiscal consolidation and reduced demand from traditional long-dated bond purchasers like pension funds. For 10-year gilts, by late September, sticky inflation, resilient activity data and a hawkish Bank of England kept yields elevated over 4.70% although by late December had fallen back again to a little over 4.50%.
- The FTSE 100 fell sharply following the "Liberation Day" tariff announcement, dropping by more than 10% in the first week of April - from 8,634 on 1 April to 7,702 on 7 April. However, the de-escalation of the trade war coupled with strong corporate earnings led to a rapid rebound starting in late April. As a result, the FTSE 100 ended June at 8,761, around 2% higher than its value at the end of March and more than 7% above its level at the start of 2025. Since then, the FTSE 100 has enjoyed a further 4% rise in July, its strongest monthly gain since January and outperforming the S&P 500. Strong corporate earnings and progress in trade talks (US-EU, UK-India) lifted share prices and the index hit a record 9,321 in mid-August, driven by hopes of peace in Ukraine and dovish signals from Fed Chair Powell. September proved more volatile and the FTSE 100 closed September at 9,350, 7% higher than at the end of Q1 and 14% higher since the start of 2025. Future performance will likely be impacted by the extent to which investors' global risk appetite remains intact, Fed rate cuts, resilience in the US economy, and AI optimism. A weaker pound will also boost the index as it inflates overseas earnings. In early November, the FTSE100 climbed to a record high just above 9,900. By late December, the index had clung on to most of those gains standing at 9,870 on 23 December.

- **MPC meetings: 8 May, 19 June, 7 August, 18 September, 6 November, 22 December 2025**
- There were six Monetary Policy Committee (MPC) meetings held between April and December. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening labour market conditions. The other six members were more cautious, as they highlighted the need to monitor for "signs of weak demand", "supply-side constraints" and higher "inflation expectations", mainly from rising food prices. By repeating the well-used phrase "gradual and careful", the MPC continued to suggest that rates would be reduced further.
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was "finely balanced" and reiterating that future rate cuts would be undertaken "gradually and carefully". Ultimately, Governor Bailey was the casting vote for a rate cut but with the CPI measure of inflation expected to reach at least 4% later this year, the MPC was wary of making any further rate cuts until inflation begins its slow downwards trajectory back towards 2%.
- With wages still rising by just below 5%, it was no surprise that the September meeting saw the MPC vote 7-2 for keeping rates at 4% (Dhingra and Taylor voted for a further 25bps reduction). Moreover, the Bank also took the opportunity to announce that they would only shrink its balance sheet by £70bn over the next 12 months, rather than £100bn. The repetition of the phrase that "a gradual and careful" approach to rate cuts is appropriate suggested the Bank still thought interest rates will fall further.
- At the 6 November meeting, Governor Bailey was once again the deciding vote, keeping Bank Rate at 4% but hinting strongly that a further rate cut was imminent if data supported such a move. By 22 December, with November CPI inflation having fallen to 3.2%, and with Q2 GDP revised down from 0.3% q/q to only 0.2% q/q, and Q3 GDP stalling at 0.1%, the MPC voted by 5-4 to cut rates further to 3.75%. However, Governor Bailey made it clear that any further reductions would require strong supporting data, and the pace of any further decreases would be slow compared to recent months. The markets expect Bank Rate to next be cut in April.

PWLB RATES 01.04.25 - 30.09.25



PWLB Certainty Rate Variations 01.04.25 to 30.09.25



HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 30.09.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
30/09/2025	4.58%	4.95%	5.53%	6.23%	5.98%
Low	4.36%	4.62%	5.17%	5.78%	5.46%
Low date	04/08/2025	02/05/2025	02/05/2025	04/04/2025	04/04/2025
High	4.84%	4.99%	5.62%	6.41%	6.14%
High date	02/04/2025	21/05/2025	03/09/2025	03/09/2025	03/09/2025
Average	4.55%	4.82%	5.40%	6.11%	5.83%
Spread	0.48%	0.37%	0.45%	0.63%	0.68%

5.4 TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of £10m will be held in aggregate in non-specified investment.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made, it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified Investments	Minimum credit criteria / colour band	£ limit per institution	Maximum maturity period
DMADF – UK Government	Yellow	Unlimited	5 Years (6 months max. is set by the DMO ⁽¹⁾ currently)
UK Gilts	Yellow	£2m	1 year
UK Treasury Bills	Yellow	£2m	364 days (max. is set by the DMO*)
Bonds issued by multilateral development banks	Yellow	£2m	1 year
Money Market Funds CNAV	AAA	£5m	Liquid
Money Market Funds LNAV	AAA	£5m	Liquid
Money Market Funds VNAV	AAA	£5m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.25	Dark Pink/AAA	£2m	Liquid
Ultra-Short Dated Bond Funds with a credit score of 1.5	Light Pink/AAA	£2m	Liquid
Local Authorities	Yellow	£20m	1 year
Term Deposits with Housing Associations	Blue Orange Red Green No Colour	£1m	12 months 12 months 6 months 100 days Not for use
Term Deposits with Banks	Blue Orange Red Green No Colour	£4m	12 months 12 months 6 months 100 days Not for use
Term Deposits Building Societies	Orange Red Green No Colour	£1m	12 months 6 months 100 days Not for use
CDs or Corporate Bonds with Banks and Building Societies	Blue Orange Red Green No Colour	£4m	12 months 12 months 6 months 100 days Not for use
Collective Investment Schemes structured as Open-Ended Investment Companies (OEICs)			
Gilt Funds	UK sovereign rating	£2m	1 Year

⁽¹⁾ DMO – is the Debt Management Office of HM Treasury

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

Non-Specified Investments	Minimum Credit Criteria	£ Limit per institution	Max. maturity period
Maturities of any period			
Property Funds - the use of these investments may constitute capital expenditure, if this is the case the investment will be an application of capital resources	Yellow	£5m	Based on cash flow modelling
Maturities in excess of 1 year			
Term Deposits – local authorities	Purple	£4m	2 years
Term Deposits – banks	Purple	£4m	2 years
Term Deposits - building societies	Purple	£1m	2 years
UK Gilts	Yellow	£2m	2 years

Environmental, Social & Governance (ESG) Considerations

General Approach

The council recognises that Environmental, Social and Governance issues can have a significant impact on investment products. The council therefore will seek to be a responsible investor and consider ESG risks as part of normal treasury activity.

For treasury management Governance element of ESG is the of primary consideration. However the council will continue to comply with regulations and guidance that prioritises security, liquidity and yield (SLY) before other investment considerations.

In general ESG considerations are better developed in equity and bond markets than for short-term cash deposits, and even in these markets there is a diversity of approaches to ESG classification and analysis. This means that a consistent and well developed approach to ESG for public service organisations is currently difficult, even if local authorities are investing in those markets, which this council is not.

ESG and Socially Responsible Investing

ESG based investing is different to Socially Responsible Investing (SRI). A SRI approach is usually directed at excluding certain types of investment based on an investor view e.g. to exclude gas or oil extraction companies from investments. The ESG approach would be to understand what ESG risks there are with a counterparty and to try to influence that

counterparty to change its business approach, increasingly taking account of ESG factors. Clearly for an investor the size of the council this is not going to be possible, but for some larger investors this may be. As a result of this pressure from larger investors, over time more appropriately sized ESG investments may become available to the council.

Credit Considerations

The three main credit agencies (Fitch, Moody's, Standard and Poor's), as used by the council when assessing counterparties, incorporate ESG factors into their credit ratings, and as a result ESG factors are taken into account when investing. The council may use other financial information relating to ESG factors if available to assess investments, but SLY considerations will take precedent. The balance of portfolio, and counterparty exposure will also need to be taken account of, to ensure that investments remain within the limits set in the Treasury Management Strategy.

Money Market Funds

The council makes significant investments with money market funds (MMFs) which are well rated and offer good returns, but the council is a passive investor in these funds. In general these funds will hold investments in institutions of varying ESG quality, in order that the fund can meet its return and security targets. This means that whilst the council invests in MMFs, it does not signify that the council approves of all the counterparty's ESG related practices. There are a limited number of MMFs that provide ESG investing, the council currently operates one ESG fund, HSBC ESG MMF.

ESG Credentials

The institutions that the council uses for investing and banking are signed up to the UN Principles for Responsible Banking and Investments.

The Future

The Council's treasury advisors, MUFG Corporate Markets (Link), also continue to look at ways in which ESG factors can be incorporated into their creditworthiness assessment service for counterparties, and they have advised clients that they will review the options and will update clients as progress is made. The current focus for investing is on the governance segment of ESG as good governance is suggestive of good financial processes and controls, and therefore a good investment prospect.

5.5 APPROVED COUNTRIES FOR INVESTMENTS

This list is based on those countries which have sovereign ratings of AA- or higher, (the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the MUFG Corporate Markets (Link) creditworthiness service.

This list is for direct investments, it is possible money market funds may be partly invested in countries outside this list as part of their strategy to spread risk, across many counterparties.

Based on lowest available rating (as at 23rd December 2025)

AAA

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- U.S.A.

AA

- Abu Dhabi (UAE)
- Finland
- Qatar

AA-

- U.K.

A+

- Belgium
- France

5.6 TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.
- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

(ii) Overview and Scrutiny Panel (Performance and Growth)

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

(iii) Cabinet

- receiving and reviewing regular monitoring reports and acting on recommendations;

5.7 THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a Capital Strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe.
- ensuring that the Capital Strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money.
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council.

- ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing.
- ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources.
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities.
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees.
- ensuring that members are adequately informed and understand the risk exposures taken on by the Council.
- ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above.
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (TM Code p54): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
 - *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
 - *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

5.8 GLOSSARY

Bail in Risk

Bail in risk arises from the failure of a bank. Bondholders or investors in the bank would be expected to suffer losses on their investments, as opposed to the bank being bailed out by government.

Bank Equity Buffer

The mandatory capital that financial institutions are required to hold, in order to provide a cushion against financial downturns, to ensure the institution can continue to meet its liquidity requirements.

Bank Rate

The official interest rate of the Bank of England, this rate is charged by the bank on loans to commercial banks.

Bank Stress Tests

Tests carried out by the European Central Bank on 51 banks across the EU. The tests put banks under a number of scenarios and analyse how the bank's capital holds up under each of the scenarios. The scenarios include a sharp rise in bond yields, a low growth environment, rising debt, and adverse action in the unregulated financial sector.

Basis Point

1/100th of 1% i.e. 0.01%. 10 basis points is 0.1%.

Bonds

A bond is a form of loan, the holder of the bond is entitled to a fixed rate of interest (coupon) at fixed intervals. The bond has a fixed life and can be traded.

Call Account

A bank account that offers a rate of return and the funds are available to withdraw on a daily basis.

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically but has yet to be financed; for example capital receipts or grants funding. The current CFR balance is therefore financed by external borrowing, and internal borrowing (i.e. use of working capital on the balance sheet – creditors, cash etc).

Capital Receipts

Funds received when an asset is sold. This can be used to fund new capital expenditure.

Certificate of Deposit

Evidence of a deposit with a financial institution repayable on a fixed date. They are negotiable instruments, and have a secondary market, and can be sold before maturity.

Collar (Money Market Fund)

The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00. This is achieved by the fund using amortised cost for valuation

purposes, subject to the variation against the marked-to-market NAV being no greater than 20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

Constant Net Asset Value (CNAV)

Constant Net Asset Value refers to funds which use amortised cost accounting to value all of their assets. They aim to maintain a Net Asset Value (NAV), or value of a share of the fund at £1 and calculate their price to 2 decimal places.

Counterparty

Another organisation with which the Council has entered into a financial transaction with, for example, invested with or borrowed from. There will be an exposure of risk with a counterparty.

Credit Default Swaps (CDS)

A financial agreement that the seller of the CDS will compensate the buyer in the event of a loan default. The seller insures the buyer against a loan defaulting.

Credit Ratings

A credit rating is the evaluation of a credit risk of a debtor and predicting their ability to pay back the debt. The rating represents an evaluation of a credit rating agency of the qualitative and quantitative information, this result in a score, denoted usually by the letters A to D and including +/-.

DMADF

The Debt Management Account Deposit Facility. This is run by the UK's Debt Management Office and provides investors with the ability to invest with UK central government.

ECB

The European Central Bank, one of the institutions that makes up the EU. Its main function is to maintain price stability across the Eurozone.

ESG

Environmental, society, and governance investing, makes reference to a set of standards for an organisation's behaviour, which can be used by a socially aware investor to make investment decisions. Environmental factors include how an organisation safeguards the environment, social criteria look at how the organisation manages its relationships with the community, employees, suppliers, and customers, and governance deals with leadership, internal controls and audits.

Federal Reserve (Fed)

The central bank of the United States.

FOMC (Federal Open Market Committee)

The committee within the US Federal Reserve that makes decisions about interest rates, and the US money supply.

Forward Deal

The act of agreeing today to deposit/loan funds for an agreed time limit at an agreed date and rate.

GDP (Gross Domestic Product)

The total value of all final goods and services produced and sold in a year by a country.

Gilts

Bonds issued by the Government in Sterling.

Link Group

The council's treasury advisors, who took over from Arlingclose in March 2023. Now called MUFG Corporate Markets.

Liquidity

The degree to which an asset can be bought or sold quickly.

LVNAV Money Market Fund

Low volatility net asset value. The fund will have at least 10% of its assets maturing on a daily basis and at least 30% of assets maturing on a weekly basis.

MiFID

Markets in Financial Instruments Directive, is a regulation that increases the transparency across the EU's financial markets and standardises the regulatory disclosures required. In force since 2008.

Minimum Revenue Provision (MRP)

An amount set aside annually from revenue to repay external debt.

Monetary Policy Committee (MPC)

A committee of the Bank of England that meets to decide on the UK interest rate.

Monetary Policy

A policy adopted by government to affect monetary and financial conditions in the economy.

Money Market Funds

An open-ended mutual fund that invests in short-term debt securities. A deposit will earn a rate of interest, whilst maintaining the net asset value of the investment. Deposits are generally available for withdrawal on the day.

MUFG Corporate Markets

The council's treasury advisors, were called Link Group.

Office of Budget Responsibility (OBR)

An independent public sector body that provides independent forecasts.

Passive Investor

An investor that does not usually or frequently buy individual stocks, and does not individually pick investments to beat the market. Holdings are usually long term. This contrasts with an active investor.

Prudential Code

The CIPFA code of practice which ensures local authorities spending plans are affordable, prudent and sustainable.

Public Works Loans Board (PWLB)

The PWLB is an agency of the Treasury, it lends to public bodies at fixed rates for periods up to 50 years. Interest rates are determined by gilt yields.

Purchasing Managers Index

Economic indicators derived from monthly surveys of private sector companies.

REFCUS

Revenue Expenditure Funded from Capital Under Statute. Expenditure which would normally be considered revenue expenditure, but has been statutorily defined as capital expenditure, including the giving of a loan, grant or other financial assistance to any person, whether for use by that person or by a third party, towards expenditure which would, if incurred by the authority, be capital expenditure. Or expenditure incurred on the acquisition, production or construction of assets for use by, or disposal to, a person other than the local authority which would be capital expenditure if those assets were acquired, produced or constructed for use by the local authority.

Reserves

The accumulation of past revenue surpluses and contributions, which can be used to meet future expenditure. The reserves can be general reserves, or earmarked for a specific purpose.

Security, Liquidity, Yield (SLY)

The factors taken into account when investing and are prioritised in the order.

SONIA

Sterling overnight index average interest rate. On each London business day, SONIA is measured as the trimmed mean, rounded to four decimal places, of interest rates paid on eligible sterling denominated deposit transactions.

Transactional Banking

Use of a bank for day-to-day banking requirement, e.g. provision of current accounts, deposit accounts and on-line banking.

UN Principles for Responsible Banking

Are a unique framework for ensuring that signatory banks' strategy and practice align with the vision society has set out for its future in the Sustainable Development Goals and the Paris Climate Agreement.

The framework consists of 6 Principles designed to bring purpose, vision and ambition to sustainable finance. They were created in 2019 through a partnership between founding banks and the United Nations. Signatory banks commit to embedding these 6 principles across all business areas, at the strategic, portfolio and transactional levels.

- Principle 1: Alignment, align business strategy with individual's goals as expressed in the sustainable development goals, the Paris Climate Agreement and national and regional frameworks.
- Principle 2: Impact and Target Setting, increase positive impacts and reduce negative impacts on, and managing the risks to people and environment.
- Principle 3: Clients and Customers, work with clients and customers to encourage sustainable practices and enable economic activities that create shared prosperity.
- Principle 4: Stakeholders, engage with stakeholders to achieve society's goals.
- Principle 5: Governance and Culture, implement the commitment to these principles through effective governance.
- Principle 6: Transparency and Accountability, periodic review of the implementation of these principles, and be transparent about and accountable for the positive and negative impacts, and the contribution to society's goals.

A 3-step process guides signatories through implementing their commitment:

1. Impact Analysis: identifying the most significant impacts of products and services on the societies, economies and environments that the bank operates in.
2. Target Setting: setting and achieving measurable targets in a banks' areas of most significant impact.
3. Reporting: publicly report on progress on implementing the Principles, being transparent about impacts and contributions.

UN Principles for Responsible Investments

The 6 principles for responsible investments offer possible actions for incorporating ESG issues into investment practice.

The principles that the signatories sign up to are;

- **Principle 1:** We will incorporate ESG issues into investment analysis and decision-making processes.
- **Principle 2:** We will be active owners and incorporate ESG issues into our ownership policies and practices.
- **Principle 3:** We will seek appropriate disclosure on ESG issues by the entities in which we invest.
- **Principle 4:** We will promote acceptance and implementation of the Principles within the investment industry.
- **Principle 5:** We will work together to enhance our effectiveness in implementing the Principles.
- **Principle 6:** We will each report on our activities and progress towards implementing the Principles.

The Principles for Responsible Investment were developed by an international group of institutional investors reflecting the increasing relevance of environmental, social and corporate governance issues to investment practices. The process was convened by the United Nations Secretary-General.

Appendix 2a

Capital Strategy 2026/27

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1.0 Introduction

1.1 Introduction

The Capital Strategy is a key policy document for the Council and provides guidance on the Capital Programme and the use of Capital Resources and the Asset Management Plans. The strategy reflect links to other Council plans such as the Commercial Investment Strategy. It provides a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

Decisions made this year on capital and treasury management will have financial consequences for the Council for many years into the future. They are therefore subject to both a national regulatory framework (Prudential Code 2018) and to local policy framework, summarised in this report and is required to be approved by Full Council. The objectives of the Capital Strategy are to :-

- Provide an overview of the governance process for approval and monitoring of capital expenditure,
- Provide a longer term view of capital expenditure plans,
- Provide an overview of asset management planning,
- Provide expectations around debt and use of internal borrowing to support capital expenditure,
- Define the authority's approach to commercial activities including due diligence and risk appetite,

2.0 Capital Expenditure and Financing

2.1 Capital Expenditure

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies (REFCUS), and loans and grants to other bodies enabling them to buy assets. For details of the Council's policy on capitalisation, see the Council's Code of Financial Management and accounting policies.

Capital expenditure is to be incurred in line with Financial Procedure Rules.

In 2026/27, the Council is planning capital expenditure of £29.2m, and for future years is summarised below:

Prudential Indicator Capital Expenditure Actual/Estimate	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
General Fund	16,851	24,048	29,457	19,275	8,552
Total	16,851	24,048	29,457	19,275	8,552

⁽¹⁾ Q2 forecast

The main capital projects in 2026/27 include Huntingdon Health and Sport Hub £9m, Vehicle Replacements £2.4m, One Leisure St Ives Pitch £1.4m, Hinchingbrooke Country Park Enhanced Scheme £1.4m, Eastfield House Power Upgrade £0.6m and Additional Waste Rounds £0.6m.

Some projects within the proposed capital programme may be eligible for external funding from organisations such as Sport England, the National Lottery, or government departments including the Department for Culture, Media and Sport. Other projects could benefit from the proposed new approach to using the Community Infrastructure Levy (CIL) to support capital infrastructure investment. Securing additional funding from these sources would reduce the level of borrowing required by the Council, thereby lowering the Capital Financing Requirement (CFR) and, in turn, reducing the associated revenue costs of borrowing.

In addition to the proposed capital programme outlined above, Cabinet has approved the next stage of a regeneration project with Capital and Centrica (C&C) focused on sites within our Market Towns. C&C are experienced property developers with a strong track record of delivering innovative, high quality new developments.

This project will see the delivery of over 300 homes and additional commercial space in our area. This in turn will lead to an increase in the number of residents and businesses in our area from which the Council can generate additional Council Tax and Business Rate income that can be reinvested in local services.

The project requires short term financing from the Council for which a specific earmarked reserve of £2m has been set aside.

2.2 Governance

Service managers bid annually through the “New Ideas” programme and the capital bidding process, to include new projects in the Council’s capital programme. Continuation of replacement schemes such as fleet replacement, or IT hardware/software are considered for inclusion by the s151 Officer. Schemes where external funding is available or a return on investment is made, will be considered more favourably.

Major capital projects will be monitored through its lifecycle by the Treasury & Capital Management Group.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing and leasing). The planned financing of the above expenditure is as follows:

Capital Financing	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
External sources	12,908	14,862	9,936	4,001	4,001
Own resources	3,360	2,961	50	50	2,009
Internal Borrowing/Debt	514	6,225	19,471	15,224	2,542
Total	16,851	24,048	29,457	19,275	8,552

⁽¹⁾ Q2 forecast

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). Alternatively, proceeds from selling capital assets (capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Replacement of prior years' debt finance	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
MRP	2,824	2,861	3,350	3,943	4,115

⁽¹⁾ Q2 forecast

To reduce the Council's reliance on debt and the associated high financing costs, Finance and Planning have submitted a separate report detailing Stage 2 of the Council's Community Infrastructure Levy (CIL) Governance Review. This builds on the Statement of Intent agreed in June 2024. The report recommends a more flexible use of CIL to support Council capital programme projects, enabling CIL to be applied to eligible Council-led schemes. This would reduce reliance on borrowing and reserves, improve long-term financial sustainability, and allow for forward funding where appropriate. Overall, the approach seeks to maximise the benefit of CIL for Huntingdonshire while ensuring the efficient and prudent use of Council reserves.

The Council's full minimum revenue provision statement is at Appendix 4.

The Council's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £16.1m during 2026/27. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Prudential Indicator Estimate of Capital Financing Requirement	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
General Fund services	72,855	79,080	94,911	105,742	104,220
Total CFR	72,855	79,080	94,911	105,742	104,220

⁽¹⁾ Q2 forecast

2.3 Asset management

To ensure that capital assets continue to be of long-term use, the Council has strategies to manage assets held by services.

2.4 Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. Repayments of capital grants, loans and investments also generate capital receipts. The Council has budgeted to receive £0.1m of capital receipts in the coming financial year and following years as follows:

Capital Receipts	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Asset sales ⁽²⁾	229	100	50	50	25
Loans repaid	32	0	0	0	1,984
Total	261	100	50	50	2,009

⁽¹⁾ Q2 forecast

⁽²⁾ Includes right to buy clawback which ceases in 2028/29. In 2028/29 a loan to Urban and Civic Ltd is repaid, as this was paid as a capital loan the repayment of principal is classed as a capital receipt.

3.0 Borrowing, debt and investments

3.1 Treasury Management

Treasury management is concerned with keeping sufficient, but not excessive, cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by short-term borrowing. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital expenditure which reduces overall borrowing.

Due to decisions taken in the past, the Council currently (December 2025) has £34.26m borrowing at a weighted average interest rate of 2.84%, and £79.59m treasury investments (bank, MMFs, DMO, property fund) at an average rate of 3.84%.

3.2 Borrowing strategy

The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between short-term loans (currently available at around 4.4%) and long-term fixed rate loans where the future cost is known but higher (currently 5.3% for 10 years).

The Council does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

Projected levels of the Council's total outstanding long-term external debt (which comprises borrowing, and leases are shown below, compared with the capital financing requirement (see above).

Prudential Indicator Gross Debt and the CFR	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Debt	34,264	34,255	34,255	34,255	34,255
Leases	545	544	543	542	541
Total	34,809	34,799	34,798	34,797	34,796
Capital Financing Requirement	72,855	79,080	95,201	106,482	104,910

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Council expects to comply with this in the medium term.

3.3 Liability benchmark

To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes that cash and investment balances are kept to at least £10m at each year-end. This benchmark is currently £(17.1m) and is forecast to rise to £(31.9)m in 2028/29.

Borrowing and the Liability Benchmark	2024/25 Actual £000s	2025/26 Forecast ⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Outstanding borrowing	34,264	34,255	34,255	34,255	34,255
Liability benchmark	(5,745)	(9,095)	(13,088)	788	(3,491)

The table shows that the Council expects to reduce its borrowing towards the liability benchmark over the long-term. It is not expected to reduce to the benchmark because fixed borrowing that took place in the past (and was required at that time), and the Council's current high levels of balance sheet resources (reserves and working capital).

3.4 Affordable borrowing limit

The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Prudential Indicators: Authorised limit and Operational Boundary for external debt	2025/26 Limit £m	2026/27 Limit £m
Authorised limit – General	95	95
Authorised limit – Loans	15	15
Authorised limit – CIS	25	25
Authorised limit – total external debt	135	135
Operational boundary – General	75	75
Authorised limit – Loans	15	15
Authorised limit – CIS	25	25
Operational boundary – total external debt	115	115

Further details on borrowing are in detailed in the Treasury Management Strategy.

3.5 Treasury Investment strategy

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that could be held for longer terms is generally invested in the DMO. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back but with a longer notice period.

Treasury management investments	2024/25 Actual £000s	2025/26 Forecast⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Near-term investments	65,113	60,000	55,500	56,625	52,625
Longer-term investments	4,000	4,000	4,000	4,000	4,000
Total	69,113	64,000	59,500	60,625	56,625

Further details on treasury investments are in the Council's Treasury Management Strategy 2026/27.

3.6 Risk Management and Governance

The effective management and control of risk are prime objectives of the Council's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

The treasury management prudential indicators are included in the Treasury Management Strategy

Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Director (Finance and Resources) and staff, who must act in line with the treasury management strategy approved by Council. Quarterly reports on treasury management activity are presented to Overview and Scrutiny Panel, Cabinet, and Council. The Overview and Scrutiny Panel (Performance and Growth) is responsible for scrutinising treasury management reporting.

4.0 Investments for Service Purposes

4.1 Service Investments

The Council has made investments to assist local public services, including making loans to local organisations. In light of the public service objective, the Council is willing to take more risk than with treasury investments, however it still plans for such investments to break-even and/or generate a surplus.

4.2 Governance

Decisions on service investments are made by the relevant service manager in consultation with the Corporate Director (Finance and Resources), and must meet the criteria and limits laid down in the Treasury Management Strategy. Most loans and shares are capital expenditure, and purchases will therefore also be approved as part of the capital programme.

Further details on service investments are in the Investment Strategy.

5.0 Commercial Activities

5.1 Purpose of commercial activity

The Council has invested in commercial property, the total commercial investments are valued at £73.2m (31/03/2025) with the largest being Tri-link, Wakefield at £15.9m. The total portfolio provides a gross yield (rental income/valuation) of 6.53% for 2024/25. The Council's Commercial Investment Strategy, introduced in 2015, was last refreshed and reviewed in 2025.

5.2 Risk Management

The principal risk exposures include see also Annex A for further description and mitigation.

- Declining capital values risk
- Rising borrowing costs risk
- Illiquidity of assets risk
- Void risk
- Economic environment risk
- Regulatory risk
- Policy risk
- Resource risk

In order that commercial investments remain proportionate to the size of the Council, these were subject to a 6% expected gross yield at purchase.

5.3 Governance

Decisions on commercial investments are made by the Corporate Director (Finance and Resources), in line with the criteria and limits approved by Council in the Treasury Management, Capital and Investment Strategies. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme. Additionally, capital proposals are required to be submitted to the Treasury and Capital Management Group for scrutiny before submission for approval.

The new 2025 strategy sets out the framework that the Council will use to govern its Commercial Investment Strategy. The main aims being to generate sustainable revenue income streams, support economic growth and enhance public services.

The governance arrangements are that the council will ensure that a Board is convened (currently the Treasury and Capital Management Group - TCMG) to support consistent decision making. This Board will comprise Officers and Members and will hold a Terms of Reference appropriate to its activities, and will follow the council's constitution. The Board (TCMG) will be advised of key decisions and appraised with regular reports on the performance of the Investment portfolio.

The governance will from time to time need to be agile to respond to rapid market changes that impact acquisitions or disposals whilst complying with existing schemes of delegation.

Urgent decisions can be taken by exception with delegated authority to the Chief Executive Officer, Section 151 Officer, Leader of the Council, and Portfolio Holder, in line with the council's constitution.

Decision will take account of the Strategy as a whole including the guiding principles of the Strategy which are;

- **Commercial Viability:** Each investment must demonstrate strong financial returns or significant socio-economic benefits. It is recommended that investments profile a returning yield of 5-8% to be considered.
- **Local Impact:** Prioritise property investments that enhance Huntingdonshire's economic resilience and infrastructure.
- **Risk Management:** Conduct rigorous due diligence, diversification, and ongoing monitoring.
- **Sustainability:** Focus on environmentally responsible projects that contribute to Net Zero goals.
- **Divestment:** Investments should be standalone and be divestable in a timely manner should the investment trajectory look unfavourable.

Further details on commercial investments and limits on their use are in the Investment Strategy.

Further details on the risk management of commercial investments are in Annex A.

Prudential Indicator: Net Income from Commercial and service investments to net revenue stream	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Net income from service and commercial investments ⁽¹⁾	3,409	2,810	3,755	3,796	3,780
Net revenue stream	26,058	27,373	27,715	27,316	28,284
Proportion	13%	10%	14%	14%	13%

⁽¹⁾This includes CCLA property fund, loans to local organisations, and commercial estates.

6.0 Liabilities and Guarantees

6.1 Liabilities

In addition to debt of £34.259m as at 31st December 2025, the Council has also set aside as at 31st March 2025 £3.7m to cover risks from NDR Appeals. The Council is also at risk of having to pay for contingent liabilities of £2.9m as at 31st March 2025, including Contaminated Land (£2.2m) and Municipal Mutual Insurance Liquidation (£0.7m). The Council has not put aside any money because the requirement to pay will only materialise if a future event outside the control of the Council occurs.

6.2 Risk Management and Governance

Decisions on incurring new discretionary liabilities are taken by service managers in consultation with the Corporate Director (Finance and Resources). The risk of liabilities crystallising and requiring payment is monitored by the Finance team. New liabilities are reported to the Corporate Director (Finance and Resources) for approval and notification and inclusion in the statement of accounts.

Further details on liabilities are included in the 2024/25 statement of accounts.

7.0 Revenue Budget Implications

7.1 Minimum Revenue Provision

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e., the amount funded from Council Tax, business rates and general government grants.

Prudential Indicator: Proportion of financing costs to net revenue stream	2024/25 Actual £000s	2025/26 Forecast⁽¹⁾ £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Net revenue stream	26,058	27,373	27,715	27,316	28,284
Financing costs (£m)	3,795	3,833	4,322	4,915	5,087
Proportion of net revenue stream	15%	14%	16%	18%	18%

Further details on the revenue implications of capital expenditure are set out in the 2026/27 MTFS.

7.2 Sustainability

Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years can extend for up to 50 years into the future. The Corporate Director (Finance and Resources) is satisfied that the proposed capital programme is prudent, affordable and sustainable, on the basis that;

- Services have been involved in the process to identify future capital requirements.
- MRP has been calculated according to the approved policy.
- A business plan will need to be produced for each significant project before it commences.
- Large capital projects will be monitored by the Project Programme Board (where appropriate).
- Capital receipt projections are prudent and based on historic experience.
- The costs of borrowing have been built into the budget and MTFS.

8.0 Knowledge and Skills

8.1 Qualifications

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example both the Corporate Director (Finance and Resources) and the Chief Finance Officer are qualified accountants. The Council can provide junior staff with funding to study relevant professional qualifications including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs treasury management advisers and uses other consultants as specialist tasks are identified. This approach is more cost effective than employing such staff directly and ensures that the Council has access to knowledge and skills commensurate with its risk appetite. The Council's Code of Procurement sets out the regulatory and legal framework for procuring professional services.

9.0 Capitalisation of Debt Charges (New Policy)

9.1 Existing Policy

Huntingdonshire currently charge all debt financing incurred for capital projects to revenue. This is normal practice for most local authorities. As revenue pressures have increased over the years, more local authorities are opting to capitalise interest costs incurred. This applies to major capital projects whilst the asset is under construction.

It is permissible under Prudential Borrowing Guidelines to capitalise such costs. These could comprise interest on bank overdrafts and short- and long-term debt, plus amortisation of ancillary costs incurred in connection with the arrangement of debt, arising as a result of fixed assets taking a substantial period of time to bring into service.

9.2 Policy from 2026/27

Under the new policy of capitalising these borrowing costs, the financial impact will be to reduce revenue costs during the development phase of large-scale capital projects. It should be noted that these debt charges will be chargeable to revenue in later years once each relevant project becomes operational.

The proposed accounting policy in respect of the capitalisation of debt charges that will be in place for the 2026/27 accounts is as follows:

The Council will capitalise borrowing costs incurred against major projects, whilst the assets are under construction. Major projects are considered to be those where total planned (multi-year) borrowing for a single asset (including land and building components) exceeds £5m, and where the construction period exceeds twelve months. This applies to the first tranche of capital expenditure financed from borrowing up until the asset is operationally complete and ready to be brought into use. Both tests will be determined using the estimated costs at the time of preparing the accounts in the first year of capitalisation. Should either test fail in subsequent financial years, the prior year's treatment will not be adjusted retrospectively.

Where borrowing costs are to be capitalised and specific funds are borrowed, the amount to be capitalised will be the actual borrowing cost incurred on that borrowing during the period, less any investment income arising on the temporary investment of any borrowings taken out in advance of need.

Where an authority borrows funds generally, the Code requires authorities to determine a capitalisation rate to expenditure incurred on the asset. This rate is to be calculated as the weighted average of borrowing costs that are outstanding during the capitalisation period.

Huntingdonshire will disclose within the PPE note in the Statement of Accounts the amount of borrowing costs capitalised during the year, and the capitalisation rate used to determine the amount of eligible borrowing costs.

A capital budget will be approved each year to allow for capitalised debt charges. At year end, the charge will be made to the relevant project by crediting revenue (interest charges) and debiting the capital project accordingly.

Annex A

Risks inherent in the Council's investments in commercial property

	Risk	Description of risk	Mitigation
A	Falling capital value	Reduction in the market value of the property	<p>Commission regular condition surveys</p> <p>Ensure maintenance is carried out (including tenant repairs)</p> <p>Perform regular maintenance</p> <p>Plan capital improvements</p> <p>Monitor general market movements, if falling consider divestment of some of the portfolio</p> <p>Use active asset management including negotiation leases before terminations to maintain asset values</p>
B	Rising borrowing costs	Increase in the cost of servicing loan interest	Only use fixed rate borrowing
C	Illiquidity of assets	Assets cannot be sold in the short-term	<p>Keep sufficient funds in short-term investments</p> <p>Keep funds in the CCLA property fund, which is property based but is available to sell quicker than property</p> <p>Keep open channels to short-term borrowing</p> <p>Seek relationships with other local authorities that have surplus cash</p> <p>Maintain properties to make them more desirable if a sale is required</p>
D	Void risk	Empty properties reduce rental income	<p>Market empty properties on an active basis</p> <p>Keep close contact with tenants so their intentions are known</p> <p>Monitor tenant covenant</p>

E	Economic environment risk	General economic condition worsen leading to reduced demand for commercial properties	Diversify the portfolio geographically and by type (retail, commercial, industrial)
F	Regulatory risks	Changes to legislation or accounting regulations effect the operation of the CIS	Maintain awareness of the direction of Government and Treasury policies. Influence policy direction through nation groups, e.g. CIPFA, LGA, s151. Respond to consultations on relevant regulation changes
G	Policy risks	Changes to Council priorities lead to lack of corporate support for the CIS	Influence corporate policy through officer forums Maintain relationships with political leadership Market the CIS internally to ensure the strategy is understood Integrate the CIS income streams into the budget
H	Resource risk	Lack of resource in terms of skills and time	Pay market salaries to recruit and retain the people with the right skills and experience Provide training to keep skills up to date Have sufficient budget to buy in professional skills and advice when required Provide member commercial investment training

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CAPITAL

Appendix 2b

The detailed Draft Capital Programme for the period 2025/26 to 2029/30 is shown in **Tables 30a and 30b** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the respective revenue budgets and the impact of the proposed programme on the 2026/27 Minimum Revenue Provision (MRP) is £3.349m.

Huntingdonshire District Council

Table 30a

Capital Programme	Original Budget	Current Budget	Forecast (Q2)	Budget	Medium Term Financial Strategy		
	2025/26 £m	2025/26 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Chief Digital and Information Officer							
Hardware Replacement	0.160	0.132	0.132	0.126	0.126	0.126	0.126
Telephony Replacement	0.016	0.008					
Data Centre Server Room (No.1) (Rephase)	0.010	0.020	0.020				
AV Equipment		0.060	0.220				
Datacentre Racks	0.062	0.299	0.050	0.249			0.100
Datacentre Racks (Rephase)				0.082			0.050
WIFI Access Points				0.180			
Mobile Device Refresh					0.200		
Network Switches					0.025	0.025	0.025
Telephony/Contact Centre	0.249	0.250	0.250	0.013	0.070		0.020
EastNet Replacement					0.050		
Monitor Replacements					0.070		
Cyber Security Technology					0.076		
Server 2016/2019 Migration	0.070	0.099	0.069		0.050		
Server 2016/2019 Migration (Rephase)							
Windows 10 End of Life	0.020	0.020	0.000				
Generator and Electrical Switchgear							
Public Switched Telephone Network	0.073	0.081	0.014				
Replacement Income Management System	0.000	0.019	0.019				
MFDs				0.050			
Cloud Backup				0.070			
UPS Replacement				0.076			
Hardware Replacement				0.074			
Customer Services							
Voice Bots		0.034					
Voice Bots (Rephase)				0.034			
Data Warehouse and GIS		0.016					
Data Warehouse and GIS (Rephase)				0.016			0.175
Facilities							
Solar Panel and Triple Glazing			0.368				
Eastfield House Refresh	0.102	0.102	0.063				
Pathfinder House Refresh	0.295	0.295	0.084				
Civic Suite Audio Visual Equipment	0.080	0.080	0.080				
Solar Canopy			0.191				
Meeting Pods			0.060				
Environmental Services							
Lone Worker Software	0.020						
Wheeled Bins	0.254	0.254	0.254	0.254	0.254	0.254	0.254
Vehicle Fleet Replacement	2.365	2.731	1.585	0.305	1.606	0.929	1.015
Vehicle Fleet Replacement (Rephase)				1.146			
Food Waste Collection	1.802	1.802	1.802				
Clipper Fleet	0.035	0.035	0.035				
Trail Mower	0.045	0.045	0.045				
Environmental Improvement Team Vehicle	0.070	0.070	0.070				
Litter Bin Replacements	0.028	0.028	0.028				
CCTV Generator	0.135	0.135	0.135				
CCTV Upgrade	0.240	0.240	0.240				
Civil Parking Enforcement		0.244	0.860				
Waste and Grounds Maintenance Tablet and Smartphones						0.030	
Vehicle Fleet Replacement 202627 Programme					0.918	(0.817)	0.197
Workshop Equipment					0.123		
Additional Waste and Food Rounds					0.567		
Essex Road Improvements					0.250		
Eastfield House Power Upgrade					0.600		

Capital Programme	Original Budget	Current Budget	Forecast (Q2)	Budget	Medium Term Financial Strategy		
	2025/26	2025/26	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m	£m	£m
Community Services							
Disabled Facilities Grants	1.650	1.600	2.140	1.600	1.600	1.600	1.600
Disabled Facilities Grants (Rephase)		0.010	0.010		0.011		
Mobile Devices							
Parks Countryside and Climate							
Play Equipment	0.030	0.035	0.035	0.030	0.030	0.030	0.030
Fencing	0.013	0.013	0.014	0.013	0.013	0.013	0.013
St Ives Park (Rephase)		0.080	0.080				
Hinchingbrooke Country Park							
Hinchingbrooke Country Park (Rephase)	2.161	2.378	2.378				
St Neots Riverside Park Path/Cycle Imps			0.303				
St Neots Riverside Park Path/Cycle Imps (Rephase)			0.030	0.030			
Godmanchester Recreation Ground Works Grant			0.250				
Riverside Park Toilets			0.020	0.020			
Water Safety Signs					0.040		
Paxton Pits Vehicle Replacement					0.050		
Paxton Pits Toilet Refurbishment					0.170		
Hinchingbrooke Inflatable AquaPark					0.220		
Habitat Banking					0.500		
Countryside Investment Opportunities					0.400		
Hinchingbrooke Cafe Refurbishment					0.040		
Paxton Pits Roof and Guttering					0.165	0.335	0.230
Play Equipment (Play Sufficiency Strategy)					1.400		
Hinchingbrooke Country Park Enhanced Scheme							
Finance							
Company Investment	0.000	0.100	0.100				
Company Investment (Rephase)							
VAT Partial Exemption	0.050	0.050	0.011	0.050	0.050	0.050	0.050
Capita Upgrade and 3DSecure2 SCA and payment portal Upgrade							
Housing and Regeneration							
Future High Streets - St Neots	0.021	7.126	6.106				
Future High Streets - St Neots (Rephase)				1.020			
Market Towns Programme	0.000	1.081	0.410				
Market Towns Programme (Rephase)				0.507			
Market Towns Programme - Future Schemes			0.003				
Wayfinding and Information				0.062			
RPF Grants to Business				(0.104)			
UK Shared Prosperity Fund Projects			0.065	0.065			
Ramsey Public Realm		1.677	0.409				
Ramsey Public Realm (Rephase)					1.268		
St Neots Masterplan Phase 1	0.059	0.178	0.088				
St Neots Masterplan Phase 1 (Rephase)				0.097			
Moore's Walk Improvement			0.003				
Housing Fund			0.305	0.305			
Leisure and Health							
One Leisure Improvements	0.300	0.300	0.660	0.300	0.300	0.300	0.300
One Leisure Ramsey 3G Car Park	0.021	0.063	0.063				
OL St Neots and St Ives Fitness Equipment and Refresh	0.025	0.025	0.024	0.025	0.025	0.025	0.025
One Leisure Refurbishment and Refresh	1.040	1.040	1.107				
One Leisure Improvements (Condition Survey Maintenance) Uplift				0.075	0.075	0.075	0.075
Burgess Hall Refurbishment				0.170			
Ten-Pin Bowling Refurbishment				0.050			
One Leisure St Ives Outdoor Pitch				1.420			
One Leisure St Ives Facility Improvements				0.250	0.750		
Huntingdon Health and Sport Hub				9.063	14.122		
Loves Farm Path Improvements				0.300			
Planning							
Community Infrastructure Levy External Projects	2.706	3.202	1.615	2.706			
Community Infrastructure Levy External Projects (Rephase)				1.587			
Property and Facilities							
Upgrade works at Fareham							
Health and Safety Works at Commercial Properties (Rephase)		0.051	0.051				
Energy Efficiency Works at Commercial Properties (Rephase)		0.062	0.062				
Commercial estates capital for works, enhancements and re-lettings (rephase)		0.650	0.650				
Roof Replacements (Rephase)		0.130	0.130				
Stonehill Refurbishment	0.300	0.300	0.300	0.700			
Pathfinder House Solar PV				0.065			
Meeting Pods				0.043			
Total Gross Expenditure	14.527	27.687	24.048	29.457	19.275	8.552	4.055

Capital Programme	Funder	Original	Revised	Forecast	Medium Term Financial Strategy				
		2025/26 £m	2025/26 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m	
Financing									
Grants and Contributions									
DFGs	Cambs CC	(1.400)	(1.400)	(1.812)	(1.400)	(1.400)	(1.400)	(1.400)	
Wheeled bins	Developer	(0.101)	(0.101)	(0.052)	(0.101)	(0.101)	(0.101)	(0.101)	
Market Town Funding - Future Schemes	CPCA	(1.085)	(1.085)	(0.410)	(0.507)				
Future High Streets	CPCA/CIL/NH/MHCLG	(0.021)	(7.126)	(6.105)	(1.020)				
St Neots Riverside Park Path/Cycle Imps (Rephase)	CIL			(0.303)					
St Ives Park	CIL		(1.500)	(0.080)	(0.080)				
Hinchingbrooke Country Park	CIL			(0.065)	(0.065)				
UK Shared Prosperity Fund	CPCA			(1.677)	(0.409)	(1.268)			
Ramsey Public Realm	CPCA			(0.178)	(0.088)				
St Neots Masterplan Phase 1	CPCA					(0.097)			
St Neots Masterplan Phase 2 (Rephase)	CPCA								
Wayfinding	CPCA				(0.062)				
Moores Walk	CPCA			(0.003)					
Housing Fund	MHCLG			(0.305)	(0.305)				
St Neots Riverside Toilets	STNTC/CPCA				(0.250)				
Solar Canopy and Glazing	Swim England				(0.191)				
Food Waste Collection	DEFRA	(1.802)	(1.802)	(1.802)					
One Leisure Refurbishment and Refresh	CIL	(0.420)	(0.420)	(0.420)					
One Leisure St Ives Outdoor	Football Foundation/CIL				(1.100)				
Roof Mounted Solar	Reserve			(0.368)					
Huntingdon Sport & Health Hub	CIL				(0.150)				
Stonehill Refurbishment	Reserve				(4.001)				
Total Grants and Contributions		(5.303)	(14.242)	(12.722)	(5.643)	(4.001)	(4.001)	(1.501)	
Use of Capital Reserves									
Community Infrastructure Levy Reserve	CIL								
Total Capital Reserves		0.000	(3.202)	(2.140)	(4.293)	0.000	0.000	0.000	
Capital Receipts									
Loan Repayments ^(a) - Huntingdon Hub	Loan								
Housing Clawback Receipts	PfP	(0.100)	(0.100)	(0.100)	(0.050)	(0.050)	(0.025)	(0.025)	
Total Capital Receipts		(0.100)	(0.100)	(0.100)	(0.050)	(0.050)	(0.009)	0.000	
Net to be funded by borrowing		9.124	10.143	9.086	19.471	15.224	2.542	2.554	

The Minimum Revenue Provision (MRP) for the above capital programme is shown in the table below

	2025/26 Actual £m	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m	2029/30 Budget £m
MRP	2.861	3.350	3.943	4.115	4.279

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Appendix 3

Investment Strategy 2026/27

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Annex A Commercial Investment Property Listing

1.0 Introduction

The Council invests its money for three broad purposes:

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to or buying shares in other organisations or lending to residents (**service investments**), and
- to provide a service and earn income (**investments properties**), governed by the Commercial Investment Strategy 2025.

This investment strategy meets the requirements of statutory guidance issued by the government in December 2021, and focuses on the second and third of these categories.

2.0 Treasury Management Investments

The Council typically receives its income in cash (e.g., from taxes, grants and fees) before it pays for its expenditure in cash (e.g., through payroll, invoices and benefits). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £42.5m and £60.0m during the 2026/27 financial year.

2.1 Contribution

The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

2.2 Further Details

Full details of the Council's policies and its plan for 2026/27 for treasury management investments are covered in a separate document, the Treasury Management Strategy.

3.0 Service Investments: Loans

3.1 Contribution

The Council has previously made loans to local organisations to support local public services and stimulate local economic growth.

Including the Urban and Civic Loan – A loan which was provided to Urban and Civic to fast forward the construction of Incubator II on the Enterprise Zone at Alconbury.

3.2 Security

The main risk when making service loans is that the borrower will be unable to repay the principal loaned and/or the interest due. In order to limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Council, upper limits on the outstanding loans to each category of borrower have been set as follows:

Borrower	31/03/2025 Actual £000s	31/12/2025 Actual £000s	2026/27 Limit £000s
Urban and Civic Ltd	1,984	1,984	Limit in total not across categories
Somersham Parish Council	2	0	
Improvement Loans (DFGs) ⁽¹⁾	460	460	
Employee Loans	0	0	
Total	2,446	2,444	15,000

⁽¹⁾ These are small loans to householders. Only accounted for annually.

Accounting standards require the Council to set aside loss allowance for loans, reflecting the likelihood of non-payment. However, the Council makes every reasonable effort to collect the full sum loaned and has appropriate credit control arrangements in place to recover overdue repayments.

3.3 Risk assessment

The Council assesses the risk of loss before entering into and whilst holding service loans by:

1. A robust acquisition due diligence process and subsequent approvals
2. Liability management (reviews of debt levels and terms)
3. Counterparty risk (financial exposures, potential defaults, changing business plans, credit rating)
4. Market factors (with periodic advice from appropriate professionals)
5. State Aid considerations
6. Use of professional treasury and financial advisors

The Dun and Bradstreet Credit Reports are used to provide credit reports on the borrowers. The reports provide the following:

- Risk Assessment
- Trade Payments
- Legal Events
- Corporate Linkage
- Company Profile
- Financials
- Registry Info

The credit reports have a tracking feature which notifies the Council regarding any updates on a borrower's credit. Other sources such as Companies House and news websites provide the Council with extra information to assess and monitor risk.

4.0 Service Investments: Shares

4.1 Contribution

The Council will invest in the shares of its subsidiaries, to support local public services and stimulate local economic growth. The Council will be the sole shareholder of its subsidiary HDC Ventures Limited. The purpose of HDC Ventures is to enable the Council to participate in commercial trading activities.

4.2 Security

One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category of shares have been set as follows.

Shares Held	31/12/2025 Invested £000s	31/12/2025 Gain/Loss £000s	31/12/2025 Value £000s	2025/26 Limit £000s
Subsidiary	0	0	0	1,000
Total	0	0	0	1,000

4.3 Risk assessment

The risk will be assessed as the company matures and contracts are developed.

4.4 Liquidity

Each investment will be considered by Cabinet and the maximum period set will be on a case-by-case basis.

4.5 Non-specified Investments

The Council has limited the amount that can be invested in non-specified investments, this limit is £10m. The investments are categorised as non-specified because the term

of the investment is or likely to be longer than 1 year. There is more detail in the Treasury Management Strategy (TMP1).

5.0 Investment Properties and Commercial Investment Strategy 2025

The investment property portfolio is governed by the Commercial Investment Strategy that was revised and approved in 2025. This strategy outlines the framework of policies, principles and governance that the council will follow.

5.1 Commercial Investment Strategy Policies

The council's policy for investment is to create income from sources outside of the council's operations, in order to bolster reserves and generate additional revenue streams that can be used to support front line services.

The council does not enter into borrowing arrangements purely for yield generation. All commercial investments are assessed against the principles of affordability, sustainability, and proportionality, and are undertaken primarily to support service delivery, economic regeneration, or other strategic objectives, rather than for speculative financial return.

The council maintains a robust governance framework, with non-treasury investments subject to the same scrutiny and risk management arrangements as those applied to treasury investments.

5.2 Commercial Investment Strategy Guiding Principles and Outcomes

Investments will generally be focused on the built environment and will largely comprise of property, joint venture opportunities and regeneration opportunities. Any other opportunities should also comply with the Commercial Investment Strategy.

Investments must demonstrate;

- Commercial viability
- Local impact
- Risk Management
- Sustainability
- Divestment
- Timely decision making

The investment outcomes to be promoted are;

- Revenue Generation
- Economic Growth
- Asset Optimisation
- Sustainability and Social Value
- Risk Management

To be achieved through taking a commercial approach and also working in partnership with other bodies.

5.3 Governance and the Investment Framework

The Commercial Investment Strategy will be governed by a board, currently the Treasury and Capital Management Group (TCMG).

When considering investments, the following factors should be taken account of;

- Diversification of the investment portfolio
- Due diligence
- Ongoing monitoring
- Exit strategies

The framework must ensure that an investment consideration satisfies the Revenue Generation outcome as well as one other.

The table below set out the relationships between investment activities, investment principles and the investment oversight.

Investment Activity	Investment Principles	Investment Oversight ⁽¹⁾
Revenue Generation (must be met)	Commercial Viability	Balanced Scorecard Assessment
Economic Growth	Local Impact	Quarterly Performance Reporting
Asset Optimisation	Risk Management	TCMG Analysis, Review, Recommendation
Sustainability and Social Value	Sustainable Revenue	Cabinet Recommendation/Approval
Risk Level	Divestment	Council Approval

⁽¹⁾ This process will follow the council's Constitution, based on the value/type/risk of the investment

5.4 Contribution of the Portfolio

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the original and in 2025 the revised Commercial Investment Strategy was approved. The Council invests in local and regional UK commercial property with the intention of income generation which will help fund public services. For a full listing of CIS properties see Annex A.

Commercial Investment Property (Summary)	31/03/2024 Value £000s	Gain/(Loss) £000s	31/03/2025 Value £000s
Legacy Properties;			
Huntingdon	21,592	367	21,959
St Ives	1,444	79	1,523
St Neots	7,278	49	7,327
	30,314	495	30,809
CIS Properties			
2 Stonehill	2,276	0	2,276
80 Wilbury Way	1,908	0	1,908
Shawlands Retail Park	5,783	(232)	5,551
1400 & 1500 Parkway	4,037	0	4,037
Rowley Arts Centre, St Neots	6,543	(644)	5,899
Little End Road, St Neots	3,288	1,977	5,265
Tri-link, Wakefield	14,686	1,264	15,950
Alms Close	1,449	57	1,506
	39,970	2,422	42,392
Total	70,284	2,917	73,201

The table below illustrates the contribution that the CIS makes to the Council's revenue budget.

Actual 2023/24	Budget 2024/25	Forecast 2024/25	Budget 2025/26	Budget 2027/28	Budget 2028/29	Budget 2029/30
£m	£m	£m	£m	£m	£m	£m
(3.100)	(3.338)	(2.564)	(2.955)	(3.417)	(3.500)	(3.582)

5.5 Operational Management

At an operational level managers will continue to;

- Maintain asset management plans
- Review debt levels
- Make tenant assessments
- Monitor occupancy levels and operating costs
- Monitor market factors
- Use professional advice where necessary

5.6 Liquidity Considerations

Compared with other investment types, property is relatively difficult to sell and convert to cash at very short notice. To ensure that the invested funds can be accessed or liquidated, the Council will review investments regularly to ensure rental income is maximised (through rent reviews and lease renewals) and undertake asset management (re-letting, repairs, improvements etc) to ensure any proceeds from sale are maximised if assets are liquidated. Regular review of the property investment market will identify potential changes in market conditions and identify optimum opportunities to sell assets.

6.0 Loan Commitments and Financial Guarantees

Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Council. At this moment in time the Council does not carry any financial guarantees.

7.0 Proportionality

The Council is dependent on surplus generating investment activity to achieve a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet the service delivery objectives and/or place making role of the Council is dependent on achieving the expected net surplus from investments over the lifecycle of the Medium-Term Financial Strategy. Should it fail to achieve the expected net surplus, the Council's contingency plans for continuing to provide these services, are to use reserves where necessary to offset any negative variances in the final outturn. Unallocated general fund balances and non-earmarked reserves can be used in case of a downturn in investment income to meet a detrimental effect.

Proportionality of Investments	2024/25 Actual £000s	2025/26 Forecast £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Gross service expenditure	88,527	91,498	86,598	88,106	90,480
Net Investment income	3,409	2,810	3,755	3,796	3,780
Proportion	3.9%	3.1%	4.3%	4.3%	4.2%

8.0 Borrowing in Advance of Need

Government guidance is that Councils must not borrow more than or in advance of their needs purely in order to surplus from the investment of the extra sums borrowed.

The Council has previously borrowed to invest in commercial property however the Council now expects not to borrow to invest in property in the future purely for yield.

9.0 Capacity, Skills and Culture

9.1 Elected members and statutory officers

Through formal Treasury and Capital Management Group meetings, members are provided with updates on:

- The property investment market.
- Performance of current property assets – income growth, capital values, voids and debt.
- Review of investment opportunities investigated, if any.

More informal and regular updates are provided on the progress of individual key transactions, opportunities and market changes.

Key staff are appropriately professionally qualified, maintain annual CPD and maintain professional networks with other investors and advisors.

9.2 Commercial Deals

The Commercial Estates and Finance teams work closely to ensure the core principles of the prudential framework are maintained.

9.3 Corporate governance

The Commercial Investment Strategy has published delegated Council levels and process for investment decisions, these are adhered to.

The Treasury and Capital Management Group will be consulted early on any investment opportunities and provided with regular progress reports in addition to formal approval reports and a further reports on due diligence findings prior to formal commitments. A report to Cabinet in relation to the purchase is made before the deal is finally completed.

10.0 Investment Indicators

The Council has set the following quantitative indicators to allow elected members and the public to assess the Council's total risk exposure as a result of its investment decisions.

10.1 Total risk exposure

The first indicator shows the Council's total exposure to potential investment losses. This includes amounts the Council is contractually committed to lend but have yet to be drawn down and guarantees the Council has issued over third-party loans.

Investment Exposure	31/03/2025 Actual £000s	31/03/2026 Forecast £000s	31/03/2027 Forecast £000s
Treasury management investments	69,113	60,000	42,500
Service investments: Loans	1,986	1,984	1,984
Service investments: Shares	0	0	100
Property Fund	4,000	4,000	4,000
Commercial investments: Property	73,201	73,201	73,201
Total Investments	148,300	139,185	121,785
Commitments to lend	0	0	0
Guarantees issued on loans	0	0	0
Total Exposure	148,300	134,271	124,369

10.2 How investments are funded

Government guidance is that these indicators should include how investments are funded. Since the Council does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Council's investments are funded by usable reserves and income received in advance of expenditure.

Investments Funded by Borrowing	31/03/2025 Actual £000s	31/03/2026 Forecast £000s	31/03/2027 Forecast £000s
Treasury management investments	0	0	0
Service investments: Loans	0	0	0
Service investments: Shares	0	0	0
Commercial investments: Property	24,255	24,255	24,255
Total Funded by Borrowing	24,255	24,255	24,255

10.3 Rate of return received

This indicator compares the investment income received to the purchase price of the investment. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Investment Yields	2024/25 Actual %	2025/26 Forecast %	2026/27 Forecast %
Treasury management investments	4.5	3.6	3.3
Property Fund	4.5	4.5	4.5
Service investments: Loans	7.8	7.0	5.0
Commercial investments: Property	6.5	5.9	6.9
All Investments (simple average)	5.8	5.3	4.9

10.4 Commercial Investment Indicators

Commercial Investment Indicators	2024/25 Actual	2025/26 Forecast	2026/27 Forecast
Interest Cover Ratio	1.8	1.9	2.0
Loan to Value Ratio	107.5%	107.5%	107.5%
Gross Rent Multiplier	12.7	13.8	15.3

Interest cover ratio is used to measure how readily a business can pay the interest due on loans. The higher the number, the increased likelihood that the interest will be paid. Loan to value is the value of the loan to the value of the property. If the percentage is over 100% that means the value of loan is more than the value of the property. Gross rent multiplier is the value of a property compared to its annual rental income the lower the number the more attractive the investment is.

Commercial Investment Property Listing

Annex A

Commercial Investment Property	31/03/2023 Value £000s	Gain/(Loss) Additions £000s	31/03/2024 Value £000s	Gain/(Loss) Additions £000s	31/03/2025 Value £000s
Legacy Properties;					
Huntingdon					
Cinema and Shops	540	12	552	(5)	547
Oak Drive Shops	977	134	1,111	(52)	1,059
Mayfield Road Shops	750	(8)	742	(62)	680
Pub Site Sapley Square	193	0	193	0	193
Oak Tree Health Centre	11,786	0	11,786	0	11,786
Clifton Road Industrial Units	1,825	0	1,825	(79)	1,746
Alms Close Industrial Units	1,453	102	1,555	86	1,641
Land Clifton Road	144	0	144	0	144
Land St Peters Road	2,930	0	2,930	0	2,930
Land Redwongs Way	380	5	385	0	385
Phoenix Court Units	621	(252)	369	479	848
	21,599	(7)	21,592	367	21,959
St Ives					
Library Row Shops	532	29	561	0	561
Enterprise Centre	883	0	883	79	962
	1,415	29	1,444	79	1,523
St Neots					
Queens Gardens Shops	430	78	508	17	525
Naseby Gardens Shops	273	0	273	0	273
Leys Road Shops	117	9	126	0	126
Cambridge Street Shops	140	(8)	132	0	132
Cambridge Street Warehouse and Yard	719	0	719	0	719
Levellers Lane Industrial Units	5,220	(115)	5,105	32	5,137
Caravan Site Rush Meadows	257	0	257	0	257
Café Riverside Park	158	0	158	0	158
	7,314	(36)	7,278	49	7,327
Total	30,328	(14)	30,314	495	30,809
CIS Properties					
2 Stonehill, Huntingdon	2,481	(205)	2,276	0	2,276
80 Wilbury Way, Hitchin	1,873	35	1,908	0	1,908
Shawlands Retail Park, Sudbury	6,055	(273)	5,783	(232)	5,551
1400 & 1500 Parkway, Fareham	4,037	0	4,037	0	4,037
Rowley Arts Centre, St Neots	6,641	(98)	6,543	(644)	5,899
Little End Road, St Neots	3,321	(33)	3,288	1,977	5,265
Tri-link, Wakefield	14,748	(62)	14,686	1,264	15,950
Alms Close, Huntingdon	1,447	2	1,449	57	1,506
	40,603	(634)	39,970	2,422	42,392
Total	70,931	(648)	70,284	2,917	73,201

1.0 Introduction

1.1 Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Council has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP). The 2003 Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of the Capital Financing Requirement (CFR) from its calculation, unless by an exception set out in statute.

The Council is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The MRP Guidance (2024) gives four ready-made options for calculating MRP. A mix of these options can be used if considered appropriate.

The MRP policy statement requires full Council approval in advance of each financial year.

1.2 The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either, reasonably commensurate with that over which the capital expenditure provides benefits.

2.0 MRP Policy - General

2.1 The following statement incorporates options recommended in the Guidance;

2.2 From 1st April 2008 for all unsupported borrowing the MRP policy will be;

Asset life method (annuity) – MRP will be based on the estimated life of the assets;

2.3 Regulation 27(3) of the 2003 regulations allow councils to charge MRP in the financial year following the one in which capital expenditure financed by debt was incurred. Capital expenditure incurred during 2025/26 will not be subject to an MRP charge until 2026/27. Or in the year after the asset becomes operational for instance if the asset is added to the Assets Under Construction category of property, plant and equipment.

2.4 The Council will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.

3.0 MRP Policy – Leases

3.1 The adoption of International Financial Reporting Standard 16 has introduced a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months unless the underlying asset is low value. When such lease contracts and the related assets and liabilities are brought onto the balance sheet, a local authority will increase its long-term liabilities and as a result this will increase the debt liability.

3.2 Generally accepted accounting practice requires these changes to be accounted for retrospectively, with the result that an element of the rental or service charge payable in previous years (and previously charged to revenue accounts) will be taken to the balance sheet to reduce the liability. On its own, this change in the accounting arrangements would result in a one-off increase to the CFR and an equal increase in revenue account balances.

3.3 This is not seen as a prudent course of action and the guidance aims to ensure local authorities are in the same position as if the change had not occurred. It does this by recommending the inclusion in the annual MRP charge of an amount equal to the amount that has been taken to the balance sheet to reduce the liability, including the retrospective element in the first year.

3.4 Regarding MRP in respect of assets acquired either under leases where a right-of-use asset is on the balance sheet or where on-balance sheet PFI contracts are in place, the prudent charge to revenue can be measured as being equal to the element of the rent/charge that goes to write down the balance sheet liability. Where a lease (or part of a lease) or PFI contract is brought onto the balance sheet, having previously been accounted for off-balance sheet. The MRP requirement is regarded as having been met by the inclusion in the charge for the year in which the restatement occurs, of an amount equal to the write-down for that year plus retrospective writing down of the balance sheet liability that arises from the restatement.

4.0 MRP Policy – Investment Property

4.1 The duty to make MRP extends to investment properties where the acquisition results in an increase to the CFR. A council cannot exclude any

proportion of its debt liability from the determination of a prudent MRP charge on the basis that the debt is associated with an investment asset that the authority believes will retain or increase in capital value.

- 4.2 MRP on investment properties will be calculated using the general MRP Policy in paragraph 2.0.

5.0 MRP Policy – Capital Loans to Other Organisations

- 5.1 Regulation 27(4) allows a local authority to exclude capital loans that are financed by debt from the requirement to make MRP, provided the loan is not a commercial loan. A commercial loan is defined in regulation 27(5) as a loan from the authority to another entity for a purpose which, if the authority were to undertake itself, would be primarily for financial return; or, where the loan is itself capital expenditure undertaken primarily for financial return. Local authorities must make MRP with respect to any debt used to finance a commercial capital loan.
- 5.2 A local authority may choose not to charge MRP in respect of the financing by debt of a loan issued by an authority to any person or body, where —
 - (a) the loan is treated as capital expenditure in accordance with regulation 25(1)(b),
 - (b) the loan is not a commercial loan, and
 - (c) the local authority has not recognised, in accordance with proper practices(c), any expected or actual credit loss in respect of that loan.
- 5.3 For capital expenditure on loans to third parties where the principal element of the loan has been repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR instead of MRP.
- 5.4 Where no principal repayment is made in a given year, MRP will be charged using the general MRP Policy in paragraph 2.0.

6.0 MRP Policy – Share Capital

- 6.1 Where an Authority incurs expenditure that is capitalised on or after April 2008, which is financed by borrowing for the acquisition of share capital, Regulation 25(1)(d) Acquisition of share capital sets out the maximum period for an authority to provide MRP of 20 years.

7.0 MRP Overpayments

7.1 Under the MRP guidance, charges made in excess of the statutory MRP can be made and are known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

Cumulative VRP overpayments made to 31.03.25 are **£0**.

The Minimum Revenue Provision (MRP) for the proposed capital programme included within the Capital Strategy is shown in the table below

	2025/26 Actual £m	2026/27 Budget £m	2027/28 Budget £m	2028/29 Budget £m	2029/30 Budget £m
MRP	2.861	3.350	3.943	4.115	4.279

Appendix 5

Flexible Use of Capital Receipts Strategy 2026/27

1.0 Introduction

As part of the November 2015 Spending Review, the Government announced that it would introduce flexibility for the period of the Spending Review for local authorities to use capital receipts from the sale of non-housing assets to fund the revenue costs of service reform and transformation. Guidance on the use of this flexibility was issued in March 2016, this applied to financial years from 2016/17, and has now been extended (following previous extensions) to March 2030.

Ordinarily only expenditure qualifying as capital may be funded from capital receipts.

2.0 The Guidance

The guidance issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003 specified that;

- Local authorities will only be able to use capital receipts from the sale of property, plant and equipment received in the years in which this flexibility is offered. They may not use their existing stock of capital receipts to finance the revenue costs of reform.
- Local authorities cannot borrow to finance the revenue costs of the service reforms.
- The expenditure for which the flexibility can be applied should be the up-front (set up or implementation) costs that will generate future ongoing savings and/or transform service delivery to reduce costs or to improve the quality of service delivery in future years. The ongoing revenue costs of the new processes or arrangements cannot be classified as qualifying expenditure.
- The key determining criteria to use when deciding whether expenditure can be funded by the new capital receipts flexibility is that it is forecast to generate ongoing savings to an authority's net service expenditure.
- In using the flexibility, the Council will have due regard to the requirements of the Prudential Code, the CIPFA Local Authority Accounting Code of Practice and the current edition of the Treasury Management in Public Services Code of Practice.

- The Council is also required to prepare a “Flexible use of capital receipts strategy” before the start of the year to be approved by Council which can be part of budget report to Council.

The guidance sets out examples of qualifying expenditure which includes;

- Sharing back-office and administrative services with one or more other Council or public sector bodies;
- Investment in service reform feasibility work, e.g., setting up pilot schemes;
- Collaboration between local authorities and central government departments to free up land for economic use;
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation;
- Sharing Chief-Executives, management teams or staffing structures;
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible;
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations;
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training;
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others);
- Integrating public facing services across two or more public sector bodies (for example children’s social care, trading standards) to generate savings or to transform service delivery.

In August 2022 the MHCLG issued a letter to local authorities to amend the guidance. The letter issued makes it clear that capital receipts can only be used flexibly, where the Council does not retain any control over the asset that has been sold. This prevents a local authority from selling an asset to, for instance, a subsidiary company or joint arrangement, and subsequently using the capital receipt flexibly but also retain some control over the asset.

3.0 The Council's Proposals

The Council intends to use flexibility over capital receipts to support the following transformational projects: **Not applicable**

The Council currently has no plans to use capital receipts for transformational purposes, if circumstances change then a revised strategy will be produced and approved.

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REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Actuals 2024/25	Subjective Analysis : Controllable Only	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
		£m	£m	£m	£m	£m
(19.392)	Income & Fees	Fees & charges (19.772)	(22.020)	(24.445)	(24.713)	(24.803)
(5.817)		Other grants and contributions (7.725)	(7.791)	(7.941)	(8.077)	(8.050)
(27.751)		Government grants (22.676)	(21.388)	(19.881)	(20.882)	(20.884)
(1.016)		Sales (0.878)	(0.961)	(1.055)	(1.096)	(1.127)
(0.008)		NDR (0.008)	(0.008)	(0.008)	(0.008)	(0.009)
(4.947)		Rent (5.377)	(4.833)	(5.246)	(5.335)	(5.423)
-		Commuted sums (0.082)	(0.082)	(0.082)	(0.082)	(0.082)
(3.896)		Interest Income (1.414)	(1.949)	(1.362)	(1.169)	(1.204)
		Developer Contributions (0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(62.887)	Income & Fees Total		(57.987)	(59.083)	(60.071)	(61.412)
22.237	Employees	Salary 26.324	29.563	29.714	29.860	30.433
2.009		Other Staff Costs 1.698	0.370	0.354	0.354	0.354
0.356		Training 0.181	0.297	0.261	0.263	0.266
0.069		Recruitment 0.034	0.034	0.034	0.034	0.034
0.128		Uniform & laundry 0.044	0.059	0.055	0.055	0.055
2.043		National Insurance 3.141	3.559	3.569	3.597	3.680
3.537		Pension 4.249	5.120	5.122	5.146	5.249
0.296		Severance payments 0.152	0.152	0.152	0.152	0.152
1.738		Hired Staff 0.653	1.333	1.334	1.335	1.337
0.358		Employee Insurance 0.353	0.359	0.366	0.366	0.366
32.769	Employees Total		36.829	40.847	40.962	41.163
0.641	Buildings	Repairs & Maintenance 0.952	0.957	0.943	0.938	0.946
1.599		Energy Costs 1.666	1.663	1.956	2.078	2.089
1.929		Rents Payable 1.972	1.732	1.759	1.776	1.794
0.035		Equipment, furniture & materials 0.020	0.020	0.020	0.020	0.020
0.119		Premises Cleaning 0.100	0.102	0.094	0.094	0.094
0.077		Ground Maintenance Costs 0.012	0.013	0.015	0.015	0.015
0.113		Water Services 0.106	0.106	0.110	0.111	0.111
-		Operating Costs -	-	0.565	0.565	0.565
0.079		Premises Insurance 0.135	0.135	0.135	0.135	0.135
0.007		Rents 0.013	0.013	0.013	0.013	0.013
0.010		Rates 0.011	0.011	0.011	0.011	0.011
4.609	Buildings Total		4.988	4.752	5.620	5.756
0.016	Supplies & Services	Repairs & Maintenance -	-	-	-	-
4.518		Equipment, furniture & materials 4.134	4.533	4.858	5.035	4.956
0.822		Communication and computing 0.266	0.266	0.257	0.258	0.258
0.111		Insurance - service related 0.092	0.092	0.093	0.093	0.093
0.105		Premises Cleaning 0.074	0.074	0.074	0.074	0.074
9.233		Services 11.589	10.925	11.314	11.679	12.754
0.004		Other Staff Costs -	0.004	-	-	-
0.017		Expenses 0.004	0.004	0.004	0.004	0.004
-		Uniform & laundry 0.000	0.000	0.000	0.000	0.000
0.893		Office expenses 0.800	0.757	0.682	0.683	0.684
(0.038)		Sales (0.035)	(0.035)	(0.035)	(0.035)	(0.035)
(0.000)		Operating Costs -	-	-	-	-
0.010		Catering 0.009	0.009	0.009	0.009	0.009
(0.037)		Election Costs -	-	-	-	-
0.430		Members Allowances 0.444	0.452	0.461	0.470	0.480
0.000		Penalties & Fines -	-	-	-	-
16.084	Supplies & Services Total		17.377	17.082	17.717	18.270
0.008	Transport	Other Transport Costs -	-	-	-	-
0.006		Public Transport 0.009	0.011	0.009	0.009	0.009
1.050		Operating Costs 1.158	1.487	1.501	1.557	1.570
0.036		Pool Car 0.022	0.025	0.026	0.025	0.025
0.196		Vehicle Insurance 0.177	0.180	0.184	0.184	0.184
0.044		Mileage Allowance 0.039	0.042	0.040	0.040	0.040
0.060		Contract Hire & operating leases 0.006	0.006	0.006	0.006	0.006
1.399	Transport Total		1.411	1.753	1.765	1.822
1.385	Benefit & Transfer Payments	Contributions paid 1.212	1.212	1.212	1.212	1.212
2.128		Grants 1.016	0.974	0.979	0.983	0.987
0.003		Other Misc Payments 0.009	0.009	0.009	0.009	0.009
26.067		Benefits 20.632	19.682	18.682	19.682	19.682
0.609		Levies 0.629	0.642	0.642	0.642	0.642
30.192	Benefit & Transfer Payments Total		23.498	22.519	21.523	22.528
-	Renewals Fund Contribution	Renewals Fund Contribution 0.104	0.168	0.148	0.148	0.149
-	Renewals Fund Contribution Total		0.104	0.168	0.148	0.148
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers 0.089	(0.136)	(0.144)	0.078	0.074
(0.027)		Bad Debts Provision 0.155	0.155	0.155	0.155	0.155
(0.027)	Reserve-Revenue Transfers Total		0.244	0.020	0.011	0.233
22.140	Net Service Expenditure		26.464	28.058	27.675	28.510

Service Budgets by Head of Service

Huntingdonshire District Council

Table 8

Actuals 2024/25	Head of Service	Chief Digital & Information Officer	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ 000			£ m	£ m	£ m	£ m	£ m
(0.441)	Income & Fees	Fees & charges	-	-	-	-	-
(0.073)		Government grants	-	-	-	-	-
(5.170)		Other grants and contributions	(6.148)	(6.800)	(7.209)	(7.407)	(7.444)
(5.684)	Income & Fees Total		(6.148)	(6.800)	(7.209)	(7.407)	(7.444)
3.215	Employees	Salary	3.889	3.967	4.045	4.124	4.206
0.337		National Insurance	0.466	0.513	0.525	0.537	0.549
0.552		Pension	0.606	0.714	0.728	0.742	0.757
0.228		Hired Staff	0.067	0.247	0.247	0.247	0.247
0.097		Other Staff Costs	0.037	0.057	0.057	0.057	0.057
0.003		Recruitment	0.010	0.010	0.010	0.010	0.010
0.041		Training	0.030	0.030	0.080	0.030	0.030
4.473	Employees Total		5.105	5.538	5.642	5.748	5.856
0.009	Buildings	Repairs & Maintenance	-	-	-	-	-
0.009	Buildings Total		-	-	-	-	-
-	Supplies & Services	Repairs & Maintenance	-	-	-	-	-
0.059		Communication and computing	0.002	0.002	0.001	0.001	0.001
3.094		Equipment, furniture & materials	3.091	3.436	3.703	3.887	3.813
0.001		Expenses	-	-	-	-	-
0.003		Office expenses	-	-	-	-	-
0.990		Services	1.039	1.037	1.080	1.090	1.099
4.147	Supplies & Services Total		4.132	4.474	4.784	4.977	4.913
-	Transport	Contract Hire & operating leases	-	-	-	-	-
0.003		Mileage Allowance	0.000	0.000	0.000	0.000	0.000
0.001		Operating Costs	-	-	-	-	-
0.002		Pool Car	-	-	-	-	-
0.001		Public Transport	-	-	-	-	-
0.008	Transport Total		0.000	0.000	0.000	0.000	0.000
2.954	Net Service Expenditure		3.090	3.212	3.218	3.318	3.325
8.638	Gross Service Expenditure		9.238	10.013	10.425	10.725	10.769
(5.684)	Gross Service Income		(6.148)	(6.800)	(7.209)	(7.407)	(7.444)
2.954	Net Service Expenditure		3.090	3.212	3.218	3.318	3.325
2.954	3C ICT Shared Service		3.090	3.212	3.218	3.318	3.325
2.954	Net Service Expenditure		3.090	3.212	3.218	3.318	3.325

Actuals 2024/25	Head of Service	Chief Executive Officer	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
0.583	Employees	Salary	0.675	0.658	0.670	0.684	0.697
0.071		National Insurance	0.093	0.091	0.092	0.094	0.097
0.096		Pension	0.115	0.121	0.123	0.125	0.128
0.072		Hired Staff	-	-	-	-	-
0.025		Other Staff Costs	0.002	0.002	0.002	0.002	0.002
0.022		Recruitment	-	-	-	-	-
0.045		Training	0.018	0.018	0.018	0.018	0.018
0.914	Employees Total		0.903	0.888	0.906	0.923	0.941
0.004	Buildings	Rents Payable	0.003	0.003	0.003	0.003	0.003
0.002		Repairs & Maintenance	-	-	-	-	-
0.006	Buildings Total		0.003	0.003	0.003	0.003	0.003
0.001	Supplies & Services	Communication and computing	0.001	0.001	0.001	0.001	0.001
0.001		Catering	0.006	0.006	0.006	0.006	0.006
0.021		Equipment, furniture & materials	0.000	0.000	0.000	0.000	0.000
0.008		Expenses	-	-	-	-	-
0.067		Office expenses	0.058	0.053	0.054	0.055	0.056
0.003		Other Staff Costs	-	-	-	-	-
0.195		Services	0.043	0.024	0.024	0.024	0.024
0.296	Supplies & Services Total		0.108	0.083	0.084	0.085	0.086
0.001	Transport	Mileage Allowance	0.003	0.003	0.003	0.003	0.003
0.001		Pool Car	-	-	-	-	-
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001
0.003	Transport Total		0.004	0.004	0.004	0.004	0.004
0.001	Benefit & Transfer Payments	Other Misc Payments	0.003	0.003	0.003	0.003	0.003
0.002		Grants	-	-	-	-	-
0.003	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003
1.221	Net Service Expenditure		1.021	0.982	1.000	1.019	1.038
1.222	Gross Service Expenditure		1.021	0.982	1.000	1.019	1.038
(0.001)	Gross Service Income		-	-	-	-	-
1.221	Net Service Expenditure		1.021	0.982	1.000	1.019	1.038
1.211	Directors		1.003	0.965	0.983	1.002	1.021
0.011	Executive Support & Business Planning		0.018	0.017	0.017	0.017	0.017
1.221	Net Service Expenditure		1.021	0.982	1.000	1.019	1.038

Actuals 2024/25	Head of Service	Head of Communications, Engagement & Public Affairs	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
0.153	Employees	Salary	0.176	0.246	0.251	0.202	0.205
0.016		National Insurance	0.022	0.033	0.034	0.027	0.028
0.027		Pension	0.030	0.046	0.047	0.038	0.039
0.002		Hired Staff	-	-	-	-	-
0.198	Employees Total		0.229	0.326	0.332	0.267	0.272
0.001	Supplies & Services	Equipment, furniture & materials	0.001	0.001	0.001	0.001	0.001
0.001		Communication and computing	-	-	-	-	-
0.026		Services	0.016	0.017	0.017	0.018	0.018
0.028	Supplies & Services Total		0.017	0.018	0.018	0.018	0.019
0.000	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.001	0.001	0.001	0.001	0.001
0.227	Net Service Expenditure		0.247	0.344	0.351	0.287	0.292
0.227	Gross Service Expenditure		0.247	0.344	0.351	0.287	0.292
-	Gross Service Income		-	-	-	-	-
0.227	Net Service Expenditure		0.247	0.344	0.351	0.287	0.292
0.227	Communications & Information		0.247	0.344	0.351	0.287	0.292
0.227	Net Service Expenditure		0.247	0.344	0.351	0.287	0.292

Actuals 2024/25	Head of Service	Customer Change Director	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(1.040)	Income & Fees	Fees & charges	(1.714)	(1.724)	(1.724)	(1.724)	(1.724)
(25.591)		Government grants	(19.830)	(19.080)	(17.779)	(18.781)	(18.782)
(0.113)		Other grants and contributions	(0.139)	(0.042)	(0.043)	(0.044)	(0.046)
(26.743)	Income & Fees Total		(21.684)	(20.796)	(19.547)	(20.549)	(20.552)
2.983	Employees	Salary	3.406	3.553	3.498	3.543	3.616
0.292		National Insurance	0.434	0.457	0.451	0.458	0.469
0.477		Pension	0.554	0.626	0.615	0.622	0.635
0.060		Hired Staff	-	-	-	-	-
0.019		Other Staff Costs	0.026	0.026	0.026	0.026	0.026
0.008		Recruitment	-	-	-	-	-
0.004		Training	-	-	-	-	-
3.843	Employees Total		4.419	4.661	4.589	4.650	4.747
0.011	Supplies & Services	Communication and computing	0.020	0.020	0.020	0.020	0.020
0.030		Equipment, furniture & materials	0.011	0.011	0.021	0.011	0.011
0.185		Office expenses	0.161	0.168	0.168	0.168	0.168
0.113		Services	0.090	0.117	0.118	0.119	0.120
0.340	Supplies & Services Total		0.283	0.316	0.327	0.318	0.319
0.009	Transport	Pool Car	0.008	0.012	0.012	0.012	0.012
0.001		Mileage Allowance	0.002	0.002	0.002	0.002	0.002
0.008		Other Transport Costs	-	-	-	-	-
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002
0.019	Transport Total		0.013	0.016	0.016	0.016	0.016
26.067	Benefit & Transfer Payments	Benefits	20.632	19.682	18.682	19.682	19.682
1.286		Contributions paid	1.135	1.135	1.135	1.135	1.135
0.114		Grants	0.120	0.124	0.127	0.131	0.135
27.467	Benefit & Transfer Payments Total		21.887	20.940	19.944	20.948	20.952
(0.020)	Reserve-Revenue Transfers	Bad Debts Provision	0.147	0.147	0.147	0.147	0.147
-		Reserve-Revenue Transfers	(0.120)	(0.124)	(0.127)	(0.131)	(0.135)
(0.020)	Reserve-Revenue Transfers Total		0.027	0.023	0.020	0.016	0.012
4.906	Net Service Expenditure		4.945	5.161	5.350	5.399	5.495
31.650	Gross Service Expenditure		25.629	25.957	24.896	25.948	26.046
(26.743)	Gross Service Income		(21.684)	(20.796)	(19.547)	(20.549)	(20.552)
4.906	Net Service Expenditure		4.945	5.161	5.350	5.399	5.495
0.002	Council Tax Support		(0.232)	(0.231)	(0.231)	(0.231)	(0.231)
1.017	Customer Services		1.169	1.270	1.298	1.326	1.355
0.156	Document Centre		0.151	0.154	0.167	0.160	0.163
2.720	Housing Benefits		2.542	2.714	2.777	2.819	2.862
1.010	Housing Needs		1.314	1.254	1.339	1.325	1.345
4.906	Net Service Expenditure		4.945	5.161	5.350	5.399	5.495

Actuals 2024/25	Head of Service	Head of Democratic Services & Monitoring Officer	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.203)	Income & Fees	Fees & charges	(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
(0.624)		Government grants	-	-	-	-	-
(0.102)		Other grants and contributions	-	-	-	-	-
(0.003)		Sales	-	-	-	-	-
(0.932)	Income & Fees Total		(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
0.827	Employees	Salary	0.664	0.759	0.773	0.788	0.804
0.055		National Insurance	0.085	0.098	0.100	0.102	0.105
0.083		Pension	0.115	0.140	0.143	0.146	0.148
0.022		Hired Staff	0.022	0.022	0.022	0.022	0.022
0.025		Other Staff Costs	-	-	-	-	-
0.005		Recruitment	-	-	-	-	-
0.016		Training	0.002	0.006	0.002	0.002	0.002
1.033	Employees Total		0.888	1.025	1.040	1.060	1.081
0.050	Buildings	Rents Payable	-	-	-	-	-
0.050	Buildings Total		-	-	-	-	-
0.000	Supplies & Services	Catering	0.003	0.003	0.003	0.003	0.003
0.236		Communication and computing	0.004	0.004	0.004	0.004	0.004
(0.037)		Election Costs	-	-	-	-	-
0.031		Equipment, furniture & materials	0.013	0.003	0.003	0.003	0.003
-		Insurance - service related	0.003	0.003	0.003	0.003	0.003
0.430		Members Allowances	0.444	0.452	0.461	0.470	0.480
0.295		Office expenses	0.205	0.205	0.205	0.205	0.205
0.357		Services	0.309	0.552	0.529	0.523	0.523
1.313	Supplies & Services Total		0.980	1.222	1.208	1.211	1.220
0.003	Transport	Mileage Allowance	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002
0.004	Transport Total		0.008	0.008	0.008	0.008	0.008
0.000	Benefit & Transfer Payments	Contributions paid	0.001	0.001	0.001	0.001	0.001
0.001		Grants	0.002	0.002	0.002	0.002	0.002
0.001	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.100	0.100	0.100	0.100	0.100
-	Reserve-Revenue Transfers Total		0.100	0.100	0.100	0.100	0.100
1.468	Net Service Expenditure		1.744	2.173	2.174	2.197	2.228
2.400	Gross Service Expenditure		1.978	2.357	2.358	2.381	2.412
(0.932)	Gross Service Income		(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
1.468	Net Service Expenditure		1.744	2.173	2.174	2.197	2.228
0.194	Democratic & Elections		0.192	0.401	0.404	0.408	0.412
0.836	Legal		1.035	1.195	1.211	1.231	1.252
0.330	Procurement		0.278	0.321	0.298	0.292	0.292
0.088	Risks & Control		0.204	0.220	0.224	0.229	0.233
-	Head of Democratic Services & Monitoring Officer Total		0.034	0.036	0.037	0.038	0.038
1.468	Net Service Expenditure		1.744	2.173	2.174	2.197	2.228

Actuals 2024/25	Head of Service	Head of Economy, Regeneration & Housing	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(2.588)	Income & Fees	Fees & charges Government grants Rent	(3.000)	(2.849)	(2.854)	(2.859)	(2.859)
(0.676)			-	-	-	-	-
(0.002)			(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
(3.266)	Income & Fees Total		(3.164)	(3.023)	(2.931)	(2.861)	(2.861)
0.591	Employees	Salary National Insurance Pension Other Staff Costs Recruitment Training Uniform & laundry	1.092	1.063	1.084	1.106	1.128
0.056			0.122	0.136	0.139	0.142	0.146
0.102			0.166	0.198	0.202	0.206	0.210
0.020			0.005	0.005	0.005	0.005	0.005
0.003			-	-	-	-	-
0.008			0.020	0.005	0.020	0.020	0.020
0.005			0.002	0.002	0.002	0.002	0.002
0.784	Employees Total		1.407	1.409	1.452	1.481	1.511
0.093	Buildings	Energy Costs Premises Cleaning Rates Rents Rents Payable Repairs & Maintenance Water Services	0.065	0.065	0.065	0.065	0.065
0.008			0.004	0.004	0.004	0.004	0.004
0.006			0.004	0.004	0.004	0.004	0.004
0.007			0.013	0.013	0.013	0.013	0.013
0.366			0.539	0.373	0.383	0.393	0.404
0.083			0.140	0.140	0.140	0.140	0.140
0.000			0.001	0.001	0.001	0.001	0.001
0.562	Buildings Total		0.766	0.600	0.610	0.620	0.631
0.004	Supplies & Services	Communication and computing Equipment, furniture & materials Office expenses Services	0.007	0.007	0.008	0.009	0.009
0.090			0.097	0.054	0.053	0.053	0.053
0.043			0.068	0.073	0.043	0.043	0.043
0.504			0.122	0.188	0.112	0.113	0.115
0.641	Supplies & Services Total		0.294	0.326	0.217	0.219	0.221
0.001	Transport	Mileage Allowance Operating Costs Pool Car Public Transport	0.002	0.002	0.002	0.002	0.002
0.006			0.004	0.004	0.004	0.004	0.004
0.001			0.000	0.000	0.000	0.000	0.000
0.001			0.000	0.003	0.000	0.000	0.000
0.008	Transport Total		0.006	0.008	0.006	0.006	0.006
0.958	Benefit & Transfer Payments	Grants	0.495	0.490	0.490	0.490	0.490
0.958	Benefit & Transfer Payments Total		0.495	0.490	0.490	0.490	0.490
(0.312)	Net Service Expenditure		(0.195)	(0.188)	(0.155)	(0.044)	(0.002)
2.954	Gross Service Expenditure		2.969	2.834	2.775	2.817	2.859
(3.266)	Gross Service Income		(3.164)	(3.023)	(2.931)	(2.861)	(2.861)
(0.312)	Net Service Expenditure		(0.195)	(0.188)	(0.155)	(0.044)	(0.002)
(0.007)	Car Park - On Street		-	-	-	-	-
(0.866)	Car Parks - Off Street		(1.063)	(1.107)	(1.085)	(1.063)	(1.040)
0.252	Economic Development		0.350	0.431	0.336	0.342	0.347
0.211	Housing Strategy		0.325	0.363	0.370	0.377	0.383
(0.005)	Market Towns		0.051	0.054	0.156	0.235	0.240
0.103	Markets		0.143	0.070	0.068	0.065	0.068
(0.312)	Net Service Expenditure		(0.195)	(0.188)	(0.155)	(0.044)	(0.002)

Actuals 2024/25	Head of Service	Head of Environmental Services	2025/26	2026/27	2027/28	2028/29	2029/30
			Budget	Budget	Budget	Budget	Budget
£ m			£ m	£ m	£ m	£ m	£ m
- (5.167)	Income & Fees	Commuted sums Fees & charges Government grants Other grants and contributions Sales	(0.081) (3.814) (2.630) (0.121) (0.009)	(0.081) (4.137) (2.030) (0.121) (0.009)	(0.081) (4.254) (2.030) (0.121) (0.009)	(0.081) (4.374) (2.030) (0.121) (0.009)	(0.081) (4.502) (2.030) (0.121) (0.009)
(0.157) (0.005)							
(5.330)	Income & Fees Total		(6.655)	(6.377)	(6.494)	(6.614)	(6.743)
3.989	Employees	Salary National Insurance Pension Hired Staff Other Staff Costs Recruitment Training Uniform & laundry	4.780 0.601 0.841 0.502 0.153 - 0.002 0.031	5.926 0.746 1.114 0.654 0.183 - 0.002 0.042	5.966 0.754 1.123 0.655 0.183 - 0.002 0.042	6.085 0.772 1.145 0.656 0.183 - 0.002 0.042	6.206 0.790 1.168 0.657 0.183 - 0.002 0.042
0.385 0.705 1.077 0.176 0.001 0.083 0.095							
6.459	Employees Total		6.910	8.666	8.724	8.884	9.047
0.014	Buildings	Energy Costs Equipment, furniture & materials Ground Maintenance Costs Rents Payable Repairs & Maintenance Water Services	0.019 0.020 - 0.000 0.060 0.000	0.019 0.020 0.003 0.000 0.060 0.000	0.019 0.020 0.003 0.000 0.060 0.000	0.019 0.020 0.003 0.000 0.060 0.000	0.019 0.020 0.003 0.000 0.060 0.000
0.085 0.047 0.004 0.008 0.000							
0.107	Buildings Total		0.100	0.103	0.103	0.103	0.103
0.325 0.003 0.323 0.002 0.003 0.114 0.002 (0.035) 1.492	Supplies & Services	Communication and computing Catering Equipment, furniture & materials Expenses Insurance - service related Office expenses Repairs & Maintenance Sales Services	0.090 - 0.308 - 0.004 0.040 - (0.034) 2.484	0.096 - 0.318 - 0.004 0.044 - (0.034) 2.526	0.096 - 0.313 - 0.004 0.044 - (0.034) 2.481	0.096 - 0.302 - 0.004 0.044 - (0.034) 2.519	0.096 - 0.290 - 0.004 0.044 - (0.034) 2.554
2.230	Supplies & Services Total		2.892	2.954	2.904	2.930	2.953
0.060 0.001 1.013 (0.000) 0.013 0.001 0.025	Transport	Contract Hire & operating leases Mileage Allowance Operating Costs Other Transport Costs Pool Car Public Transport Vehicle Insurance	0.006 0.000 1.130 - 0.001 0.001 0.001	0.006 0.000 1.462 - 0.001 0.001 0.001	0.006 0.000 1.473 - 0.001 0.001 0.001	0.006 0.000 1.530 - 0.001 0.001 0.001	0.006 0.000 1.543 - 0.001 0.001 0.001
1.111	Transport Total		1.139	1.471	1.482	1.539	1.552
0.023	Benefit & Transfer Payments	Grants	0.012	0.012	0.012	0.012	0.012
0.023	Benefit & Transfer Payments Total		0.012	0.012	0.012	0.012	0.012
4.601	Net Expenditure		4.397	6.828	6.730	6.854	6.924
0.005 (0.005)	Gross Service Expenditure Gross Service Income		4.406 (0.009)	13.206 (6.377)	6.739 (0.009)	6.863 (0.009)	6.933 (0.009)
4.601	Net Service Expenditure		4.397	6.828	6.730	6.854	6.924
(0.126) 0.286 0.310 1.146 0.178 1.048 1.757	CCTV CCTV Shared Service Fleet Management Green Spaces Head of Operations Street Cleansing Waste Management		(0.117) 0.279 0.345 1.178 0.121 1.254 1.337	(0.117) 0.295 0.359 1.215 0.126 1.393 3.558	(0.117) 0.302 0.364 1.146 0.128 1.316 3.591	(0.117) 0.304 0.370 1.166 0.131 1.337 3.664	(0.117) 0.305 0.375 1.185 0.133 1.358 3.684
4.601	Net Service Expenditure		4.397	6.828	6.730	6.854	6.924

Actuals 2024/25	Head of Service	Head of Finance	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.009)	Income & Fees	Fees & charges	(0.100)	-	-	-	-
(0.021)		Government grants	-	-	-	-	-
(3.896)		Interest Income	(1.414)	(1.949)	(1.362)	(1.169)	(1.204)
(0.057)		Other grants and contributions	(0.313)	-	-	-	-
(0.229)		Sales	-	-	-	-	-
(4.212)	Income & Fees Total		(1.827)	(1.949)	(1.362)	(1.169)	(1.204)
0.525	Employees	Salary	0.717	1.582	1.598	1.615	1.632
0.053		National Insurance	0.078	0.094	0.096	0.098	0.101
0.091		Pension	0.103	0.132	0.135	0.138	0.140
0.358		Employee Insurance	0.353	0.359	0.366	0.366	0.366
1.482		Other Staff Costs	1.415	0.023	0.023	0.023	0.023
0.296		Severance payments	0.152	0.152	0.152	0.152	0.152
0.006		Training	0.010	0.010	0.010	0.010	0.010
2.811	Employees Total		2.829	2.352	2.380	2.401	2.423
0.079	Buildings	Premises Insurance	0.107	0.107	0.107	0.107	0.107
0.003		Rents Payable	-	-	-	-	-
0.082	Buildings Total		0.107	0.107	0.107	0.107	0.107
0.001	Supplies & Services	Catering	-	-	-	-	-
0.004		Communication and computing	0.003	0.003	0.003	0.003	0.003
0.021		Equipment, furniture & materials	0.052	0.052	0.052	0.052	0.052
0.001		Expenses	-	-	-	-	-
0.028		Insurance - service related	0.029	0.029	0.030	0.030	0.030
0.021		Office expenses	0.017	0.017	0.017	0.017	0.017
3.871		Services	5.517	4.971	5.107	5.494	6.521
3.948	Supplies & Services Total		5.617	5.071	5.208	5.594	6.621
-	Transport	Public Transport	0.001	0.001	0.001	0.001	0.001
0.171		Vehicle Insurance	0.175	0.179	0.182	0.182	0.182
0.171	Transport Total		0.176	0.179	0.183	0.183	0.183
0.002	Benefit & Transfer Payments	Grants	-	-	-	-	-
0.099		Contributions paid	0.076	0.076	0.076	0.076	0.076
0.609		Levies	0.629	0.642	0.642	0.642	0.642
0.711	Benefit & Transfer Payments Total		0.705	0.718	0.718	0.718	0.718
(0.007)	Reserve-Revenue Transfers	Bad Debts Provision	0.008	0.008	0.008	0.008	0.008
-		Reserve-Revenue Transfers	0.004	0.004	0.004	0.004	0.004
(0.007)	Reserve-Revenue Transfers Total		0.012	0.012	0.012	0.012	0.012
3.504	Net Service Expenditure		7.618	6.490	7.245	7.847	8.861

7.716	Gross Service Expenditure	9.445	8.439	8.607	9.016	10.065
(4.212)	Gross Service Income	(1.827)	(1.949)	(1.362)	(1.169)	(1.204)
3.504	Net Service Expenditure	7.618	6.490	7.245	7.847	8.861

2.053	Corporate Finance	6.015	4.727	5.452	6.035	7.029
0.684	Corporate Insurance	0.711	0.724	0.735	0.736	0.737
0.766	Finance	0.892	1.039	1.057	1.076	1.095
3.504	Net Service Expenditure	7.618	6.490	7.245	7.847	8.861

Actuals 2024/25	Head of Service	Head of Human Resources & Officer Development	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
0.510	Employees	Salary	0.527	0.673	0.687	0.700	0.714
0.052		National Insurance	0.068	0.088	0.090	0.092	0.094
0.076		Pension	0.091	0.125	0.128	0.130	0.133
0.087		Hired Staff	-	-	-	-	-
0.025		Other Staff Costs	0.030	0.030	0.030	0.030	0.030
0.025		Recruitment	0.021	0.021	0.021	0.021	0.021
0.110		Training	0.087	0.214	0.167	0.169	0.172
0.836	Employees Total		0.825	1.151	1.121	1.142	1.163
0.045	Supplies & Services	Communication and computing	0.041	0.041	0.041	0.041	0.041
0.002		Equipment, furniture & materials	0.003	0.003	0.003	0.003	0.003
0.007		Office expenses	0.004	0.004	0.004	0.004	0.004
0.045		Services	0.111	0.011	0.011	0.011	0.011
0.100	Supplies & Services Total		0.158	0.058	0.058	0.058	0.058
0.000	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001
-		Pool Car	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.002	0.002	0.002	0.002	0.002
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	-	(0.098)	(0.099)	-	-
-	Reserve-Revenue Transfers Total		-	(0.098)	(0.099)	-	-
0.936	Net Service Expenditure		0.984	1.113	1.082	1.202	1.223
0.936	Gross Service Expenditure		0.984	1.113	1.082	1.202	1.223
-	Gross Service Income		-	-	-	-	-
0.936	Net Service Expenditure		0.984	1.113	1.082	1.202	1.223
0.936	Corporate Health & Safety		0.984	1.113	1.082	1.202	1.223
0.936	Net Service Expenditure		0.984	1.113	1.082	1.202	1.223

Actuals 2024/25	Head of Service	Head of Leisure, Health & Environment	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
-	Income & Fees	Commuted sums	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
(6.778)		Fees & charges	(7.995)	(9.459)	(11.919)	(12.036)	(12.238)
(0.012)		Government grants	(0.016)	(0.016)	(0.016)	(0.016)	(0.016)
(0.008)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.009)
(0.188)		Other grants and contributions	(0.233)	(0.062)	(0.122)	(0.125)	(0.128)
(0.042)		Rent	(0.031)	(0.031)	(0.031)	(0.031)	(0.031)
(0.759)		Sales	(0.855)	(0.950)	(1.032)	(1.073)	(1.104)
(7.786)	Income & Fees Total		(9.139)	(10.527)	(13.130)	(13.291)	(13.527)
4.591	Employees	Salary	5.161	5.505	5.797	5.745	5.855
0.289		National Insurance	0.502	0.575	0.592	0.585	0.600
0.617		Pension	0.727	0.873	0.892	0.881	0.898
0.004		Hired Staff	0.002	-	-	-	-
0.083		Other Staff Costs	0.003	0.019	0.003	0.003	0.003
0.001		Recruitment	-	-	-	-	-
0.052		Training	0.000	0.001	0.001	0.001	0.001
0.027		Uniform & laundry	0.008	0.013	0.009	0.009	0.009
5.673	Employees Total		6.403	6.985	7.293	7.224	7.365
0.982	Buildings	Energy Costs	1.095	0.998	1.276	1.291	1.305
0.029		Ground Maintenance Costs	0.012	0.010	0.012	0.012	0.012
-		Operating Costs	-	-	0.565	0.565	0.565
0.056		Premises Cleaning	0.054	0.055	0.048	0.048	0.048
0.647		Rents Payable	0.658	0.674	0.677	0.677	0.677
0.422		Repairs & Maintenance	0.376	0.344	0.350	0.354	0.358
0.118		Water Services	0.090	0.090	0.094	0.094	0.095
2.253	Buildings Total		2.285	2.172	3.021	3.041	3.061
0.116	Supplies & Services	Communication and computing	0.085	0.079	0.070	0.070	0.070
0.004		Catering	-	-	-	-	-
0.666		Equipment, furniture & materials	0.478	0.575	0.629	0.643	0.650
0.002		Expenses	-	-	-	-	-
0.060		Office expenses	0.151	0.112	0.085	0.085	0.085
0.001		Other Staff Costs	-	-	-	-	-
0.018		Premises Cleaning	-	-	-	-	-
0.009		Repairs & Maintenance	-	-	-	-	-
(0.001)		Sales	-	-	-	-	-
0.285		Services	0.691	0.233	0.595	0.595	0.595
1.161	Supplies & Services Total		1.406	0.998	1.379	1.394	1.400
0.019	Transport	Mileage Allowance	0.007	0.010	0.008	0.008	0.008
0.021		Operating Costs	0.019	0.016	0.018	0.018	0.018
0.002		Pool Car	0.002	0.002	0.002	0.002	0.002
0.001		Public Transport	0.000	0.000	0.000	0.000	0.000
0.000		Vehicle Insurance	0.001	0.001	0.001	0.001	0.001
0.044	Transport Total		0.029	0.029	0.029	0.029	0.029
0.010	Benefit & Transfer Payments	Grants	0.005	-	-	-	-
0.010	Benefit & Transfer Payments Total		0.005	-	-	-	-
-	Renewals Fund Contribution	Renewals Fund Contribution	0.096	0.160	0.140	0.140	0.141
-	Renewals Fund Contribution Total		0.096	0.160	0.140	0.140	0.141
1.354	Net Expenditure		1.084	(0.181)	(1.268)	(1.463)	(1.531)
9.141	Gross Service Expenditure		10.223	10.346	11.862	11.828	11.996
(7.786)	Gross Service Income		(9.139)	(10.527)	(13.130)	(13.291)	(13.527)
1.354	Net Service Expenditure		1.084	(0.181)	(1.268)	(1.463)	(1.531)
0.210	One Leisure Active Lifestyles		0.155	0.183	0.111	0.123	0.122
0.117	One Leisure Facilities		(0.632)	(0.798)	(1.662)	(1.758)	(1.814)
0.004	Parks and Open Spaces		0.002	0.002	0.002	0.002	0.002
1.024	Parks, Countryside and Climate		1.094	0.431	0.281	0.170	0.159
1.354	Net Service Expenditure		1.084	(0.181)	(1.268)	(1.463)	(1.531)

Actuals 2024/25	Head of Service	Head of Planning, Infrastructure & Public Protection	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.060)		Developer Contributions	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(2.680)		Fees & charges	(2.610)	(3.362)	(3.206)	(3.231)	(2.991)
(0.753)		Government grants	(0.200)	(0.312)	(0.056)	(0.056)	(0.056)
(0.030)		Other grants and contributions	(0.479)	(0.465)	(0.366)	(0.374)	(0.306)
(0.099)		Rent	(0.098)	(0.103)	(0.107)	(0.107)	(0.107)
(0.020)		Sales	(0.014)	(0.002)	(0.014)	(0.014)	(0.014)
(3.642)	Income & Fees Total		(3.456)	(4.294)	(3.799)	(3.832)	(3.524)
3.161	Employees	Salary	3.956	4.228	3.968	3.964	4.042
0.318		National Insurance	0.505	0.546	0.515	0.516	0.528
0.534		Pension	0.682	0.777	0.736	0.734	0.749
0.234		Hired Staff	0.060	0.410	0.410	0.410	0.410
0.022		Other Staff Costs	0.005	0.004	0.004	0.004	0.004
0.010		Training	0.007	0.007	0.007	0.007	0.007
0.001		Uniform & laundry	0.003	0.003	0.003	0.003	0.003
4.280	Employees Total		5.217	5.974	5.642	5.637	5.742
0.046	Buildings	Energy Costs	0.056	0.063	0.070	0.070	0.070
0.003		Rents Payable	0.003	0.003	0.003	0.003	0.003
0.020		Repairs & Maintenance	0.025	0.027	0.027	0.027	0.026
(0.019)		Water Services	-	-	-	-	-
0.050	Buildings Total		0.084	0.092	0.100	0.099	0.099
0.007	Supplies & Services	Communication and computing	0.012	0.012	0.012	0.012	0.012
0.049		Equipment, furniture & materials	0.045	0.046	0.045	0.045	0.045
0.001		Expenses	0.004	0.004	0.004	0.004	0.004
0.075		Office expenses	0.067	0.054	0.054	0.054	0.054
(0.002)		Sales	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.652		Services	0.345	0.523	0.524	0.459	0.459
0.782	Supplies & Services Total		0.473	0.639	0.639	0.574	0.574
0.013	Transport	Mileage Allowance	0.015	0.015	0.015	0.015	0.015
0.008		Operating Costs	0.005	0.005	0.005	0.005	0.005
0.006		Pool Car	0.007	0.007	0.007	0.007	0.007
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001
0.027	Transport Total		0.029	0.029	0.029	0.029	0.029
0.857	Benefit & Transfer Payments	Grants	0.335	0.299	0.300	0.300	0.300
0.857	Benefit & Transfer Payments Total		0.335	0.299	0.300	0.300	0.300
-	Renewals Fund Contribution	Renewals Fund Contribution	0.008	0.008	0.008	0.008	0.008
-	Renewals Fund Contribution Total		0.008	0.008	0.008	0.008	0.008
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.105	0.105	0.105	0.105	0.105
-	Reserve-Revenue Transfers Total		0.105	0.105	0.105	0.105	0.105
2.355	Net Expenditure		2.794	2.853	3.024	2.921	3.333
5.996	Gross Service Expenditure		6.251	7.147	6.823	6.753	6.857
(3.642)	Gross Service Income		(3.456)	(4.294)	(3.799)	(3.832)	(3.524)
2.355	Net Service Expenditure		2.794	2.853	3.024	2.921	3.333
0.143	Building Control		0.165	0.165	0.165	0.165	0.165
0.561		Communities	0.406	0.292	0.403	0.406	0.486
0.191		Community Resilience	0.330	0.343	0.374	0.381	0.388
0.193		Development Management	(0.059)	0.373	0.379	0.416	0.454
0.045		Environmental Health Admin	0.050	0.052	0.054	0.055	0.056
0.748		Environmental Health Services	0.895	0.980	1.001	0.978	0.992
(0.108)		Licencing	0.002	0.033	(0.008)	(0.030)	(0.024)
0.583	Planning Policy		1.006	0.615	0.657	0.551	0.816
2.355	Net Service Expenditure		2.794	2.853	3.024	2.921	3.333

Actuals 2024/25	Head of Service	Head of Policy, Performance & Emergency Planning	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
-	Income & Fees	Fees & charges	-	-	-	-	-
-		Other grants and contributions	(0.125)	(0.125)	-	-	-
-	Income & Fees Total		(0.125)	(0.125)	-	-	-
0.628	Employees	Salary	0.740	0.880	0.845	0.761	0.774
0.069		National Insurance	0.093	0.112	0.109	0.099	0.101
0.104		Pension	0.122	0.158	0.152	0.136	0.139
0.081		Other Staff Costs	0.016	0.016	0.016	0.016	0.016
-		Recruitment	0.003	0.003	0.003	0.003	0.003
0.017		Training	0.005	0.005	0.005	0.005	0.005
0.849	Employees Total		0.979	1.174	1.129	1.019	1.037
0.005	Supplies & Services	Equipment, furniture & materials	0.014	0.014	0.014	0.014	0.014
0.001		Office expenses	0.021	0.021	0.001	0.001	0.001
0.018		Services	0.054	0.017	0.007	0.007	0.007
0.024	Supplies & Services Total		0.089	0.052	0.022	0.022	0.022
0.000	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001
0.000		Public Transport	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.002	0.002	0.002	0.002	0.002
0.049	Benefit & Transfer Payments	Grants	0.011	0.011	0.011	0.011	0.011
0.049	Benefit & Transfer Payments Total		0.011	0.011	0.011	0.011	0.011
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	-	(0.123)	(0.127)	-	-
-	Reserve-Revenue Transfers Total		-	(0.123)	(0.127)	-	-
0.924	Net Expenditure		0.955	0.990	1.036	1.054	1.071
0.924	Gross Service Expenditure		1.080	1.115	1.036	1.054	1.071
-	Gross Service Income		(0.125)	(0.125)	-	-	-
0.924	Net Service Expenditure		0.955	0.990	1.036	1.054	1.071
0.089	Emergency Planning		0.128	0.149	0.101	0.101	0.101
0.205	Strategic Insight & Delivery		0.306	0.230	0.186	0.190	0.188
0.678	Transformation		0.521	0.611	0.749	0.763	0.776
0.924	Net Service Expenditure		0.955	0.990	1.036	1.054	1.071

Actuals 2024/25	Head of Service	Head of Property & Facilities	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.485)	Income & Fees	Fees & charges	(0.304)	(0.304)	(0.304)	(0.304)	(0.304)
-		Other grants and contributions	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)
(4.805)		Rent	(5.246)	(4.698)	(5.106)	(5.195)	(5.284)
(5.290)	Income & Fees Total		(5.555)	(5.007)	(5.416)	(5.504)	(5.593)
0.480	Employees	Salary	0.542	0.523	0.533	0.544	0.555
0.050		National Insurance	0.072	0.070	0.071	0.073	0.075
0.074		Pension	0.094	0.098	0.100	0.102	0.104
0.003		Hired Staff	-	-	-	-	-
0.003		Other Staff Costs	0.006	0.006	0.006	0.006	0.006
0.004		Training	-	-	-	-	-
0.001		Uniform & laundry	0.000	0.000	0.000	0.000	0.000
0.615	Employees Total		0.715	0.697	0.711	0.725	0.739
0.464	Buildings	Energy Costs	0.431	0.517	0.526	0.633	0.628
0.001		Ground Maintenance Costs	-	-	-	-	-
0.055		Premises Cleaning	0.042	0.042	0.042	0.042	0.042
-		Premises Insurance	0.028	0.028	0.028	0.028	0.028
0.006		Rates	0.007	0.007	0.007	0.007	0.007
0.853		Rents Payable	0.770	0.680	0.693	0.700	0.707
0.095		Repairs & Maintenance	0.351	0.386	0.366	0.357	0.362
0.013		Water Services	0.015	0.015	0.015	0.015	0.015
1.487	Buildings Total		1.643	1.674	1.676	1.782	1.789
0.011	Supplies & Services	Communication and computing	0.001	0.001	0.001	0.001	0.001
0.185		Equipment, furniture & materials	0.021	0.021	0.021	0.021	0.021
0.001		Expenses	-	-	-	-	-
0.079		Insurance - service related	0.056	0.056	0.056	0.056	0.056
0.021		Office expenses	0.009	0.009	0.009	0.009	0.009
0.088		Premises Cleaning	0.074	0.074	0.074	0.074	0.074
0.004		Repairs & Maintenance	-	-	-	-	-
0.684		Services	0.768	0.709	0.709	0.709	0.709
1.073	Supplies & Services Total		0.929	0.870	0.870	0.870	0.870
0.003	Transport	Pool Car	0.002	0.002	0.002	0.002	0.002
0.000		Mileage Allowance	0.000	0.000	0.000	0.000	0.000
0.000		Public Transport	0.000	0.000	0.000	0.000	0.000
0.003	Transport Total		0.003	0.003	0.003	0.003	0.003
0.112	Benefit & Transfer Payments	Grants	0.037	0.037	0.037	0.037	0.037
0.003		Other Misc Payments	0.006	0.006	0.006	0.006	0.006
0.115	Benefit & Transfer Payments Total		0.043	0.043	0.043	0.043	0.043
(1.996)	Net Expenditure		(2.221)	(1.719)	(2.112)	(2.081)	(2.148)
3.294	Gross Service Expenditure		3.334	3.288	3.303	3.423	3.445
(5.290)	Gross Service Income		(5.555)	(5.007)	(5.416)	(5.504)	(5.593)
(1.996)	Net Service Expenditure		(2.221)	(1.719)	(2.112)	(2.081)	(2.148)
(3.100)	Commercial Estates	Commercial Estates	(3.338)	(2.935)	(3.335)	(3.417)	(3.500)
0.050		Energy & Sustainability Mgt	0.048	0.050	0.051	0.052	0.053
1.048		Facilities Management	1.069	1.165	1.171	1.284	1.298
0.005		Public Conveniences	-	-	-	-	-
(1.996)	Net Service Expenditure		(2.221)	(1.719)	(2.112)	(2.081)	(2.148)

Revenue Budget by Portfolio

Huntingdonshire District Council

Table 21

Actuals 2024/25	Portfolio	Climate, Transformation & Workforce	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.441)	Income & Fees	Fees & charges	-	(0.433)	(0.433)	(0.433)	(0.433)
(0.073)		Government grants	-	-	-	-	-
(5.189)		Other grants and contributions	(6.273)	(6.925)	(7.209)	(7.407)	(7.444)
(5.703)	Income & Fees Total		(6.273)	(7.358)	(7.642)	(7.840)	(7.877)
4.101	Employees	Salary	4.765	5.182	5.285	5.223	5.325
0.430		National Insurance	0.580	0.673	0.688	0.683	0.698
0.689		Pension	0.758	0.940	0.959	0.947	0.966
0.000		Employee Insurance	0.000	0.000	0.000	0.000	0.000
0.264		Hired Staff	0.057	0.247	0.247	0.247	0.247
0.154		Other Staff Costs	0.057	0.087	0.087	0.087	0.087
0.029		Recruitment	0.034	0.034	0.034	0.034	0.034
0.175		Training	0.122	0.249	0.201	0.204	0.206
5.841	Employees Total		6.394	7.412	7.501	7.424	7.562
-	Buildings	Ground Maintenance Costs	-	-	-	-	-
0.001		Rents Payable	-	-	-	-	-
0.011		Repairs & Maintenance	-	-	-	-	-
0.012	Buildings Total		-	-	-	-	-
0.130	Supplies & Services	Communication and computing	0.042	0.042	0.041	0.041	0.041
3.103		Equipment, furniture & materials	3.096	3.440	3.708	3.891	3.817
0.001		Expenses	-	-	-	-	-
0.010		Office expenses	0.004	0.004	0.004	0.004	0.004
1.095		Services	1.235	1.134	1.147	1.157	1.166
4.340	Supplies & Services Total		4.377	4.620	4.900	5.093	5.029
0.004	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001
(0.000)		Operating Costs	-	-	-	-	-
0.003		Pool car	-	-	-	-	-
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001
0.007	Transport Total		0.001	0.001	0.001	0.001	0.001
0.010	Benefit & Transfer Payments	Grants	-	-	-	-	-
0.010	Benefit & Transfer Payments Total		-	-	-	-	-
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	-	(0.221)	(0.226)	-	-
-	Reserve-Revenue Transfers Total		-	(0.221)	(0.226)	-	-
4.507	Net Service Expenditure		4.499	4.454	4.535	4.678	4.715
10.210	Gross Service Expenditure		10.772	11.812	12.177	12.518	12.592
(5.703)	Gross Service Income		(6.273)	(7.358)	(7.642)	(7.840)	(7.877)
4,507	Net Service Expenditure		4.499	4.454	4.535	4.678	4.715
2.954	3C ICT Shared Service		3.090	3.212	3.218	3.318	3.325
0.876	Human Resources		0.918	1.043	1.011	1.129	1.149
0.110	Parks, Countryside and Climate		0.127	(0.268)	(0.295)	(0.382)	(0.382)
0.567	Transformation		0.365	0.466	0.601	0.612	0.623
4.507	Net Service Expenditure		4.499	4.454	4.535	4.678	4.715

Actuals 2024/25	Portfolio	Communities, Health & Leisure	2025/26	2026/27	2027/28	2028/29	2029/30
			Budget	Budget	Budget	Budget	Budget
£ m			£ m	£ m	£ m	£ m	£ m
(6.823)	Income & Fees	Fees & charges	(8.013)	(8.705)	(11.115)	(11.208)	(11.381)
(0.747)		Government grants	(0.180)	(0.292)	(0.036)	(0.036)	(0.036)
(0.008)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.009)
(0.152)		Other grants and contributions	(0.418)	(0.243)	(0.199)	(0.204)	(0.134)
(0.362)		Rent	(0.345)	(0.321)	(0.321)	(0.321)	(0.321)
(0.451)		Sales	(0.653)	(0.598)	(0.621)	(0.636)	(0.652)
(8.542)	Income & Fees Total		(9.617)	(10.168)	(12.300)	(12.408)	(12.531)
4.552	Employees	Salary	5.021	5.314	5.396	5.404	5.508
0.291		National Insurance	0.488	0.550	0.540	0.542	0.555
0.599		Pension	0.705	0.828	0.816	0.816	0.832
0.007		Hired Staff	0.002	-	-	-	-
0.094		Other Staff Costs	0.007	0.023	0.007	0.007	0.007
0.001		Recruitment	-	-	-	-	-
0.052		Training	0.000	0.001	0.001	0.001	0.001
0.020		Uniform & laundry	0.006	0.011	0.007	0.007	0.007
5.616	Employees Total		6.229	6.728	6.758	6.778	6.911
1.289	Buildings	Energy Costs	1.417	1.417	1.703	1.825	1.835
0.020		Ground Maintenance Costs	0.011	0.008	0.010	0.010	0.010
-		Operating Costs	-	-	0.565	0.565	0.565
0.099		Premises Cleaning	0.080	0.082	0.074	0.074	0.074
0.005		Rates	0.006	0.006	0.006	0.006	0.006
0.925		Rents Payable	1.153	1.063	1.078	1.084	1.091
0.358		Repairs & Maintenance	0.427	0.408	0.393	0.388	0.395
0.125		Water Services	0.097	0.097	0.101	0.102	0.103
2.821	Buildings Total		3.192	3.082	3.980	4.055	4.082
0.104	Supplies & Services	Communication and computing	0.083	0.078	0.068	0.068	0.068
0.001		Catering	-	-	-	-	-
0.637		Equipment, furniture & materials	0.387	0.377	0.435	0.438	0.438
0.001		Expenses	-	-	-	-	-
0.003		Insurance - service related	-	-	-	-	-
0.065		Office expenses	0.152	0.082	0.085	0.085	0.085
0.090		Premises Cleaning	0.074	0.074	0.074	0.074	0.074
0.001		Repairs & Maintenance	-	-	-	-	-
0.204		Services	0.574	0.139	0.532	0.532	0.532
1.105	Supplies & Services Total		1.270	0.749	1.194	1.197	1.197
0.020	Transport	Mileage Allowance	0.007	0.010	0.008	0.008	0.008
0.007		Operating Costs	0.010	0.008	0.009	0.009	0.009
0.004		Pool Car	0.002	0.002	0.002	0.002	0.002
0.001		Public Transport	0.000	0.000	0.000	0.000	0.000
0.082	Transport Total		0.020	0.020	0.020	0.020	0.020
0.901	Benefit & Transfer Payments	Grants	0.252	0.245	0.245	0.245	0.245
0.901	Benefit & Transfer Payments Total		0.252	0.245	0.245	0.245	0.245
-	Renewals Fund Contribution	Renewals Fund Contribution	0.096	0.160	0.140	0.140	0.141
-	Renewals Fund Contribution Total		0.096	0.160	0.140	0.140	0.141
1.983	Net Service Expenditure		1.441	0.817	(0.004)	0.027	0.064
10.475	Gross Service Expenditure		11.058	10.984	12.295	12.435	12.595
(8.542)	Gross Service Income		(9.617)	(10.168)	(12.300)	(12.408)	(12.531)
1.983	Net Service Expenditure		1.441	0.817	(0.004)	0.027	0.064
0.503	Communities		0.327	0.215	0.324	0.326	0.405
0.005	Community Resilience		0.009	0.002	-	-	-
0.050	Energy & Sustainability Mgt		0.048	0.050	0.051	0.052	0.053
1.048	Facilities Management		1.069	1.165	1.171	1.284	1.298
0.210	One Leisure Active Lifestyles		0.155	0.183	0.111	0.123	0.122
0.117	One Leisure Facilities		(0.632)	(0.798)	(1.662)	(1.758)	(1.814)
-	One Leisure Projects		0.465	-	-	-	-
1.983	Net Service Expenditure		1.441	0.817	(0.004)	0.027	0.064

Actuals 2024/25	Portfolio	Economic, Regeneration & Housing	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000
(0.054)	Income & Fees	Fees & charges	(0.097)	(0.070)	(0.081)	(0.081)	(0.081)
(0.676)		Government grants	-	-	-	-	-
-		Other grants and contributions	(0.162)	(0.172)	(0.075)	-	-
(0.086)		Rent	(0.098)	(0.103)	(0.107)	(0.107)	(0.107)
(0.009)		Sales	-	-	-	-	-
(0.837)	Income & Fees Total		(0.357)	(0.344)	(0.213)	(0.138)	(0.138)
0.330	Employees	Salary	0.691	0.683	0.686	0.700	0.714
0.030		National Insurance	0.088	0.089	0.090	0.092	0.094
0.058		Pension	0.118	0.126	0.127	0.130	0.132
0.003		Recruitment	-	-	-	-	-
0.422	Employees Total		0.898	0.898	0.903	0.921	0.940
0.046	Buildings	Energy Costs	0.056	0.063	0.070	0.070	0.070
0.001		Rents Payable	0.000	0.000	0.000	0.000	0.000
0.020		Repairs & Maintenance	0.015	0.017	0.017	0.017	0.016
(0.019)		Water Services	-	-	-	-	-
0.048	Buildings Total		0.072	0.080	0.087	0.087	0.086
0.004	Supplies & Services	Communication and computing	0.007	0.008	0.009	0.009	0.009
0.005		Equipment, furniture & materials	0.002	0.000	0.000	0.000	0.000
0.022		Office expenses	0.032	0.037	0.037	0.037	0.037
0.387		Services	0.030	0.089	0.019	0.018	0.018
0.418	Supplies & Services Total		0.072	0.134	0.084	0.085	0.085
-	Transport	Contract Hire & operating leases	-	-	-	-	-
0.001		Mileage Allowance	0.001	0.001	0.001	0.001	0.001
0.001	Transport Total		0.002	0.002	0.002	0.002	0.002
0.356	Benefit & Transfer Payments	Grants	0.051	0.042	0.042	0.042	0.042
0.356	Benefit & Transfer Payments Total		0.051	0.042	0.042	0.042	0.042
-	Renewals Fund Contribution	Renewals Fund Contribution	0.002	0.002	0.002	0.002	0.002
	Renewals Fund Contribution Total		0.002	0.002	0.002	0.002	0.002
0.409	Net Service Expenditure		0.738	0.814	0.857	0.950	0.968
1.245	Gross Service Expenditure		1.096	1.158	1.070	1.088	1.106
(0.837)	Gross Service Income		(357)	(344)	(213)	(138)	(138)
0.409	Net Service Expenditure		0.738	0.814	0.857	0.950	0.968
0.061	Communities		0.078	0.077	0.078	0.079	0.081
(0.077)	Community Resilience		(0.025)	(0.071)	(0.042)	(0.043)	(0.043)
0.219	Economic Development		0.310	0.391	0.296	0.302	0.307
0.211	Housing Strategy		0.325	0.363	0.370	0.377	0.383
(0.005)	Market Towns		0.051	0.054	0.156	0.235	0.240
0.409	Net Service Expenditure		0.738	0.814	0.857	0.950	0.968

Actuals 2024/25	Portfolio	Finance & Resources	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.348)		Fees & charges	(0.227)	(0.127)	(0.127)	(0.127)	(0.127)
(0.021)		Government grants	-	-	-	-	-
(3.896)		Interest Income	(1.414)	(1.949)	(1.362)	(1.169)	(1.204)
(0.057)		Other grants and contributions	(0.313)	-	-	-	-
(4.444)		Rent	(4.902)	(4.378)	(4.787)	(4.876)	(4.964)
(0.229)		Sales	-	-	-	-	-
(8.995)	Income & Fees Total		(6.857)	(6.455)	(6.277)	(6.172)	(6.296)
0.802	Employees	Salary	1.087	1.897	1.920	1.943	1.966
0.085		National Insurance	0.129	0.138	0.141	0.144	0.147
0.139		Pension	0.167	0.191	0.195	0.199	0.203
0.048		Hired Staff	-	-	-	-	-
1.482		Other Staff Costs	1.415	0.023	0.023	0.023	0.023
0.296		Severance payments	0.152	0.152	0.152	0.152	0.152
0.012		Training	0.010	0.010	0.010	0.010	0.010
2.864	Employees Total		2.961	2.411	2.440	2.471	2.501
0.099	Buildings	Energy Costs	0.026	0.026	0.026	0.026	0.026
0.001		Ground Maintenance Costs	-	-	-	-	-
0.002		Premises Cleaning	0.002	0.002	0.002	0.002	0.002
-		Premises Insurance	0.028	0.028	0.028	0.028	0.028
0.000		Rates	0.001	0.001	0.001	0.001	0.001
0.553		Rents Payable	0.255	0.271	0.273	0.273	0.273
0.009		Repairs & Maintenance	0.181	0.176	0.176	0.176	0.176
0.002		Water Services	0.001	0.001	0.001	0.001	0.001
0.667	Buildings Total		0.492	0.503	0.505	0.505	0.505
0.005	Supplies & Services	Communication and computing	0.003	0.003	0.003	0.003	0.003
0.001		Catering	-	-	-	-	-
0.015		Equipment, furniture & materials	0.053	0.053	0.053	0.053	0.053
0.001		Expenses	-	-	-	-	-
0.077		Insurance - service related	0.056	0.056	0.056	0.056	0.056
0.026		Office expenses	0.019	0.019	0.019	0.019	0.019
0.003		Premises Cleaning	-	-	-	-	-
0.004		Repairs & Maintenance	-	-	-	-	-
4.680		Services	6.294	5.670	5.805	6.192	7.219
4.813	Supplies & Services Total		6.425	5.800	5.936	6.323	7.350
0.000	Transport	Public Transport	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.001	0.001	0.001	0.001	0.001
0.099	Benefit & Transfer Payments	Contributions paid	0.076	0.076	0.076	0.076	0.076
0.002		Grants	-	-	-	-	-
0.003		Other Misc Payments	0.006	0.006	0.006	0.006	0.006
0.104	Benefit & Transfer Payments Total		0.082	0.082	0.082	0.082	0.082
(0.007)	Reserve-Revenue Transfers	Bad Debts Provision	0.008	0.008	0.008	0.008	0.008
-		Reserve-Revenue Transfers	0.004	0.004	0.004	0.004	0.004
(0.007)	Reserve-Revenue Transfers Total		0.012	0.012	0.012	0.012	0.012
(0.553)	Net Service Expenditure		3.117	2.354	2.700	3.221	4.155
8.442	Gross Service Expenditure		9.973	8.809	8.977	9.394	10.451
(8.995)	Gross Service Income		(6.857)	(6.455)	(6.277)	(6.172)	(6.296)
(0.553)	Net Service Expenditure		3.117	2.354	2.700	3.221	4.155
(3.100)	Commercial Estates		(3.338)	(2.935)	(3.335)	(3.417)	(3.500)
1.444	Corporate Finance		5.386	4.085	4.810	5.393	6.387
0.331	Directors		0.176	0.164	0.167	0.170	0.174
0.766	Finance		0.892	1.039	1.057	1.076	1.095
0.005	Public Conveniences		-	-	-	-	-
(0.553)	Net Service Expenditure		3.117	2.354	2.700	3.221	4.155

Actuals 2024/25	Portfolio	Governance & Democratic Services	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.001)	Income & Fees	Fees & charges	-	-	-	-	-
(0.624)		Government grants	-	-	-	-	-
(0.102)		Other grants and contributions	-	-	-	-	-
(0.003)		Sales	-	-	-	-	-
(0.730)	Income & Fees Total		-	-	-	-	-
0.767	Employees	Salary	0.575	0.693	0.706	0.720	0.734
0.050		National Insurance	0.074	0.090	0.092	0.094	0.096
0.073		Pension	0.100	0.128	0.130	0.133	0.136
0.022		Hired Staff	0.022	0.022	0.022	0.022	0.022
0.025		Other Staff Costs	-	-	-	-	-
0.005		Recruitment	-	-	-	-	-
0.016		Training	0.002	0.006	0.002	0.002	0.002
0.957	Employees Total		0.773	0.939	0.952	0.971	0.990
-	Buildings	Energy Costs	-	-	-	-	-
0.050		Rents Payable	-	-	-	-	-
0.050	Buildings Total		-	-	-	-	-
0.232	Supplies & Services	Communication and computing	0.004	0.004	0.004	0.004	0.004
0.000		Catering	0.003	0.003	0.003	0.003	0.003
(0.037)		Election Costs	-	-	-	-	-
0.030		Equipment, furniture & materials	0.013	0.003	0.003	0.003	0.003
0.430		Members Allowances	0.444	0.452	0.461	0.470	0.480
0.230		Office expenses	0.125	0.125	0.125	0.125	0.125
0.357		Services	0.309	0.552	0.529	0.523	0.523
1.242	Supplies & Services Total		0.898	1.139	1.125	1.128	1.138
0.003	Transport	Mileage Allowance	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002
0.004	Transport Total		0.008	0.008	0.008	0.008	0.008
0.000	Benefit & Transfer Payments	Contributions paid	0.001	0.001	0.001	0.001	0.001
0.001		Grants	0.002	0.002	0.002	0.002	0.002
0.001	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.100	0.100	0.100	0.100	0.100
-	Reserve-Revenue Transfers Total		0.100	0.100	0.100	0.100	0.100
1.523	Net Service Expenditure		1.781	2.189	2.188	2.210	2.238
2.253	Gross Service Expenditure		1.781	2.189	2.188	2.210	2.238
(0.730)	Gross Service Income		-	-	-	-	-
1.523	Net Service Expenditure		1.781	2.189	2.188	2.210	2.238
0.194	Audit		0.192	0.401	0.404	0.408	0.412
0.911	Democratic & Elections		1.106	1.247	1.261	1.281	1.301
0.330	Legal		0.278	0.321	0.298	0.292	0.292
0.088	Procurement		0.204	0.220	0.224	0.229	0.233
1.523	Net Service Expenditure		1.781	2.189	2.188	2.210	2.238

Actuals 2024/25	Portfolio	Leader	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(0.001)	Income & Fees	Fees & charges	-	-	-	-	-
-		Other grants and contributions	(0.105)	(0.006)	(0.007)	(0.007)	(0.007)
(0.001)	Income & Fees Total		(0.105)	(0.006)	(0.007)	(0.007)	(0.007)
0.532	Employees	Salary	0.646	0.759	0.760	0.775	0.790
0.064		National Insurance	0.088	0.102	0.104	0.106	0.108
0.088		Pension	0.110	0.140	0.140	0.143	0.145
0.024		Hired Staff	-	-	-	-	-
0.024		Other Staff Costs	0.000	0.000	0.000	0.000	0.000
0.022		Recruitment	-	-	-	-	-
0.044		Training	0.038	0.023	0.038	0.038	0.038
0.798	Employees Total		0.881	1.024	1.041	1.061	1.081
0.006	Buildings	Rents Payable	0.003	0.004	0.003	0.003	0.003
0.009	Buildings Total		0.003	0.004	0.003	0.003	0.003
0.001	Supplies & Services	Catering	0.006	0.006	0.006	0.006	0.006
0.001		Communication and computing	0.001	0.001	0.001	0.001	0.001
0.021		Equipment, furniture & materials	0.000	0.001	0.000	0.000	0.000
0.008		Expenses	-	-	-	-	-
0.085		Office expenses	0.098	0.092	0.074	0.075	0.076
0.003		Other Staff Costs	-	0.004	-	-	-
0.041		Services	0.087	0.035	0.017	0.017	0.017
0.160	Supplies & Services Total		0.192	0.138	0.097	0.098	0.099
0.001	Transport	Mileage Allowance	0.003	0.003	0.003	0.003	0.003
0.001		Public Transport	0.001	0.004	0.001	0.001	0.001
0.002	Transport Total		0.004	0.006	0.004	0.004	0.004
0.001	Benefit & Transfer Payments	Other Misc Payments	0.003	0.003	0.003	0.003	0.003
0.042		Grants	-	-	-	-	-
0.043	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003
1.012	Net Service Expenditure		0.978	1.169	1.142	1.163	1.184
1.012	Gross Service Expenditure		1.083	1.175	1.148	1.169	1.191
(0.001)	Gross Service Income		(0.105)	(0.006)	(0.007)	(0.007)	(0.007)
1.012	Net Service Expenditure		0.978	1.169	1.142	1.163	1.184
0.061	Customer Services		0.047	0.207	0.211	0.215	0.219
0.812	Directors		0.710	0.799	0.815	0.830	0.846
0.083	Economic Development		0.040	0.040	0.040	0.040	0.040
0.011	Executive Support & Business Planning		0.018	0.017	0.017	0.017	0.017
0.085	Strategic Insight & Delivery		0.163	0.105	0.060	0.061	0.062
1.012	Net Service Expenditure		0.978	1.169	1.142	1.163	1.184

Actuals 2024/25	Portfolio	Parks & Countryside, Waste & Street Scene	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
-	Income & Fees	Commuted sums	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)
(7.851)		Fees & charges	(6.899)	(7.477)	(7.648)	(7.804)	(7.956)
(0.012)		Government grants	(2.646)	(2.046)	(2.046)	(2.046)	(2.046)
(0.204)		Other grants and contributions	(0.175)	(0.121)	(0.121)	(0.121)	(0.121)
(0.042)		Rent	(0.032)	(0.032)	(0.032)	(0.032)	(0.032)
(0.314)		Sales	(0.211)	(0.361)	(0.421)	(0.446)	(0.461)
(8.423)	Income & Fees Total		(10.045)	(10.117)	(10.349)	(10.530)	(10.697)
4.961	Employees	Salary	6.017	7.155	7.219	7.362	7.507
0.474		National Insurance	0.735	0.900	0.912	0.933	0.954
0.866		Pension	1.032	1.346	1.359	1.386	1.413
1.077		Hired Staff	0.502	0.654	0.655	0.656	0.657
0.203		Other Staff Costs	0.160	0.190	0.190	0.190	0.190
0.001		Recruitment	-	-	-	-	-
0.041		Training	0.002	0.002	0.002	0.002	0.002
0.107		Uniform & laundry	0.035	0.045	0.045	0.045	0.045
7.730	Employees Total		8.484	10.292	10.382	10.574	10.770
0.164	Buildings	Energy Costs	0.167	0.157	0.157	0.157	0.157
0.035		Equipment, furniture & materials	0.020	0.020	0.020	0.020	0.020
0.056		Ground Maintenance Costs	0.002	0.005	0.005	0.005	0.005
0.019		Premises Cleaning	0.018	0.018	0.019	0.019	0.019
0.004		Rates	0.004	0.004	0.004	0.004	0.004
0.007		Rents	0.013	0.013	0.013	0.013	0.013
0.392		Rents Payable	0.559	0.392	0.403	0.414	0.424
0.238		Repairs & Maintenance	0.319	0.346	0.347	0.347	0.347
0.005		Water Services	0.008	0.008	0.008	0.008	0.008
0.920	Buildings Total		1.110	0.964	0.975	0.986	0.997
0.327	Supplies & Services	Communication and computing	0.093	0.099	0.099	0.099	0.099
0.007		Catering	-	-	-	-	-
0.624		Equipment, furniture & materials	0.514	0.589	0.580	0.580	0.575
0.003		Expenses	-	-	-	-	-
0.003		Insurance - service related	0.004	0.004	0.004	0.004	0.004
0.128		Office expenses	0.063	0.097	0.067	0.067	0.067
0.001		Other Staff Costs	-	-	-	-	-
0.012		Premises Cleaning	-	-	-	-	-
0.010		Repairs & Maintenance	-	-	-	-	-
(0.036)		Sales	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)
1.678		Services	2.625	2.641	2.598	2.637	2.674
2.759	Supplies & Services Total		3.265	3.395	3.313	3.353	3.385
0.060	Transport	Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006
0.003		Mileage Allowance	0.002	0.002	0.002	0.002	0.002
1.035		Operating Costs	1.142	1.474	1.486	1.542	1.555
0.014		Pool Car	0.003	0.003	0.003	0.003	0.003
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001
0.025		Vehicle Insurance	0.001	0.001	0.001	0.001	0.001
1.138	Transport Total		1.156	1.488	1.499	1.556	1.569
0.625	Benefit & Transfer Payments	Grants	0.476	0.471	0.471	0.471	0.471
0.624	Benefit & Transfer Payments Total		0.476	0.471	0.471	0.471	0.471
4.747	Net Service Expenditure		4.446	6.492	6.292	6.410	6.494
5.061	Gross Service Expenditure		4.657	16.610	6.712	6.856	6.954
(0.314)	Gross Service Income		(0.211)	(10.117)	(0.421)	(0.446)	(0.461)
4.747	Net Service Expenditure		4.446	6.492	6.292	6.410	6.494
(0.007)	Car Park - On Street		-	-	-	-	-
(0.866)	Car Parks - Off Street		(1.063)	(1.107)	(1.085)	(1.063)	(1.040)
(0.126)	CCTV		(0.117)	(0.117)	(0.117)	(0.117)	(0.117)
0.286	CCTV Shared Service		0.279	0.295	0.302	0.304	0.305
0.310	Fleet Management		0.345	0.359	0.364	0.370	0.375
1.146	Green Spaces		1.178	1.215	1.146	1.166	1.185
0.178	Head of Operations		0.121	0.126	0.128	0.131	0.133
0.103	Markets		0.143	0.070	0.068	0.065	0.068
0.004	Parks and Open Spaces		0.002	0.002	0.002	0.002	0.002
0.913	Parks, Countryside and Climate		0.967	0.699	0.576	0.552	0.541
1.048	Street Cleansing		1.254	1.393	1.316	1.337	1.358
1.757	Waste Management		1.337	3.558	3.591	3.664	3.684
4.747	Net Service Expenditure		4.446	6.492	6.292	6.410	6.494

Actuals 2024/25	Portfolio	Planning	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ 000			£ 000	£ 000	£ 000	£ 000	£ 000
(0.050)	Income & Fees	Developer Contributions	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(2.362)		Fees & charges	(2.339)	(2.990)	(2.893)	(2.918)	(2.673)
(0.002)		Government grants	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
0.008		Other grants and contributions	(0.241)	(0.286)	(0.291)	(0.297)	(0.303)
(0.003)		Sales	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
(2.424)	Income & Fees Total		(2.658)	(3.347)	(3.256)	(3.287)	(3.048)
1.835	Employees	Salary	2.307	2.456	2.422	2.441	2.490
0.187		National Insurance	0.298	0.321	0.318	0.321	0.329
0.318		Pension	0.399	0.455	0.450	0.453	0.462
0.132		Hired Staff	0.060	0.410	0.410	0.410	0.410
0.004		Other Staff Costs	0.003	0.002	0.002	0.002	0.002
0.004		Training	-	-	-	-	-
0.000		Uniform & laundry	0.002	0.002	0.002	0.002	0.002
2.481	Employees Total		3.068	3.645	3.602	3.629	3.694
0.001	Buildings	Rents Payable	0.003	0.003	0.003	0.003	0.003
0.001	Buildings Total		0.003	0.003	0.003	0.003	0.003
0.008	Supplies & Services	Communication and computing	0.009	0.009	0.009	0.009	0.009
0.020		Equipment, furniture & materials	0.013	0.013	0.013	0.013	0.013
0.001		Expenses	-	-	-	-	-
-		Insurance - service related	0.003	0.003	0.003	0.003	0.003
0.134		Office expenses	0.133	0.120	0.120	0.120	0.120
0.571		Services	0.300	0.480	0.480	0.415	0.415
0.729	Supplies & Services Total		0.459	0.626	0.626	0.561	0.561
0.002	Transport	Mileage Allowance	0.004	0.004	0.004	0.004	0.004
0.005		Pool Car	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.001	0.001	0.001	0.001	0.001
0.007	Transport Total		0.010	0.010	0.010	0.010	0.010
0.050	Benefit & Transfer Payments	Grants	0.056	0.061	0.061	0.062	0.062
0.609		Levies	0.629	0.642	0.642	0.642	0.642
0.659	Benefit & Transfer Payments Total		0.685	0.702	0.703	0.704	0.704
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.105	0.105	0.105	0.105	0.105
-	Reserve-Revenue Transfers Total		0.105	0.105	0.105	0.105	0.105
1.453	Net Service Expenditure		1.671	1.743	1.792	1.724	2.029
3.877	Gross Service Expenditure		4.328	5.091	5.049	5.011	5.077
(2.424)	Gross Service Income		(2.658)	(3.347)	(3.256)	(3.287)	(3.048)
1.453	Net Service Expenditure		1.671	1.743	1.792	1.724	2.029
0.143	Building Control		0.165	0.165	0.165	0.165	0.165
0.609	Corporate Finance		0.629	0.642	0.642	0.642	0.642
(0.075)	Democratic & Elections		(0.071)	(0.052)	(0.051)	(0.050)	(0.049)
0.193	Development Management		(0.059)	0.373	0.379	0.416	0.454
0.583	Planning Policy		1.006	0.615	0.657	0.551	0.816
1.453	Net Service Expenditure		1.671	1.743	1.792	1.724	2.029

Actuals 2024/25	Portfolio	Resident Services & Corporate Performance	2025/26	2026/27	2027/28	2028/29	2029/30
			Budget	Budget	Budget	Budget	Budget
£ m		£ m	£ m	£ m	£ m	£ m	£ m
(1.512)	Income & Fees	Fees & charges	(2.196)	(2.217)	(2.196)	(2.196)	(2.201)
(25.595)		Government grants	(19.830)	(19.030)	(17.779)	(18.781)	(18.782)
(0.116)		Other grants and contributions	(0.037)	(0.039)	(0.040)	(0.041)	(0.042)
(0.008)		Sales	(0.012)	-	(0.012)	(0.012)	(0.012)
(27.232)	Income & Fees Total		(22.076)	(21.286)	(20.028)	(21.030)	(21.037)
4.357	Employees	Salary	5.215	5.423	5.321	5.293	5.398
0.433		National Insurance	0.662	0.697	0.686	0.684	0.700
0.707		Pension	0.859	0.966	0.947	0.941	0.960
0.358		Employee Insurance	0.353	0.359	0.366	0.366	0.366
0.164		Hired Staff	-	-	-	-	-
0.022		Other Staff Costs	0.045	0.045	0.045	0.045	0.045
0.008		Recruitment	-	-	-	-	-
0.013		Training	0.007	0.007	0.007	0.007	0.007
0.001		Uniform & laundry	0.001	0.001	0.001	0.001	0.001
6.062	Employees Total		7.142	7.498	7.372	7.335	7.476
0.079	Buildings	Premises Insurance	0.107	0.107	0.107	0.107	0.107
0.002		Rents Payable	-	-	-	-	-
0.001		Repairs & Maintenance	0.010	0.010	0.010	0.010	0.010
0.082	Buildings Total		0.117	0.117	0.117	0.117	0.117
0.016	Supplies & Services	Communication and computing	0.023	0.023	0.023	0.023	0.023
0.063		Equipment, furniture & materials	0.056	0.057	0.066	0.056	0.056
0.001		Expenses	0.004	0.004	0.004	0.004	0.004
0.028		Insurance - service related	0.028	0.029	0.029	0.029	0.029
0.194		Office expenses	0.174	0.181	0.181	0.181	0.181
(0.002)		Sales	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.218		Services	0.136	0.185	0.187	0.189	0.191
0.517	Supplies & Services Total		0.421	0.479	0.491	0.482	0.484
0.009	Transport	Mileage Allowance	0.016	0.016	0.016	0.016	0.016
0.008		Operating Costs	0.005	0.005	0.005	0.005	0.005
0.008		Other Transport Costs	-	-	-	-	-
0.011		Pool Car	0.011	0.014	0.014	0.014	0.014
0.001		Public Transport	0.003	0.003	0.003	0.003	0.003
0.171		Vehicle Insurance	0.175	0.179	0.182	0.182	0.182
0.208	Transport Total		0.210	0.217	0.221	0.221	0.221
26.067	Benefit & Transfer Payments	Benefits	20.632	19.682	18.682	19.682	19.682
0.141		Grants	0.180	0.154	0.157	0.151	0.165
1.286		Contributions paid	1.135	1.135	1.135	1.135	1.135
27.494	Benefit & Transfer Payments Total		21.947	20.970	19.974	20.978	20.982
-	Renewals Fund Contribution	Renewals Fund Contribution	0.007	0.007	0.007	0.007	0.007
-	Renewals Fund Contribution Total		0.007	0.007	0.007	0.007	0.007
(0.020)	Reserve-Revenue Transfers	Bad Debts Provision	0.147	0.147	0.147	0.147	0.147
-		Reserve-Revenue Transfers	(0.120)	(0.124)	(0.127)	(0.131)	(0.135)
(0.020)	Reserve-Revenue Transfers Total		0.027	0.023	0.020	0.016	0.012
7.110	Net Service Expenditure		7.795	8.025	8.173	8.126	8.261
34.343	Gross Service Expenditure		29.871	29.312	28.201	29.156	29.298
(27.232)	Gross Service Income		(22.076)	(21.286)	(20.028)	(21.030)	(21.037)
7.110	Net Service Expenditure		7.795	8.025	8.173	8.126	8.261
0.227	Communications & Information		0.247	0.344	0.351	0.287	0.292
(0.004)	Communities		0.000	0.000	0.000	0.000	0.000
0.263	Community Resilience		0.346	0.413	0.416	0.424	0.432
0.060	Corporate Health & Safety		0.066	0.070	0.071	0.072	0.074
0.684	Corporate Insurance		0.711	0.724	0.735	0.736	0.737
0.002	Council Tax Support		(0.232)	(0.231)	(0.231)	(0.231)	(0.231)
0.956	Customer Services		1.122	1.063	1.087	1.111	1.136
0.068	Directors		0.117	0.001	0.001	0.001	0.001
0.156	Document Centre		0.151	0.154	0.167	0.160	0.163
0.039	Emergency Planning		0.128	0.149	0.101	0.101	0.101
0.045	Environmental Health Admin		0.050	0.052	0.054	0.055	0.056
0.748	Environmental Health Services		0.895	0.980	1.001	0.978	0.992
0.001	Environmental Protection Team		-	-	-	-	-
2.720	Housing Benefits		2.542	2.714	2.777	2.819	2.862
1.010	Housing Needs		1.314	1.254	1.339	1.325	1.345
(0.108)	Licensing		0.002	0.033	(0.008)	(0.030)	(0.024)
0.020	Risks & Control		0.034	0.036	0.037	0.038	0.038
0.111	Strategic Insight & Delivery		0.143	0.124	0.127	0.129	0.132
0.111	Transformation		0.157	0.145	0.148	0.151	0.154
7.110	Net Service Expenditure		7.795	8.025	8.173	8.126	8.261

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Appendix 7 - RESERVES

	01/04/2025	Planned Use	31/03/2026	Planned Use	31/03/2027	Planned Use	31/03/2028	Planned Use	31/03/2029	Planned Use	31/03/2030
Chief Digital & Information Officer											
Cyber Investment Framework	45,000	0	45,000	0	45,000	0	45,000	0	45,000	0	45,000
Cyber Support	10,255	0	10,255	0	10,255	0	10,255	0	10,255	0	10,255
Geoplace Grant	4,864	(5,000)	(136)	0	(136)	0	(136)	0	(136)	0	(136)
Home Office Reserve	8,000	(8,000)	0	0	0	0	0	0	0	0	0
ICT Shared Service Reserve	4,287	0	4,287	0	4,287	0	4,287	0	4,287	0	4,287
Chief Digital & Information Officer Total	72,406	(13,000)	59,406	0	59,406	0	59,406	0	59,406	0	59,406
Customer Change Director											
Customer Data - Data Warehouse	25,266	0	25,266	0	25,266	0	25,266	0	25,266	0	25,266
Customer Services Transformation Fund	400,000	(66,000)	334,000	(140,000)	194,000	(100,000)	94,000	0	94,000	0	94,000
Customer Change Director Total	425,266	(66,000)	359,266	(140,000)	219,266	(100,000)	119,266	0	119,266	0	119,266
Head of Democratic Services & Monitoring Officer											
Member Training	50,000	(23,900)	26,100	0	26,100	0	26,100	0	26,100	0	26,100
Head of Democratic Services & Monitoring Officer Total	50,000	(23,900)	26,100	0	26,100	0	26,100	0	26,100	0	26,100
Head of Economy, Regeneration & Housing											
Civil Parking Enforcement	121,454	(120,000)	1,454	0	1,454	0	1,454	0	1,454	0	1,454
Homelessness Prevention	728,632	0	728,632	(120,000)	608,632	(120,000)	488,632	(120,000)	368,632	(120,000)	248,632
Market Towns Investment Fund	379,422	(132,000)	247,422	0	247,422	0	247,422	0	247,422	0	247,422
Head of Economy, Regeneration & Housing Total	1,229,508	(252,000)	977,508	(120,000)	857,508	(120,000)	737,508	(120,000)	617,508	(120,000)	497,508
Head of Finance											
Budget Surplus Reserve	6,565,867	(5,238,000)	1,327,867	(1,327,867)	0	0	0	0	0	0	0
Business Continuity Reserve	200,000	0	200,000	0	200,000	0	200,000	0	200,000	0	200,000
Capital Grants Unapplied Reserve	4,414,512	(4,295,512)	119,000	(119,000)	0	0	0	0	0	0	0
CIL	54,915,429	43,571	54,959,000	41,000	55,000,000	(5,000,000)	50,000,000	(5,000,000)	45,000,000	(5,000,000)	40,000,000
Capital Receipts Reserve	4,720,743	(193,743)	4,527,000	(4,527,000)	0	0	0	0	0	0	0
Capital Investment Reserve	7,434,894	3,472,000	10,906,894	1,327,867	12,234,761	0	12,234,761	0	12,234,761	0	12,234,761
CIS Landlord Reserve	1,332,633	0	1,332,633	120,000	1,452,633	120,000	1,572,633	120,000	1,692,633	120,000	1,812,633
Collection Fund Reserve	1,616,641	0	1,616,641	0	1,616,641	0	1,616,641	0	1,616,641	0	1,616,641
Community Wealth & Health Fund	750,000	(10,000)	740,000	0	740,000	0	740,000	0	740,000	0	740,000
District Elections	178,003	100,000	278,003	(205,000)	73,003	100,000	173,003	100,000	273,003	100,000	373,003
Elections Act 2022 Reserve	87,282	(16,590)	70,692	0	70,692	0	70,692	0	70,692	0	70,692
Elections Reserve	60,987	96,703	157,690	0	157,690	0	157,690	0	157,690	0	157,690
Enterprise Zone Infrastructure Fund	1,787,626	471,000	2,258,626	71,000	2,329,626	(29,000)	2,300,626	(179,000)	2,121,626	(179,000)	1,942,626
Financial Services Reserve	1,751,750	0	1,751,750	0	1,751,750	0	1,751,750	0	1,751,750	0	1,751,750
Future Financial Stability Reserve	1,000,000	0	1,000,000	1,361,228	2,361,228	1,385,000	3,746,228	425,000	4,171,228	(1,906,000)	2,265,228
General Fund	2,175,000	0	2,175,000	0	2,175,000	0	2,175,000	0	2,175,000	0	2,175,000
Huntingdonshire LATHC	100,000	0	100,000	0	100,000	0	100,000	0	100,000	0	100,000
Income Compensation Scheme	278,874	0	278,874	0	278,874	0	278,874	0	278,874	0	278,874
Local Government Reform Reserve	1,000,000	2,847,000	3,847,000	0	3,847,000	0	3,847,000	0	3,847,000	0	3,847,000
Maintenance Reserve (S106 Receipts)	277,013	0	277,013	0	277,013	0	277,013	0	277,013	0	277,013
Oak Tree Centre Renewals Fund	1,099,741	0	1,099,741	25,000	1,124,741	25,000	1,149,741	25,000	1,174,741	25,000	1,199,741
Staff Training	88,333	0	88,333	0	88,333	0	88,333	0	88,333	0	88,333
Workforce Strategy Reserve	2,000,000	(98,000)	1,902,000	0	1,902,000	0	1,902,000	0	1,902,000	0	1,902,000
Head of Finance Total	93,835,327	(2,821,571)	91,013,756	(3,232,772)	87,780,984	(3,399,000)	84,381,984	(4,509,000)	79,872,984	(6,840,000)	73,032,984

	01/04/2025	Planned Use	31/03/2026	Planned Use	31/03/2027	Planned Use	31/03/2028	Planned Use	31/03/2029	Planned Use	31/03/2030
Head of Leisure, Health & Environment											
Integrated Care System	62,491	(80,000)	(17,509)	(12,491)	(30,000)	0	(30,000)	0	(30,000)	0	(30,000)
Leisure Facilities Reserve	2,054,946	(1,462,000)	592,946	0	592,946	0	592,946	0	592,946	0	592,946
OLR 3G Pitch Renewals Fund	75,000	32,000	107,000	32,000	139,000	32,000	171,000	32,000	203,000	32,000	235,000
OLSI 3G Pitch Renewals Fund	25,000	32,000	57,000	32,000	89,000	32,000	121,000	32,000	153,000	32,000	185,000
OLSI Hockey Pitch Renewals Fund	25,000	32,000	57,000	32,000	89,000	32,000	121,000	32,000	153,000	32,000	185,000
One Leisure Technology Development	17,950	0	17,950	0	17,950	0	17,950	0	17,950	0	17,950
Head of Leisure, Health & Environment Total	2,260,387	(1,446,000)	814,387	83,509	897,896	96,000	993,896	96,000	1,089,896	96,000	1,185,896
Head of Planning, Infrastructure & Public Protection											
Asylum Seekers Reserve	81,703	0	81,703	(59,683)	22,020	0	22,020	0	22,020	0	22,020
CIL Admin	207,717	(150,000)	57,717	0	57,717	0	57,717	0	57,717	0	57,717
Community Support Reserve	90,492	0	90,492	(90,492)	0	0	0	0	0	0	0
Commuted Sums	992,515	(81,000)	911,515	0	911,515	0	911,515	0	911,515	0	911,515
Council Tax Project Reserve	100,000	0	100,000	(25,562)	74,438	0	74,438	0	74,438	0	74,438
Env Improvements Renewals Fund	22,607	0	22,607	0	22,607	0	22,607	0	22,607	0	22,607
Local Plan	1,268,930	(347,000)	921,930	0	921,930	0	921,930	0	921,930	0	921,930
Mobile Home Park Renewals Fund	73,672	45,000	118,672	0	118,672	0	118,672	0	118,672	0	118,672
Places for People Foundation Impact Grant	5,000	0	5,000	0	5,000	0	5,000	0	5,000	0	5,000
Planning Application Appeals Reserve	500,000	15,000	515,000	0	515,000	0	515,000	0	515,000	0	515,000
Planning Intervention Reserve	300,000	(50,000)	250,000	0	250,000	0	250,000	0	250,000	0	250,000
S106 Agreements	627,619	(45,000)	582,619	0	582,619	0	582,619	0	582,619	0	582,619
Head of Planning, Infrastructure & Public Protection Total	4,270,255	(613,000)	3,657,255	(175,737)	3,481,518	0	3,481,518	0	3,481,518	0	3,481,518
Head of Policy, Performance & Emergency Planning											
Performance Management - Invest 2 Save	658,007	0	658,007	0	658,007	0	658,007	0	658,007	0	658,007
Strategic Transformation Reserve	335,623	(132,000)	203,623	0	203,623	0	203,623	0	203,623	0	203,623
Head of Policy, Performance & Emergency Planning Total	993,630	(132,000)	861,630	0	861,630	0	861,630	0	861,630	0	861,630
Grand Total	103,136,780	(5,367,471)	97,769,309	(3,585,000)	94,184,309	(3,523,000)	90,661,309	(4,533,000)	86,128,309	(6,864,000)	79,264,309

Formal 2026/27 Council Tax Resolutions

The formal 2026/27 Council Tax resolutions to be agreed by Council are shown below.

a) Council to note the Council Tax Base for the whole Council areas and individual Towns and Parishes, as approved by Chairman of Corporate Governance Committee and Section 151 Officer on the 18 December 2025 as a key decision.

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **67,619.70**

b) The following amounts are calculated by the Council for 2026/27 in accordance with the requirements of the Local Government Finance Act 1992, as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012, and associated regulations:

(i)	the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act <i>Gross revenue expenditure including benefits, Town/Parish Precepts</i>	£97,796,896
(ii)	the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act <i>Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.</i>	£75,587,303
(iii)	the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act <i>This is the “Council Tax Requirement” including Parish/Town Precepts (item (i) minus item (ii)). It is the cash sum to be funded from District, Town and Parish Council Taxes.</i>	£ 22,209,593
(iv)	the Council Tax requirement for 2026/27 divided by the tax base (T) in accordance with Section 31B (1) of the Act <i>District plus average Town/Parish Council Tax (item (iii) divided by District tax base)</i>	£328.45
(v)	the aggregate of all “Special Items” referred to in Section 34(1) of the Act. <i>The total value of Parish/Town precepts included in (i) and (iii) above.</i>	£10,657,038
(vi)	the Basic Amount of Council Tax for 2026/27 being item (iii) less item (v) divided by the tax base (T) in accordance with Section 34 (2) of the Act. <i>The District Council’s Band D Tax for 2026/27</i>	£170.86

- (vii) the basic amounts of Council Tax for 2026/27 for those parts of the district to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
- (viii) the amounts to be taken into account for 2026/27 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.

(c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority, Cambridgeshire & Peterborough Combined Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.

(d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2026/27 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all the relevant bodies, for each town or parish area.***

(e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2026/27 is not excessive.
The basic amount at b(vi) above is not excessive as defined by the Government.

Tax Base 2026/27

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2026/27 be 67,619.70 and shall be as listed below for each Town or Parish of the District:

Abbotsley	276.5	Holme	249.4
Abbots Ripton	149.7	Holywell-cum-Needingworth	1,109.4
Alconbury	559.6	Houghton & Wyton	862.4
Alconbury Weston	305.8	Huntingdon	7,792.2
Alwalton	122.3	Kimbolton & Stonely	631.0
Barham & Woolley	29.9	Kings Ripton	80.7
Bluntisham	778.3	Leighton Bromswold	79.6
Brampton	2,547.9	Little Paxton	1,724.5
Brington & Molesworth	192.1	Morborne	10.5
Broughton	113.1	Offord Cluny & Offord D'Arcy	540.0
Buckden	1,366.4	Old Hurst	103.3
Buckworth	54.7	Old Weston	105.9
Bury	801.9	Perry	258.2
Bythorn & Keyston	157.9	Pidley-cum-Fenton	208.8
Catworth	163.1	Ramsey	3,284.5
Chesterton	69.4	St.Ives	6,089.8
Colne	400.2	St.Neots	11,946.9
Conington	73.7	Sawtry	2,140.3
Covington	52.5	Sibson-cum-Stibbington	243.3
Denton & Caldecote	30.0	Somersham	1,477.3
Earith	604.4	Southoe & Midloe	158.7
Easton	81.0	Spaldwick	260.2
Ellington	242.6	Stilton	840.9
Elton	302.6	Stow Longa	79.7
Faracet	553.7	The Stukeleys	1,649.7
Fenstanton	1,382.9	Tilbrook	128.9
Folksworth & Washingley	351.4	Toseland	35.6
Glatton	135.1	Upton & Coppingsford	92.5
Godmanchester	3,203.4	Upwood & the Raveleys	481.2
Graham	237.6	Warboys	1,599.4
Great & Little Gidding	124.1	Waresley-cum-Tetworth	152.0
Great Gransden	498.1	Water Newton	38.8
Great Paxton	368.5	Winwick	55.3
Great Staughton	336.7	Wistow	239.3
Haddon	24.3	Woodhurst	155.0
Hail Weston	243.3	Woodwalton	87.0
Hamerton & Steeple Gidding	55.4	Wyton-on-the-Hill	445.2
Hemingford Abbots	344.9	Yaxley	2,938.9
Hemingford Grey	1,302.8	Yelling	153.8
Hilton	451.8		
		Total	67,619.7

2026/27 Council Tax by Property Band for each Precepting Authority and the Billing Authority

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Cambridgeshire County Council	1190.28	1388.66	1587.04	1785.42	2182.18	2578.94	2975.70	3570.84
Cambridgeshire Office of the Police & Crime Commissioner	209.58	244.51	279.44	314.37	384.23	454.09	523.95	628.74
Huntingdonshire District Council	113.91	132.89	151.88	170.86	208.83	246.80	284.77	341.72
Cambridgeshire Fire Authority	61.44	71.68	81.92	92.16	112.64	133.12	153.60	184.32
Mayoral Precept	24.00	28.00	32.00	36.00	44.00	52.00	60.00	72.00
PARISH COUNCILS :-								
Abbotsley	77.85	90.82	103.80	116.77	142.72	168.67	194.62	233.54
Abbots Ripton	62.01	72.35	82.68	93.02	113.69	134.36	155.03	186.04
Alconbury	51.71	60.32	68.94	77.56	94.80	112.03	129.27	155.12
Alconbury Weston	41.25	48.12	55.00	61.87	75.62	89.37	103.12	123.74
Alwalton	41.43	48.33	55.24	62.14	75.95	89.76	103.57	124.28
Barham & Woolley	27.87	32.52	37.16	41.81	51.10	60.39	69.68	83.62
Bluntisham	94.05	109.72	125.40	141.07	172.42	203.77	235.12	282.14
Brampton	88.23	102.94	117.64	132.35	161.76	191.17	220.58	264.70
Brington & Molesworth	45.13	52.66	60.18	67.70	82.74	97.79	112.83	135.40
Broughton	43.72	51.01	58.29	65.58	80.15	94.73	109.30	131.16
Buckden	93.43	109.00	124.57	140.14	171.28	202.42	233.57	280.28
Buckworth	62.89	73.37	83.85	94.33	115.29	136.25	157.22	188.66
Bury	149.65	174.59	199.53	224.47	274.35	324.23	374.12	448.94
Bythorn & Keyston	53.65	62.60	71.54	80.48	98.36	116.25	134.13	160.96
Catworth	85.84	100.15	114.45	128.76	157.37	185.99	214.60	257.52
Chesterton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Colne	46.65	54.42	62.20	69.97	85.52	101.07	116.62	139.94
Conington	45.23	52.76	60.30	67.84	82.92	97.99	113.07	135.68
Covington	19.05	22.22	25.40	28.57	34.92	41.27	47.62	57.14
Denton & Caldecote	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earith	82.73	96.51	110.30	124.09	151.67	179.24	206.82	248.18
Easton	45.27	52.81	60.36	67.90	82.99	98.08	113.17	135.80
Ellington	27.03	31.53	36.04	40.54	49.55	58.56	67.57	81.08
Elton	37.45	43.70	49.94	56.18	68.66	81.15	93.63	112.36
Farcet	62.61	73.04	83.48	93.91	114.78	135.65	156.52	187.82
Fenstanton	108.97	127.13	145.29	163.45	199.77	236.09	272.42	326.90
Folksworth & Washingley	82.67	96.44	110.22	124.00	151.56	179.11	206.67	248.00
Glatton	27.63	32.24	36.84	41.45	50.66	59.87	69.08	82.90
Godmanchester	88.63	103.40	118.17	132.94	162.48	192.02	221.57	265.88
Grafham	49.10	57.28	65.47	73.65	90.02	106.38	122.75	147.30
Great & Little Gidding	69.83	81.47	93.11	104.75	128.03	151.31	174.58	209.50
Great Gransden	64.25	74.95	85.66	96.37	117.79	139.20	160.62	192.74
Great Paxton	77.43	90.34	103.24	116.15	141.96	167.77	193.58	232.30
Great Staughton	46.53	54.29	62.04	69.80	85.31	100.82	116.33	139.60
Haddon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hail Weston	87.93	102.59	117.24	131.90	161.21	190.52	219.83	263.80
Hamerton & Steeple Gidding	12.03	14.04	16.04	18.05	22.06	26.07	30.08	36.10

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Hemingford Abbots	71.24	83.11	94.99	106.86	130.61	154.35	178.10	213.72
Hemingford Grey	75.22	87.76	100.29	112.83	137.90	162.98	188.05	225.66
Hilton	61.34	71.56	81.79	92.01	112.46	132.90	153.35	184.02
Holme	40.77	47.56	54.36	61.15	74.74	88.33	101.92	122.30
Holywell-cum-Needingworth	88.95	103.77	118.60	133.42	163.07	192.72	222.37	266.84
Houghton & Wyton	93.63	109.24	124.84	140.45	171.66	202.87	234.08	280.90
Huntingdon	190.62	222.39	254.16	285.93	349.47	413.01	476.55	571.86
Kimbolton & Stonely	83.20	97.07	110.93	124.80	152.53	180.27	208.00	249.60
Kings Ripton	71.05	82.89	94.73	106.57	130.25	153.93	177.62	213.14
Leighton Bromswold	105.53	123.11	140.70	158.29	193.47	228.64	263.82	316.58
Little Paxton	85.86	100.17	114.48	128.79	157.41	186.03	214.65	257.58
Morborne	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Offord Cluny & Offord D'Arcy	75.59	88.19	100.79	113.39	138.59	163.79	188.98	226.78
Old Hurst	51.65	60.25	68.86	77.47	94.69	111.90	129.12	154.94
Old Weston	40.29	47.00	53.72	60.43	73.86	87.29	100.72	120.86
Perry	60.33	70.38	80.44	90.49	110.60	130.71	150.82	180.98
Pidley-cum-Fenton	47.89	55.88	63.86	71.84	87.80	103.77	119.73	143.68
Ramsey	82.81	96.62	110.42	124.22	151.82	179.43	207.03	248.44
St.Ives	134.96	157.45	179.95	202.44	247.43	292.41	337.40	404.88
St.Neots	122.29	142.68	163.06	183.44	224.20	264.97	305.73	366.88
Sawtry	57.95	67.60	77.26	86.92	106.24	125.55	144.87	173.84
Sibson-cum-Stibbington	30.14	35.16	40.19	45.21	55.26	65.30	75.35	90.42
Somersham	124.80	145.60	166.40	187.20	228.80	270.40	312.00	374.40
Southoe & Midloe	84.14	98.16	112.19	126.21	154.26	182.30	210.35	252.42
Spaldwick	31.30	36.52	41.73	46.95	57.38	67.82	78.25	93.90
Stilton	116.65	136.10	155.54	174.98	213.86	252.75	291.63	349.96
Stow Longa	38.69	45.13	51.58	58.03	70.93	83.82	96.72	116.06
The Stukeleys	25.91	30.23	34.55	38.87	47.51	56.15	64.78	77.74
Tilbrook	59.73	69.69	79.64	89.60	109.51	129.42	149.33	179.20
Toseland	31.83	37.14	42.44	47.75	58.36	68.97	79.58	95.50
Upton & Coppingford	84.72	98.84	112.96	127.08	155.32	183.56	211.80	254.16
Upwood & the Raveleys	49.87	58.19	66.50	74.81	91.43	108.06	124.68	149.62
Warboys	112.63	131.40	150.17	168.94	206.48	244.02	281.57	337.88
Waresley-cum-Tetworth	30.26	35.30	40.35	45.39	55.48	65.56	75.65	90.78
Water Newton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Winwick	7.65	8.93	10.20	11.48	14.03	16.58	19.13	22.96
Wistow	85.19	99.39	113.59	127.79	156.19	184.59	212.98	255.58
Woodhurst	30.11	35.12	40.14	45.16	55.20	65.23	75.27	90.32
Woodwalton	91.73	107.01	122.30	137.59	168.17	198.74	229.32	275.18
Wyton-On-The-Hill	35.38	41.28	47.17	53.07	64.86	76.66	88.45	106.14
Yaxley	100.54	117.30	134.05	150.81	184.32	217.84	251.35	301.62
Yelling	26.01	30.34	34.68	39.01	47.68	56.35	65.02	78.02

Total 2026/27 Council Tax by Property Band for each Precepting Authority and the Billing Authority

	BAND							
	A	B	C	D	E	F	G	H
	£							
Abbotsley	1,677.1	1,956.6	2,236.1	2,515.6	3,074.6	3,633.6	4,192.6	5,031.2
Abbots Ripton	1,661.2	1,938.1	2,215.0	2,491.8	3,045.6	3,599.3	4,153.1	4,983.7
Alconbury	1,650.9	1,926.1	2,201.2	2,476.4	3,026.7	3,577.0	4,127.3	4,952.7
Alconbury Weston	1,640.5	1,913.9	2,187.3	2,460.7	3,007.5	3,554.3	4,101.1	4,921.4
Alwalton	1,640.6	1,914.1	2,187.5	2,461.0	3,007.8	3,554.7	4,101.6	4,921.9
Barham & Woolley	1,627.1	1,898.3	2,169.4	2,440.6	2,983.0	3,525.3	4,067.7	4,881.2
Bluntisham	1,693.3	1,975.5	2,257.7	2,539.9	3,104.3	3,668.7	4,233.1	5,079.8
Brampton	1,687.4	1,968.7	2,249.9	2,531.2	3,093.6	3,656.1	4,218.6	5,062.3
Brington & Molesworth	1,644.3	1,918.4	2,192.5	2,466.5	3,014.6	3,562.7	4,110.9	4,933.0
Broughton	1,642.9	1,916.8	2,190.6	2,464.4	3,012.0	3,559.7	4,107.3	4,928.8
Buckden	1,692.6	1,974.7	2,256.9	2,539.0	3,103.2	3,667.4	4,231.6	5,077.9
Buckworth	1,662.1	1,939.1	2,216.1	2,493.1	3,047.2	3,601.2	4,155.2	4,986.3
Bury	1,748.9	2,040.3	2,331.8	2,623.3	3,206.2	3,789.2	4,372.1	5,246.6
Bythorn & Keyston	1,652.9	1,928.3	2,203.8	2,479.3	3,030.2	3,581.2	4,132.2	4,958.6
Catworth	1,685.1	1,965.9	2,246.7	2,527.6	3,089.3	3,650.9	4,212.6	5,055.1
Chesterton	1,599.2	1,865.7	2,132.3	2,398.8	2,931.9	3,465.0	3,998.0	4,797.6
Colne	1,645.9	1,920.2	2,194.5	2,468.8	3,017.4	3,566.0	4,114.6	4,937.6
Conington	1,644.4	1,918.5	2,192.6	2,466.7	3,014.8	3,562.9	4,111.1	4,933.3
Covington	1,618.3	1,888.0	2,157.7	2,427.4	2,966.8	3,506.2	4,045.6	4,854.8
Denton & Caldecote	1,599.2	1,865.7	2,132.3	2,398.8	2,931.9	3,465.0	3,998.0	4,797.6
Earlith	1,681.9	1,962.3	2,242.6	2,522.9	3,083.6	3,644.2	4,204.8	5,045.8
Easton	1,644.5	1,918.6	2,192.6	2,466.7	3,014.9	3,563.0	4,111.2	4,933.4
Ellington	1,626.2	1,897.3	2,168.3	2,439.4	2,981.4	3,523.5	4,065.6	4,878.7
Elton	1,636.7	1,909.4	2,182.2	2,455.0	3,000.5	3,546.1	4,091.7	4,910.0
Farcet	1,661.8	1,938.8	2,215.8	2,492.7	3,046.7	3,600.6	4,154.5	4,985.4
Fenstanton	1,708.2	1,992.9	2,277.6	2,562.3	3,131.7	3,701.0	4,270.4	5,124.5
Folksworth & Washingley	1,681.9	1,962.2	2,242.5	2,522.8	3,083.4	3,644.1	4,204.7	5,045.6
Glatton	1,626.8	1,898.0	2,169.1	2,440.3	2,982.5	3,524.8	4,067.1	4,880.5
Godmanchester	1,687.8	1,969.1	2,250.5	2,531.8	3,094.4	3,657.0	4,219.6	5,063.5
Grafham	1,648.3	1,923.0	2,197.8	2,472.5	3,021.9	3,571.3	4,120.8	4,944.9
Great & Little Gidding	1,669.0	1,947.2	2,225.4	2,503.6	3,059.9	3,616.3	4,172.6	5,007.1
Great Gransden	1,663.5	1,940.7	2,217.9	2,495.2	3,049.7	3,604.2	4,158.6	4,990.4
Great Paxton	1,676.6	1,956.1	2,235.5	2,515.0	3,073.8	3,632.7	4,191.6	5,029.9
Great Staughton	1,645.7	1,920.0	2,194.3	2,468.6	3,017.2	3,565.8	4,114.4	4,937.2
Haddon	1,599.2	1,865.7	2,132.3	2,398.8	2,931.9	3,465.0	3,998.0	4,797.6
Hail Weston	1,687.1	1,968.3	2,249.5	2,530.7	3,093.1	3,655.5	4,217.9	5,061.4
Hamerton & Steeple Gidding	1,611.2	1,879.8	2,148.3	2,416.9	2,953.9	3,491.0	4,028.1	4,833.7
Hemingford Abbots	1,670.5	1,948.9	2,227.3	2,505.7	3,062.5	3,619.3	4,176.1	5,011.3
Hemingford Grey	1,674.4	1,953.5	2,232.6	2,511.6	3,069.8	3,627.9	4,186.1	5,023.3
Hilton	1,660.6	1,937.3	2,214.1	2,490.8	3,044.3	3,597.9	4,151.4	4,981.6
Holme	1,640.0	1,913.3	2,186.6	2,460.0	3,006.6	3,553.3	4,099.9	4,919.9
Holywell-cum-Needingworth	1,688.2	1,969.5	2,250.9	2,532.2	3,095.0	3,657.7	4,220.4	5,064.5
Houghton & Wyton	1,692.8	1,975.0	2,257.1	2,539.3	3,103.5	3,667.8	4,232.1	5,078.5
Huntingdon	1,789.8	2,088.1	2,386.4	2,684.7	3,281.4	3,878.0	4,474.6	5,369.5
Kimbolton & Stonely	1,682.4	1,962.8	2,243.2	2,523.6	3,084.4	3,645.2	4,206.0	5,047.2
Kings Ripton	1,670.3	1,948.6	2,227.0	2,505.4	3,062.1	3,618.9	4,175.6	5,010.8
Leighton Bromswold	1,704.7	1,988.9	2,273.0	2,557.1	3,125.4	3,693.6	4,261.8	5,114.2
Little Paxton	1,685.1	1,965.9	2,246.8	2,527.6	3,089.3	3,651.0	4,212.7	5,055.2
Morborne	1,599.2	1,865.7	2,132.3	2,398.8	2,931.9	3,465.0	3,998.0	4,797.6
Offord Cluny & Offord D'Arcy	1,674.8	1,953.9	2,233.1	2,512.2	3,070.5	3,628.7	4,187.0	5,024.4

	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
	£							
Old Hurst	1,650.9	1,926.0	2,201.1	2,476.3	3,026.6	3,576.9	4,127.1	4,952.6
Old Weston	1,639.5	1,912.7	2,186.0	2,459.2	3,005.7	3,552.2	4,098.7	4,918.5
Perry	1,659.5	1,936.1	2,212.7	2,489.3	3,042.5	3,595.7	4,148.8	4,978.6
Pidley-cum-Fenton	1,647.1	1,921.6	2,196.1	2,470.7	3,019.7	3,568.7	4,117.8	4,941.3
Ramsey	1,682.0	1,962.4	2,242.7	2,523.0	3,083.7	3,644.4	4,205.1	5,046.1
St.Ives	1,734.2	2,023.2	2,312.2	2,601.3	3,179.3	3,757.4	4,335.4	5,202.5
St.Neots	1,721.5	2,008.4	2,295.3	2,582.3	3,156.1	3,729.9	4,303.8	5,164.5
Sawtry	1,657.2	1,933.3	2,209.5	2,485.7	3,038.1	3,590.5	4,142.9	4,971.5
Sibson-cum-Stibbington	1,629.4	1,900.9	2,172.5	2,444.0	2,987.1	3,530.3	4,073.4	4,888.0
Somersham	1,724.0	2,011.3	2,298.7	2,586.0	3,160.7	3,735.4	4,310.0	5,172.0
Southoe & Midloe	1,683.4	1,963.9	2,244.5	2,525.0	3,086.1	3,647.3	4,208.4	5,050.0
Spaldwick	1,630.5	1,902.3	2,174.0	2,445.8	2,989.3	3,532.8	4,076.3	4,891.5
Stilton	1,715.9	2,001.8	2,287.8	2,573.8	3,145.7	3,717.7	4,289.7	5,147.6
Stow Longa	1,637.9	1,910.9	2,183.9	2,456.8	3,002.8	3,548.8	4,094.7	4,913.7
The Stukeleys	1,625.1	1,896.0	2,166.8	2,437.7	2,979.4	3,521.1	4,062.8	4,875.4
Tilbrook	1,658.9	1,935.4	2,211.9	2,488.4	3,041.4	3,594.4	4,147.4	4,976.8
Toseland	1,631.0	1,902.9	2,174.7	2,446.6	2,990.2	3,533.9	4,077.6	4,893.1
Upton & Coppingford	1,683.9	1,964.6	2,245.2	2,525.9	3,087.2	3,648.5	4,209.8	5,051.8
Upwood & the Raveleys	1,649.1	1,923.9	2,198.8	2,473.6	3,023.3	3,573.0	4,122.7	4,947.2
Warboys	1,711.8	1,997.1	2,282.5	2,567.8	3,138.4	3,709.0	4,279.6	5,135.5
Waresley-cum-Tetworth	1,629.5	1,901.0	2,172.6	2,444.2	2,987.4	3,530.5	4,073.7	4,888.4
Water Newton	1,599.2	1,865.7	2,132.3	2,398.8	2,931.9	3,465.0	3,998.0	4,797.6
Winwick	1,606.9	1,874.7	2,142.5	2,410.3	2,945.9	3,481.5	4,017.2	4,820.6
Wistow	1,684.4	1,965.1	2,245.9	2,526.6	3,088.1	3,649.5	4,211.0	5,053.2
Woodhurst	1,629.3	1,900.9	2,172.4	2,444.0	2,987.1	3,530.2	4,073.3	4,887.9
Woodwalton	1,690.9	1,972.8	2,254.6	2,536.4	3,100.1	3,663.7	4,227.3	5,072.8
Wyton-On-The-Hill	1,634.6	1,907.0	2,179.5	2,451.9	2,996.7	3,541.6	4,086.5	4,903.8
Yaxley	1,699.8	1,983.0	2,266.3	2,549.6	3,116.2	3,682.8	4,249.4	5,099.2
Yelling	1,625.2	1,896.1	2,167.0	2,437.8	2,979.6	3,521.3	4,063.0	4,875.6

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Appendix 9

Robustness of the 2026/27 Budget and Medium-Term Financial Strategy

Section 25 of the Local Government Act 2003 requires the Corporate Director of Finance and Resource, as the Council's Responsible Financial Officer (Section 151 Officer), to report on the robustness of the 2026/27 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS).

Robustness and Budget Setting

At the time of writing, the 2025/26 outturn for the Council is reporting a favourable variance of £1.234m compared to budget in respect of service expenditure. This is due to a variety of factors including, b/f budgets, increased interest receipts and a mix of overspends and the additional use of earmarked reserves. The detail behind the underspend can be found in the Q3 Forecast report but the biggest reason for this is the use of £2.627m of earmarked reserves to fund specific costs. This includes the use of £1.514m from the Leisure Facilities Reserve to fund the development of our leisure facilities, £0.347m from the Local Plan Reserves to fund additional expenditure within the local plan, £0.153m from the LGR reserve to fund the costs of LGR consultancy, and £0.120m from the Civil Parking Enforcement reserve to fund the Cicil Parking Enforcement project.

The Council has reviewed its service expenditure in consultation with the Executive Councillors. In collaboration with the Senior Leadership Team, proposals for savings and growth, as summarised in Table 2, were developed by officers and Executive Councillors using a rigorous process that challenged and validated each proposal. The Finance Team provided the central support and advice to services, and the entire process has been and overseen by the Corporate Director of Finance and Resources (S151 officer).

In addition to the Executive Councillor review, the Council:

- will continue to review services and develop funding proposals that help to mitigate the current uncertainty driven by external economic factors and only a one-year focus on the spending review from Government; and;
- the Executive has chosen to increase Council Tax for 2026/27 to protect frontline services.

Challenges Facing the Council

The challenges that the Council faces are like those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Public Sector Funding

The recent multi-year Local Government Finance Settlement provides greater certainty than the single-year settlements that have characterised the funding regime in recent years and is therefore a welcome development for financial planning across the sector. However, the increases in Core Spending Power (CSP) within the settlement remain modest and are heavily reliant on assumptions of continued business rates growth and the application of maximum council tax increases. It is unlikely that these increases will be sufficient to fully offset the significant cost and demand pressures facing councils.

Cost pressures in 2025/26 have increased sharply compared with 2024/25, driven primarily by rising statutory service demand and workforce-related costs. In this context, the scale and pace of funding growth present an ongoing challenge to financial sustainability.

In addition, major funding reforms and uncertainty regarding the transitional impact on Huntingdonshire District Council mean that the Council must continue to take proactive and prudent action to manage its future finances and mitigate the effects of external funding pressures.

Programme of Service Review

The Executive have reviewed and scrutinised their budgets, considering the impacts of external demand and cost pressures, whilst looking for opportunities to mitigate pressures with cost savings and income generation.

Governance

Noted within the 2023/24 Annual Governance Statement (AGS) both the Executive Leader and the Chief Executive consider not only internal controls: Risk Management, Cyber Security and Network Controls, Financial Management, Programme delivery and GDPR, but also external factors such as:

1	Morbidity/Growing number of years of ill health/Continued impact of COVID	Impacting on people's ability to be self-reliant and generating additional cost through support needs.
2	Wider economic environment	Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.
3	Housing Affordability	Leading to homelessness and constraining growth.

4	Environmental pressures and sustainability challenge	Challenges to the long-term sustainability and attraction to our area.
5	Partner agency operational pressures	Challenges to the long-term sustainability and attraction to our area.

Risks

Because of the nature of the macro and microenvironment that the wider local government family and the Council operate within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to give an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or overachieving or an unexpected event occurring.

Mitigation of Unforeseen Events

During the budget setting for 2025/26, a fixed General Fund Reserve of £2.175m was agreed based on the likely financial risks facing the council. The General Fund Reserve will be maintained at this level for 2026/27.

To mitigate the impacts of any event that could have a potentially negative impact on the council's finances the council has clear processes in place:

Where a situation has occurred that is service specific, the

- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Council's budget (service first, wider Council thereafter),
- second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery; and
- finally, the use of General Fund reserves would be considered.

Where a situation arises that is corporate in nature, then consideration will be given to the first and second calls, but there is likely to be earlier consideration of using General Fund reserves.

During 2016/17 the Council introduced the Budget Surplus Earmarked Reserve; the aim of this reserve is to "mop-up" service underspends that would cause the General Fund to be higher than the minimum threshold.

The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the Council has self-limited this to the General Fund (Unallocated) Reserve itself as well as the Budget Surplus Earmarked Reserve. The Commercial Investment Reserve is not included in the following risk

modelling assessment as this is how the Council is able to invest to provide medium-term financial sustainability – to include the Commercial Investment Reserve could give an overly optimistic view of financial resilience. Consequently, to mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund (Unallocated) Reserve; and then the
- Budget Surplus Earmarked Reserve.

As an absolute last resort, only then would the Commercial Investment Earmarked Reserve be applied.

Risk Modelling

It is essential that relevant risks are identified, and appropriate sensitivity analysis applied to determine the impact of such risks on the Council's financial standing – and consequently the delivery of the Council's day-to-day business. The most significant potential risks to the budget are:

- under achievement of savings.
- higher inflation.
- further reductions in income (mainly from fees and charges).
- non-achievement of savings; including Shared Services.
- failure of a borrower.
- an emergency.
- estate property enhancement/development.
- increased demand on services (e.g. benefits and homelessness).
- level of retained business rates.

Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**

The savings and increased income budgets included within the budget total £3.970m and cover a broad range of services. Achieving them is dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved.

- **Inflation**

With regard to:

- Pay

The budget for 2026/27 assumes a budget envelope for pay awards equivalent to a notional 5% increase in staffing costs for 2026/27 and for the period of the MTFS. This includes increases for increments, non-consolidated bonuses, and the increase to National Living Wage.

- General Inflation

No general inflation has been included in the 2025/26 budget except where there are contractual price increases. Inflation has been included at 3% for the payment of business rates.

- **Reduced income: Fees and Charges**

Total fees and charges are £22.020m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £0.440m. The largest income streams that are susceptible to variation include Car Parks (Off-Street) Leisure Centres, Commercial Estates, and Planning Fees.

- **Failure of a Borrower**

The current counterparty limit is lending of £5m to a single institute except for lending to other local authorities. The limit in relation to local authorities has been increased in the 2026/27 TMSS from £4m to £20m. This increase will allow HDC to maximise its income from interest within a low-risk environment.

The main borrowing risk rests on whether the lending is either on a short or long-term basis. The £5m limit is restricted to strategic funds the highest limit for other funds (excluding government and local government) is £4m. The impact of a “failure of borrower” will be the loss of revenue cash flow and the potential costs involved of “making good” the lost investment.

There are, however, good governance arrangements around the Council’s Treasury activity and therefore the likelihood of loss is minimal. However, with the current financial situation and the possibility of a recession and of increasing bad debts, and therefore creditworthiness, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average maximum amount lent to an institution at any given time is around £4m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £0.2m at an assumed rate of 5%. This block amount is included in the sensitivity analysis.

- **Emergency**

As is normal for a business, different types of risk are mitigated in many ways. Some risks are insured against, so losses are limited to the excesses payable and, the Government’s Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g., pandemics, severe flooding). The Council maintains its General Fund Reserves at a fair ‘minimum’ level and their use in respect of Mitigation of Unforeseen Events is discussed in detail within the report.

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets, it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Chief Executive or the Responsible Financial Officer to incur “emergency spend” of up to £0.500m, with retrospective reporting to Cabinet. A 50% allocation (£0.250m) of the £0.500m is included within the sensitivity analysis.

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the ‘ageing’ of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the currently estimated cost of enhancement is £0.182m for sensitivity purposes if 80% of this was required this would give a cost of £0.146m.

- **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact is homelessness.

- **Council Tax**

The Council has chosen to increase Council Tax by £5 this year, equivalent to 3.01%.

Sensitivity for 2026/27 Budget

Considering the risks, budget assumptions, and the likelihood of all these risks occurring at the same time, the council will have sufficient resources to meet the costs of the risks.

Revenue Reserves

Reserves for 2026/27 and the MTFS Period (2027/28 to 2029/30)

There is no statutory minimum level of reserves, however, as noted at 8.5.2 the minimum threshold for the General Fund (Unallocated) Reserves of £2.175m that Cabinet approved during 2025/26 budget setting will be maintained. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.

In addition to the General Fund, and as shown in Appendix 7, the Council operates several reserves, including the Budget Surplus Reserve,

the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from statutory commitments, known risks, future or political commitments and costs associated with transformation and commercialisation.

Conclusion

2026/27 Budget

Considering all the factors noted within the Robustness statement in respect of 2026/27, I consider that given the combination of the councils:

- commitment to continue to find service efficiencies.
- intended direction of travel in relation to governance.
- clear intention to invest in services; and
- prudent position relating to income recognition.

the budget proposed for 2026/27 should not give Members any significant concerns over the Council's financial position.

Medium Term Financial Strategy (2027/28 to 2029/30)

Although the MTFS period presents some ongoing funding risks for the Council, the combined impact of the recent Business Rates reset, and the Fair Funding Review 2.0 has been more favourable than anticipated last year. The significant income reductions that were previously expected have not materialised. Last year's MTFS incorporated a prudent worst case scenario due to the high level of uncertainty; however, the Council's ability to retain a proportion of Business Rates growth, alongside the effects of damping (transitional relief), means that income levels are expected to remain broadly stable over the medium term.

The Council continues to take proactive steps to manage its financial position. Through ongoing work to identify efficiencies and deliver savings, the Council has established a resilient financial foundation that supports its long term ambition of achieving greater financial self sufficiency.

Lydia Morrison

Responsible Financial Officer (Section 151)

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	2026/27	2027/28	2028/29	2029/30	2030/31
Chief Digital & Information Officer					
Councillor/Member to E5	14,622	16,518	17,365	0	0
Councillor/Member Windows 365	22,932	24,079	25,283	0	0
NEC Revs & Bens	(23,752)	(23,752)	(23,752)	(23,752)	(23,752)
Chief Digital & Information Officer Total	13,802	16,845	18,895	(23,752)	(23,752)
Customer Change Director					
Salary Saving Offered / NEC Project (CCP)	(33,297)	(33,297)	(33,297)	(33,297)	(33,297)
Staff saving	(112,702)	(112,702)	(112,702)	(112,702)	(112,702)
Customer Change Director Total	(145,999)	(145,999)	(145,999)	(145,999)	(145,999)
Head of Economy, Regeneration & Housing					
Championing our local economy	30,000	0	0	0	0
Championing our local economy - Consultancy	60,000	0	0	0	0
Head of Economy, Regeneration & Housing Total	90,000	0	0	0	0
Head of Environmental Services					
Food Waste Collections - Commercial	63,755	64,574	70,411	71,264	72,134
Head of Environmental Services Total	63,755	64,574	70,411	71,264	72,134
Head of Leisure, Health & Environment					
3% Price Increase	(216,682)	(216,682)	(216,682)	(216,682)	(216,682)
Condition Surveys	20,000	0	0	0	0
Marketing Budget To Support Commercial Strategy	30,000	0	0	0	0
OLAL Structure Finalisation	1,039	(4,993)	0	0	0
Huntingdon Sport & Health Hub	0	(673,532)	(627,302)	(579,917)	(531,347)
OLSIO 3G Pitch Hire (Capital - Associated Revenue)	7,000	(23,000)	(23,000)	(23,000)	(23,000)
Hinchingbrooke Café Refurb (Capital - Associated Income)	(60,000)	(75,000)	(75,000)	(75,000)	(75,000)
Habitat Banking	(317,523)	(344,944)	(432,000)	(432,000)	(432,000)
Hinchingbrooke Country Park Café Refurb	5,000	5,000	5,000	5,000	5,000
Hinchingbrooke Country Park - Inflatable AquaPark	(109,238)	(139,238)	(139,238)	(139,238)	(139,238)
Head of Leisure, Health & Environment Total	(640,404)	(1,472,389)	(1,508,222)	(1,460,837)	(1,412,267)
Head of Planning, Infrastructure & Public Protection					
Upgrade posts to two Principal Environmental Health Officer	42,140	42,140	0	0	0
Pre-app income and retention of LT	170,000	170,000	170,000	170,000	170,000
PPA Income & Costs	(589,293)	(588,199)	(625,000)	(375,000)	(225,000)
Amendments Income	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Community Safety Officer	49,530	48,530	48,530	48,530	48,530
BNG Income	46,215	44,514	21,065	17,921	19,831
Head of Planning, Infrastructure & Public Protection Total	(301,409)	(303,015)	(405,405)	(158,549)	(6,639)
Head of Property & Facilities					
St Ives Bus Station Road Repairs	25,000	0	0	0	0
Head of Property & Facilities Total	25,000	0	0	0	0
Grand Total	(895,255)	(1,839,984)	(1,970,320)	(1,717,873)	(1,516,523)

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	2026/27	2027/28	2028/29	2029/30
Chief Digital & Information Officer				
Datacentre midlife update and continued operations	25,000		50,000	50,000
Implementation of Managed SOC	60,000	60,000	60,000	60,000
Income Management System (Access Pay Suite)	20,000			
Chief Digital & Information Officer Total	105,000	60,000	110,000	110,000
Customer Change Director				
Mail and Postage Costs	50,000	50,000	50,000	50,000
Customer Change Director Total	50,000	50,000	50,000	50,000
Head of Democratic Services & Monitoring Officer				
Internal Audit fees	200,000	200,000	200,000	200,000
Head of Democratic Services & Monitoring Officer Total	200,000	200,000	200,000	200,000
Head of Economy, Regeneration & Housing				
Cash Collection Charges Increase	40,000	42,000	44,000	46,000
Parking Business Rates Saving	(124,071)	(125,576)	(115,085)	(104,275)
Head of Economy, Regeneration & Housing Total	(84,071)	(83,576)	(71,085)	(58,275)
Head of Environmental Services				
2 Additional Rounds	264,450	268,736	273,112	277,574
EPR Funding	600,000	600,000	600,000	600,000
Food Waste Collection Service	1,291,780	1,309,233	1,366,937	1,385,200
Head of Environmental Services Total	2,156,230	2,177,969	2,240,049	2,262,774
Head of Finance				
Bank Charges Increase	85,000	10,000	10,000	10,000
Internal Drainage Board Levy Increase	12,582	12,835	13,090	13,353
Removal of ICT Efficiency Savings	100,000	100,000	100,000	100,000
Pay rectification costs	760,000	760,000	760,000	760,000
Capital financing cost of approved capital bids	267,674	399,991	609,876	1,512,310
Head of Finance Total	1,225,256	1,282,826	1,492,966	2,395,663
Head of Human Resources & Officer Development				
Mandatory Corporate Training	131,600	84,050	86,570	89,170
Head of Human Resources & Officer Development Total	131,600	84,050	86,570	89,170
Head of Leisure, Health & Environment				
20% Gas Price Increase - Contract Renewal November 2025	62,758	62,758	62,758	62,758
Duplicated Bid Income - 25/26 MTFS Setting	68,765	68,765	68,765	68,765
Play Equipment Maintenance	25,000	25,000	25,000	25,000
Head of Leisure, Health & Environment Total	156,523	156,523	156,523	156,523
Head of Planning, Infrastructure & Public Protection				
Planning Applications Income Rebase-lining	346,000	346,000	346,000	346,000
DCO Legal Support	65,000	65,000		
Head of Planning, Infrastructure & Public Protection Total	411,000	411,000	346,000	346,000
Head of Property & Facilities				
Bus Shelter Essential Works	5,000	15,000	15,000	15,000
EFH loss of rental income	24,000	24,000	24,000	24,000
PFH Business Rates Reduction	(143,393)	(145,941)	(139,052)	(131,958)
Rent income pressure from voids	553,586	194,080	155,334	66,588
Head of Property & Facilities Total	439,193	87,139	55,282	(26,370)
Grand Total	4,790,731	4,425,931	4,666,305	5,525,485

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Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Planning Application Fees - these are set Nationally and were changed on 6th December 2023										
Prior Approval		Agricultural and Forestry buildings and operations or demolition of buildings		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Communications (Previously referred to as Telecommunications code systems operators)		S	Apr-25	N	588.00	0.00	588.00	0.00%
		Proposed change of use to state funded or registered nursery		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use of agricultural building to a state funded school or registered nursery		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels, or assembly or leisure		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of a building from Office (Use Class B1) use to a use falling within Use Class C3 (Dwelling house)		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use from an agricultural building to a Dwelling house (Use Class C3) where there are no associated building operations		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use of a building from a retail (Use Class A1 or A2) use or a mixed retail and residential use to a use falling within use Class C3 (Dwelling house) where there are no associated building operations		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use from storage or Distribution to Dwellinghouses		S	Apr-25	N	240.00	0.00	240.00	0.00%
		Proposed change of use from light industrial to Dwellinghouses		S	Apr-25	N	240.00	0.00	240.00	0.00%
Full Applications	Householder Applications		Alterations/extensions to a single dwellinghouse, including works within boundary	S	Apr-25	N	528.00	0.00	528.00	0.00%
			Alterations/extensions to two or more dwellinghouses, including works within boundary	S	Apr-25	N	1,043.00	0.00	1,043.00	0.00%
	Erection Of Dwellinghouses		Fewer than 10 dwellinghouses	S	Apr-25	N	588.00	0.00	588.00	0.00%
			Between 10 and 50 dwellinghouses	S	Apr-25	N	635.00	0.00	635.00	0.00%
			More than 50 Dwellinghouses To a maximum of £405,000.	S	Apr-25	N	31,385.00	0.00	31,385.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Erection Of Buildings								
			No increase in gross floor space or no more than 40 square metres	S	Apr-25	N	298.00	0.00	298.00	0.00%
			More than 40 square metres but less than 1,000 square metres	S	Apr-25	N	588.00	0.00	588.00	0.00%
			Between 1,000 square metres and 3,750 square metres	S	Apr-25	N	635.00	0.00	635.00	0.00%
			More than 3,750 square metres	S	Apr-25	N	31385.00	0.00	31,385.00	0.00%
			plus for each in excess of 3,750 square metres up to a maximum of £405,000	S	Apr-25	N	189.00	0.00	189.00	0.00%
Approval / variation/ discharge of condition	Application for removal or variation of condition following grant of planning permission		Householders	S	Apr-25	N	86.00	0.00	86.00	0.00%
			Non-Major Development	S	Apr-25	N	586.00	0.00	586.00	0.00%
			Major Development	S	Apr-25	N	2000.00	0.00	2,000.00	0.00%
		Request for confirmation that one or more planning conditions have been complied with	Per request for householder	S	Apr-25	N	86.00	0.00	86.00	0.00%
			otherwise per request	S	Apr-25	N	298.00	0.00	298.00	0.00%
Change of use of a building to use as one or more separate dwelling houses, or other cases			Fewer than 10 dwellinghouses (new as of Dec 2023)	S	Apr-25	N	470.00	0.00	470.00	0.00%
			More than 10 but not more than 50 dwellings for each	S	Apr-25	N	635.00	0.00	635.00	0.00%
		More than 50 dwellings		S	Apr-25	N	31385.00	0.00	31,385.00	0.00%
			plus for each in excess of 50 up to a maximum of £405,000 (previously £250,000)	S	Apr-25	N	189.00	0.00	189.00	0.00%
Other changes of use of a building or land				S	Apr-25	N	588.00	0.00	588.00	0.00%
Advertising	Relating to the business on the premises			S	Apr-25	N	168.00	0.00	168.00	0.00%
			Advanced signs which are not on or visible from the site, directing the public to a business	S	Apr-25	N	168.00	0.00	168.00	0.00%
		Other advertisements		S	Apr-25	N	588.00	0.00	588.00	0.00%
Application for permission in principle	Fee for each 0.1 hectare of site area			S	Apr-25	N	512.00	0.00	512.00	0.00%
Application for a non-material amendment following a grant of planning permission	Application in respect of householder development			S	Apr-25	N	44.00	0.00	44.00	0.00%
		Application in respect of other developments		S	Apr-25	N	298.00	0.00	298.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Pre Application Fees - these are set by HDC. Where any development that falls within one or more category the fees should be added together.													
Householder - Written Advice Only	Householder (Not a Listed Building)			D	Oct-22	S	250.00	50.00	300.00	0.00%			
	Householder (Listed Building)			D	Oct-22	S	500.00	100.00	600.00	0.00%			
		Optional Pre-application Meeting		D	Oct-22	S	200.00	40.00	240.00	0.00%			
Enforcement - Written Advice Only	Enforcement (Not a Listed Building)			D	Oct-22	S	865.00	173.00	1,038.00	0.00%			
	Enforcement (Listed Building)			D	Oct-22	S	1730.00	346.00	2,076.00	0.00%			
Lawful Development Certificate	Lawful Development Certificate Existing/Proposed - Householder			D	Oct-22	S	345.00	69.00	414.00	0.00%			
	Lawful Development Certificate Existing/Proposed - Proposed Minor Development			D	Oct-22	S	690.00	138.00	828.00	0.00%			
Written Advice only - Residential Development	1 additional dwelling proposed			D	Oct-22	S	350.00	70.00	420.00	0.00%			
	1 additional dwelling proposed (Listed Building Affected)			D	Oct-22	S	700.00	140.00	840.00	0.00%			
	2-9 additional dwellings proposed			D	Oct-22	S	2250.00	450.00	2,700.00	0.00%			
	2-9 additional dwellings proposed (Listed Building Affected)			D	Oct-22	S	4500.00	900.00	5,400.00	0.00%			
	Optional Pre-application Meeting (1-9 Dwellings)			D	Oct-22	S	475.00	95.00	570.00	0.00%			
	10-19 additional dwellings proposed			D	Oct-22	S	3000.00	600.00	3,600.00	0.00%			
	10-19 additional dwellings proposed (Listed Building Affected)			D	Oct-22	S	6000.00	1200.00	7,200.00	0.00%			
	Optional Pre-application Meeting (10+ Dwellings)			D	Oct-22	S	840.00	168.00	1,008.00	0.00%			
	20-29 additional dwellings proposed			D	Oct-22	S	4650.00	930.00	5,580.00	0.00%			
	20-29 additional dwellings proposed (Listed Building Affected)			D	Oct-22	S	9300.00	1860.00	11,160.00	0.00%			
	30-39 additional dwellings proposed			D	Oct-22	S	6300.00	1260.00	7,560.00	0.00%			
	30-39 additional dwellings proposed (Listed Building Affected)			D	Oct-22	S	12600.00	2520.00	15,120.00	0.00%			
	40-49 additional dwellings proposed			D	Oct-22	S	7950.00	1590.00	9,540.00	0.00%			
	40-49 additional dwellings proposed (Listed Building Affected)			D	Oct-22	S	15900.00	3180.00	19,080.00	0.00%			
	50-59 additional dwellings proposed			D	Oct-22	S	9600.00	1920.00	11,520.00	0.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
	50-59	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	19200.00	3840.00	23,040.00	0.00%
	60-69	additional dwellings proposed		D	Oct-22	S	11250.00	2250.00	13,500.00	0.00%
	60-69	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	22500.00	4500.00	27,000.00	0.00%
	70-79	additional dwellings proposed		D	Oct-22	S	12900.00	2580.00	15,480.00	0.00%
	70-79	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	25800.00	5160.00	30,960.00	0.00%
	80-89	additional dwellings proposed		D	Oct-22	S	14550.00	2910.00	17,460.00	0.00%
	80-89	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	29100.00	5820.00	34,920.00	0.00%
	90-99	additional dwellings proposed		D	Oct-22	S	16200.00	3240.00	19,440.00	0.00%
	90-99	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	32400.00	6480.00	38,880.00	0.00%
	100-119	additional dwellings proposed		D	Oct-22	S	18750.00	3750.00	22,500.00	0.00%
	100-119	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	37500.00	7500.00	45,000.00	0.00%
	120-139	additional dwellings proposed		D	Oct-22	S	21900.00	4380.00	26,280.00	0.00%
	120-139	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	43800.00	8760.00	52,560.00	0.00%
	140-159	additional dwellings proposed		D	Oct-22	S	25050.00	5010.00	30,060.00	0.00%
	140-159	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	50100.00	10020.00	60,120.00	0.00%
	160-179	additional dwellings proposed		D	Oct-22	S	28200.00	5640.00	33,840.00	0.00%
	160-179	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	56400.00	11280.00	67,680.00	0.00%
	180-199	additional dwellings proposed		D	Oct-22	S	31350.00	6270.00	37,620.00	0.00%
	180-199	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	62700.00	12540.00	75,240.00	0.00%
	200+	additional dwellings proposed		D	Oct-22	S	31425.00	6285.00	37,710.00	0.00%
		Additional dwellings 201+		D	Oct-22	S	75.00	15.00	90.00	0.00%
	200+	additional dwellings proposed (Listed Building Affected)		D	Oct-22	S	62850.00	12570.00	75,420.00	0.00%
		Additional dwellings 201+		D	Oct-22	S	150.00	30.00	180.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Written Advice only - Agricultural buildings	0 - 465 sq m additional floor space			D	Apr-24	S	192.40	38.48	230.88	0.00%
	0 - 465 sq m additional floor space (Listed Building Affected)			D	Apr-24	S	384.80	76.96	461.76	0.00%
	466 sq m additional floor space			D	Apr-24	S	304.00	60.80	364.80	0.00%
	466 sq m additional floor space (Listed Building Affected)			D	Apr-24	S	608.00	121.60	729.60	0.00%
Written Advice only - Other buildings (Commercial)	1 - 99 sq m additional floor space			D	Apr-24	S	364.00	72.80	436.80	0.00%
	100 - 1000 sq m additional floor space			D	Apr-24	S	728.80	145.76	874.56	0.00%
	1001 -5000 sq m additional floor space			D	Apr-24	S	2250.00	450.00	2,700.00	0.00%
	5001 - 10,000 sq m additional floor space			D	Apr-24	S	6552.00	1310.40	7,862.40	0.00%
	10,001 + sq m additional floor space			D	Apr-24	S	14768.00	2953.60	17,721.60	0.00%
Written Advice only - Change of Use				D	Apr-24	S	304.00	60.80	364.80	0.00%
Written Advice only - Principle of Development (Minor)				D	Apr-24	S	1088.80	217.76	1,306.56	0.00%
Written Advice only - Principle of Development (Major)				D	Apr-24	S	5000.00	1000.00	6,000.00	0.00%
Admin fee on invalid Planning Application refunds		per refund		S	Apr-25	S	62.00	12.40	74.40	0.00%
BNG monitoring fee(s) secured via Legal Agreement		Year 2 (of 5 years) Projection							14,763.00	New Charge

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Refuse Collection													
	Household Bulky Waste		1-3 items		D	Apr-25	N	40.00	0.00	40.00	0.00%		
	Household Bulky Waste		4-6 items		D	Apr-25	N	55.00	0.00	55.00	0.00%		
	Household Bulky Waste		7-10 items		D	Apr-25	N	80.00	0.00	80.00	0.00%		
	Commercial Bulky Waste		Per hour		D		N	150.00	0.00	150.00	0.00%		
	Green Bin	Early Bird Deal	Per annum		D	Apr-24	N	50.00	0.00	50.00	0.00%		
	Green Bin		Per annum		D	Apr-24	N	57.50	0.00	57.50	0.00%		
	Second Green Bin		Per annum		D		N	30.00	0.00	30.00	0.00%		
	Bins for New Developments		set of 3		D	Apr-23	N	170.00	0.00	170.00	0.00%		
	Delivery Charge	Domestic wheel bin	per bin		D	Apr-23	N	20.00	0.00	20.00	0.00%		
	Commercial Waste	Price on application	Prices start from £4.10 per lift/collection										
Markets													
St Ives Weekly Markets	Casual Trader		10ft Pitch			Apr-25	E	25.00	0.00	25.00	0.00%		
	Monday Regular Trader		10ft Pitch			Apr-25	E	20.00	0.00	20.00	0.00%		
	Monday Regular Trader (additional)		10ft Pitch			Apr-25	E	12.00	0.00	12.00	0.00%		
	Friday Regular Trader		10ft Pitch			Apr-25	E	20.00	0.00	20.00	0.00%		
	Friday Regular Trader (additional)		10ft Pitch			Apr-25	E	10.00	0.00	10.00	0.00%		
St Neots Weekly Market	Casual Trader		10ft Pitch				E	25.00	0.00	25.00			
	Monday Regular Trader		10ft Pitch				E	20.00	0.00	20.00			
	Monday Regular Trader (additional)		10ft Pitch				E	12.00	0.00	12.00			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Huntingdon Weekly Market	Casual Trader	10ft Pitch			Apr-25	E	25.00	0.00	25.00	0.00%
	Wednesday Regular Trader (lower pitch fee)	10ft Pitch			Apr-25	E	15.00	0.00	15.00	0.00%
	Wednesday Regular Trader (higher pitch fee)	10ft Pitch			Apr-25	E	20.00	0.00	20.00	0.00%
	Saturday Regular Trader (lower pitch fee)	10ft Pitch			Apr-25	E	20.00	0.00	20.00	0.00%
	Saturday Regular Trader (higher pitch fee)	10ft Pitch			Apr-25	E	25.00	0.00	25.00	0.00%
St Ives Bank Holiday Markets	Market Hill regular trader	10ft Pitch			Apr-25	E	27.50	0.00	27.50	0.00%
	Market Hill non - regular trader	10ft Pitch			Apr-25	E	37.50	0.00	37.50	0.00%
	Market Hill casual trader (on the day) RAINING AT 8am	10ft Pitch			Apr-25	E	40.00	0.00	40.00	0.00%
	Market Hill casual trader (on the day) DRY AT 8am	10ft Pitch			Apr-25	E	47.50	0.00	47.50	0.00%
Electricity supply	per day				Apr-25	S	5.60	1.12	6.72	0.00%
Fair	Riverside car park		per day			Z	1,050.00	0.00	1,050.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Car parking		HDC operated short stay p&d car parks (up to 4 hours subject to site) under current legislation	Up to 1 hour	D	S	0.83	0.17	1.00	0.00%	
			Up to 1 hour & 15 minutes	D	S	1.00	0.20	1.20	0.00%	
			Up to 1 hour & 30 minutes	D	S	1.17	0.23	1.40	0.00%	
			Up to 1 hour & 45 minutes	D	S	1.33	0.27	1.60	0.00%	
			Up to 2 hours	D	S	1.50	0.30	1.80	0.00%	
			Up to 2 hours & 15 minutes	D	S	1.67	0.33	2.00	0.00%	
			Up to 2 hours & 30 minutes	D	S	1.83	0.37	2.20	0.00%	
			Up to 2 hours & 45 minutes	D	S	2.00	0.40	2.40	0.00%	
			Up to 3 hours	D	S	2.17	0.43	2.60	0.00%	
			Up to 3 hours & 15 minutes	D	S	2.33	0.47	2.80	0.00%	
			Up to 3 hours & 30 minutes	D	S	2.50	0.50	3.00	0.00%	
			Up to 3 hours & 45 minutes	D	S	2.67	0.53	3.20	0.00%	
			Up to 4 hours	D	S	2.83	0.57	3.40	0.00%	
			Daily bay suspension inc events	D	S	8.33	1.67	10.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		HDC operated long stay p&d car parks (up to 23 hours subject to site) under current legislation	Up to 2 hours	D	S	1.33	0.27	1.60	0.00%	
			Up to 2 hours & 15 minutes	D	S	1.42	0.28	1.70	0.00%	
			Up to 2 hours & 30 minutes	D	S	1.50	0.30	1.80	0.00%	
			Up to 2 hours & 45 minutes	D	S	1.58	0.32	1.90	0.00%	
			Up to 3 hours	D	S	1.67	0.33	2.00	0.00%	
			Up to 3 hours & 15 minutes	D	S	1.75	0.35	2.10	0.00%	
			Up to 3 hours & 30 minutes	D	S	1.83	0.37	2.20	0.00%	
			Up to 3 hours & 45 minutes	D	S	1.92	0.38	2.30	0.00%	
			Up to 4 hours	D	S	2.00	0.40	2.40	0.00%	
			Up to 10 hours	D	S	2.50	0.50	3.00	0.00%	
			Up to 23 hours	D	S	3.33	0.67	4.00	0.00%	
			Daily bay suspension inc events	D	S	8.33	1.67	10.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Huntingdon - Hinchingbrooke Country Park	Up to 2 hr	D	S	0.83	0.17	1.00	0.00%	
			2 hr to a maximum of 6 hr	D	S	1.67	0.33	2.00	0.00%	
			Daily bay suspension inc events	D	S	8.33	1.67	10.00	0.00%	
Permit Charges	Resident season ticket permit		6 months	D	S	129.17	25.83	155.00	0.00%	
	Resident season ticket permit		12 months	D	S	250.00	50.00	300.00	0.00%	
	Resident season ticket permit (Low emission discount)		6 months	D	S	64.58	12.92	77.50	0.00%	
	Resident season ticket permit (Low emission discount)		12 months	D	S	125.00	25.00	150.00	0.00%	
	Residents Historic car park permits		12 months	D	S	83.33	16.67	100.00	0.00%	
	Residents Historic car park permits (low emission discount)		12 months	D	S	41.67	8.33	50.00	0.00%	
	Resident On-Street parking permit administration		per permit	D	S	8.33	1.67	10.00	0.00%	
	Season ticket permit		6 months	D	S	129.17	25.83	155.00	0.00%	
	Season ticket permit		12 months	D	S	250.00	50.00	300.00	0.00%	
	HDC Permit		daily	D	S	2.50	0.50	3.00	0.00%	
	Season ticket permit (Low emission discount)		6 months	D	S	64.58	12.92	77.50	0.00%	
	Season ticket permit (Low emission discount)		12 months	D	S	125.00	25.00	150.00	0.00%	
	Huntingdon - Hinchingbrooke Country Park		6 months	D	S	25.00	5.00	30.00	0.00%	
	Huntingdon - Hinchingbrooke Country Park		12 months	D	S	41.67	8.33	50.00	0.00%	
	Coach Permit		daily	D	S	12.50	2.50	15.00	0.00%	
	Skip Permit		daily	D	S	33.33	6.67	40.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Other Charges & Fees	PCN Higher Level Full Value as set by Highways Authority			D	N	70.00	0.00	70.00	17.00%	
	PCN Higher Level Discount Value as set by Highways Authority			D	N	35.00	0.00	35.00	(13.00%)	
	PCN Lower Level Full Value as set by Highways Authority			D	N	50.00	0.00	50.00	25.00%	
	PCN Lower Level Discount Value as set by Highways Authority			D	N	25.00	0.00	25.00	25.00%	
	Release Charge (barrier car park)	per release		D	S	166.67	33.33	200.00	0.00%	
	Removal Charge	per removal		D	S	166.67	33.33	200.00	0.00%	
	Storage charge	per day		D	S	33.33	6.67	40.00	0.00%	
	HDC operated car park bay suspension inc events	per bay per day		D	S	8.33	1.67	10.00	0.00%	
	Administration (relating to events)	staff cost (recharged hourly - max hourly cost listed)		D	S	30.00	6.00	36.00	0.00%	
	Administration (amend permit/refund/reprint)	per change		D	S	8.33	1.67	10.00	0.00%	
	Charging per kWh based on supplier cost	per unit used		D	S	0.53	0.11	0.64	0.00%	
Countryside										
Room Hire	Visitor Centre Conference Space	full day		D	S	310.00	62.00	372.00	15.00%	
	Visitor Centre Conference Space	half day		D	S	206.67	41.33	248.00	15.00%	
	Visitor Centre Weekend Party Hire	per hour		D	S	50.00	10.00	60.00	New Charge	
	Tea & Coffee	whole day per person		D	S	5.50	1.10	6.60	15.00%	
	Tea & Coffee	half day per person		D	S	4.25	0.85	5.10	21.00%	
	Special Request Buffets Costed on Request	not available								
Paxton Pits VC	Ranger Present	per hour		D	E	25.00	0.00	25.00	0.00%	
	No Ranger Present	per hour		D	E	16.00	0.00	16.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Rangers price list	Evening activities	per hour		D		N	55.00	0.00	55.00	22.00%
	Guided walk for groups	per hour (Plus travel expenses)		D		N	55.00	0.00	55.00	22.00%
	Special Needs Groups up to 10			D		N	55.00	0.00	55.00	0.00%
	Corporate Work Parties	no charge for EA NE (govt bodies)		D		S	0.00	0.00	0.00	0.00%
	Corporate Work Parties Commercial Business	per day negotiable		D	Apr-25	S	250.00	50.00	300.00	150.00%
	Corporate Away Day with Activities and Refreshments	per person varies depending on activites		D	Apr-25	S	37.50	7.50	45.00	0.00%
	Nature Discovery Backpacks	Per hire		D		S	5.00	1.00	6.00	New Charge
	Pond dipping Equipment	Per hire		D		S	2.50	0.50	3.00	New Charge
HCP Mainly	camping - groups such as scouts d e etc. with insurance only	per person		D	Apr-25	S	2.50	0.50	3.00	0.00%
HCP Mainly	craft fairs / event pitch	per table / 3 x 3 pitch		D		S	25.00	5.00	30.00	50.00%
		Log rounds up to 10cm diameter		D	Apr-25	S	5.00	1.00	6.00	0.00%
		Log round up to 30cm diameter		D	Apr-25	S	20.83	4.17	25.00	0.00%
		Log rounds over 30cm diameter		D	Apr-25	S	41.67	8.33	50.00	0.00%
		Planks (un seasoned) off cuts		D	Apr-25	S	20.00	4.00	24.00	0.00%
		Planks (unseasoned) 10/20/price per meter		D	Apr-25	S	10.00	2.00	12.00	0.00%
		Planks (unseasoned) 20/40/price per meter		D	Apr-25	S	20.00	4.00	24.00	0.00%
		Planks (unseasoned) 30/60/price per meter		D	Apr-25	S	30.00	6.00	36.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		celebratory trees	planting only	D	S	600.00	120.00	720.00	20.00%	
		celebratory woods	planting only	D	S	300.00	60.00	360.00	20.00%	
		memorial benches HCP	sourcing, installation and maintenance- From £800 depending on the material selected	D	S	800.00	160.00	960.00	220.00%	
				D	Yr 17/18	S	0.00	0.00	0.00	#DIV/0!
				D	Yr 18/19	S	0.00	0.00	0.00	#DIV/0!
Paxton Pits	Mooring (Between 8m -20m)	per ft boat		D	Yr19/20	S	19.80	3.96	23.76	0.00%
				D	YR 20/21	S	21.80	4.36	26.16	0.00%
				D	YR 21/22	S	23.80	4.76	28.56	0.00%
				D	YR 22/23	S	25.80	5.16	30.96	0.00%
			License Fee	D		S	28.00	5.60	33.60	0.00%
						S	165.00	33.00	198.00	
Regular Activity Use / SLA	All Open Spaces		Regular Activities Per Month	D		S	100.00	20.00	120.00	
CCTV	Subject Access Request	Request for CCTV footage relating directly to the person making the request	per request							
	Third Party Request	Request for CCTV footage relating to insurance claims etc. relating to third party data minimum charge	per request	D		S	120.00	24.00	144.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Huntingdonshire District Council - Fees and Charges as at April 2026										
Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
										£
Facilities										
Civic Suite hire	Monday - Friday	Combined room (8am-6pm) per day		D	Apr-25	S	349.55	69.91	419.46	0.00%
		per hour		D	Apr-25	S	75.26	15.05	90.31	0.00%
		Half room(8am-6pm) per day		D	Apr-25	S	199.71	39.94	239.65	0.00%
		per hour		D	Apr-25	S	51.20	10.24	61.44	0.00%
		Combined room after 6pm per hour		D	Apr-25	S	109.27	21.85	131.12	0.00%
	Weekends	Half room after 6pm per hour		D	Apr-25	S	72.79	14.56	87.35	0.00%
		Combined room (8am-6pm) per day		D	Apr-25	S	559.28	111.86	671.14	0.00%
		per hour		D	Apr-25	S	120.41	24.08	144.49	0.00%
		Half room (8am - 6pm) per day		D	Apr-25	S	319.53	63.91	383.44	0.00%
		per hour		D	Apr-25	S	81.92	16.38	98.30	0.00%
Pathfinder House Hire Coningsby & Bourn	Monday - Friday	Combined room after 6pm per hour		D	Apr-25	S	218.54	43.71	262.25	0.00%
		Half room after 6pm per hour		D	Apr-25	S	145.58	29.12	174.70	0.00%
		Combined room (8am-6pm) per day		D	Apr-25	S	283.91	56.78	340.69	0.00%
		per hour		D	Apr-25	S	57.91	11.58	69.49	0.00%
	Tuesday - Friday	Half room(8am-6pm) per day		D	Apr-25	S	195.80	39.16	234.96	0.00%
		per hour		D	Apr-25	S	39.98	8.00	47.98	0.00%
		Combined room after 6pm per hour		D	Apr-25	S	83.96	16.79	100.75	0.00%
		Half room after 6pm per hour		D	Apr-25	S	57.97	11.59	69.56	0.00%

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Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
	Weekends	Combined room (8am-6pm) per day		D	Apr-25	S	454.25	90.85	545.10	0.00%
		per hour		D	Apr-25	S	92.65	18.53	111.18	0.00%
		Half room (8am - 6pm) per day		D	Apr-25	S	313.28	62.66	375.94	0.00%
		per hour		D	Apr-25	S	63.96	12.79	76.75	0.00%
		Combined room after 6pm per hour		D	Apr-25	S	115.82	23.16	138.98	0.00%
		Half room after 6pm per hour		D	Apr-25	S	79.96	15.99	95.95	0.00%
Caravan site licences										
No charge										
Relevant Protected Sites	Licence Application	4 - 15 pitches		D	Apr-23	N	385.24	0.00	385.24	5.00%
		16 - 39 pitches		D	Apr-23	N	477.12	0.00	477.12	5.00%
		40 - 75 pitches		D	Apr-23	N	580.75	0.00	580.75	15.00%
		76 - 123 pitches		D	Apr-23	N	696.00	0.00	696.00	20.00%
		Over 124 pitches		D	Apr-23	N	755.28	0.00	755.28	20.00%
	Annual Licence Fee	4 - 15 pitches		D	Apr-23	N	248.98	0.00	248.98	15.00%
		16 - 39 pitches		D	Apr-23	N	312.40	0.00	312.40	15.00%
		40 - 75 pitches		D	Apr-23	N	359.95	0.00	359.95	15.00%
		76 - 123 pitches		D	Apr-23	N	421.94	0.00	421.94	15.00%
		Over 124 pitches		D	Apr-23	N	485.13	0.00	485.13	15.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Licence Transfer	4 - 15 pitches	D	Apr-23	N	157.08	0.00	157.08	40.00%
			16 - 39 pitches	D	Apr-23	N	157.08	0.00	157.08	40.00%
			40 - 75 pitches	D	Apr-23	N	157.08	0.00	157.08	40.00%
			76 - 123 pitches	D	Apr-23	N	157.08	0.00	157.08	40.00%
			Over 124 pitches	D	Apr-23	N	157.08	0.00	157.08	40.00%
		Licence Variation	4 - 15 pitches	D	Apr-23	N	292.75	0.00	292.75	30.00%
			16 - 39 pitches	D	Apr-23	N	292.75	0.00	292.75	30.00%
			40 - 75 pitches	D	Apr-23	N	292.75	0.00	292.75	30.00%
			76 - 123 pitches	D	Apr-23	N	292.75	0.00	292.75	30.00%
			Over 124 pitches	D	Apr-23	N	292.75	0.00	292.75	30.00%
	Deposit of site rules	Charge for depositing site rules	4 - 15 pitches	D		N	78.54	0.00	78.54	40.00%
			16 - 39 pitches	D		N	78.54	0.00	78.54	40.00%
			40 - 75 pitches	D		N	78.54	0.00	78.54	40.00%
			76 - 123 pitches	D		N	78.54	0.00	78.54	40.00%
			Over 124 pitches	D		N	78.54	0.00	78.54	40.00%
Cooling Towers and Evaporative Condensers										
		Registrations	No charge			S				

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Environmental Permits													
Fees as defined in the Local Authority Permits for Part A(2) Installations and Small Waste Incineration Plant (Fees and Charges) (England) Scheme 2017; and the Local Authority Permits for part B Installations and Mobile Plant and Solvent Emission Activities (Fees and Charges) (England) Scheme 2017. In the case of error, the statutory scheme issued by the Department for Environment Food and Rural Affairs (Defra) will take precedence													
Application Fee	Part A2	Application		S		N	3,363.00	0.00	3,363.00	0.00%			
		Additional fee for operating without a permit		S		N	1,188.00	0.00	1,188.00	0.00%			
		Surrender/ partial transfer		S		N	698.00	0.00	698.00	0.00%			
		Transfer		S		N	235.00	0.00	235.00	0.00%			
		Substantial variation		S		N	1,368.00	0.00	1,368.00	0.00%			
		Reimbursement of the advertising costs incurred in informing public consultees, recharged in full											
	Part B	Application		S		N	1,650.00	0.00	1,650.00	0.00%			
		Additional fee for operating without a permit		S		N	1,188.00	0.00	1,188.00	0.00%			
		Surrender/ partial surrender		S									
		Transfer		S		N	169.00	0.00	169.00	0.00%			
		Partial Transfer		S		N	497.00	0.00	497.00	0.00%			
		Substantial variation		S		N	1,050.00	0.00	1,050.00	0.00%			
	Reduced fee (except vehicle refinishers)	Application		S		N	155.00	0.00	155.00	0.00%			
		Additional fee for operating without a permit		S		N	71.00	0.00	71.00	0.00%			
		Substantial variation		S		N	102.00	0.00	102.00	0.00%			
		Partial Transfer		S		N	47.00	0.00	47.00	0.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Vehicle refinishers		Application		S	N	362.00	0.00	362.00	362.00	0.00%
		Additional fee for operating without a permit		S	N	71.00	0.00	71.00	71.00	0.00%
		Substantial variation		S	N	102.00	0.00	102.00	102.00	0.00%
		Partial Transfer		S	N	47.00	0.00	47.00	47.00	0.00%
Petrol vapour recovery stages 1&2 combined		Application		S	N	257.00	0.00	257.00	257.00	0.00%
		Additional fee for operating without a permit		S	N	71.00	0.00	71.00	71.00	0.00%
		Substantial variation		S	N	102.00	0.00	102.00	102.00	0.00%
		Partial Transfer		S	N	47.00	0.00	47.00	47.00	0.00%
Mobile crushing and screening plant		Application		S	N	1,650.00	0.00	1,650.00	1,650.00	0.00%
		Additional fee for operating without a permit		S	N	1,188.00	0.00	1,188.00	1,188.00	0.00%
		Substantial variation		S	N	1,050.00	0.00	1,050.00	1,050.00	0.00%
		Transfer		S	N	169.00	0.00	169.00	169.00	0.00%
		Partial Transfer		S	N	497.00	0.00	497.00	497.00	0.00%
Mobile crushing and screening plant 3rd to 7th applications		Application		S	N	985.00	0.00	985.00	985.00	0.00%
		Additional fee for operating without a permit		S	N	1,188.00	0.00	1,188.00	1,188.00	0.00%
		Substantial variation		S	N	1,050.00	0.00	1,050.00	1,050.00	0.00%
		Transfer		S	N	169.00	0.00	169.00	169.00	0.00%
		Partial Transfer		S	N	497.00	0.00	497.00	497.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Mobile crushing and screening plant 8th and subsequent applications	Application	S	N	498.00	0.00	498.00	0.00%	
			Additional fee for operating without a permit	S	N	1,188.00	0.00	1,188.00	0.00%	
			Substantial variation	S	N	1,050.00	0.00	1,050.00	0.00%	
			Transfer	S	N	169.00	0.00	169.00	0.00%	
			Partial Transfer	S	N	497.00	0.00	497.00	0.00%	
		Where an application for any of the above is for a combined Part B and waste application there is an extra charge in addition to the above charges		S	N	279.00	0.00	279.00	0.00%	
Annual subsistence fees	Part A2		Low Risk	S	N	1,343.00	0.00	1,343.00	0.00%	
			Medium Risk	S	N	1,507.00	0.00	1,507.00	0.00%	
			High Risk	S	N	2,230.00	0.00	2,230.00	0.00%	
			Additional Fee for payment by installments	S	N	38.00	0.00	38.00	0.00%	
			Late payment charge	S	N	52.00	0.00	52.00	0.00%	
			Operation with EC reporting requirement	S	N	103.00	0.00	103.00	0.00%	
	Part B		Low Risk	S	N	772.00	0.00	772.00	0.00%	
			Including waste (Reg 33) add	S	N	104.00	0.00	104.00	0.00%	
			Medium Risk	S	N	1,161.00	0.00	1,161.00	0.00%	
			Including waste (Reg 33) add	S	N	156.00	0.00	156.00	0.00%	
			High Risk	S	N	1,747.00	0.00	1,747.00	0.00%	
			Including waste (Reg 33) add	S	N	207.00	0.00	207.00	0.00%	
	Reduced fee (except vehicle refinishers)		Low Risk	S	N	79.00	0.00	79.00	0.00%	
			Medium Risk	S	N	158.00	0.00	158.00	0.00%	
			High Risk	S	N	237.00	0.00	237.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26		
						£	£	£	£	%		
Vehicle refinishers			Low Risk	S	N	228.00	0.00	228.00	0.00	0.00%		
			Medium Risk	S	N	365.00	0.00	365.00	0.00	0.00%		
			High Risk	S	N	548.00	0.00	548.00	0.00	0.00%		
Petrol vapour recovery stages 1 &2 combined			Low Risk	S	N	113.00	0.00	113.00	0.00	0.00%		
			Medium Risk	S	N	226.00	0.00	226.00	0.00	0.00%		
			High Risk	S	N	341.00	0.00	341.00	0.00	0.00%		
Mobile crushing and screening plant			Low Risk	S	N	626.00	0.00	626.00	0.00	0.00%		
			Medium Risk	S	N	1,034.00	0.00	1,034.00	0.00	0.00%		
			High Risk	S	N	1,551.00	0.00	1,551.00	0.00	0.00%		
Mobile crushing and screening plant 3rd to 7th applications			Low Risk	S	N	385.00	0.00	385.00	0.00	0.00%		
			Medium Risk	S	N	617.00	0.00	617.00	0.00	0.00%		
			High Risk	S	N	924.00	0.00	924.00	0.00	0.00%		
Mobile crushing and screening plant 8th and subsequent applications			Low Risk	S	N	198.00	0.00	198.00	0.00	0.00%		
			Medium Risk	S	N	314.00	0.00	314.00	0.00	0.00%		
			High Risk	S	N	473.00	0.00	473.00	0.00	0.00%		
Late payment				S	N	52.00	0.00	52.00	0.00	0.00%		
Additional Fee for payment by installments				S	N	38.00	0.00	38.00	0.00	0.00%		

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Food Hygiene & Safety										
	Food Premises Approvals	Cost of approval	No charge	S						
	FHRS Rescore Visits	Cost of Visit		D		S	195.00	39.00	234.00	30.00%
	Health Certificate			D	Apr-23	N	120.00	0.00	120.00	20.00%
	Amendment to original Health Certificate per amendment			D	Apr-23	N	65.00	0.00	65.00	30.00%
	Wet signed hard copy of Health Certificate			D	Apr-23	N	150.00	0.00	150.00	20.00%
	Food examination certificate		Small & simple	D	Apr-23	S	170.00	34.00	204.00	3.00%
			Larger & more complex per hour (min £198)	D		S	75.00	15.00	90.00	25.00%
	Food hygiene courses		Level 2	D		E	65.00	0.00	65.00	8.00%
			Level 3	D		E	300.00	0.00	300.00	0.00%
			CD	D		S	55.00	11.00	66.00	17.00%
Housing										
	Houses in Multiple Occupation	Initial licence		D	Apr-23	N	705.00	0.00	705.00	17.00%
		Licence Variation	Small & simple No inspection required	D	Apr-23	N	75.00	0.00	75.00	12.00%
		Licence Variation	Larger and more complex inspection required	D	Apr-23	N	225.00	0.00	145.92	0.00%
		Renewal of licence		D	Apr-23	N	375.00	0.00	375.00	70.00%
		Revocation of licence		D		N	185.00	0.00	185.00	68.00%
			Where a house in multiple occupation fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence at the rate of £97.00 per additional officer/visit in addition to any third party costs involved (e.g. gas engineer's fees)			N	165.00	0.00	165.00	55.00%
	Accommodation certificate	Issue		D	Apr-23	S	175.00	35.00	210.00	8.00%
Information Requests										
	Environmental Information Enquiry		Contaminated land - site specific	D	Apr-23	N	195.00	0.00	195.00	4.00%
			Simple request	D	Apr-23	N	65.00	0.00	65.00	21.00%
Public Health Funerals										
		Administration charge associated with the organisation of a Public Health Funeral		D	Apr-23	N	550.00	0.00	550.00	10.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Pest control										
	Wasps nests	Treatment charge	First nest			S	68.00	13.60	81.60	6.00%
			Subsequent nests treated at the same visit			S	18.90	3.78	22.68	15.00%
	Rats and mice	Treatment charge	First call and maximum of two re-visits to replenish bait			S	83.00	16.60	99.60	1.00%
	Ants, booklice, carpet beetles, fleas, larder beetles and other insects	Treatment charge	First visit			S	70.00	14.00	84.00	2.00%
			Second visit			S	38.00	7.60	45.60	12.00%
	Call out charge or missed appointment					S	38.00	7.60	45.60	24.00%
	Invoicing charge					S	15.00	3.00	18.00	17.00%
	Rat Boxes		Per treatment			S	7.50	1.50	9.00	22.00%
	Mouse Boxes		Per treatment			S	1.75	0.35	2.10	70.00%
	Difenacoum		Per Kilo			S	2.65	0.53	3.18	8.00%
	Rat bait per tray		Per treatment			S	0.70	0.14	0.84	14.00%
	Rat bait per box		Per treatment			S	1.45	0.29	1.74	18.00%
	Rat bait per pipe		Per treatment			S	1.45	0.29	1.74	18.00%
	Brodifacoum		Per Kilo			S	6.98	1.40	8.38	8.00%
	Mouse bait per tray		Per treatment			S	1.45	0.29	1.74	18.00%
	Mouse bait per box		Per treatment			S	1.45	0.29	1.74	18.00%
	Brodifacoum wax blocks 20gm					S	0.60	0.12	0.72	57.00%
	Hourly rate					S	52.50	10.50	63.00	14.00%
	Invoicing charge					S	15.00	3.00	18.00	40.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Stray dogs	Statutory Charge	per dog		S		25.00	0.00	25.00	25.00	0.00%
	Dog warden Service charge	per dog		D	Apr-24	S	79.17	15.83	95.00	13.00%
	Dog returned directly to owner without kennelling, plus statutory fine	per dog		S / D	Apr-24	S	104.17	20.83	125.00	10.00%
	Stray dogs claimed by owner from kennels without incurring overnight kennelling charge	per dog per period before 4:00pm		S / D	Apr-24	S	95.00	19.00	114.00	0.00%
Kennelling Charge Overnight	Statutory Charge Day of Arrival	per dog		S		N	25.00	0.00	25.00	0.00%
	Dog warden Service charge Day of Arrival	per dog		D	Apr-24	N	70.00	0.00	70.00	0.00%
	Kennelling overnight charge	per dog		S / D	Apr-24	N	100.00	0.00	100.00	186.00%
	Second day including previous night's kennelling	per dog		S / D	Apr-24	N	130.00	0.00	130.00	86.00%
	Third day including previous night's kennelling	per dog		S / D	Apr-24	N	160.00	0.00	160.00	52.00%
	Fourth day including previous night's kennelling	per dog		S / D	Apr-24	N	215.00	0.00	215.00	54.00%
	Fifth day including previous night's kennelling	per dog		S / D	Apr-24	N	245.00	0.00	245.00	40.00%
	Sixth day including previous night's kennelling	per dog		S / D	Apr-24	N	275.00	0.00	275.00	31.00%
	Seventh day including previous night's kennelling	per dog		S / D	Apr-24	N	305.00	0.00	305.00	24.00%
	Kennelling overnight charge from 8th Night Owner has lost legal right to claim the dog									

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Licensing													
Fees associated with the Gambling Act 2005 are determined in accordance with The Gambling (Premises Licence Fees) (England and Wales) Regulations 2007. In the case of error, the Regulations, or any update thereto will take precedence													
Gambling Act 2005													
Betting Premises (Track)			Application	S		N	2,500.00	0.00	2,500.00	0.00%			
			Annual Fee (First Year)	S		N	750.00	0.00	750.00	0.00%			
			Annual Fee	S		N	1,000.00	0.00	1,000.00	0.00%			
			Variation	S		N	1,250.00	0.00	1,250.00	0.00%			
			Transfer	S		N	950.00	0.00	950.00	0.00%			
			Re-intstatement	S		N	950.00	0.00	950.00	0.00%			
			Provisional Statement	S		N	2,500.00	0.00	2,500.00	0.00%			
Betting Premises (Other)			Application	S		N	3,000.00	0.00	3,000.00	0.00%			
			Annual Fee (First Year)	S		N	450.00	0.00	450.00	0.00%			
			Annual Fee	S		N	600.00	0.00	600.00	0.00%			
			Variation	S		N	1,500.00	0.00	1,500.00	0.00%			
			Transfer	S		N	1,200.00	0.00	1,200.00	0.00%			
			Re-intstatement	S		N	1,200.00	0.00	1,200.00	0.00%			
			Provisional Statement	S		N	3,000.00	0.00	3,000.00	0.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Family Entertainment Centre (FEC)		Application		S	N	2,000.00	0.00	2,000.00	0.00	0.00%
		Annual Fee (First Year)		S	N	565.00	0.00	565.00	0.00	0.00%
		Annual Fee		S	N	750.00	0.00	750.00	0.00	0.00%
		Variation		S	N	1,000.00	0.00	1,000.00	0.00	0.00%
		Transfer		S	N	950.00	0.00	950.00	0.00	0.00%
		Re-Intstatement		S	N	950.00	0.00	950.00	0.00	0.00%
Adult Gaming Centre		Provisional Statement		S	N	2,000.00	0.00	2,000.00	0.00	0.00%
		Application		S	N	2,000.00	0.00	2,000.00	0.00	0.00%
		Annual Fee (First Year)		S	N	750.00	0.00	750.00	0.00	0.00%
		Annual Fee		S	N	1,000.00	0.00	1,000.00	0.00	0.00%
		Variation		S	N	1,000.00	0.00	1,000.00	0.00	0.00%
		Transfer		S	N	1,200.00	0.00	1,200.00	0.00	0.00%
Bingo		Re-Intstatement		S	N	1,200.00	0.00	1,200.00	0.00	0.00%
		Provisional Statement		S	N	2,000.00	0.00	2,000.00	0.00	0.00%
		Application		S	N	3,500.00	0.00	3,500.00	0.00	0.00%
		Annual Fee (First Year)		S	N	750.00	0.00	750.00	0.00	0.00%
		Annual Fee		S	N	1,000.00	0.00	1,000.00	0.00	0.00%
		Variation		S	N	1,750.00	0.00	1,750.00	0.00	0.00%
		Transfer		S	N	1,200.00	0.00	1,200.00	0.00	0.00%
		Re-Intstatement		S	N	1,200.00	0.00	1,200.00	0.00	0.00%
		Provisional Statement		S	N	3,500.00	0.00	3,500.00	0.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
Small Casino		Application		S	N	8,000.00	0.00	8,000.00	0.00%	
		Annual Fee (First Year)		S	N	3,750.00	0.00	3,750.00	0.00%	
		Annual Fee		S	N	5,000.00	0.00	5,000.00	0.00%	
		Variation		S	N	4,000.00	0.00	4,000.00	0.00%	
		Transfer		S	N	1,800.00	0.00	1,800.00	0.00%	
		Re-Intstatement		S	N	1,800.00	0.00	1,800.00	0.00%	
Large Casino		Provisional Statement		S	N	8,000.00	0.00	8,000.00	0.00%	
		Application		S	N	10,000.00	0.00	10,000.00	0.00%	
		Annual Fee (First Year)		S	N	7,500.00	0.00	7,500.00	0.00%	
		Annual Fee		S	N	10,000.00	0.00	10,000.00	0.00%	
		Variation		S	N	5,000.00	0.00	5,000.00	0.00%	
		Transfer		S	N	2,150.00	0.00	2,150.00	0.00%	
Regional Casino		Re-Intstatement		S	N	2,150.00	0.00	2,150.00	0.00%	
		Provisional Statement		S	N	10,000.00	0.00	10,000.00	0.00%	
		Application		S	N	15,000.00	0.00	15,000.00	0.00%	
		Annual Fee (First Year)		S	N	11,250.00	0.00	11,250.00	0.00%	
		Annual Fee		S	N	15,000.00	0.00	15,000.00	0.00%	
		Variation		S	N	7,500.00	0.00	7,500.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Change Of Circumstance Fee For All Premises Licences		S	N	50.00	0.00	50.00	50.00	0.00%
		Copy Of Licence		S	N	25.00	0.00	25.00	25.00	0.00%
		Temporary Use Notice (TUN)		S	N	500.00	0.00	500.00	500.00	0.00%
Gambling Act 2005 - Permits & Lotteries										
		Unlicensed FEC Gaming Machine Permit - 10 Years	Application Fee	S	N	300.00	0.00	300.00	300.00	0.00%
			Renewal	S	N	300.00	0.00	300.00	300.00	0.00%
			Change Of Name	S	N	25.00	0.00	25.00	25.00	0.00%
		Club Gaming Permit (Holder Of Club Premises Certificate) - 10 Years	Application	S	N	200.00	0.00	200.00	200.00	0.00%
			Renewal	S	N	100.00	0.00	100.00	100.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	50.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	50.00	0.00%
			Variation	S	N	100.00	0.00	100.00	100.00	0.00%
		Club Gaming Permit (Other Cases) - 10 Years	Application	S	N	200.00	0.00	200.00	200.00	0.00%
			Renewal	S	N	200.00	0.00	200.00	200.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	50.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	50.00	0.00%
			Variation	S	N	100.00	0.00	100.00	100.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Club Machine Permit (Holder Of Club Premises Certificate) - 10 Years	Application	S	N	200.00	0.00	200.00	0.00	0.00%
			Renewal	S	N	100.00	0.00	100.00	0.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	0.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	0.00	0.00%
			Variation	S	N	100.00	0.00	100.00	0.00	0.00%
		Club Machine Permit (Other Cases) - 10 Years	Application	S	N	200.00	0.00	200.00	0.00	0.00%
			Renewal	S	N	200.00	0.00	200.00	0.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	0.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	0.00	0.00%
			Variation	S	N	100.00	0.00	100.00	0.00	0.00%
		Alcohol Licensed Premises (For Existing S34 Permit Holders) - Indefinite	Application	S	N	100.00	0.00	100.00	0.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	0.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	0.00	0.00%
			Variation	S	N	100.00	0.00	100.00	0.00	0.00%
			Transfer	S	N	25.00	0.00	25.00	0.00	0.00%
		Alcohol Licensed Premises (Other Cases) - Indefinite	Application	S	N	150.00	0.00	150.00	0.00	0.00%
			Annual Fee (First Year)	S	N	50.00	0.00	50.00	0.00	0.00%
			Annual Fee	S	N	50.00	0.00	50.00	0.00	0.00%
			Variation	S	N	100.00	0.00	100.00	0.00	0.00%
			Transfer	S	N	25.00	0.00	25.00	0.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Alcohol Licensed Premises (2 Machines Only) - Indefinite	Application	S	N	50.00	0.00	50.00	50.00	0.00%
		Prize Gaming Permit - 10 Years	Application	S	N	300.00	0.00	300.00	300.00	0.00%
			Renewal	S	N	300.00	0.00	300.00	300.00	0.00%
			Change Of Name	S	N	25.00	0.00	25.00	25.00	0.00%
		Small Society Lotteries - Indefinite	Application	S	N	40.00	0.00	40.00	40.00	0.00%
			Annual Fee	S	N	20.00	0.00	20.00	20.00	0.00%
		Copy Of Permit		S	N	15.00	0.00	15.00	15.00	0.00%
Fees associated with the Licensing Act 2003 are determined in accordance with The Licensing Act 2003 (Fees) Regulations 2005. In the case of error, the Regulations, or any update thereto will take precedence										
Licensing Act 2003	Pre Application advice	Per hour		D	N	45.00	0.00	45.00	45.00	0.00%
	Club Premises - Change of relevant registered address of club			S	N	10.50	0.00	10.50	10.50	0.00%
	Club Premises - Notification of change of name or alteration of club rules			S	N	10.50	0.00	10.50	10.50	0.00%
	Club Premises - Theft, loss etc. of club certificate			S	N	10.50	0.00	10.50	10.50	0.00%
	Application for a provisional statement where premises being built			S	N	315.00	0.00	315.00	315.00	0.00%
	Duty to notify change of name or address			S	N	10.50	0.00	10.50	10.50	0.00%
	Interim authority notice following death etc. of licence holder			S	N	23.00	0.00	23.00	23.00	0.00%
	Minor Variation			S	N	89.00	0.00	89.00	89.00	0.00%
	Notification of change of name or address			S	N	10.50	0.00	10.50	10.50	0.00%
	Removal of DPS Community Premises			S	N	23.00	0.00	23.00	23.00	0.00%
	Right of freeholder etc. to be notified of licensing matters			S	N	21.00	0.00	21.00	21.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Personal Licences - Initial Application		S	N	37.00	0.00	37.00	0.00%	
		Personal Licences - Renewal		S	N	0.00	0.00	0.00	0.00%	
		Personal Licences - Theft, Loss etc.		S	N	10.50	0.00	10.50	0.00%	
		Premises Licence - Application for Transfer		S	N	23.00	0.00	23.00	0.00%	
		Premises Licence - Application to vary licence to specify individual as designated premises supervisor (DPS)		S	N	23.00	0.00	23.00	0.00%	
		Premises Licence - Loss of Premises Summary		S	N	10.50	0.00	10.50	0.00%	
		Premises Licence - Theft, loss etc.		S	N	10.50	0.00	10.50	0.00%	
		Temporary Event Notices - Application		S	N	21.00	0.00	21.00	0.00%	
		Temporary Event Notices - Theft, loss etc.		S	N	10.50	0.00	10.50	0.00%	
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- new		S	N	2,000.00	0.00	2,000.00	0.00%	
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-new		S	N	4,000.00	0.00	4,000.00	0.00%	
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- new		S	N	8,000.00	0.00	8,000.00	0.00%	
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - new		S	N	16,000.00	0.00	16,000.00	0.00%	
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - new		S	N	24,000.00	0.00	24,000.00	0.00%	
		Additional fee for large venues and events (5,000 - 9,999 attendance at any one time) - new		S	N	1,000.00	0.00	1,000.00	0.00%	
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- new		S	N	32,000.00	0.00	32,000.00	0.00%	
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - new		S	N	40,000.00	0.00	40,000.00	0.00%	
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - new		S	N	48,000.00	0.00	48,000.00	0.00%	
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - new		S	N	56,000.00	0.00	56,000.00	0.00%	
		Additional fee for large venues and events (90,000 and over attendance at any one time) - new		S	N	64,000.00	0.00	64,000.00	0.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Additional fee for large venues and events (5,000-9,999 attendance at any one time) - renewal		S	N	500.00	0.00	500.00	0.00	0.00%
		Additional fee for large venues and events (10,000 - 14,999 attendance at any one time)- renewal		S	N	1,000.00	0.00	1,000.00	0.00	0.00%
		Additional fee for large venues and events (15,000 - 19,999 attendance at any one time)-renewal		S	N	2,000.00	0.00	2,000.00	0.00	0.00%
		Additional fee for large venues and events (20,000 - 29,999 attendance at any one time)- renewal		S	N	4,000.00	0.00	4,000.00	0.00	0.00%
		Additional fee for large venues and events (30,000 - 39,999 attendance at any one time) - renewal		S	N	8,000.00	0.00	8,000.00	0.00	0.00%
		Additional fee for large venues and events (40,000 - 49,999 attendance at any one time) - renewal		S	N	12,000.00	0.00	12,000.00	0.00	0.00%
		Additional fee for large venues and events (50,000 - 59,999 attendance at any one time)- renewal		S	N	16,000.00	0.00	16,000.00	0.00	0.00%
		Additional fee for large venues and events (60,000 - 69,999 attendance at any one time) - renewal		S	N	20,000.00	0.00	20,000.00	0.00	0.00%
		Additional fee for large venues and events (70,000 - 79,999 attendance at any one time) - renewal		S	N	24,000.00	0.00	24,000.00	0.00	0.00%
		Additional fee for large venues and events (80,000 - 89,999 attendance at any one time) - renewal		S	N	28,000.00	0.00	28,000.00	0.00	0.00%
		Additional fee for large venues and events (90,000 and over attendance at any one time) - renewal		S	N	32,000.00	0.00	32,000.00	0.00	0.00%
		Premise - A (£0 - £4300) (initial issue)		S	N	100.00	0.00	100.00	0.00	0.00%
		Premise - A (£0 - £4300) (Annual fee)		S	N	70.00	0.00	70.00	0.00	0.00%
		Premise - B (£4301 - £33,000) (initial issue)		S	N	190.00	0.00	190.00	0.00	0.00%
		Premise - B (£4301 - £33,000) (Annual fee)		S	N	180.00	0.00	180.00	0.00	0.00%
		Premise - C (£33,001 - £87,000) (initial issue)		S	N	315.00	0.00	315.00	0.00	0.00%
		Premise - C (£33,001 - £87,000) (Annual fee)		S	N	295.00	0.00	295.00	0.00	0.00%
		Premise - D (£87,000 - £125,000) (initial issue)		S	N	450.00	0.00	450.00	0.00	0.00%
		Premise - D (£87,000 - £125,000) (Annual fee)		S	N	320.00	0.00	320.00	0.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (initial issue)		S	N	900.00	0.00	900.00	0.00	0.00%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (Annual fee)		S	N	640.00	0.00	640.00	0.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
		Premise - E (£125,000 and above) (initial issue)		S		N	635.00	0.00	635.00	0.00%
		Premise - E (£125,000 and above) (Annual fee)		S		N	350.00	0.00	350.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (initial issue)		S		N	1,905.00	0.00	1,905.00	0.00%
		Premise - E (£125,000 and above) and primary business is Alcohol sales (Annual fee)		S		N	1,905.00	0.00	1,905.00	0.00%
Miscellaneous Licences		Personal Registration - Electrolysis, Ear Piercing, Acupuncture or Tattooing		S	Apr-23	N	131.00	0.00	131.00	0.00%
Miscellaneous Licences		Premises Registration		D	Apr-23	N	170.00	0.00	170.00	0.00%
		Registration Variation Fee		D	Apr-23	N	50.00	0.00	50.00	0.00%
Sex Establishment licences		Sex Establishment - New		S		N	2,824.00	0.00	2,824.00	0.00%
		Sex Establishment - Annual Fee		S		N	2,824.00	0.00	2,824.00	0.00%
Driving Licences		Initial Issue	3 Yearly Licence	S	Apr-25	N	238.00	0.00	238.00	4.00%
		Renewal	3 Yearly Licence	S	Apr-25	N	170.00	0.00	170.00	4.00%
		Knowledge & Competency test (dual Licence)		D	Apr-25	N	68.00	0.00	68.00	5.00%
		Knowledge & Competency test (Private Hire only)		D	Apr-25	N	57.00	0.00	57.00	4.00%
		Replacement badge / Licence		D	Apr-25	N	16.00	0.00	16.00	7.00%
		1 year Licence (where determined by delegation)		D	Apr-25	N	121.00	0.00	121.00	4.00%
Vehicle Licences		Private Hire - Initial grant (*Incl signs)	1 Year	D	Apr-25	N	316.00	0.00	316.00	4.00%
		Private Hire - Renewal	1 Year	D	Apr-25	N	242.00	0.00	242.00	4.00%
		Hackney Carriage initial grant (*Incl sign)	1 Year	D	Apr-25	N	316.00	0.00	316.00	4.00%
		Hackney Carriage Renewal	1 Year	D	Apr-25	N	242.00	0.00	242.00	4.00%
		Insurance replacement vehicle	3 months	D		N	79.00	0.00	79.00	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail		Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
											£	£	£	%
		Garage test	Private Hire & HC Saloon	(Plates 1 - 45)	1 Year	D	N	45.50	0.00	45.50	0.00%			
		Re-test			1 Year	D	N	45.50	0.00	45.50	0.00%			
		Replacement of Brackets			1 Year	D	N	16.00	0.00	16.00	7.00%			
		Replacement of plates			1 Year	D	Apr-25	N	26.00	0.00	26.00	4.00%		
		Transfer of interest			1 Year	D	Apr-25	N	26.00	0.00	26.00	4.00%		
		Door signs - magnetic	Per pair			D	Apr-25	N	18.00	0.00	18.00	6.00%		
		Door signs - permanent	Per pair			D	N	16.00	0.00	16.00	7.00%			
Private Hire Operator's Licences	Initial issue			5 Yearly Licence		D	Apr-25	N	582.00	0.00	582.00	4.00%		
	Renewal			5 Yearly Licence		D	Apr-25	N	470.00	0.00	470.00	4.00%		
	Renewal yearly	Licence where permitted		1 Year		D	Apr-25	N	146.00	0.00	146.00	4.00%		
	Change of name / address					D	Apr-25	N	16.00	0.00	16.00	7.00%		
	Change of Company Director					D	Apr-25	N	16.00	0.00	16.00	7.00%		

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Animal Welfare													
	Animal Boarding Establishments	Pre Application advice	Per hour	D		N	45.00	0.00	45.00				
		If a vet or qualified expert is required for this activity then this will be recharged to the applicant											
		0 - 5 Animals Application Fee	1 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5 Animals Licence Fee	1 Year	D	Apr-25	N	146.00	0.00	146.00	10.00%			
		6 - 25 Animals Application Fee	1 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25 Animals Licence Fee	1 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%			
		26 - 50 Animals Application Fee	1 Year	D	Apr-25	N	199.00	0.00	199.00	10.00%			
		26 - 50 Animals Licence Fee	1 Year	D	Apr-25	N	306.00	0.00	306.00	10.00%			
		50+ Animals Application Fee	1 Year	D	Apr-25	N	228.00	0.00	228.00	10.00%			
		50+ Animals Licence Fee	1 Year	D	Apr-25	N	360.00	0.00	360.00	10.00%			
		0 - 5 Animals Application Fee	2 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5 Animals Licence Fee	2 Year	D	Apr-25	N	213.00	0.00	213.00	10.00%			
		6 - 25 Animals Application Fee	2 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25 Animals Licence Fee	2 Year	D	Apr-25	N	253.00	0.00	253.00	10.00%			
		26 - 50 Animals Application Fee	2 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		26 - 50 Animals Licence Fee	2 Year	D	Apr-25	N	319.00	0.00	319.00	10.00%			
		50+ Animals Application Fee	2 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%			
		50+ Animals Licence Fee	2 Year	D	Apr-25	N	385.00	0.00	385.00	10.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail			Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
									£	£	£	%
1	0 - 5	Animals	Application Fee		3 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%
	0 - 5	Animals	Licence Fee		3 Year	D	Apr-25	N	253.00	0.00	253.00	10.00%
	6 - 25	Animals	Application Fee		3 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%
	6 - 25	Animals	Licence Fee		3 Year	D	Apr-25	N	281.00	0.00	281.00	10.00%
	26 - 50	Animals	Application Fee		3 Year	D	Apr-25	N	199.00	0.00	199.00	10.00%
	26 - 50	Animals	Licence Fee		3 Year	D	Apr-25	N	345.00	0.00	345.00	10.00%
	50+	Animals	Application Fee		3 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%
	50+	Animals	Licence Fee		3 Year	D	Apr-25	N	413.00	0.00	413.00	10.00%
2	0 - 5	Animals			Licence Variation	D	Apr-25	N	174.00	0.00	174.00	10.00%
	6 - 25	Animals			Licence Variation	D	Apr-25	N	187.00	0.00	187.00	10.00%
	26 - 50	Animals			Licence Variation	D	Apr-25	N	199.00	0.00	199.00	10.00%
	50+	Animals			Licence Variation	D	Apr-25	N	227.00	0.00	227.00	10.00%
3	0 - 5	Animals			Re - Inspect	D	Apr-25	N	109.00	0.00	109.00	10.00%
	6 - 25	Animals			Re - Inspect	D	Apr-25	N	134.00	0.00	134.00	10.00%
	26 - 50	Animals			Re - Inspect	D	Apr-25	N	160.00	0.00	160.00	10.00%
	50+	Animals			Re - Inspect	D	Apr-25	N	187.00	0.00	187.00	10.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail			Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
												£			
Dog Breeding															
		The vet fees for new applications will be recharged to the applicant													
		0 - 5	Animals	Application Fee	1 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5	Animals	Licence Fee	1 Year	D	Apr-25	N	147.00	0.00	147.00	10.00%			
		6 - 25	Animals	Application Fee	1 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25	Animals	Licence Fee	1 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%			
		25+	Animals	Application Fee	1 Year	D	Apr-25	N	199.00	0.00	199.00	10.00%			
		25+	Animals	Licence Fee	1 Year	D	Apr-25	N	292.00	0.00	292.00	10.00%			
		0 - 5	Animals	Application Fee	2 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5	Animals	Licence Fee	2 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		6 - 25	Animals	Application Fee	2 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25	Animals	Licence Fee	2 Year	D	Apr-25	N	254.00	0.00	254.00	10.00%			
		25+	Animals	Application Fee	2 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		25+	Animals	Licence Fee	2 Year	D	Apr-25	N	319.00	0.00	319.00	10.00%			
		0 - 5	Animals	Application Fee	3 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5	Animals	Licence Fee	3 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%			
		6 - 25	Animals	Application Fee	3 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25	Animals	Licence Fee	3 Year	D	Apr-25	N	279.00	0.00	279.00	10.00%			
		25+	Animals	Application Fee	3 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		25+	Animals	Licence Fee	3 Year	D	Apr-25	N	333.00	0.00	333.00	10.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
	0 - 5	Animals	Licence Variation	D	Apr-25	N	174.00	0.00	174.00	10.00%
	6 - 25	Animals	Licence Variation	D	Apr-25	N	187.00	0.00	187.00	10.00%
	25+	Animals	Licence Variation	D	Apr-25	N	200.00	0.00	200.00	10.00%
	0 - 5	Animals	Re - Inspect	D	Apr-25	N	109.00	0.00	109.00	10.00%
	6 - 25	Animals	Re - Inspect	D	Apr-25	N	138.00	0.00	138.00	10.00%
	25+	Animals	Re - Inspect	D	Apr-25	N	163.00	0.00	163.00	10.00%
Selling animals as pets	If a vet or qualified expert is required for this activity then this will be recharged to the applicant									
	Animals as pets Application Fee			1 Year		D	Apr-24	N	182.00	0.00
	Animals as pets Licence Fee			1 Year		D	Apr-24	N	142.00	0.00
	For each species of any Dangerous Wild Animal if applicable			1 Year		D	Apr-24	N	65.00	0.00
	Animals as pets Application Fee			2 Year		D	Apr-24	N	182.00	0.00
	Animals as pets Licence Fee			2 Year		D	Apr-24	N	142.00	0.00
	For each species of any Dangerous Wild Animal if applicable			2 Year		D	Apr-24	N	65.00	0.00
	Animals as pets Application Fee			3 Year		D	Apr-24	N	182.00	0.00
	Animals as pets Licence Fee			3 Year		D	Apr-24	N	142.00	0.00
	For each species of any Dangerous Wild Animal if applicable			3 Year		D	Apr-24	N	65.00	0.00
	Animals as pets			Licence Variation		D	Apr-24	N	182.00	0.00
	Animals as pets			Re - Inspect		D	Apr-24	N	106.00	0.00

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
	Hiring out Horses	The vet fees for new and renewed applications including yearly inspection will be recharged to the applicant											
		0 - 5 Animals Application Fee	1 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5 Animals Licence Fee	1 Year	D	Apr-25	N	160.00	0.00	160.00	10.00%			
		6 - 25 Animals Application Fee	1 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25 Animals Licence Fee	1 Year	D	Apr-25	N	279.00	0.00	279.00	10.00%			
		25+ Animals Application Fee	1 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		25+ Animals Licence Fee	1 Year	D	Apr-25	N	333.00	0.00	333.00	10.00%			
		0 - 5 Animals Application Fee	2 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5 Animals Licence Fee	2 Year	D	Apr-25	N	227.00	0.00	227.00	10.00%			
		6 - 25 Animals Application Fee	2 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25 Animals Licence Fee	2 Year	D	Apr-25	N	294.00	0.00	294.00	10.00%			
		25+ Animals Application Fee	2 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		25+ Animals Licence Fee	2 Year	D	Apr-25	N	361.00	0.00	361.00	10.00%			
		0 - 5 Animals Application Fee	3 Year	D	Apr-25	N	174.00	0.00	174.00	10.00%			
		0 - 5 Animals Licence Fee	3 Year	D	Apr-25	N	279.00	0.00	279.00	10.00%			
		6 - 25 Animals Application Fee	3 Year	D	Apr-25	N	187.00	0.00	187.00	10.00%			
		6 - 25 Animals Licence Fee	3 Year	D	Apr-25	N	319.00	0.00	319.00	10.00%			
		25+ Animals Application Fee	3 Year	D	Apr-25	N	200.00	0.00	200.00	10.00%			
		25+ Animals Licence Fee	3 Year	D	Apr-25	N	400.00	0.00	400.00	10.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26
						£	£	£	£	%
	0 - 5	Animals	Licence Variation	D	Apr-25	N	174.00	0.00	174.00	10.00%
	0 - 5	Animals	Re - Inspect	D	Apr-25	N	109.00	0.00	109.00	10.00%
	6 - 25	Animals	Licence Variation	D	Apr-25	N	187.00	0.00	187.00	10.00%
	6 - 25	Animals	Re - Inspect	D	Apr-25	N	134.00	0.00	134.00	10.00%
	25+	Animals	Licence Variation	D	Apr-25	N	200.00	0.00	200.00	10.00%
	25+	Animals	Re - Inspect	D	Apr-25	N	160.00	0.00	160.00	10.00%
Exhibiting / Performing Animals	Any number of animals	Application Fee	3 Year	D	Apr-24	N	168.00	0.00	168.00	10.00%
	Any number of animals	Licence Fee	3 Year	D	Apr-24	N	182.00	0.00	182.00	10.00%
	Any number of animals		Licence Variation	D	Apr-24	N	155.00	0.00	155.00	10.00%
Dangerous Wild Animals	1 Species	Application Fee	2 Year	D	Apr-24	N	465.00	0.00	465.00	0.00%
	(Additional species on application)	per each species	2 Year	D	Apr-24	N	64.00	0.00	64.00	0.00%
	1 Species		Licence Variation	D	Apr-24	N	230.00	0.00	230.00	0.00%
	(Additional species on variation)	per each species	Licence Variation	D	Apr-24	N	64.00	0.00	64.00	0.00%
	Primate license only		3 Year	D		N	465.00	0.00	465.00	
	Primate plus DWA license		2 Year	D		N	529.00	0.00	529.00	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26	
						£	£	£	£	%	
Zoo licences	Administration fee	per application			Apr-23	N	54.18	0.00	54.18	0.00%	
	Officer time	per application			Apr-23	N	45.00	0.00	45.00		
	Where a zoo licensed premise fails to meet the terms and conditions of the licence, additional charges may be levied at the time of renewal of the licence	per visit		D	Apr-23	N	49.00	0.00	49.00	0.00%	
	Additional Fees from third parties, e.g. veterinary surgeon's fee, specialist advisor fee; recharged in full					Apr-24	N	444.00	0.00	444.00	0.00%
	Notice Of Intention					Apr-24	N	444.00	0.00	444.00	0.00%
	New Application Fee	4 Years (plus vet & inspector fees - charged separately)			Apr-24	N	1,434.00	0.00	1,434.00	0.00%	
	Renewal Application	6 Years (plus vet & inspector fees - charged separately)			Apr-24	N	1,214.00	0.00	1,214.00	0.00%	
Street Trading	Special Inspection	plus vet & inspector fees - charged separately		D	Apr-24	N	660.00	0.00	660.00	0.00%	
	New applications Admin fee (non- refundable)			D		N	65.00	0.00	65.00		
	Change of trading unit admin fee (non- refundable)			D		N	30.00	0.00	30.00		
	Street Trading Consents - 1 Day			D	Apr-24	N	30.00	0.00	30.00	(55.00%)	
	Street Trading Consents - 1 Month			D	Apr-24	N	210.00	0.00	210.00	(16.00%)	
	Street Trading Consents - 6 Months			D	Apr-24	N	930.00	0.00	930.00	(32.00%)	
	Street Trading Consents - Annual			D	Apr-24	N	1,550.00	0.00	1,550.00	(27.00%)	
Scrap dealers income	Street Trading Consents - 10 day trial - new applicants only (no previous trade in area)			D	Apr-24	N	105.00	0.00	105.00		
	Site licence	Every 3 years		D	Apr-24	N	528.00	0.00	528.00	10.00%	
	Mobile collector	Every 3 years		D	Apr-24	N	363.00	0.00	363.00	10.00%	
	Collectors licence with existing licence with another LA			D	Apr-24	N	318.00	0.00	318.00	10.00%	
Page 222	Variation of licence (person)			D	Apr-24	N	133.00	0.00	133.00	10.00%	

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Land Charges													
Land Charges	Basic search fee			S / D	Apr-25	N	133.00	0.00	154.50	0.00%			
	Basic commercial search fee			S / D	Apr-25	N	175.50	0.00	205.50	0.00%			
	LLC1	Several parcels of land		D		N	25.50	0.00	25.50	0.00%			
		plus each additional parcel of land		D		N	7.00	0.00	7.00	0.00%			
	Residential CON 29R	One parcel of land		D	Apr-25	S	107.50	21.50	129.00	0.00%			
		Several parcels of land - each additional parcel		D		S	28.00	5.60	33.60	0.00%			
	Commercial CON 29R	One parcel of land		D	Apr-25	S	150.00	30.00	180.00	0.00%			
		Several parcels of land - each additional parcel		D		S	57.80	11.56	69.36	0.00%			
	CON 29O				Apr-25	S	6.45	1.29	7.74	0.00%			
		Question 8		D		S	15.00	3.00	18.00	0.00%			
		Question 16 (County)		D	Apr-25	S	19.00	3.80	22.80	0.00%			
		Question 21 (County)		D	Apr-25	S	19.00	3.80	22.80	0.00%			
		Question 22 (County)		D	Apr-25	S	33.00	6.60	39.60	0.00%			
	Solicitors own enquiry	Each		D		S	12.75	2.55	15.30	0.00%			
	Copies of Section 106 Town & Country Planning Act 1990 documents or similar	Per document		D		N	10.00	0.00	10.00	0.00%			
	Admin Fee (only applicable to individual CON29 data questions)			D		S	4.50	0.90	5.40	0.00%			
	Plan Check Request Fee			D		S	12.50	2.50	15.00	0.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Detail	Rate per	Statutory (S) Discretionary (D)	Date of last change	VAT *	Net charge	VAT	Total Charge	% Change from 2025/26			
										£	£	£	%
Electoral Registration													
Statutory fees	Open register - data	Admin		S		N	20.00	0.00	20.00	0.00%			
		plus per thousand entries(or part)		S		N	1.50	0.00	1.50	0.00%			
	Open register - paper	Admin		S		N	10.00	0.00	10.00	0.00%			
		plus per thousand entries(or part)		S		N	5.00	0.00	5.00	0.00%			
	These rates of charge equally apply to the sale of monthly alterations to the electoral register.												
	Overseas electors - data	Admin		S		N	20.00	0.00	20.00	0.00%			
		plus per 100 entries(or part)		S		N	1.50	0.00	1.50	0.00%			
	Overseas electors - paper	Admin		S		N	10.00	0.00	10.00	0.00%			
		plus per 100 entries(or part)		S		N	5.00	0.00	5.00	0.00%			

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%

Leisure & Health

SWIMMING

CASUAL	
Swim Session (under 3's)	0.00
Swim Session (3 to 15 years)	3.60
Swim Session (16 to 59 years)	5.60
Aqua Classes (Aquafit / Aqua Natal)	7.00
Family Swim Pass (2 adults and 3 children)	17.00
Swim Session (Nonmem adult)	7.00

SWIM MEMBERSHIPS	
Monthly Aqua Membership (Student)	18.75
Monthly Aqua Membership (16+ and 60+ years)	30.50
Monthly Aqua Membership Business (16+ and 60+ years)	27.50
Annual Aqua Membership (16+ and 60+ years)	302.00
Annual Aqua Membership Business (16+ years)	275.00
30 day swim pass	37.50
Lifeguard	23.25

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
JUNIOR & BABY SWIMMING LESSONS				
30 minutes - Monthly Direct Debit		34.80		5.00%
45 minutes - Monthly Direct Debit		48.70		5.00%
60 minutes - Monthly Direct Debit		63.50		5.00%
30 minutes - 15 Week Block Cash		8.25		(7.00%)
45 minutes - 15 Week Block Cash		11.90		2.00%
60 minutes - 15 Week Block Cash		16.40		4.00%
30 min crash course		8.25		4.00%
45 min crash course		11.90		2.00%
360 min crash course		16.40		4.00%
ADULT SWIM LESSONS				
60 minutes - Pay As You Go		15.25		5.00%
30 minutes - Block (per lesson)		7.30		6.00%
45 minutes - Block (per lesson)		11.75		18.00%
60 minutes - Block (per lesson)		13.25		4.00%
PRIVATE LESSONS				
1 to 1 Private Lesson (30 minutes)		25.25		6.00%
2 to 1 Private Lesson (30 minutes)		35.25		6.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
DRYSIDE AND OUTDOOR ACTIVITIES				
LEO'S FUNZONE				
Under 1's		0.00		0.00%
1 to 9 years (Huntingdon)		2.60		0.00%
1 to 9 years (St Neots)		2.60		0.00%
Concessionary Membership		0.00		0.00%
ROLLER SKATING				
Roller Skating Session (St Ives)		5.50		0.00%
Roller Skating Session (St Neots)		5.50		0.00%
TENPIN BOWLING				
2 person bowling session		12.90		6.00%
4 person bowling session		25.60		5.00%
6 person bowling session		38.75		6.00%
60 minute bowling		162.50		7.00%
90 minute bowling		225.00		5.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
FITNESS CLASSES				
	Fitness Class Pass	63.50		6.00%
	Fitness Class (50 minutes)	6.95		5.00%
	Fitness Class (30 minutes)	4.60		5.00%
	Fitness Class (50 minutes) - Non Member	8.20		6.00%
	Fitness Class (30 minutes) - Non Member	5.70		6.00%
	Teen Fitness Class (11 to 15 years)	3.10		0.00%
	Teen Fitness Class (11 to 15 years) - Non Member	3.80		0.00%
	Right Start classes	4.70		0.00%
	Cyclone stand alone DD	20.50		6.00%
	Cyclone session	4.50		5.00%
	Cyclone session - Non Member	5.80		5.00%
TABLE TENNIS				
	Table Tennis (anytime) - per table	7.90		3.00%
	Table Tennis (anytime) - per table - Non Member	9.00		2.00%
SQUASH COURTS				
	Squash Court (anytime)	9.00		2.00%
	Squash Court (anytime) - Non Member	10.75		2.00%
	Squash Pass (block of 5 squash courts)	45.00		2.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
TENNIS COURTS				
Tennis Court (anytime) 1hr		7.70		0.00%
Tennis Court (anytime) 1hr - Non Member		9.00		2.00%
Tennis Court (anytime) 1.5hrs		11.25		2.00%
Tennis Court (anytime) 1.5hrs - Non Member		13.20		0.00%
Tennis Court (annual pass)		45.00		2.00%
BADMINTON COURTS				
Badminton Court (anytime)		12.90		6.00%
Badminton Court (anytime) - Non Member		17.40		5.00%
Badminton Pass (block of 5 badminton courts)		64.25		5.00%
Courts for kids (up to 18!)		3.50		6.00%
Short Tennis		12.90		6.00%
Short Tennis - Non Member		17.40		5.00%
SPORTS HALL				
Huntingdon - Whole Hall (3 courts)		56.00		6.00%
Ramsey - Whole Hall (3 courts)		56.00		6.00%
St Ives - Whole Hall (6 courts)		88.00		6.00%
St Ives - Half Hall (3 courts)		49.50		6.00%
St Neots - Whole Hall (5 courts)		76.00		21.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
NETBALL COURTS				
St Ives - Netball Court		29.40		6.00%
OUTDOOR SYNTHETIC PITCHES				
Huntingdon - 3G 5-a-side Pitch		41.00		6.00%
Ramsey - 3G quarter		38.50		5.00%
Ramsey - 3G half		76.20		6.00%
Ramsey - 3G full		105.00		5.00%
St Ives - 3G Full Pitch		105.00		5.00%
St Ives - 3G Half		76.20		6.00%
St Ives - 3G Quarter Pitch		41.00		6.00%
St Ives - Large Astro Pitch		76.20		6.00%
St Ives - Half Large Astro Pitch		58.50		5.00%
St Neots - 3G quarter		40.75		5.00%
St Neots - 3g half		76.20		6.00%
St Neots - 3g whole		105.00		5.00%
St Neots - Small Astro Pitch		44.50		5.00%
holiday offer 3g ALL SITES		22.75		2.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
OUTDOOR FACILITIES (invoiced)				
Grass Football Pitch - Seniors		58.00		5.00%
Rounders		30.50		6.00%
Cricket Nets (3 nets)		28.00		6.00%
Cricket Net (single)		9.25		5.00%
Cricket Net (single) - Non Member		11.60		5.00%
Cricket Green		128.00		5.00%
Athletics Arena (without set-up)		43.25		6.00%
Athletics Arena (with set-up)		57.00		5.00%
annual track pass		40.75		5.00%

NEW MEMBERSHIPS

JOINING FEE			
One Plan		18.50	6.00%
Student Induction		18.50	6.00%
Self-employed PT - Session rate 30 mins		3.45	5.00%
Self-employed PT - Session rate 60 mins		6.90	3.00%
OLAL Annual		370.00	3.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
Diamond Membership				
Monthly Direct Debit		58.00		5.00%
Monthly Direct Debit - Joint		105.50		5.00%
Annual		577.50		5.00%
Annual - Joint		1055.00		5.00%
Platinum Membership				
Monthly Direct Debit		47.00		6.00%
Monthly Direct Debit - Joint		82.00		5.00%
Annual		470.00		6.00%
Annual - Joint		820.00		5.00%
Business - single Monthly Direct Debit		42.25		6.00%
Business - Joint Monthly Direct Debit		76.25		6.00%
Business - Annual		422.00		6.00%
Business - Joint Annual		760.00		5.00%
Corporate - Annual		376.00		0.00%
OLAL Platinum DD		37.00		3.00%
with a campaign applied		30.00		1.00%
with a concessionary applied		23.00		0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
SOLO (Huntingdon, St Ives & St Neots)				
Monthly Direct Debit		40.00		6.00%
Annual		400.00		6.00%
Business - Monthly Direct Debit		36.00		6.00%
Business - Annual		360.00		6.00%
Casual gym sess PEAK		8.60		4.00%
SOLO (Ramsey)				
Monthly Direct Debit		34.00		6.00%
Annual		340.00		6.00%
Business - Monthly Direct Debit		23.80		0.00%
Business - Annual		238.00		0.00%
Casual gym sess PEAK		6.25		2.00%
STUDENT (Huntingdon, St Ives & St Neots)				
Monthly Direct Debit		30.00		8.00%
Casual		4.50		2.00%
Casual (Block of 10 sessions)		45.00		2.00%
STUDENT (Ramsey)				
Monthly Direct Debit		22.10		0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
Casual		3.95		1.00%
Casual (Block of 10 sessions)		39.00		1.00%

OLD MEMBERSHIPS (BEFORE 1ST APRIL 2015)

OFF PEAK MEMBERSHIP	
Single - Monthly Direct Debit	39.40
Single - Annual	405.00
Joint - Monthly Direct Debit	65.00
Joint - Annual	645.00

PREMIER	
Single - Monthly Direct Debit	45.00
Business Monthly Direct Debit	40.50
Single - Annual	450.00
Joint - Annual (family advantage?)	770.30
Premier Business Annual	399.00

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
GYM ONLY				
Single - Monthly Direct Debit		41.00		0.00%
Single - Annual		407.80		0.00%
Joint - Monthly Direct Debit		66.10		0.00%
Joint - Annual		661.30		0.00%
CHILDREN'S PARTIES				
LEO'S FUNZONE				
Leo's Funzone Party		4.20		11.00%
Exclusive Hire (one hour) up to 40 children		180.00		9.00%
Exclusive Hire (two hours) up to 40 children		235.00		6.00%
HUNTINGDON				
Leo's Bouncy Kingdom (up to 5 years) up to 40 children		128.00		5.00%
FLOATS FUN POOL PARTY (all ages) up to 40 children		128.00		5.00%
Inflatable Fun Pool Party (under 8's) up to 35 children		157.50		5.00%
Inflatable Fun Pool Party (8+ years) up to 45 children		157.50		5.00%
Indoor Football Party (all ages) up to 25 children		67.50		7.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge	Change from 2025/26
		£	%
	Outdoor Football Party (5 to 12 years) up to 25 children	42.50	10.00%
	Roller Skating Party (all ages) up to 40 children	128.00	5.00%
RAMSEY			
	Floats Fun Pool Party (all ages) up to 55 children	128.00	5.00%
	Inflatable Fun Pool Party (8+ years) up to 40 children	157.50	5.00%
	Bouncy Castle & Soft Play (up to 5 years) up to 30 children	128.00	5.00%
	Party Food Area	29.50	6.00%
	indoor football party	65.00	7.00%
ST IVES			
	Inflatable Fun Pool Party (8+ years) up to 40 children	157.50	5.00%
	Floats Fun Pool Party (all ages) up to 65 children	128.00	5.00%
	Roller Skating Party (all ages) up to 40 children	128.00	5.00%
	Bouncy Castle Party (4+ years) up to 30 children	157.50	5.00%
	Indoor Football Party (all ages) up to 40 children	67.50	7.00%
	Outdoor Football Party (all ages) up to XX people	42.50	10.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
ST NEOTS				
	Floats Fun Pool Party (all ages) up to 80 children	128.00		5.00%
	Inflatable Fun Pool Party (under 8's) up to 50 children	160.00		0.00%
	Inflatable Fun Pool Party (8+ years) up to 70 children	160.00		0.00%
	Snake SLide/extra lifeguard	11.05		0.00%
	Indoor Football Party (all ages) up to 30 children	67.50		7.00%
	Outdoor Football Party (all ages) up to 30 children	42.50		10.00%
	Roller Skating Party (6+ years) up to 50 children	128.00		5.00%
	Bouncy Castle & Soft Play (2 to 8 years) up to 30 children	128.00		5.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%

ACTIVE LIFESTYLES

Exercise Referral Daytime (12 weeks)	63.00	2.00%
Exercise Referral Anytime (12 weeks)	85.00	2.00%
Exercise Referral Anytime inc. classes (3 mths dd	30.00	1.00%
Active Lifestyles 10 session pass	44.00	5.00%
Right Start classes	4.70	0.00%
Right Now Classes (e.g. Yoga Stretch & Relax)	5.40	4.00%
Walking Sports	3.40	0.00%
Walking Sports Pass	32.00	0.00%
Active and Able	3.00	0.00%
Mini - Movers (play and move sessions) (Small site)	1.00	0.00%
Mini - Movers (play and move sessions) (Large site)	2.00	0.00%
Mini -Dribblers (sports sessions)	3.00	0.00%
PEDALS	5.20	0.00%

ONE LEISURE CONCESSIONARY MEMBERSHIP SCHEME

Impressions - DD Membership (Gym, Swim) - SOLO ANY SITE	18.00	0.00%
Impressions - Pay as you Go (DAYTIME) - ADULT	2.50	0.00%
Impressions - Pay as you Go (DAYTIME) - JUNIOR	2.00	0.00%
Impressions - Induction (PAYG or Timed Product Users ONLY)	7.50	0.00%
Gym 10 Session Pass	20.00	0.00%
Swim - Adult - Pay as you Go	0.00	0.00%

Huntingdonshire District Council - Fees and Charges as at April 2026

Service	Element	Total Charge		Change from 2025/26
		£		%
	Swim - Junior - Pay as you Go	0.00		0.00%
	Swim - Under 3 - Pay as you Go	0.00		0.00%
	Swim - Family	0.00		0.00%
	Indoor Court Hire (Badminton Etc.)	3.00		0.00%
	Squash Court Hire (Daytime)	3.00		0.00%
	Fitness Classes (Olf) - Daytime	2.50		0.00%
	Right Start & Level 4 Exercise Classes	2.50		0.00%
	10 Session Pass - Group Exercise Class (D/T)	20.00		0.00%
	10 Session Pass – Walking Sports	20.00		0.00%
	Cyclone (Daytime)	0.00		0.00%
	Walking Sports	2.50		0.00%
	Exercise Referral Daytime	20.00		0.00%
	Escape	20.00		0.00%
	Leos Funzone etc.	0.00		0.00%
	One Card	0.00		0.00%

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**Public
Key Decision - No**

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Pay Policy Statement 2025/2026
Meeting/Date:	Employment Committee – 25th February 2025 Full Council – 26th February 2025
Executive Portfolio:	Cllr Lara Davenport-Ray, Executive Councillor for Climate, Transformation and Workforce
Report by:	Interim Head of HR
Ward(s) affected:	N/A

Executive Summary:

The Localism Act 2011, requires for each local authority to produce and publish an annual Pay Policy Statement. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regards to our approach to setting pay.

The Statement must be agreed by Full Council and published on our Website by 31st March 2025. It must set out the authority's policies relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of chief officers and of other employees. Including the ratio of pay of the top earner and that of the median earner.

The Pay Policy Statement attached sets out the Council's current policies and standard practices and should satisfy the requirements of the Localism Act 2011. Much of the information required is already published by the Council on its website.

Once adopted, the Pay Policy Statement will be publicised on the Council's website along with the data on senior salaries that is already published (under the Code of Recommended Practice for Local Authorities on Data Transparency 2011) through the Annual accounts.

Recommendation(s):

The Council is asked to approve the Pay Policy Statement for 2025/26.

1. PURPOSE OF THE REPORT

- 1.1 The report draws Employment Committee's attention to the Annual Pay Policy Statement for 2025/26.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

- 2.1 The Localism Act 2011 requires each local authority to produce an annual Pay Policy Statement. The purpose of the Pay Policy Statement is to ensure transparency and accountability with regards to our approach to setting pay.
- 2.2 Employment Cttee are asked to review and agree the Pay Policy statement, which can then be taken to full council, before publication on our website by 31 March 2025.

3. KEY IMPACTS / RISKS

- 3.1 It is a statutory requirement for the council to publish this Annual Pay Policy statement.

4. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 4.1 Employment Committee to review 25 February, Full Council to review 26 February. Publication on HDC Website by 31 March 2025.

5. LIST OF APPENDICES INCLUDED

Appendix 1 –2025/26 Pay Policy Statement HDC

CONTACT OFFICER

Name/Job Title: Leanne Harfield, Interim Head of HR
Tel No: 01480 388569
Email: leanne.harfield@huntingdonshire.gov.uk

PAY POLICY STATEMENT 2025 - 2026

1. Introduction and scope

- 1.1. This Pay Policy Statement is produced in accordance with the Localism Act 2011 and sets out Huntingdonshire District Council's approach, to ensure transparency and accountability with regards to setting pay.
- 1.2. The Pay Policy Statement identifies:
 - The method by which salaries and severance payments are determined.
 - The detail and level of remuneration of the council's most senior managers, that is the Managing Director and the Senior Leadership Team, which accords with the requirements of the Localism Act 2011.
 - The detail and level of remuneration for the lowest level of post.
 - The ratio of pay of the top earner and that of the median earner.
- 1.3. The localism Act refers to posts of Chief Executive, Chief Officer and Deputy Chief Officer (those that report to a Chief Officer). Whilst the Council does not employ any post with the designation Chief Officer or Deputy Chief Officer, it is considered for the purposes of this legislation that the definition relates to posts of Managing Director as Head of Paid Service; Directors: Assistant Directors; and Heads of Service.
- 1.4. This policy applies to those employed on Huntingdonshire District Council's terms and conditions of employment, whose renumeration (including rates of pay and terms and conditions) are determined by and within the control of the authority. It therefore doesn't apply to staff that transferred to the Council under TUPE as they retain their previous terms, conditions, and policies.
- 1.5. This updated Pay Policy Statement will be published on the Council's website as soon as possible following Full Council Approval and by 31 March 2025.
- 1.6. This Statement will be reviewed annually and amended as necessary to reflect the prevailing legislation at the time. The information and data in this Statement is current as of 30 January 2025. This Pay Policy Statement reflects the pay arrangements for the year up to 31 March 2026.

2. Remuneration

- 2.1. When determining the pay and remuneration of all employees, Huntingdonshire District Council will comply with the Equality Act 2010.

2.2. The salary scale is determined by the Job-evaluated grade and any salary progression is subject to exceptional performance and subject to affordability as outlined in the Council's Pay Policy.

2.3. The Council may apply a locally agreed cost of living pay award to the salaries.

2.4. The Council does not pay bonuses or offer any benefits in kind.

3. Senior Management Pay

3.1. Chief Executive Officer

The Chief Executive Officer is the Council's Head of Paid Service. This salary is currently paid in line with the Council's pay scales grade MD (£138,169 - £155,560). Under current arrangements, any change to the pay level of the role of CEO needs to be agreed by the Leader. The salary will attract a cost of living increase.

Head of Paid Service appointments are approved by Full Council following the recommendation of such an appointment by a panel which must include the relevant Executive Councillor and appointment salary for this post will be within the pay grade MD.

The Chief Executive Officer (Head of Paid Service) is additionally the Council's Returning Officer and Electoral Registration Officer. The responsibility of this role is one of a personal nature distinct from duties as an employee of the Council. Election fees are paid for these additional duties, and they are paid separately to salary.

The fees for UK Parliamentary, Police and Crime Commissioner and national referendums are set by the Government and so does not constitute a cost to the Council. The fees for the County Council election are set by the County Council and the fees for the Combined Authority Mayoral election are set by the Combined Authority. Fees for UK Parliamentary and District elections are pensionable. Fees for local elections are paid in accordance with a scale of fees and charges as agreed by Cambridgeshire Chief Executives.

Other Officers, including Senior Officers in the scope of this policy, may receive additional payment for specific election duties.

3.2 Other Senior Managers Pay

The Council's pay scales for these posts are locally agreed and as follows:

Directors

The salary scale is AD within the range £91,209 - £102,804

Assistant Directors:

The salary is a spot salary on SM plus grade £84,584

Heads of Service

The salary scale is SM within the range of £70,337 - £79,613

Section 151 Officer and Monitoring Officer

A Statutory Responsibility Allowance is paid to the Council's Section 151 Officer and the Deputy Section 151 Officer. The Section 151 Officer is paid an annual allowance of £5,000 in addition to their salary for these responsibilities and the Deputy Section 151 Officer is paid an annual allowance of £2,500.

The role of Monitoring Officer is undertaken by the joint Head of Legal, shared with Cambridge City Council and South Cambridgeshire District Council under the 3C shared services arrangement.

4 Remuneration of other employees

4.1 The pay spine used by the Council is locally agreed and any cost of living, discussed locally will be applied to the pay scales. Pay progression within grades, for employees is based on exceptional performance and affordability in line with the Council's Pay policy.

4.2 All posts are evaluated using the Inbucon evaluation scheme. Apprentices are paid above the statutory minimum National Apprenticeship Wage.

4.3 Attraction and Retention - Salaries on appointment to all posts are determined in accordance with the Council's Pay Policy. New appointments will normally be made at the minimum point of the relevant grade, although appointing managers have discretion to vary where necessary to secure the best candidate and in line with relevant council policy.

4.4 Pay supplements – The council may in exceptional circumstances and if specific criteria are met, use Market Supplements to make additional Payments to reflect the market rate, for those roles where evidence exists of recruitment and retention issues. This policy applies to all roles and requires Director approval and is reviewed regularly to ensure compliance with relevant legislation and in accordance with the Council's Pay Policy.

4.5 All temporary appointments, acting up arrangements, secondments and honorarium payments are approved in accordance with the Council's policies and procedures. Such payments are only made on an exception basis on the submission of a business case and at the discretion of the appropriate Chief Officer.

4.6 Business Mileage costs are aligned to the HMRC benchmark Rates.

4.7 Pay protection – in line with the Council's redundancy policy and to mitigate redundancy for employees at risk who accept a post that is one grade lower than their current grade, pay protection will apply for a period of one year (6 months at full pay, 6 months at half pay). Where a business case demonstrates a benefit to the council, and to mitigate against potential

redundancies, the council may consider the application of pay protection two grades lower than current grade and pay protection in this instance will apply for 6 months (3 months full pay and 3 months half pay).

5. Lowest paid employees

5.1 For the purposes of the Pay Policy Statement, the Council's pay scales define the lowest paid employees as those whose salary falls within the lowest grade A, spinal column 4, with a salary of £22,286. Apprentices are not included within the definition of lowest paid employees.

6. Pay multiples

6.1 The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner (the person in the middle of all earners) has been recommended to support the principles of Fair Pay (Will Hutton 2011) and for transparency.

6.2 The council's Median Salary is based on the salary which is the numerical 'mid-point' when the organisations salaries are arranged from top to bottom in order of size. It is based purely on the actual salary assigned to the post (assuming the post is worked at 1 Full Time Equivalent). Salaries of vacant posts, Variable members of staff, contractors, and other non-employees are not used for the purposes of this calculation.

As at 30 January 2025, the Council's full time equivalent **Median Pay**, was £27,580 (equating to spinal column point 16 on the Council's pay scale).

6.3 **Pay Ratio** The ratio of pay of the top earner in 2024/25, Chief Executive Officer, and that of the median earner is 1 to 5.1. It is the Council's policy that the salary of the CEO will be no greater than 8x the median earner of the Council's workforce.

7 Pension provisions

7.1 The Local Government Pension Scheme (LGPS) is open to all employees up to 75 years of age and with a contract of more than 3 months' duration. Details are set out on the LGPS website.

7.2 No additional pension payment to the Local Government Pension Scheme is made to Chief Officers.

7.3 Employees have a right to belong to the Local Government Pension Scheme. The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 11.4 per cent of pensionable pay depending on full time equivalent salary levels. The employer contribution rate is fixed at 17.3%.

8 Severance provisions for all employees including Chief Officers

- 8.1 HDC Severance payments are made in accordance with the Council's Redundancy Policy as approved by Employment Panel in August 2014 and applicable legislation and are the same for all staff unless they are protected by TUPE.
- 8.2 Employees with more than two years' service will be entitled to redundancy pay in line with local government guidelines and statutory calculations. Where an employee is entitled to a redundancy payment, the calculation is based on the employee's actual weekly pay.
- 8.3 Settlement agreements will only be used in exceptional circumstances where they represent best value for the Council.

9 Publication of pay data

- 9.1 In accordance with the requirements of the Local Government Transparency Code 2015 and the Localism Act 2011. Details of the remuneration paid to all members of the Council Leadership Team can be found in the Council's annual statement of accounts.
- 9.2 In line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which became effective 31st March 2017, the Council publishes its Gender Pay Gap reporting annually on the Council's website. The next report will be finalised and published in line with regulations by 30 March 2025.
- 9.3 The Localism Act 2011 requires relevant authorities to prepare a Pay Policy Statement for each subsequent financial year. Our next Statement is scheduled to be for 2026/27 and will be submitted to Full Council for approval by 31 March 2026.
- 9.4 Should it be necessary to amend this Pay Statement again during the year that it applies, an appropriate resolution will be made by Full Council.

Summary:

Date	January 2025
Related Legislation	Localism Act 2011
Replaces	Pay Policy Statement 2024/2025
Policy Author	Leanne Harfield, Interim Head of HR
Applies to	All employees of Huntingdonshire District Council

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Agenda Item 9

Public
Key Decision - Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Corporate Plan Refresh 2026

Meeting/Date: Performance & Growth - January 21st, 2026
Cabinet – February 10th, 2026
Council – February 25th, 2026

Executive Portfolio: Councillor Sarah Conboy, Executive Leader

Report by: Ben Clifton-Attfield (Insights Coordinator),

Ward(s) affected: All

Executive Summary:

This report presents Members with the refreshed Corporate Plan, which includes revised lists of key actions and performance indicators for 2026/27.

The Corporate Plan for 2023-2028 was adopted in March 2023 with three priorities for the Council and related outcomes. These were accompanied by a list of actions and performance indicators.

Actions are reviewed each year and updated based on completed work or new strategies identified through pilot activities or engagement with partners and residents. Performance reporting adapts with new or improved measures proposed when better indicators are discovered. The proposed changes to performance indicators for 2026/27 are presented.

This revision is also designed to ensure continued performance monitoring and support for business-as-usual activities through the upcoming election period, providing stability and clarity for the organisation.

Recommendations:

The Cabinet is

RECOMMENDED

- a) To endorse the refreshed Corporate Plan to Council (Appendix A)
- b) To endorse the Key Performance Indicator changes (Appendix D)

The Council is

RECOMMENDED

- a) To approve the refreshed Corporate Plan (Appendix A)
- b) To approve the Key Performance Indicator Changes (Appendix D)

1. PURPOSE

- 1.1 This report updates Members on the annual refresh of the Corporate Plan for 2023-2028 and presents the actions and key performance indicators for 2026/27 to Council for approval.
- 1.2 This revision is a light-touch update designed to ensure continued performance monitoring and support for business-as-usual activities. It aims to provide stability and clarity for the organisation during the transitional period surrounding the May elections, recognising that a potential new administration may prefer to develop a new Corporate Plan or amend existing priorities.

2. WHY IS THIS REPORT NECESSARY?

- 2.1 The Corporate Plan outlines the Council's priorities, desired outcomes, and strategies. The action plan and key performance indicators are updated annually to remove completed actions, introduce new ones based on recent progress and engagement, and ensure that the Council utilises the most relevant measures reflecting public and government priorities.

3. PRIORITIES AND OUTCOMES

- 3.1 The revised Corporate Plan 2023-2028 (Appendix A) seeks to achieve the same outcomes, following the revisions made last financial year. The plan reflects the vision co-created with communities as set out in Huntingdonshire Futures:

'We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home.'

- 3.2 The Corporate Plan recognises the emerging changes in Local Government organisation, following the English Devolution White Paper. Whilst we await the outcome of the submitted proposals, the Corporate Plan sets out how everything the Council does will proactively ensure the benefits and opportunities for Huntingdonshire's communities are maximised. The Council's services remain vital to communities, and the Council will continue to deliver them to the highest standard possible and remain focused on this plan, delivering the best for the district now and into the future.

4. ACTIONS

- 4.1 The refreshed Corporate Plan 2023-2028 remains ambitious, while also being clear on what the Council can do, enable and influence as a district council, and includes actions that are to be delivered over multiple years. The refresh for 2026/27 includes four new actions and thirty that were carried forward. Thirty-three actions from the 2025/26 plan have been completed, or are scheduled to be completed, and are not carried forward.
- 4.2 Appendix B sets out the Corporate Plan Actions for 2025/26, highlighting which are completed or carried forward. Please note that the Council's end of year performance will be presented in the Quarter 4 Performance Report in Summer 2026.
- 4.3 Appendix C sets out the details of the Corporate Plan Actions for 2026/27, identifying those that are carried forward, revised or are new.

4.4 In advance of the Quarter 4 Performance Report, examples have been listed of what has been delivered against the outcomes in 2025/26. Due to timing, the “We said, we did” sections have been written before the year has ended, so the Quarter 4 Performance Report, due to be published in Summer 2026, will provide a more detailed update on what was achieved in the 2025/26 financial year.

5. OPERATIONAL PERFORMANCE MEASURES FOR 2026/27

5.1 Pages 26 through 28 of the Corporate Plan (Appendix A) lists the Key Performance Indicators proposed for 2026/27.

5.2 Appendix D sets out the proposed changes to operational performance measures and draft targets for 2026/27; for monitoring how well our services perform. 34 of 35 operational performance measures used in 2025/26 are proposed to remain, with one being removed.

5.3 The removal of one indicator has been proposed

- The number of planning applications over 16 weeks old where there is no current extension in place.

This is because the backlog is forecast to decrease by over 92% compared to its level three years ago. If this outcome is achieved and the backlog is reduced to fewer than 13 applications - which is the current intervention level - then it will no longer be included in regular reporting.

5.4 Appendix D further outlines the detailed proposals, including revised performance indicator targets and intervention levels, along with the reasons for these changes. Although these will not be finalised until the Autumn 2026 Q1 Performance Report, we are sharing them early for feedback. In summary:

	2025/26 Total	2026/27 Total	2026/27 Target Stretched	2026/27 Target Decreased	2026/27 Subject to Change
Number of KPIs	35	34	6	1	2

5.5 The final proposal for targets will be confirmed in Autumn 2026 alongside the Quarter 1 Performance Report for 2026/27. This will take into consideration past performance, available resources, and any known issues or challenges, as well as relevant benchmarking data where applicable. The targets suggested by service managers will be reviewed and challenged by senior officers and key Cabinet members.

5.6 Both quarterly and year-end results will continue to be published via the Overview & Scrutiny (Performance & Growth) Panel, Cabinet meeting agendas and on the website.

6. COMMENTS OF OVERVIEW & SCRUTINY

- 6.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 21st January 2026.
- 6.2 Councillor Jennings drew attention to Key Performance Indicators (KPI) 1, the number of attendances at Active Lifestyles events and asked for further clarity regarding the change of circumstances regarding contracts which will affect the targets for next year.
- 6.3 KPI's 12, 13 and 14, relating to Planning were raised. The Panel wondered why they had not been raised for the coming year as the targets had been exceeded this year.
- 6.4 Councillor Jennings asked why the number of Business Engagements made by the Economic Development Team were set to be less for KPI 16.
- 6.5 KPI 22, The Sample Of Clean Areas, was praised for having a more challenging target moving forward.
- 6.6 The Panel wondered why the implementation of the Hybrid Working Policy would affect short term staff sickness.
- 6.7 Councillor Gardener raised concerns relating to KPI 18, The North Huntingdon Growth Cluster. It was noted the report mentioned working with Developers but did not include anything about working with communities and felt this was a missed opportunity, urging the Officers to review to see how this could be included.
- 6.8 Members asked if there was anything in the Business Plan that could not be amended with a new administration, referencing the upcoming elections.
- 6.9 It was asked of KPI's would be created for the Empty Homes Strategy and the Food Waste Collection Service.
- 6.10 The Panel wondered if rough sleepers were part of the Homelessness KPI.
- 6.11 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

7. RISKS

- 7.1 The Corporate Plan is funded through the 2026/27 budget, which is set to go before the Council in February 2026. However, Local Government Reorganisation could affect its delivery. The Council has a project team examining the implications to ensure the best outcomes for Huntingdonshire's communities. This will be clearer once an outcome has been announced by the Central Government in Spring 2026. Actions that may be impacted by the reorganisation will be reviewed and flagged in the quarterly performance monitoring reports.

8. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES

- 8.1 The Council continues to align service plans with the Corporate Plan. This ensures services are working to the same priorities, aiming to deliver the same outcomes, and

measuring their performance in a consistent way, where possible. For 2026/27, the service plan actions will be collated into a single Transformation Framework, which will be published.

- 8.2 The Corporate Plan provides a 'golden thread' through the organisation, linking activity at strategic levels, from Huntingdonshire Futures through to activity in the service plans, filtering through to the objectives set for teams.
- 8.3 The refreshed Corporate Plan, Appendix A, sets out the key priorities and outcomes for 2023-2028, as well as the revised annual action plan and list of operational performance indicators for 2026/27.

9. CONSULTATION

- 9.1 The Corporate Plan 2023-2028 was informed by 2022's programme of engagement, which included both public and stakeholder consultations to help develop both the Huntingdonshire Futures Place Strategy and the Council's Climate Strategy.
- 9.2 In September 2024, the Council adopted a Community Health and Wealth Building Strategy. Consultation was completed with a wide range of strategic partners and coproduction sessions with members of the community, evaluating the approach and the three proposed objectives of the work. This consultation, its outputs and the subsequent priorities also informed the revision to the Corporate Plan.

10. REASONS FOR THE RECOMMENDED DECISIONS

- 10.1 This report is seeking endorsement from Cabinet and approval from the Council for the refresh of the Corporate Plan for 2026/27. Delivery of the new action plan and updated list of operational performance measures will help us to achieve the Council's priorities and desired outcomes.

11. LIST OF APPENDICES INCLUDED

Appendix A – Refreshed Corporate Plan 2023-2028, including proposed actions and operational performance measures for 2026/27.

Appendix B – Corporate Plan Actions 2025/26

Appendix C – Corporate Plan Actions 2026/27

Appendix D – Operational Performance Measures 2026/27 with draft targets

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C O R P O R A T E P L A N

2023 - 2028

Do - Enable - Influence



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FOREWORD

We all want to live in a place with the highest possible quality of life. A place people are drawn to, where they feel included and can aspire to something. A place people are proud to call home.

This Corporate Plan to 2028 will guide everything we do as we focus our vision and champion our priorities. Our council will work with staff, residents, partners, communities and businesses to lead Huntingdonshire into the future with confidence.

We are entering a period of significant change. Alongside the challenges of decreasing government funding, rising costs, inflation, and increasing pressures on services, we are also preparing for Local Government Reorganisation (LGR). This presents both challenges and opportunities – requiring us to rethink how services are delivered, how we collaborate across boundaries, and how we ensure that Huntingdonshire's voice is heard in shaping the future government landscape.

Concurrently, we also face the urgent threat of climate change. Our recently adopted Climate Strategy and Action Plan set out how we can better prepare to adapt to its impacts locally. We will apply a "green lens" to all our decision making – embedding environmental considerations into everything we do and seeking opportunities to improve our natural surroundings.

As we grapple with the real issues facing us, we must be bold and set aspirational targets that challenge us to make a difference, whether that is by doing things directly ourselves or trying to influence change on a wider scale. With that in mind, this Corporate Plan outlines **our three key priorities**:

Priority 1 - Improving quality of life for local people



Improving the happiness and wellbeing of residents



Keeping people out of crisis



Helping people in crisis

Priority 2 - Creating a better Huntingdonshire for future generations



Improving housing



Forward-thinking economic growth



Lowering carbon emissions

Priority 3 - Doing our core work well



Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

The first two priorities are each split into three outcomes as shown above. Outcome statements setting out our ambitions are detailed on pages 8 and 9.

To achieve these priorities, we must be a Council that listens deeply and understands where people need support to make a real difference in their lives. Prevention must become a core way of working across the council – a principle that underpins our priority of ‘Improving the quality of life for local people’. This means not only helping those already in crisis but also acting earlier to prevent crises and improve overall wellbeing and happiness.

‘Working together’ is an overarching principle. We cannot do this alone. The challenges we face – including those brought by LGR – require collaborative solutions. Our role as a statutory partner in developing the Cambridgeshire and Peterborough Integrated Care System is one example of how we are working to improve health and wellbeing throughout people’s lives.

DO. Using all our services and ways of working to best serve Huntingdonshire.

ENABLE. Huntingdonshire residents and businesses to thrive by listening and working with them.

INFLUENCE. Partner organisations and stakeholders by creating a shared vision that benefits Huntingdonshire.

Do, Enable, Influence is a key phrase for us. This Corporate Plan calls on the Council to continue playing its enabling role – making greater use of partnerships and empowering people to reduce demand for traditional public services. Our role is to help residents and businesses thrive, but that is not something we can do *for* people. Only by working *with* people can we ensure Huntingdonshire is a place where you and your family can live well and take advantage of opportunities.

While we look to the future, we must also stay focused on the day-to-day. As we prepare for LGR, we must continue to deliver high-quality services and uphold the standards our community expects and deserves. This is not just about maintaining excellence in the present – it's about building a strong legacy. The way we operate now will shape how influences the future structure of local government. By setting an example of **integrity, innovation and responsiveness**, we ensure that our contribution endures beyond any structural changes and leaves a lasting, positive impact on our residents and communities.

It is by doing these things that we will create a place people are proud to call home.



Councillor Sarah Conboy
Executive Leader



Councillor Tom Sanderson
Deputy Executive Leader



Councillor Sam Wakeford
Assistant Executive Leader

GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



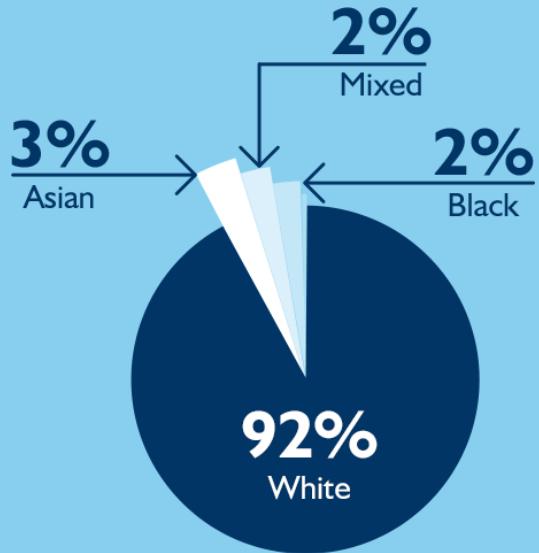
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon and St Ives**.

With an estimated **191,285 residents** and **85,275 residential properties** in early 2026, the population has grown significantly over recent decades (up by 47% from 1981 to 2021).



The district has an **ageing population** with 40,530 residents aged 65 plus in early 2026, with the number **up by 33%** between 2011 and 2021 alone.

The latest estimates indicate that the number of residents in the district **born outside the UK** was 22,400 at March 2021 (**12.4% of all residents**). **Poland** is now ranked as the most common non-UK country of birth for the district's residents, followed by the **United States** and **Romania**.



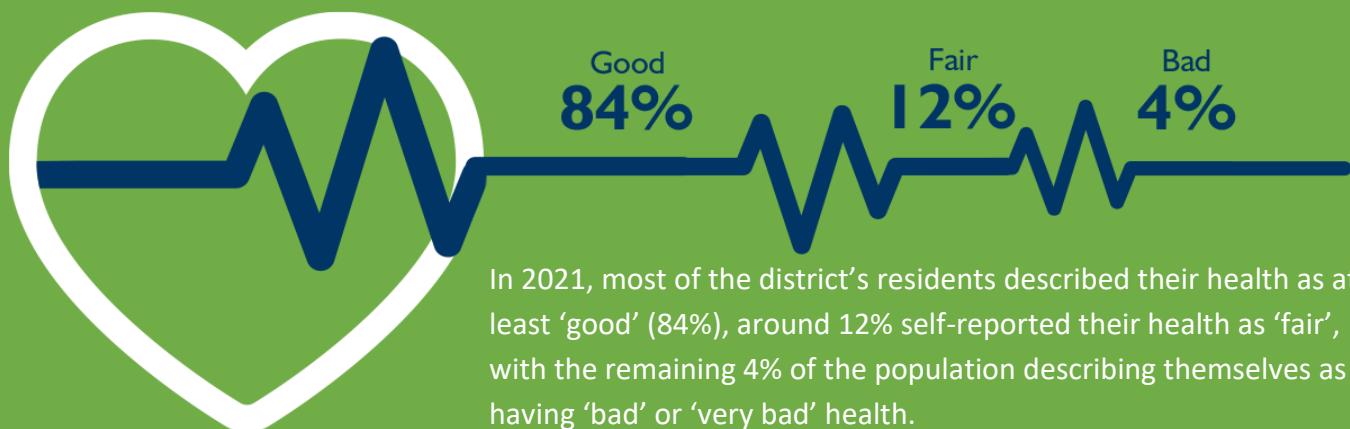
Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean or African' category and the remaining 1% identified their ethnic group within 'other ethnic groups'.

The average household size was **2.3 persons per household** in 2021, down from 2.4 in 2011 and below the latest England average of 2.4. More people are living alone, with the number of one person households up by 22% since 2011. **28% of all occupied households are now one person households.**



70% of households in Huntingdonshire owned their home in 2021, just over one in six (17%) rented their accommodation privately and 13% of Huntingdonshire households lived in a socially rented property. **2% of the area's occupied households had fewer bedrooms than required (overcrowded).**

OUR HEALTH AND WELLBEING



In 2021, most of the district's residents described their health as at least 'good' (84%), around 12% self-reported their health as 'fair', with the remaining 4% of the population describing themselves as having 'bad' or 'very bad' health.



An estimated **16% of the population were disabled in 2021**, with 6% stating their day-to-day activities were limited a lot.



Around 4% of usual residents in 2021 said they provided at least **20 hours of unpaid care** in a typical week.

Note: all health and wellbeing figures in this section are age-standardised proportions which allow comparisons between populations over time and across geographies as they account for differences in the population size and age structure.

OUR ECONOMY, EMPLOYMENT AND EDUCATION



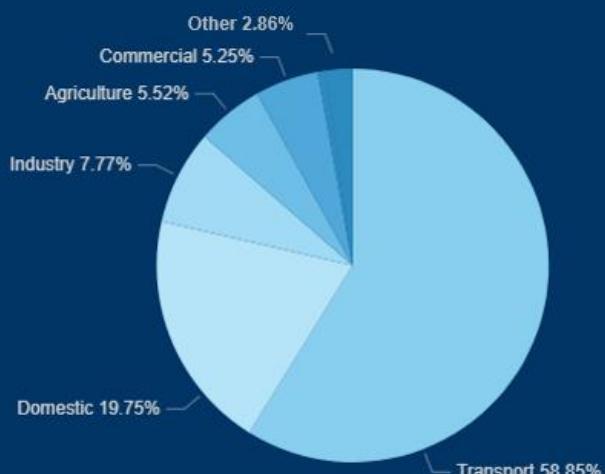
The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents travelled to work on foot (11%)**.

Across Huntingdonshire, **33.4%** of usual residents aged 16 years and over indicated their **highest level of qualification was Level 4** or above in 2021 – slightly lower than the England average of 33.9%. However, 15.6% had no qualifications, also lower than the England average of 18.1%. Apprenticeships were the highest qualification for 5.5% of usual residents aged 16 plus.



There are pockets of higher deprivation within the district, but most areas have relatively low levels, as measured by the 2025 Indices of Deprivation. **Economic activity (64% of those aged 16+)** and **employment rates (61.6% of those aged 16+)** are both higher than the national average.

Since 2005, the Huntingdonshire region has **reduced its carbon emissions by over 27%**, with Domestic and Industrial emissions seeing the largest reduction. However, this is lower than the East of England average reduction of 35%. In 2022, over 1400 tonnes of CO₂e were emitted across Huntingdonshire. Transport remains the single largest source, making up over 58% of the total.



OUR PRIORITIES

What sits behind our priorities is a desire to focus the efforts of the Council on the big priorities that matter to our residents, whilst not neglecting the performance of the day-to-day services that they rely on.

What we do is important, but how we deliver services and places that support our communities to take the decisions in their own long-term interests, and how we work with partners to deliver joined up services that make sense to residents, is critical. Our priorities are broad and ambitious and are supported by clear plans and strong working relationships. At their heart is a belief that creating success, or stepping in to prevent an issue developing, is always better than having to deal with a problem.

Priority 1: Improving quality of life for local people



Improving the happiness and wellbeing of residents

We want the highest possible quality of life for the people of Huntingdonshire. It will be a place which attracts employers and visitors and somewhere residents are proud to call home. We will be evidence-based, responsive and support the foundations of a good life. This includes personal independence, prosperity, social connection, community and good health.



Keeping people out of crisis*

We will identify the root causes that lead people into crises and find ways to prevent them. We will do this through our own actions. We will also work in partnership with residents, businesses, community groups, charities and our public sector partners.



Helping people in crisis*

Where a crisis has already happened, we will work holistically to understand the issues, the cause of these issues and what opportunities exist to address them. We will seek to prevent multiple personal crises becoming entrenched and unmanageable by addressing root causes.

* Crisis – A life changing event, or series of significant events within a short period of time, which can threaten or harm an individual's life experiences, often needing support to prevent further negative consequences.

Priority 2: Creating a better Huntingdonshire for future generations



Improving housing

We want everyone to live in a safe, high-quality home regardless of health, stage of life, family structure, income and tenure type. Homes should be energy efficient and allow people to live healthy and prosperous lives. New homes should be zero carbon ready and encourage sustainable travel.



Forward-thinking economic growth

We want our local economy to attract businesses that prioritise reducing their carbon footprint. A place where businesses choose to start-up, grow and invest in high-value jobs so they and our residents and high streets, can flourish and thrive. Local people should be able to develop their skills to take advantage of these opportunities, with businesses and education providers working more closely together to deliver an inclusive economy.



Lowering carbon emissions

We will take positive action to reduce carbon emissions and become a net zero carbon Council by 2040. We will enable and encourage local people and businesses to reduce carbon emissions and increase biodiversity across Huntingdonshire.

Priority 3: Doing our core work well



Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

Around 80% of our resources are aligned to business as usual (BAU) service delivery and our third priority focuses on delivering good quality, high value for money services with good control and compliance with statutory functions. While new activities will mostly focus on delivering outcomes under our two new outward-facing priorities, we will continue to provide a wide range of existing statutory and important services and seek to improve their efficiency and effectiveness.

MEASURING SUCCESS

We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

In reporting on our progress and achievements, we will be transparent about what we can be held to account for but will also be setting out how we will measure success where we have great ambitions but more limited control over results.

Actions: Our action plan for the next year is set out on pages 12-25, alongside examples of last year's achievements. Performance in delivering these actions is reported quarterly to show progress against significant milestones. Qualitative updates are provided for each outcome to provide further detail of progress made and ensure that there is a clear link between our work and the outcomes they are delivering.

Operational Performance Indicators:

We will measure the performance of our services, and their contribution to our priorities, through the operational performance indicators on pages 26 and 27, with quarterly updates published to show performance against targets and provide commentary on progress made and steps taken to address any issues.

Contextual Outcome Measures:

We will also develop and report on a range of contextual outcome measures to monitor how outcomes for the district and its residents are changing. Most outcome measures will be based on external data sources published less frequently than our own operational performance indicators. Results will be presented against our preferred direction of travel but will not have targets since we will not have direct control over performance. However, monitoring them will identify trends over time and changes we may need to react to. The question this will help us answer is: **are our actions a sensible response to community needs and the priorities we hold?**

Set actions and indicators for the year ahead



Monitor in-year progress and take steps to address any issues



Review full year performance and contextual outcome measures



Report on performance publicly each quarter





DO

- 1. Improve** our evaluation of how we make a difference to local people, ensuring we become even better at demonstrating impact.

ENABLE

- 2. Work** with partners, including ARU, CRC and industries, to enable links between skill provision and employer need – including establishing programmes that directly address the evolving needs of our key sectors.
- 3. Focus** on maximising physical activity in the district, and work to promote this across local partners. Build links and develop actions to embed connections between leisure, health, environment, economy, community and place.

INFLUENCE

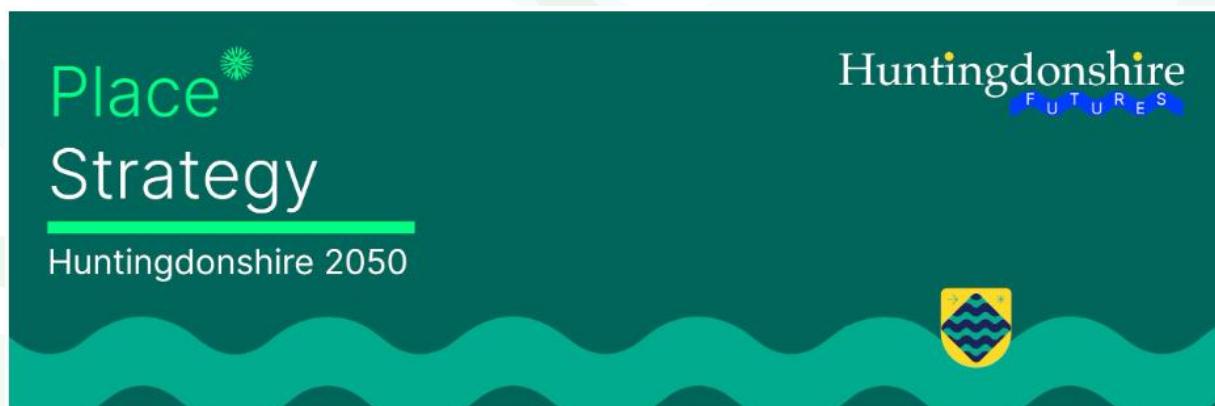
- 4. Continue** to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.
- 5. Embed** the priorities of Huntingdonshire Futures across the work of the Council and Partners, whilst influencing and enabling our communities to do the same.

WE SAID, WE DID 2025 / 2026



Examples of achievements related to this outcome include:

- The One Leisure Improvement Programme has continued to progress well this year, with all of our One Leisure sites benefiting from capital investments which have funded upgrades to our gyms and changing room facilities.
- Our One Leisure Active Lifestyles and Sports Development programmes continuing to see high levels of attendance, with programmes offering preventative interventions targeted at specific groups/health conditions and the wider population.
- Higher numbers of people using our One Leisure Facilities in Huntingdon, Ramsey, St Ives and St Neots, with over 1 million admissions recorded from April to November 2025, a 9% increase compared to the same period last year.
- The 2025 Huntingdonshire Futures grant scheme received 35 applications, closing early due to high demand. Grants totalling £40,000 were then awarded to 19 organisations across the district supporting initiatives fostering Pride in Place.





P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Keeping people out of crisis

DO

6. New - Deliver the Community Health & Wealth fund, moving from successful pilots to embedded delivery.

ENABLE

7. Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can.

INFLUENCE

8. New - Maximise the value from the impact of Voluntary Sector organisations to help drive a preventative impact from our combined efforts.

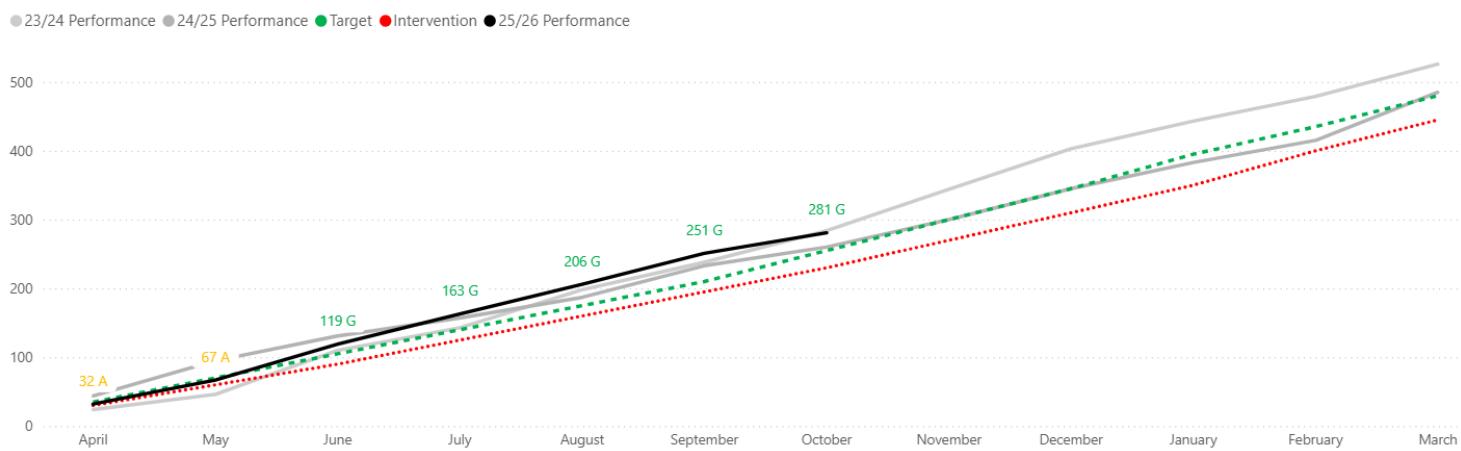
WE SAID, WE DID 2025 / 2026



Examples of achievements related to this outcome include:

- Relaunching our Council Tax Support Scheme, offering higher levels of financial support to approximately 5,000 lower-income households from April 2025.
- Preventing more cases of homelessness, with 332 successful preventions recorded up to November 2025.
- Increasing the number of households housed through the housing register and Home-Link scheme, with higher numbers of social rented properties built helping us to house over 362 households between April and November 2025.
- Continued to support residents to transition from sickness to working through the WorkWell programme, supporting over 40 residents back into the workplace a month.

PI 7: The number of homelessness preventions achieved



ACTION PLAN 2026 / 2027



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Helping people in crisis

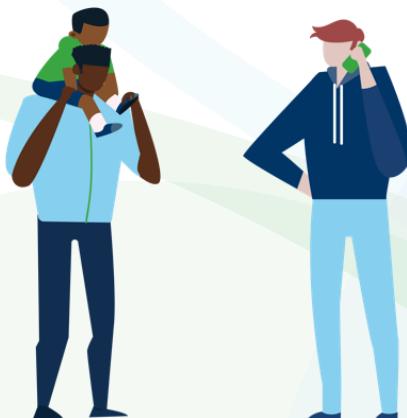
DO

9. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.

INFLUENCE

10. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally.

This revision of the Corporate Plan is a light-touch update designed to ensure continued performance monitoring and support for business-as-usual activities. It aims to provide stability and clarity for the organisation during the upcoming election period and recognises the potential for a new administration, who may prefer to develop a new Corporate Plan or amend existing priorities.



WE SAID, WE DID 2025 / 2026



Examples of achievements related to this outcome include:

- Supporting hundreds of Ukrainian families, a handful of Afghan families and a small number of asylum seekers housed by the Home Office in private rented accommodation in our district, through both practical help for individuals and work to promote community cohesion.
- Concluded a review into the Disabled Facilities Grant process and implemented the recommendations to improve the process. This has resulted in 150 residents being enabled to live at home between April and November 2025, which is an increase of over 20% compared to the same period last year.
- Targeting interventions to those most in need, for example through our One Leisure Concessionary Membership Scheme which encourages take-up of physical activity.
- Launching the WeAreHuntingdonshire website, which consolidates the different support options available to our residents, helping to direct those most in need to the support available.

FINDING THE SUPPORT YOU NEED

WeareHuntingdonshire

Back

Money

Skills and Employment

Healthier You

A healthier you is more likely to be a wealthier you.

Food

Food banks, community fridges and other food projects.

Volunteering

Make friends, start a pathway into work or just put something back.
Volunteering is good for others and good for you.

Mental Health & Wellbeing

Support in Your Local Area

Links to local community groups and directories of support in local areas.



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Improving Housing

DO

- 11. Continue** to work with Amplius to bring forward surplus Council-owned sites to deliver affordable housing (PROJECT)
- 12. New - Develop** our Empty Homes service provision to help bring private sector empty homes back into use, including the development and implementation of an Empty Homes strategy.
- 13. Develop** policy to support the use of civil penalties with regard to private sector housing enforcement.
- 14. Implement** the governments new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.

ENABLE

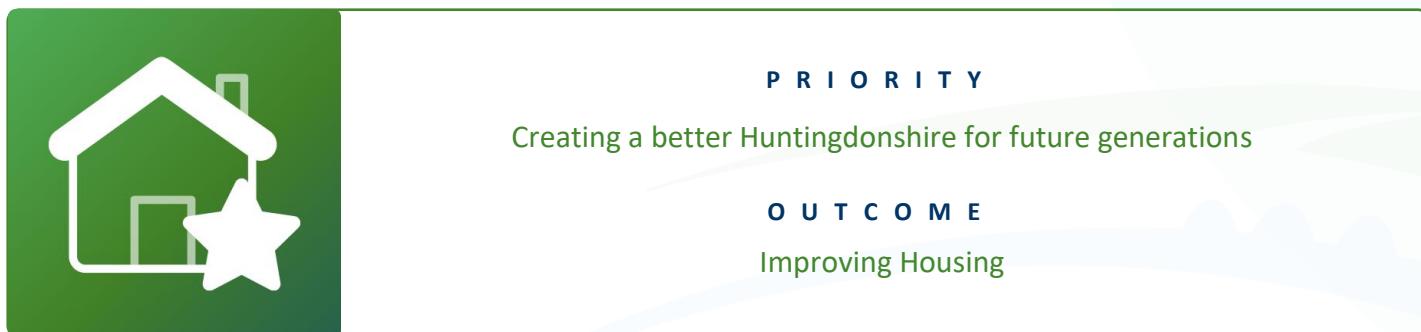
- 15. Work** with relevant stakeholders to maintain or improve the level of new housing deliver, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and affordable housing).

INFLUENCE

- 16. Continue** to work with Places for People to improve conditions in existing accommodation through regeneration schemes (e.g. the Suffolk House regeneration scheme).



WE SAID, WE DID 2025 / 2026



Examples of achievements related to this outcome include:

- Increasing the number of homes being built in the district, including 112 affordable houses between April and November 2025.
- Reducing the number of older planning applications without a current extension of time, with the number over 26 weeks falling from 175 in April 2023 to 26 in November 2025.
- Continuing to refresh our Local Plan, establishing a long-term strategic vision for how the district should develop, maintaining balanced growth and ensuring we can meet the future needs of our residents.
- Developing a revised Housing Strategy, which will include a Housing Needs assessment. This will ensure that we deliver the right number of houses in the right places, as well as the right type of housing, to ensure that we meet the needs of our residents.





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Forward-thinking economic growth

DO

- 17. Continue** to promote Huntingdonshire as a destination for high-value inward investment; support and advance our key sectors and sub-sectors; and support delivery of the CPCA local Growth Plan ambitions.
- 18. New - Focus** on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by convening roundtables with primes, the MOD, the wider supply chains and partners across the regional cluster; to help shape opportunities for innovation, investment and skills development across the wider district.
- 19. Deliver** the Regeneration Programme to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements.
- 20. Progress** the update of the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.

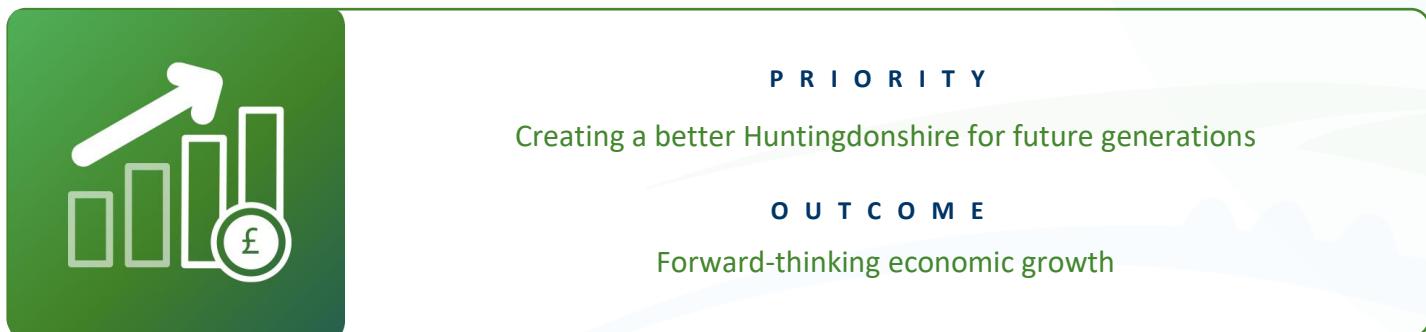
ENABLE

- 21. Work** with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives across all market towns.
- 22. Work** with partners, including the CPCA and visitor economy businesses, to deliver the Tourism Growth Plan.

INFLUENCE

- 23. Continue** to work with commercial developers and agents to build relationships, understand the demand and gaps for investment opportunities, and drive growth in Huntingdonshire.
- 24. Influence** the delivery of infrastructure, including East West Rail, A428, A141 Strategic Outline Business Case, and seek to understand infrastructure challenges and ensure solutions are promoted to address infrastructure barriers to economic growth and housing delivery.

WE SAID, WE DID 2025 / 2026



Examples of achievements related to this outcome include:

- Promoting inward investment and tourism in Huntingdonshire through the Invest in Huntingdonshire and Discover Huntingdonshire websites.
- Supporting local businesses through interactions with our Economic Development team, with over 500 interactions recorded between April and November 2025, driving inward investment and attracting new businesses to the region.
- Revised and adopted our Economic Growth Strategy, which sets out our plans to support the local economy, help businesses grow and attract new investment into the area, responding to changing economic conditions and business needs.
- Continuing to update our Local Plan by carrying out a Call for Sites.





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

INFLUENCE

25. Support businesses to improve their net-zero ambitions through green tools and resources.

26. Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

Examples of achievements related to this outcome include:

- Hosted our third annual Climate Conversation, bringing together key stakeholders in the district to discuss reducing our carbon emissions, promoting waste minimisation and green business growth.
- Trialled and implemented the use of Hydrotreated Vegetable Oil as an alternative fuel for our operations fleet, reducing our net CO2 emissions by over 80%.
- Completed the Net Zero Villages project, which saw £250k of CPCA grant funding allocated to Parish and Community applicants to deliver projects contributing to the Uks target of net zero emissions by 2050.
- Receiving an improved score of 27% (from zero in 2021) from an independent review of our Climate Action by Climate Emergency UK, demonstrating the immediate impact of our Climate Strategy and Action Plan (adopted in February 2023) but not yet showing the impact of recent work as scores don't reflect activity since March 2024





P R I O R I T Y

Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

DO

- 27. Delivery** of the Workforce Strategy Action Plan, equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).
- 28. Continue** our Customer Services Improvement Programme to ensure that our customers are always at the heart of what we do (PROJECT).
- 29. Deliver** the enhancements to visitor facilities at Hinchingbrooke County Park (PROJECT).
- 30. Identify** opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.
- 31. Listen** to local residents and respond to their input on service delivery
- 32. Engage** proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised.

INFLUENCE

- 33. Continue** to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets; including parks, nature reserves and other spaces. Links will also be built between volunteering and unpaid work in supporting health, environment, place and economy objectives.

ENABLE

- 34. Our** well-run Council will act as a model for our peers.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control
and compliance with statutory obligations

Examples of achievements related to this outcome include:

- Adopted a revised Performance Management Framework and improving the format of the corporate performance reports we publish each quarter to make them more accessible.
- Engaging with staff on the development of a new Workforce Strategy, which will give us a framework linking people management and development practices to the council's long-term goals as an employer, helping to position the organisation as an "employer of choice" to improve both recruitment and retention
- Refreshed our Commercial Investment Strategy, outlining the framework we will use to govern our commercial investments in order to generate sustainable income streams, economic growth and enhance public services.
- Drive continuous improvement and best-in-class service delivery, resulting in our Refuse collection team winning the Best Performer award at the APSE Performance Network Awards 2025, and our Street Cleansing team being nominated for Best Performer too.



OPERATIONAL PERFORMANCE MEASURES 2026 / 2027

Priority 1: Improving quality of life for local people

MEASURES

1. Number of attendances at One Leisure Active Lifestyles & Sports Development activities (cumulative year to date)
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall, Sawtry and school admissions) (cumulative year to date)
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital via a Disabled Facilities Grant (DFG) (cumulative year to date)
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)
5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)
7. Number of homelessness preventions achieved (cumulative year to date)
8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)
9. Number of households in Temporary Accommodation (snapshot at end of each period)

Priority 2: Creating a better Huntingdonshire for future generations

MEASURES

10. Net change in the number of homes with a Council Tax banding (cumulative year to date)
11. Number of new affordable homes delivered (cumulative year to date)
12. Percentage of planning applications processed on target – major (within 8 weeks or agreed extended period) (cumulative year to date)
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)

- 14.** Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- 15.** The cumulative footfall in our market towns (cumulative year to date)
- 16.** The total number of business engagements by the Economic Development team (cumulative year to date)
- 17.** The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service

Priority 3: Doing our core work well

MEASURES

- 18.** Percentage of household waste reused/recycled/composted (excluding food waste collections) (cumulative year to date)
- 19.** Collected household waste per person (kilograms, excluding food waste collections) (cumulative year to date)
- 20.** Residual waste collected per household (kilograms) (cumulative year to date)
- 21.** Number of missed bins (excluding food waste collections) (cumulative year to date)
- 22.** Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, Flyposting, or weed accumulations (cumulative year to date)
- 23.** Number of fly tips detected (cumulative year to date)
- 24.** Number of sanctions against environmental crime and anti-social behaviour (cumulative year to date)
- 25.** The number of programmed food safety inspections undertaken (cumulative year to date)
- 26.** Percentage of calls to Call Centre answered (cumulative year to date)
- 27.** Average wait time for customers calling the Call Centre (seconds) (cumulative year to date)
- 28.** Customer satisfaction when contacting our Contact Centre
- 29.** Council Tax collection rate (cumulative year to date)
- 30.** Business Rates collection rate (cumulative year to date)
- 31.** Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)

32. Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)

33. Percentage staff turnover (per individual month)

34. The average length of staff service (years) (per individual month)

OUR VALUES (icare)

Our values, known as icare will be embedded into the organisation. The icare values fit with the future ambitions of the Council and will be a key enabler so that we can deliver the Corporate Plan.



INSPIRING

We have genuine pride and passion for public service, doing the best we can for our customers.



COLLABORATIVE

We achieve much more by working together and this allows us to provide the best service for customers.



ACCOUNTABLE

We take personal responsibility for our work and our decisions and we deliver on our commitments to customers.



RESPECTFUL

We respect people's differences and are considerate to their needs.



ENTERPRISING

We use drive and energy to challenge the norm and adapt to changing circumstances. We are always ready for challenges and opportunities and we embrace them.

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Appendix B

Corporate Plan Actions 2025/26

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	Do	Deliver the approved Community Health & Wealth Strategy and go-live with funding mechanisms to invest in initiatives identified and chosen by our communities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Completed
2	Do	Refresh our Social Value Procurement Policy to ensure our spend benefits local communities and ensure our work complies with recent changes to the Procurement Act 2024.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Completed
3	Do	Improve our evaluation of how we make a difference to local people ensuring we become even better at demonstrating impact	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forwards
4	Do	Deliver continued improvements to the One Leisure offer, enhancing existing facilities, implementing recommendations of the One Leisure Long-Term Operating Model and other beneficial opportunities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Completed
5	Enable	Work with partners to further skills and employment opportunities in the district:	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forwards

		including direct delivery of funded schemes.			
6	Enable	Work with other organisations and businesses to maximise the impact they can have on the health and wellbeing of local communities. Our focus will be on piloting new approaches that can be embedded in future years	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Completed
7	Enable	Focus on maximising physical activity in the district and work to promote this across local partners.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forwards
8	Enable	Maximise, and report on, the benefits of a targeted approach to support residents to improve their quality of life through the promotion and delivery of relevant services.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Completed
9	Influence	Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forwards
10	Influence	Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forwards
11	Do	Report regularly on progress on the delivery of an integrated financial vulnerability	Improving quality of life for local people	Keeping people out of crisis	Completed

		model between HDC and partners (PROJECT).			
12	Do	Act on opportunities for early intervention and regularly report on learning and impact.	Improving quality of life for local people	Keeping people out of crisis	Completed
13	Enable	Maximise, and report on, the benefits of a targeted approach to support residents at risk of experiencing crisis through the promotion and delivery of relevant services (e.g. improve data sharing with the police to inform a targeted on-the-ground door-knocking campaign to help prevent crime).	Improving quality of life for local people	Keeping people out of crisis	Completed
14	Enable	Prevent the causes of homelessness wherever we can by our own efforts but also by working with other partners to tackle the root causes where we can	Improving quality of life for local people	Keeping people out of crisis	Carried Forwards
15	Do	Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Improving quality of life for local people	Helping people in crisis	Carried Forwards
16	Do	Deliver the recommendations of the review into Disabled Facilities Grants undertaken by Officers and Members in 2024/25.	Improving quality of life for local people	Helping people in crisis	Completed
17	Enable	Maximise, and report on, the benefits of a targeted approach to support residents experiencing crisis through the promotion and delivery of relevant services (e.g.	Improving quality of life for local people	Helping people in crisis	Completed

		identifying individuals who could benefit from support offered by the Resident Advice and Information team and reporting on outcomes).			
18	Influence	Lobby, and support campaigns, for improvements to the living conditions of local residents.	Improving quality of life for local people	Helping people in crisis	Carried Forwards
19	Influence	Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally	Improving quality of life for local people	Helping people in crisis	Carried Forwards
20	Do	Develop a new Housing Strategy and Action Plan for 2025-26.	Creating a better Huntingdonshire for future generations	Improving Housing	Completed
21	Do	Continue to use surplus Council owned sites to deliver affordable housing (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
22	Do	Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
23	Do	Implement the government's new Supported Housing (Regulatory	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards

		Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.			
24	Enable	Maintain the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and social housing).	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
25	Enable	Work in partnership to look at best practice and funding to improve housing conditions, including retrofit programmes in social and private housing.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
26	Influence	Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
27	Influence	Work with partners to address barriers to housing delivery and support housing delivery rates.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forwards
28	Influence	Work with Health and Social Care Providers to explore future models of housing, support and care, enabling people to live independently for longer.	Creating a better Huntingdonshire for future generations	Improving Housing	Revised & Carried Forwards
29	Influence	Produce sustainable housing guidance for developers that encourages sustainable construction methods and new homes to be of high environmental standards.	Creating a better Huntingdonshire for future generations	Improving Housing	Completed

30	Do	Promote Huntingdonshire as a destination for high value inward investment, prioritising businesses that are proactively reducing their carbon emissions, and produce an annual report on activity.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
31	Do	Deliver the business support projects within the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programme, including Manufacturing Digitalisation, Green Business Initiative, Jumpstart business competition and a new Start-up programme (PROJECT).	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Completed
32	Do	Establish the Economic Growth Strategy and Action Plan.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Completed
33	Do	Delivery of the Market Town Programme and their High Street projects. Ensuring their promotion to drive additional economic and social activity.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forwards
34	Do	Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forwards

35	Enable	Support our market towns and town centres as hubs of economic and social activity.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
36	Enable	Support the visitor economy and culture sector including CPCA Local Visitor Economy Partnership.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
37	Influence	Work with the CPCA and partners to support skills development and opportunities.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
38	Influence	Work with partners to secure investment and growth in Huntingdonshire, maximising the opportunities presented through Local Government Reorganisation and additional devolved powers.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forwards
39	Influence	Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forwards
40	Influence	Support and engage in the development of the Local Growth Plan as it is developed by the CPCA, highlighting the inward investment and growth priorities and opportunities for Huntingdonshire	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Completed
41	Influence	Run and attend a programme of events to promote the profile of Huntingdonshire as a place to invest, grow and deliver economic growth.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Completed

42	Do	Maximise opportunities to expand the use of Hydrotreated Vegetable Oil (HVO) Fuel where there is a business case to do so.	Improving quality of life for local people	Lowering our carbon emissions	Completed
43	Do	Maximise decarbonisation of our fleet where there is a business case to do through a fleet strategy.	Improving quality of life for local people	Lowering our carbon emissions	Completed
44	Do	Minimise use of fossil fuels for energy where there is a business case to do so.	Improving quality of life for local people	Lowering our carbon emissions	Completed
45	Do	Showcase and encourage community action to lower carbon emissions.	Improving quality of life for local people	Lowering our carbon emissions	Completed
46	Do	Identify emissions from HDC IT data centres to include in reporting and establish disposal methods for IT equipment to reduce environmental impact.	Improving quality of life for local people	Lowering our carbon emissions	Completed
47	Do	Delivery of Climate Awareness Training across the Council.	Improving quality of life for local people	Lowering our carbon emissions	Completed
48	Do	Maximise use of solar of Council operational buildings (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed
49	Do	Improve household recycling, reduce greenhouse gas emissions and reducing food waste through implementation of household food waste collections (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed

50	Enable	Support community projects that reduce carbon emissions. Net Zero Villages (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed
51	Enable	Enabling community action and engagement to achieve greater biodiversity. Biodiversity4All extension to pilot urban nature corridors and natural flood prevention (PROJECT).	Improving quality of life for local people	Lowering our carbon emissions	Completed
52	Influence	Develop the Council's procurement rules to further embed social and environmental value.	Improving quality of life for local people	Lowering our carbon emissions	Completed
53	Influence	Expand positive climate action support for local businesses, celebrating best practice and sharing knowledge.	Improving quality of life for local people	Lowering our carbon emissions	Carried Forwards
54	Do	Refresh our Commercial Investment Strategy to support informed and impactful investment.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Completed
55	Do	Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards

56	Do	Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards
57	Do	Progress the Development Management Improvement programme informed by the Local Government Association Peer Review to deliver continued efficiency in the planning service (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Completed
58	Do	Progress delivery of Civil Parking Enforcement across the District to enforce on-street parking activity (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Completed
59	Do	Build the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT).	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards
60	Do	Implement the recommendations and suggestions made from the Local Government Association Corporate Peer	Delivering good quality, high value-for-money services with good control and	Delivering good quality, high value for-money services with good control	Completed

		Challenge, continuing to drive transparent continuous improvement.	compliance with statutory obligations	and compliance with statutory obligations	
61	Do	Extend the use of benchmarking data to identify opportunities for transformation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Completed
62	Do	Expand the use of unit costing within priority service areas to demonstrate productivity and opportunities for transformation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Completed
63	Do	Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards
64	Do	Listen to local residents and respond to their input on service delivery.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards
65	Do	Engage proactively with Local Government Reorganisation to ensure the priorities,	Delivering good quality, high value-for-money	Delivering good quality, high value for-money	Carried Forwards

		opportunities and efficiencies for our communities are maximised	services with good control and compliance with statutory obligations	services with good control and compliance with statutory obligations	
66	Enable	Enable our outstanding volunteers in our parks, nature reserves and elsewhere to continue to improve the quality of those spaces.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards
67	Influence	Our well-run Council will act as a model for our peers.	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forwards

Appendix C

Corporate Plan Actions 2026/27

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	Do	Improve our evaluation of how we make a difference to local people, ensuring we become even better at demonstrating impact.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forward
2	Enable	Work with partners, including ARU, CRC and industries, to enable links between skill provision and employer need - including establishing programmes that directly address the evolving needs of our key sectors.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forward
3	Enable	Focus on maximising physical activity in the district and work to promote this across local partners. Build links and develop actions to embed connections between leisure, health, environment, economy, community and place.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Revised & Carried Forward
4	Influence	Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forward
5	Influence	Embed the priorities of Huntingdonshire Futures across the work of the Council and	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Carried Forward

		Partners whilst influencing and enabling communities to do the same.			
6	Do	Deliver the Community Health & Wealth fund, moving from successful pilots to embedded delivery.	Improving quality of life for local people	Keeping people out of crisis	New for 2026/27
7	Enable	Prevent the causes of homelessness wherever we can by our own efforts, but also by working with other partners to tackle the root causes where we can.	Improving quality of life for local people	Keeping people out of crisis	Carried Forward
8	Influence	Maximise the value from the impact of Voluntary Sector organisations to help drive a preventative impact from our combined efforts.	Improving quality of life for local people	Keeping people out of crisis	New for 2026/27
9	Do	Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.	Improving quality of life for local people	Helping people in crisis	Carried Forward
10	Influence	Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally	Improving quality of life for local people	Helping people in crisis	Carried Forward
11	Do	Continue to work with Amplius to bring forward surplus Council-owned sites to deliver affordable housing (PROJECT).	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forward

12	Do	Develop our Empty Homes service provision to help bring private sector empty homes back into use, including the development and implementation of an Empty Homes strategy.	Creating a better Huntingdonshire for future generations	Improving Housing	New for 2026/27
13	Do	Develop policy to support the use of civil penalties with regard to private sector housing enforcement.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forward
14	Do	Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations.	Creating a better Huntingdonshire for future generations	Improving Housing	Carried Forward
15	Enable	Work with all relevant stakeholders to maintain or improve the level of new housing delivery, which meets the needs of Huntingdonshire residents, including the type of home and tenure (open market and affordable housing).	Creating a better Huntingdonshire for future generations	Improving Housing	Revised & Carried Forward
16	Influence	Continue to work with Places for People to improve conditions in existing accommodation through regeneration schemes (e.g. the Suffolk House regeneration scheme).	Creating a better Huntingdonshire for future generations	Improving Housing	Revised & Carried Forward
17	Do	Continue to promote Huntingdonshire as a destination for high-value inward investment; support and advance our key sectors and sub-sectors; and support	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forward

		delivery of the CPCA Local Growth Plan ambitions.			
18	Do	Focus on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by convening roundtables with primes, the MOD, the wider supply chains and partners across the regional cluster; to help shape opportunities for innovation, investment and skills development across the wider district.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	New for 2026/27
19	Do	Deliver the Regeneration Programme to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
20	Do	Continue the update to the Local Plan, including updating evidence bases in line with National Planning Policy, particularly where it relates to Economy, Environment and Housing.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Carried Forward
21	Enable	Continue to work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives across all market towns.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
22	Enable	Work with partners, including the CPCA, and visitor economy businesses to deliver the Tourism Growth Plan.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward

23	Influence	Continue to work with commercial developers and agents to build relationships, understand the demand and gaps for investment opportunities, and drive growth in Huntingdonshire.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
24	Influence	Influence the delivery of infrastructure, including East West Rail, A428, A141 Strategic Outline Business Case, and seek to understand infrastructure challenges and ensure solutions are promoted to address infrastructure barriers to economic growth and housing delivery.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Revised & Carried Forward
25	Influence	Support businesses to improve their net-zero ambitions through green tools and resources.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	Revised & Carried Forward
26	Influence	Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge.	Creating a better Huntingdonshire for future generations	Lowering our carbon emissions	Revised & Carried Forward
27	Do	Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
28	Do	Continue our Customer Services improvement programme to ensure that our customers are always at the heart of what we do (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control	Carried Forward

				and compliance with statutory obligations	
29	Do	Deliver the enhancements to visitor facilities at Hinchingbrooke Country Park (PROJECT).	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
30	Do	Identify opportunities to use Artificial Intelligence in a targeted way to support transformation and efficiency in compliance with emergent legislation.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
31	Do	Listen to local residents and respond to their input on service delivery.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
32	Do	Engage proactively with Local Government Reorganisation to ensure the priorities, opportunities and efficiencies for our communities are maximised.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward
33	Enable	Continue to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets, including parks, nature reserves and other spaces. Links will also be built	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Revised & Carried Forward

		between volunteering and unpaid work in supporting health, environment, place and economy objectives.			
34	Influence	Our well-run Council will act as a model for our peers.	Improving quality of life for local people	Delivering good quality, high value for-money services with good control and compliance with statutory obligations	Carried Forward

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Appendix D: 2026-27 Corporate Performance Measures Proposal

Foreword



This document highlights all the proposed Key Performance Indicators (KPIs) for the 2026/27 financial year. These measures are designed to quantitatively track metrics related to the Corporate Plan outcomes to drive continuous improvement across all services.

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In total, thirty-four CPMs are proposed for next financial year, all relating to our seven Corporate Plan outcomes. All of these are continuations of KPIs that are currently reported on. There is also one proposed removal of a KPI that is currently tracked.

Please note that, due to the earlier creation date, all Targets and Interventions may be adjusted as more evidence becomes available. All targets and changes will be formally approved through the usual governance cycle, alongside the Q1 Performance Report.

If you have any questions, please direct them to:

performance@huntingdonshire.gov.uk

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
1. The number of attendances at Active Lifestyles & Sports Development Activities	Active Lifestyles	No proposed change	Current Target: 65,000	This metric has performed positively in the first two quarters in 2025/26, however, due to change in circumstances surrounding contracts, forecasted figures for 2026/27 are lower than current performance. Therefore, no change is proposed.
			Current Intervention: 58,500	
			2026/27 Target: ~65,000*	
			2026/27 Intervention: ~58,500*	
Number of One Leisure Facilities admissions (excluding Burgess Hall, Sawtry & school admissions)	One Leisure	Stretch to Target and Intervention	Current Target: 1,518,380	With improvements to our One Leisure gym facilities, a new strategy for the swimming pools, and the constant strive towards continuous improvement, the Target and Intervention are proposed to be stretched by over 5% compared to the 2025/26 Target and Intervention.
			Current Intervention: 1,442,461	
			2026/27 Target: ~1,600,000*	
			2026/27 Intervention: ~1,520,000*	

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay in hospital due to a Disabled Facilities Grant (DFG)	Private Sector Housing	No proposed change	Current Target: 200	Performance for this metric is extremely unpredictable due to external factors. The current Target and Intervention align with expected 2026/27 performance, so no change is proposed.
			Current Intervention: 180	
			2026/27 Target: 200*	
			2026/27 Intervention: 180*	
4. The average number of weeks between referral and completion of jobs funded through the Disabled Facilities Grant (DFG)	Private Sector Housing	No proposed change	Current Target: 24 weeks	Performance for this metric is extremely unpredictable due to external factors. The current Target and Intervention align with expected 2026/27 performance, so no change is proposed
			Current Intervention: 31 weeks	
			2026/27 Target: 24 weeks*	
			2026/27 Intervention: 31 weeks*	

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
5. The average number of days to process new claims for Housing Benefit and Council Tax support	Revenues & Benefits	No Proposed Change	Current Target: 22 days Current Intervention: 26 days 2026/27 Target: 22 days* 2026/27 Intervention: 26 days*	The Target and Intervention currently in place for this metric are challenging for the Revenues & Benefits service to meet but also ensures that quality services are constantly being provided to the residents of Huntingdonshire.
6. The average number of days to process changes of circumstances for Housing Benefits and Council Tax support	Revenues & Benefits	No Proposed Change	Current Target: 4 days Current Intervention: 6 days 2026/27 Target: 4 days* 2026/27 Intervention: 6 days*	The Target and Intervention currently in place for this metric are challenging for the Revenues & Benefits service to meet but also ensures that quality services are constantly being provided to the residents of Huntingdonshire.

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2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
7. The number of homelessness preventions achieved	Housing Needs	No proposed change	Current Target: 480	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 445	
			2026/27 Target: ~480*	
			2026/27 Intervention: ~445*	
8. The number of households housed through the Housing Register and Home-Link scheme	Housing Needs	No proposed change	Current Target: 685	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 616	
			2026/27 Target: ~685*	
			2026/27 Intervention: ~616*	

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2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
9. The number of households in temporary accommodation	Housing Needs	No proposed change	Current Target: 135	Performance of this metric is directly aligned with the new build delivery programme. An accurate forecast for this metric is therefore unavailable until the 2026/27 new build delivery programme is released. Targets will be set following its release.
			Current Intervention: 148	
			2026/27 Target: ~135*	
			2026/27 Intervention: ~148*	
10. Net change in the number of homes with a council tax banding.	Revenues & Benefits	No proposed change	Current Target: 968	Although this metric has previously struggled, due to technical adjustments at the VOA, this metric will remain as a proxy for the number of houses delivered. Targets will be explored following the release of the new build programme.
			Current Intervention: 871	
			2026/27 Target: 968*	
			2026/27 Intervention: 871*	
11. The number of affordable houses delivered	Housing Strategy	No proposed change	Current Target: 444	This metric is aligned with the 10-year housing strategy goal of 4440 affordable homes across the district.
			Current Intervention: 344	
			2026/27 Target: 444	
			2026/27 Intervention: 344	

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
<p>12. The percentage of planning applications processed on target – Major (within 8 weeks or agreed extended period)</p> <p>Page 314</p>	Planning & Infrastructure	No proposed change	<p>Current Target: 82%</p> <p>Current Intervention: 72%</p> <p>2026/27 Target: 82%*</p> <p>2026/27 Intervention: 72%*</p>	<p>The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.</p>
<p>13. The percentage of planning applications processed on time – Minor (within 8 weeks or agreed extended period)</p>	Planning & Infrastructure	No proposed change	<p>Current Target: 82%</p> <p>Current Intervention: 77%</p> <p>2026/27 Target: 82%*</p> <p>2026/27 Intervention: 77%*</p>	<p>The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.</p>

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
<p>14. The percentage of planning applications processed on target – Household Extension (within 8 weeks or agreed extension period)</p> <p>Page 315</p>	Planning & Infrastructure	No proposed change	<p>Current Target: 87%</p> <p>Current Intervention: 82%</p> <p>2026/27 Target: 87%*</p> <p>2026/27 Intervention: 82%*</p>	<p>The planning service is constantly striving towards ensuring planning applications are completed in a timely manner whilst being accurate. To maintain the performance of 91% of planning appeals being dismissed, whilst still exceeding national Targets, the Target and Intervention are proposed to remain the same as 2025/26.</p>
<p>15. The cumulative footfall in our market towns</p>	Economic Development	Stretch to Target and Intervention	<p>Current Target: 15,719,143</p> <p>Current Intervention: 14,147,229</p> <p>2026/27 Target: ~15,876,334*</p> <p>2026/27 Intervention: ~14,288,701*</p>	<p>In an effort to stride towards continuous improvement, and to promote the ongoing regeneration of the four market towns, a stretch of 1% to the Target and Intervention of this metric is proposed</p>

* Please note that this figure is subject to change as additional information may become available before the end of the financial year.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
16. The total number of business engagements by the Economic Development Team	Economic Development	Stretch to Target and Intervention	Current Target: 420 Current Intervention: 378 2026/27 Target: 480* 2026/27 Intervention: 420*	To better align with the exceptional performance this metric had in 2025/26, and to ensure that the service is proactively engaging with businesses, it is proposed that the Target and Intervention are stretched by ~14%.
17. The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service	Waste Minimisation	No proposed change	Current Target: 81% Current Intervention: 75% 2026/27 Target: 81%* 2026/27 Intervention: 75%*	To ensure that the council is continuously striving to reduce carbon emissions, the Target and Intervention proposed to remain the same as in 2025/26.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
<p>18. The percentage of household waste reused / recycled / composted (excluding Food Waste collections)</p> <p>Page 317</p>	Waste Minimisation	No proposed change	<p>Current Target: 51%</p> <p>Current Intervention: 48%</p> <p>2026/27 Target: 51%*</p> <p>2026/27 Intervention: 48%*</p>	<p>The Target and Intervention are proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU, and to account for the statements from the Environment Agency, and the Department for Environment, Food & Rural Affairs that the current drought is expected to continue throughout 2026, which reduces the recycling rate in the garden waste bins.</p>

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
19. The collected household waste per person (Kilograms, excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 360kg Current Intervention: 370kg 2026/27 Target: 360kg* 2026/27 Intervention: 370kg*	This metric is not forecasted to differ from current year performance, so no change is proposed.
20. The residual waste collected per household (Kilograms)	Waste Minimisation	No proposed change	Current Target: 354kg Current Intervention: 416kg 2026/27 Target: 354kg* 2026/27 Intervention: 416kg*	The Target and Intervention is proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
21. The number of missed bins (excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 3360 Current Intervention: 3624 2026/27 Target: ~3360* 2026/27 Intervention: ~3624*	The Target and Intervention is proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU.
22. The percentage of sampled areas clean or predominantly clean of litter, detritus, graffiti, flyposting or weed accumulations	Street Cleansing	Stretch to Target and Intervention	Current Target: 92.5% Current Intervention: 90% 2026/27 Target: 95%* 2026/27 Intervention: 92.5%*	This Target is to be stretched to align with the exceptional performance of this metric in the current year and following our nomination for Best Performer at the APSE Awards 2025.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
23. The number of flytips reported	Street Cleansing	No proposed change	Current Target: 3000	Due to the limited data and trend analysis available for this metric, there is currently no reliable forecasting to edit the 2026/27 Target and Intervention
			Current Intervention: 3150	
			2026/27 Target: ~3000*	
			2026/27 Intervention: ~3150*	
24. The number of sanctions against environmental crimes and anti-social behaviour	Community Action	Stretch to Target and Intervention	Current Target: 96	This Target is to be stretched to align with the exceptional performance of this metric this financial year. However, the service will still focus on the prevention of environmental crimes and anti-social behaviour before intervention.
			Current Intervention: 84	
			2026/27 Target: 138*	
			2026/27 Intervention: 120*	

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2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
25. The number of programmed food safety inspections undertaken	Environmental Health	Adjust Target and Intervention to newly forecasted figures	Current Target: 612	This figure has been forecasted by accounting for the inspections that are due to be completed in 2026/27 whilst also considering additional inspections for new and changing businesses.
			Current Intervention: 581	
			2026/27 Target: ~636*	
			2026/27 Intervention: ~600*	
26. The percentage of calls to the Contact Centre answered	Customer Services	No proposed change	Current Target: 85%	With a higher volume of calls expected to be received by the Contact Centre in 2026/27, the current high Target and Intervention is proposed to remain for 2026/27.
			Current Intervention: 80%	
			2026/27 Target: 85%*	
			2026/27 Intervention: 80%*	

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
27. The average wait time for customers calling the Contact Centre (seconds)	Customer Services	Stretch to Intervention	Current Target: 180s Current Intervention: 300s 2026/27 Target: 180s* 2026/27 Intervention: 240s*	With a higher volume of calls expected to be received by the Contact Centre in 2026/27, the current high Target is proposed to remain for 2026/27. To ensure HDC is constantly striving for the best performance, it has been proposed to stretch the Intervention to four minutes.
28. Customer Satisfaction when contacting our Contact Centre	Customer Services	Target and Intervention to be confirmed	Current Target: TBC Current Intervention: TBC 2026/27 Target: TBC 2026/27 Intervention: TBC	This metric is due to start reporting in Q4 2025/26. This will be updated as more data becomes available.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
29. The Council Tax collection rate	Revenues & Benefits	No proposed change	Current Target: 98.09%	It is currently too early in the year to forecast Council Tax collection rate, so an initial forecast of the 2025/26 forecast has been proposed.
			Current Intervention: 97.79%	
			2026/27 Target: ~98.09%*	
			2026/27 Intervention: ~97.79%*	
30. The Business Rate collection rate	Revenues & Benefits	No proposed change	Current Target: 98.79%	It is currently too early in the year to forecast Business Rates collection rate, so an initial forecast of the 2025/26 forecast has been proposed.
			Current Intervention: 98.29%	
			2026/27 Target: ~98.79%*	
			2026/27 Intervention: ~98.29%*	

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2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
31. The number of short-term staff sickness days lost per full time equivalent (FTE) (12-month rolling)	Human Resources	Relax to Target and Intervention	<p>Current Target: 3 days</p> <p>Current Intervention: 3.5 days</p> <p>2026/27 Target: 3.5 days*</p> <p>2026/27 Intervention: 3.75 days*</p>	With the national trend for this metric continuing to worsen, and the implementation of the new hybrid working policy expected to increase short-term sickness cases, a slight relaxing of the Target and Intervention has been proposed.
32. The number of long-term sickness days lost per full time equivalent (FTE) (12-month rolling)	Human Resources	No proposed change	<p>Current Target: 5 days</p> <p>Current Intervention: 5.5 days</p> <p>2026/27 Target: 5 days*</p> <p>2026/27 Intervention: 5.5 days*</p>	There is no expected change to long-term sickness days in 2026/27, and the current Target and Intervention are proposed to remain.

2026/27 Corporate Performance Measures



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
33. The percentage of staff Turnover (per month)	Human Resources	No proposed change	Current Target: 1.25%-1.75% Current Intervention: 0.75%-2.5% 2026/27 Target: 1.25%-1.75%* 2026/27 Intervention: 0.75%-2.5%*	The current Target and Intervention promotes a healthy amount of turnover of our staff. The HR team does anticipate some difficulties in retaining talent following the official Local Government Reorganisation announcement in the summer.
34. The average length of staff service (years)	Human Resources	Stretch to the Intervention	Current Target: 7.9 years Current Intervention: 7.3 years 2026/27 Target: 7.9 years* 2026/27 Intervention: 7.5 years*	The current Target and Intervention promote the retention of the council's talent and experience. The HR team does anticipate some difficulties in retaining experience following the official Local Government Reorganisation announcement in the summer

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Corporate Performance Measures

Removals



Performance Indicator	PI Holder	Proposed Change	Proposed Change Details	Justification
The number of planning applications over 16 weeks old where there is no current extension in place	Planning & Infrastructure	Removal	Current Target: 13	If the backlog of planning applications is below the currently proposed intervention level of 13 by March 2026, it will be removed from reporting, as it will have reduced by over 92% in three years. If the backlog remains over 13 properties, it will be kept until further improvements can be seen
			Current Intervention: 10	
			Q2 Performance: Red	

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Appointment of Lead Independent Person
Meeting/Date:	Council – 25th February 2026
Executive Portfolio:	Councillor J E Harvey, Executive Councillor for Governance and Democratic Services
Report by:	Elections and Democratic Services Manager & Deputy Monitoring Officer
Ward(s) affected:	All

Executive Summary

The Localism Act 2011 established the requirement for every principal authority to appoint one or more Independent Persons whose views must be sought and considered when dealing with allegations that members have breached the Code of Conduct. The term of office of the current Lead Independent Person expires on 30th April 2026.

The Council is responsible for ensuring that the requirement to have Independent Persons is complied with.

The role of the Independent person were widened under the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015. These regulations changed the localised disciplinary process in relation to the Council's Head of Paid Service, the Chief Finance Officer and the Monitoring Officer Statutory Positions. In the case of any proposed disciplinary action against such a Statutory Officer, the Council is required to appoint the Independent Person who has been appointed for the purposes of the Member's Code of Conduct regime to the Independent Panel who make recommendations to Council regarding any decision to dismiss a statutory officer.

After consultation with the current Lead Independent Person, it is recommended that the appointment of Gillian Holmes is reaffirmed. The Corporate Governance Committee have endorsed the contents of this report at their meeting on 28th January 2026.

It is

RECOMMENDED

that for the purposes of Section 28 of the Localism Act 2011, the Council affirm the re-appointment of Gillian Holmes to the post of Lead Independent Person for a further two-year period to 1st April 2028 without the need for further ratification in each year by the Council at its Annual Meeting.

1. WHAT IS THIS REPORT ABOUT?

1.1 This report provides the Corporate Governance Committee with an opportunity to recommend to Council the appointment of Independent Persons as required by the Localism Act 2011.

2. BACKGROUND

2.1 The Localism Act 2011 requires every principal authority to appoint one or more Independent Persons. The Act contains strict rules preventing a person from being appointed if they are a friend or relative to any member or officer of the authority, or of any parish council within the authority's area. It also prescribes the role of Independent Persons. They must be consulted before the authority takes a decision to investigate any allegation.

2.2 Independent Persons, furthermore, may be consulted by a Member of the authority against whom an allegation has been made, as well as by a Parish Councillor in similar circumstances.

2.3 The role of the independent person was widened under the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015. These regulations changed the localised disciplinary process in relation to the Council's Head of Paid Service, the Chief Finance Officer and the Monitoring Officer Statutory Positions. In the case of any proposed disciplinary action against such a statutory officer, the Council is required to appoint the independent persons who have been appointed for the purposes of the Member's Code of Conduct regime to the Independent Panel who make recommendations to Council regarding any decision to dismiss a statutory officer.

2.4 Gillian Holmes has been the Council's Lead Independent Person since September 2013 and brings a wealth of valuable knowledge and experience to the role. She also holds similar positions at other authorities with the Cambridgeshire area. Given the valuable contributions of impartial advice made by Gillian Holmes and the excellent working relationship established with the Monitoring Officer and Deputy Monitoring Officer in the period since her appointment, it is suggested that her term of office should be extended to 1st April 2028.

2.5 The previous term of appointment was until 30th April for a further two-year period, but as the Council is going through Local Government Reorganisation the period has been extended to 1st April 2028, to coincide with the vesting date of the new unitary authority. Whilst the regulations only require the Council to appoint at least one Independent Person to deal with complaints, the post of Deputy Independent Person remains vacant, and a recruitment process is required to be undertaken to fill this role. This will allow for any occasion when there may be a conflict of interest involving the Lead Independent Person.

3. CONSULTATION

3.1 The Lead Independent Person has been consulted and has indicated that she is willing to continue with her role in assisting the Corporate Governance Committee and with Code of Conduct investigations for a further two-year term.

4. LEGAL IMPLICATIONS

4.1 Section 28 of the Localism Act 2011 requires the appointment of at least one Independent Person who may not be a member, a co-opted member or officer of the authority or of a parish council within the authority area. Neither may they be a close friend or relative of any of the above.

5. RESOURCE IMPLICATIONS

5.1 The Lead Independent Person receives an allowance of £1,119 respectively and shall also be entitled to claim travel for attending meetings and training events.

6. CONCLUSION

6.1 It is necessary for the Council to consider and resolve these appointments in advance of their terms of office expiring. In so doing, this will provide continuity in the roles that are prescribed in legislation.

BACKGROUND PAPERS

District Council's Constitution
Localism Act 2011
The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015
Corporate Governance Committee Reports/Minutes.

CONTACT OFFICER

Name/Job Title: Lisa Jablonska, Elections and Democratic Services Manager & Deputy Monitoring Officer
Tel No: (01480) 388004
Email: lisa.jablonska@huntingdonshire.gov.uk



Reports from Constituent Council Representatives on the Combined Authority

The following meetings have taken place in January 2026

Funding Committee, 5 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Funding Committee \(January\)](#)

Audit and Governance Committee, 13 January 2026

Councillor: [REDACTED]

Decision Summary Link: CANCELLED

Transport Committee, 14 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Transport Committee \(January\)](#)

Overview and Scrutiny Committee, 15 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Overview and Scrutiny Committee \(January\)](#)

Skills Committee, 19 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Skills Committee \(January\)](#)

Growth Committee, 21 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Growth Committee \(January\)](#)

Combined Authority Board, 28 January 2026

Councillor: [REDACTED]

Decision Summary Link: [Combined Authority Board \(January\)](#)



Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

3 Minutes of the previous meeting

RESOLVED:

- A. The minutes of the meeting held on 8 December 2025 were approved as an accurate record.

4 Single Assurance Framework Business Case Approvals: Officer Decisions

RESOLVED:

- A. To note the Officer business cases and change request decisions for projects less than £2m under the Single Assurance Framework.

5 Exclusion of the Press and Public

RESOLVED:

It was resolved that the press and public be excluded from the meeting when the Peterborough Bus Depot Outline Business Case item was to be discussed. This was on the grounds that the appendices relating to this item contained exempt information under Part 1 of Schedule 12A the Local Government Act 1972, paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) as amended, and that it would not be in the public interest for this information to be disclosed.

6 Single Assurance Framework Business Case Approvals: Funding Committee Decisions

RESOLVED:

- A. To recommend to the Board the approval of the Full Business Case and £3,659,000 for the Delivery of Digital Connectivity Strategy 2025-29 (years 2-4) programme, along with slippage of £400k from the existing 2025/26 budget to 2026/27, and approve delegation to the Executive Director, Place and Economy to sign the Grant Funding Agreement in consultation with the Monitoring Officer and Chief Finance Officer.
- B1. To recommend to the Board the approval of the preferred option 2 for the cancellation of the Business Growth and Social Impact Fund - Stream 1 (delivered by FSE) as set out within the change request.
- B2. To delegate authority to the Executive Director of Economy and Growth, in consultation with the Chief Finance Officer and Monitoring Officer, to undertake and finalise discussions with the contractor with the aim of securing a mutually agreed exit plan which is in line with either option approved by the Funding Committee.
- B3. To consider recommending any reallocation to the Local Growth Plan Delivery

Fund to support delivery of projects which are similarly related to Gainshare outputs and outcomes

C. To extend the delivery timeline to 31 October 2026 for the Ramsey Great Whyte Produce Hub.

To recommend to the Board:

D1. Approval of the Peterborough Bus Depot Outline Business Case; which will then be further developed into a Full Business Case in 2026.

D2. Approval of the sum of up to £7.6m funded through Bus Service Improvement Plan (BSIP) capital funding and MHCLG capital grant for further development and land acquisition.

D3. Approval to spend up to £1m of the allocated sum to progress the next stages of the work to produce a Full Business case (and related costings and fees) and to pay an option or offer fee as outlined in the paper

D4. To delegate authority to the Chief Executive and the Mayor, in consultation with the Monitoring Officer and Chief Finance Officer, to proceed to make an offer to acquire and/or acquire an option on a freehold land or property and finalise any further terms necessary to enable completion – noting that the negotiated land purchase agreement will return to Board for final approval.

7 Work Programme

RESOLVED:

A. To note the Funding Committee's Work Programme.

Notes:

Statements in **bold type** indicate additional resolutions made at the meeting.

Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

For more information please contact: Democratic Services at
Democratic.Services@cambridgshirepeterborough-ca.gov.uk



Any key decision/s set below will come into force and may be implemented after 5.00pm on the fifth clear working day after publication of the decision, unless they are called-in [see note on call in below], with the exception of any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

3 Minutes of the previous meeting

The minutes of the meeting held on 17 November 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

5 Forward Plan

RESOLVED:

A. That the Combined Authority Forward Plan be noted.

6 Director's Highlight Report

RESOLVED:

A. To note the contents of the report.

7 Contracted Bus Services Review Framework

RESOLVED:

On being proposed by the Chair and seconded by Cllr Beckett it was resolved:

A. To recommend to the Combined Authority Board to undertake **appropriate** resident engagement on the proposals affecting contracted bus services, as set out in section 2.5. **and 2.6, and to include the routes listed below (formerly shown in recommendation B)**

- **13B Nosterfield End to Linton**
- **19A Cambridge to Landbeach**
- **117 and 129 Ely to Upware and Ely to Black Horse Drove**
- **65 St Neots to Buckden**

*Text in **bold** denotes additional wording to the recommendation.

Recommendation B was withdrawn.

8 Work Programme

RESOLVED:

A. That the Transport Committee Work Programme be noted.

Five Members of the Overview and Scrutiny Committee may call-in a key decision of the Mayor, the Combined Authority Board or an Officer for scrutiny by notifying the Monitoring Officer, except for any key decision on a matter dealt with under the special urgency provisions set out in the Constitution which may be implemented immediately.

For more information please contact: Democratic Services at
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1 Apologies for Absence

Apologies received from Cllr Harvey, Cllr Davis substituted by Cllr Foice-Beard.

2 Declaration of Interests

There were no declaration of interests made.

3 Public Questions

There were no public questions.

4 Minutes of the previous meeting

The minutes of the meeting on 13th November 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

5 Corporate Performance Report

The Committee received the report and scrutinised the performance information relating to Key Performance Indicators in the Interim Outcomes Framework and the Most Complex Programmes and Projects and noted progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

6 Budget Working Group Report

The Committee received the report from the budget working group and agreed to feedback a recommendation around the budget working group's concerns about the declining revenue and capital reserve levels, despite some additional grant funding being noted at the meeting. The committee requested that a response from the Mayor and Board outlining how the Combined Authority will secure its financial future, ideally supported by a financial forecast be provided.

7 Questions and Recommendations to the CA Board

The Committee agreed that the O&S Chair should attend the CA Board on the 28th January to feedback the committee's response to the budget consultation.

8 Rapporteur Reports

The Committee received updates from the rapporteurs for the Thematic Committees.

9 Forward Plan

The Committee reviewed and noted the CA Forward Plan.

10 Work Programme

The Committee agreed to approve the work programme.

11 Date of Next Meeting

The next meeting is scheduled for:

Informal O&S meeting: 12th February 2026

O&S Committee Meeting: 3rd March 2026.

Notes:

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2 Declaration of Interests

Councillor M Goldsack declared an interest in Minute No. 11 in relation to the project by West Suffolk College to create a new health and science and education centre as former Chair of Soham Football Club.

3 Minutes of the previous meeting

The minutes of the meeting held on 10th November 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

4 Public Questions

No public questions were received.

5 Combined Authority Forward Plan

RESOLVED:

A. To note the CPCA's Forward Plan for January 2026.

6 Director's Highlight Report

RESOLVED:

A. To note the report.

7 Cambridgeshire and Peterborough Combined Authority Corporate Plan 2025 - 2029 – Jobs Objective

RESOLVED:

A. To receive and note an in-depth overview of the Jobs Objective within the Combined Authority's Corporate Plan 2025-2029.

B. To note that a more detailed paper will be submitted in March 2026, including key performance indicators and metrics. This will be shared in line with the publication of the 2026-27 Annual Business Plan – due to be approved by Board in January 2026.

8 Building on the Youth Guarantee Policy: Developing a NEET Strategy for Cambridgeshire and Peterborough (Discussion Paper)

RESOLVED: (Unanimous)

- A. To review, provide feedback and endorse the proposal for a NEET Strategy for 14–25-year-olds in Cambridgeshire and Peterborough.
- B. That subject to broader agreement from Public Sector Leaders, the Leaders Strategy Group and wider stakeholders, such as the Youth Guarantee Programme Board, the Skills Committee will receive a logic model, resource requirements and an action plan at its meeting in March 2026.

9 Youth Guarantee Programme Update

RESOLVED:

- A. To note the ongoing progress of the Authorities 'Youth Guarantee Trailblazer' Programme; including confirmation of Year 2 funding and the planned transition to a structured, results-driven delivery model, and the ongoing sharing of information on funded provision, referral pathways, and partner contacts to support joined-up delivery and improved outcomes for young people.

10 Adult Skills Funding Review Progress Report

RESOLVED:

- A. To note the progress of the Adult Skills Funding Review and provide comments / feedback on the draft report, noting that a final version of the report will be brought to the Skills Committee in March 2026.

11 FE Cold Spots

RESOLVED:

- A. To note progress with the Further Education (FE) Cold Spots Skills Capital Programme.
- B. To note that the Skills Committee will receive a further progress report in March 2026.

12 Digital Badging Strategy

RESOLVED: (Unanimous)

- A. To note the update on the Digital Badging Strategy and forward plans / focus for delivery in 2025/26 and 2026/26.
- B. To endorse the proposed Digital Strategy and recommend it to the Combined Authority Board for approval.

13 Paid Internship Programme Update

RESOLVED:

- A. To note the update on the Paid Internships Performance and delivery in 2025/26.

14 Careers Hub Performance Update

RESOLVED:

- A. To receive the update on the activities of the Region's Careers Hub, including its performance in the 2024/25 academic year and its focus for delivery in 2025/26.

15 Skills Board - Revised Terms of Reference

RESOLVED: (Unanimous)

- A. To review and provide feedback on the proposed terms of reference for the Skills Board.
- B. To approve the revised terms of reference for the Skills Board at Appendix A.

16 Work Programme

RESOLVED:

- A. To note the Committee's Work Programme.

17 Date of Next Meeting

The next meeting is scheduled for Monday 9 March 2026. The meeting venue is CPCA Meeting Room, Pathfinder House, Huntingdon.

Notes:

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3 Minutes of the previous meeting

The minutes of the meeting held on 5 November 2025 were approved as an accurate record.

The Action Log was noted by the Committee.

6 Director's Highlight Report

RESOLVED:

- A. To note the content of the report.

7 Spatial Development Strategy Update

RESOLVED:

On being proposed by the Chair and seconded by Cllr Beckett it was unanimously resolved to:

- A. Note that the Planning and Infrastructure Act 2025 has become law, with commencement powers to follow, probably in June 2026.
- B. Note progress in development work being undertaken by the Combined Authority in responding to the Planning & Infrastructure Act.
- C. Recommend that the Committee, subject to its feedback/comments, agree that a response to the consultation on the Draft National Planning Policy Framework be finalised, in consultation with the Chair and Mayor, for submission to MHCLG by the consultation closing date of 10 March 2026.

9 Review of Terms of Reference

RESOLVED:

On being proposed by the Chair and seconded by Cllr Bailey it was unanimously resolved to:

- A. Review and comment on proposed amendments to the Terms of Reference as shown in Appendix A.
- B. Recommend to the Combined Authority Board that the revisions are accepted, **subject to final approval by the Chair**, and incorporated into the Combined Authority's Constitution.

*text in **bold** denotes additional wording to the recommendation.

Notes:

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1. Apologies for Absence

Apologies from Councillor Bridget Smith (Councillor John Williams substituting), Councillor Anna Bailey (Councillor Julia Huffer substituting), Councillor Chris Morris, Robin Porter (Dorothy Gregson substituting) and from Darryl Preston.

2. Minutes of the previous meeting

The minutes of the meetings held on 26 November 2025 and 18 December 2025 were approved as an accurate record and signed by the Mayor. The Action Log was noted.

3. Declaration of Interests

There were no declaration of interests made.

5. Public Questions

No public questions were received in advance of the meeting.

6. Petitions

No petitions were received.

7. Forward Plan

It was resolved to:

A Approve the Forward Plan for January 2026

8. Combined Authority Membership Update

It was resolved to:

A Note the temporary substitute from Cambridgeshire County Council on the Combined Authority's Funding Committee on Monday 5 January 2026.

B Note the changes to the Combined Authority's Overview and Scrutiny Membership from Cambridgeshire County Council

C Note the temporary substitute from East Cambridgeshire District Council on the Combined Authority's Audit and Governance Committee on 5 March 2026.

D Note the changes to the Combined Authority Overview and Scrutiny Committee membership from Peterborough City Council.

9. Chief Executive Highlights Report

It was resolved to:

A Note the content of the report

10. Q2 Corporate Performance Report

It was resolved to:

- A Note performance information relating to the Combined Authority's Key Performance Indicators in the Interim Outcomes Framework (IOF).
- B Note performance information relating to the Combined Authority's Most Complex Programmes and Projects.
- C Note progress to evaluate the impact of the Devolution Deal Investment Fund in a Gateway Review.

11. Mayor's Budget - KD2025/022

It was resolved to:

- A Note the proposed Mayoral budget for 2026-27, including the proposal to maintain the precept at £36 for a Band D property, and to provide comments to the Mayor regarding the proposed Mayoral Budget.
- B Approve the draft Mayoral Budget, including the proposed Mayoral precept noted above (noting the process set out at Appendix 1 of this report and also addressed in the Legal Implications section below).
- C Delegate minor changes to the Mayor's budget, due to finalisation of council tax base figures, to the Executive Director of Resources.

12. Proposed 2026/27 Budget and Annual Business Plan and Medium-Term Financial Plan 2026-2030 - KD2025/21

It was resolved to:

- A Note the consultation feedback received during the consultation period including the feedback from the Overview and Scrutiny Committee as set out in section 8.
- B Note the draft Annual Business Plan 2026/27 as set out in section 2.3.
- C Approve the proposed budget for 2026/27 and the Capital Programme and Medium-Term Financial Plan 2026/27 to 2029/30 as set out in the report and contained in appendices 3, 4 and 5 including the project reprofiling set out in appendix 8.
- D Approve the Transport Levy for 2026/27 totalling £14,741,542 consisting of £10,791,663 from Cambridgeshire County Council and £3,949,879 from Peterborough City Council, noting this includes a 1% increase which will be used to support the Tiger Pass.
- E Approve the targeting of the programme response fund to provide revenue capacity for the delivery of the Local Growth Plan, with delegation to the Chief Executive to approve spend. See paragraph 6.9.
- F Approve the 2026/27 Treasury Management Strategy, Non-Treasury Management Strategy, Capital Strategy and MRP statement as set out in section 9 and appendix 11.
- G Delegate any minor changes required to the budget, and financial strategies, before 1 April 2026 to the Executive Director Resources (Chief Finance Officer), including additional grant announcements made prior to 1 April 2026.
- H Digital Connectivity
 - In line with the Single Assurance Framework, approve the Full Business Case and funding of £3,659,000 for the Delivery of the Digital Connectivity Strategy 2025-29 (years 2-4) programme, along with slippage of £400k from the existing 2025/26 budget in to 2026/27, and approve delegation to the Executive Director, Place and Connectivity, to sign the Grant Funding Agreement in consultation with the Monitoring Officer and Chief Finance Officer.

I Business Growth and Social Impact Fund

In line with the Single Assurance Framework:

1. Approve the preferred option for the cancellation of the Business Growth and Social Impact Fund - Stream 1 (delivered by FSE) as set out within the change request.
2. Delegate authority to the Executive Director of Economy and Growth, in consultation with the Executive Director Resources (Chief Finance Officer) and Monitoring Officer, to undertake and finalise discussions with the contractor with the aim of securing a mutually agreed exit plan which is in line with either option approved by the Funding Committee.
3. Consider recommending any reallocation to the Local Growth Plan Delivery Fund to support delivery of projects which are similarly related to Gainshare outputs and outcomes.

J Peterborough Bus Depot

In line with the Single Assurance Framework:

1. Approve the Peterborough Bus Depot Outline Business Case; which will then be further developed into a Full Business Case in 2026.
2. Approve the sum of up to £7.6m funded through Bus Service Improvement Plan (BSIP) capital funding and MHCLG capital grant for further development and land acquisition.
3. Approve spending up to £1m of the allocated sum to progress the next stages of the work to produce a Full Business case (and related costings and fees) and to pay an option or offer fee as outlined in the paper
4. Delegate authority to the Chief Executive and the Mayor, in consultation with the Monitoring Officer and Executive Director Resources (Chief Finance Officer), to proceed to make an offer to acquire and/or acquire an option on a freehold land or property and finalise any further terms necessary to enable completion – noting that the negotiated land purchase agreement will return to Board for final approval.

13a Review of Adult Skills Funding - KD2025/070

It was resolved to:

A Provide comments/feedback on the draft report.

13b Digital Badging Strategy - KD2025/085

It was resolved to:

A Approve the proposed Digital Badging Strategy

14a Contracted Bus Service Review – KD2025/081

It was resolved to:

A Undertake appropriate resident engagement on the proposals affecting contracted bus services, as set out in section 2.5 and 2.6 and to include the routes listed below where services are due to be considered with a Tiger on Demand solution:

- 117 and 129 Ely to Upware and Ely to Black Horse Drove
- 65 St Neots to Buckden

B To recommend to the Combined Authority Board to approve the following routes listed below identified in the framework for withdrawal:

- 13B Nosterfield End to Linton
- 19A Cambridge to Landbeach

Details and mitigations for these routes are set out in section 2.3 of the paper.

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**CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY**

PAUL BRISTOW MAYOR
OF CAMBRIDGESHIRE
& PETERBOROUGH

Reports from Constituent Council Representatives on the Combined Authority

The following meetings have taken place in February 2026

Staffing Committee, 16 February 2026

Councillor: [REDACTED]

Decision Summary Link: [Staffing Committee \(February\)](#)



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3 Minutes of the previous meeting

The minutes of the meeting held on 18 December 2025 were approved as an accurate record.

4 Exclusion of the Press and Public

RESOLVED:

That the press and public be excluded from the meeting on the grounds that the next report contained exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed. The public interest in maintaining the exemption must be deemed to outweigh the public interest in its publication.

5 Report of the Chief Executive Officer

RESOLVED:

That the recommendations within the Chief Executive Officer's report be approved.

6 Pay Policy 2026

RESOLVED:

To approve the updates to the Pay Policy as set out at paragraph 3.5 of the report.

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MEETINGS OF THE COUNCIL'S COMMITTEES AND PANELS SINCE THE LAST ORDINARY MEETING

JANUARY 2026

14. COUNCIL - SPECIAL MEETING

- ❖ Local Government Reorganisation and Local Elections 2026

19. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 4 Applications requiring reference to Development Management Committee
- ❖ Appeal Decisions

20. CABINET

- ❖ Report of Urgent Decision
- ❖ New 3G Artificial Turf Pitch (ATP) at One Leisure St Ives Outdoor

21. OVERVIEW AND SCRUTINY (PERFORMANCE AND GROWTH)

- ❖ Use of Urgency Provision
- ❖ Corporate Peer Challenge Update 2025/26 Q3
- ❖ Corporate Plan Refresh 2026/27
- ❖ Empty Homes Strategy

22. OVERVIEW AND SCRUTINY (ENVIRONMENT, COMMUNITY AND PARTNERSHIPS)

- ❖ Use of Urgency Provision
- ❖ Fleet Renewal and Infrastructure Improvement Strategy
- ❖ Update on the Community Health and Wealth Building Strategy and Associated Fund

28. LICENSING AND PROTECTION COMMITTEE

- ❖ Monitoring Report on Delivery of the Service Plans For Food Law Enforcement and Health and Safety Regulation
 - ❖ Suspension and Revocation of Hackney Carriage and Private Hire Licences
 - ❖ Public Space Protection Order Eynesbury
 - ❖ Public Space Protection order Ramsey
 - ❖ Community Action Team Update 2025 Quarter 3
 - ❖ Licensing and Protection Sub Committees
 - ❖ Licensing Manager Update (Private)

28. LICENSING COMMITTEE

- ❖ Licensing Sub Committees

28. CORPORATE GOVERNANCE COMMITTEE

- ❖ Appointment of Lead Independent Person
- ❖ Corporate Risk Register
- ❖ Internal Audit Strategy 2026/27
- ❖ Internal Audit Progress Report
- ❖ Internal Audit Actions Update
- ❖ Auditor's Annual Report 2024-25
- ❖ Corporate Governance Committee Progress Report
- ❖ Cyber Security Update (Private)

FEBRUARY 2026

4. OVERVIEW AND SCRUTINY (PERFORMANCE AND GROWTH)

- ❖ CIL Governance – Phase 2 – Strategic Allocation
- ❖ 2026/27 Revenue Budget & Medium-Term Financial Strategy (2027/28 to 2029/30); including the Capital Programme

5. OVERVIEW AND SCRUTINY (ENVIRONMENT, COMMUNITIES AND PARTNERSHIPS)

- ❖ Lettings Policy Review
- ❖ Habitat Banking Programme
- ❖ One Leisure Independent Review Update
- ❖ Appointment Based Face to Face Services

10. CABINET

- ❖ 2026/27 Revenue Budget & Medium-Term Financial Strategy (2027/28 to 2029/30); including the Capital Programme
- ❖ CIL Governance – Phase 2 – Strategic Allocation
- ❖ Lettings Policy Review
- ❖ Fleet Renewal and Infrastructure Improvement Strategy
- ❖ Habitat Banking
- ❖ 2025/26 Finance Performance Report – Forecast at Quarter 3
- ❖ One Leisure Independent Review Update
- ❖ Corporate Peer Challenge Update 2025/26 Q3

11. EMPLOYMENT COMMITTEE

- ❖ Workforce Information Report (Quarter 2)
- ❖ Workforce Information Report (Quarter 3)
- ❖ Workforce Strategy Update
- ❖ Gender Pay Gap Report March 2025
- ❖ Pay Policy Statement 2026/2027
- ❖ Representatives of Employees

16. LICENSING AND PROTECTION SUB COMMITTEE

- ❖ New Application for a Hackney Carriage and Private Hire Licence (Private)

16. DEVELOPMENT MANAGEMENT COMMITTEE

- ❖ 4 Applications requiring reference to Development Management Committee

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