A meeting of the **CABINET** will be held in **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 10 FEBRUARY 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. **MINUTES** (Pages 5 - 8)

   To approve as a correct record the Minutes of the meeting held on 20 January 2026.

   Contact Officer: Democratic Services - (01480) 388169

2. **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.

   Contact Officer: Democratic Services - (01480) 388169

3. **2025/26 REVENUE BUDGET & MEDIUM TERM FINANCIAL STRATEGY (2026/27 TO 2029/30); INCLUDING THE CAPITAL PROGRAMME** (Pages 9 - 224)

   To receive a report providing the detail of the final Revenue and Capital Budget and Medium Term Financial Strategy.

   Contact Officer: L Morrison
   (01480) 388178

4. **CIL GOVERNANCE - PHASE 2 - STRATEGIC ALLOCATION** (Pages 225 - 250)

   To receive a report confirming the Council's updated approach to the strategic allocation and use of CIL, ensuring decisions remain evidence-based, aligned with strategic priorities, and responsive to planning reform and Local Government Reorganisation.

   Contact Officer: L Morrison (01480) 388178
   M Gildersleeves (01480) 388178

5. **LETTINGS POLICY REVIEW** (Pages 251 - 258)

To receive a report advising of necessary changes to the Lettings Policy in light of changes made to legislation and statutory guidance by the Secretary of State.

Contact Officer: J Collen
(01480) 388220

6. **FLEET RENEWAL AND INFRASTRUCTURE IMPROVEMENT STRATEGY** (Pages 259 - 316)

To receive a report seeking approval to adopt the Fleet Renewal and Infrastructure Improvement Strategy, aligning with the Corporate Plan 2023–2028, Climate Strategy and Building Energy Strategy.

Contact Officer: A Rogan
(01480) 388082

7. **HABITAT BANKING** (Pages 317 - 332)

To receive a report setting out the design, delivery and overall process that officers will use to deliver, launch and implement the Habitat Banking Programme in Phase 1 and Phase 2.

Contact Officer: N Massey

8. **2025/26 FINANCE PERFORMANCE REPORT - FORECAST AT QUARTER 3** (Pages 333 - 384)

To receive a report presenting details of the Council's financial performance for 2025/2026 as at quarter 3.

Contact Officer: S Beard (01480) 388731
L Morrison (01480) 388178

9. **ONE LEISURE INDEPENDENT REVIEW UPDATE** (Pages 385 - 410)

To receive a report informing and updating that One Leisure and the Council have either completed, are in the process of completing, or have deferred some of the actions due to Local Government Reorganisation, providing Councillor's an opportunity to review, consider and respond on One Leisure's and the Council's progress since the 12-month update (July 2025) of the One Leisure Independent Review recommendations, and seeking approval of the newly created One Leisure Vision, Customer Charter, and the new structure of One Leisure's 3-year business plan

Contact Officer: L Allaker
07572 028133

10. CORPORATE PEER CHALLENGE UPDATE 2025/26 Q3 (Pages 411 - 458)

To receive a report presenting progress against the actions identified from the Corporate Peer Challenge undertaken in May 2024, and a progress review in March 2025 (Appendix 1).

Contact Officer: L Aston
(01480) 388604

11. CORPORATE PLAN REFRESH 2026/27 (Pages 459 - 534)

To receive a report providing updates on the annual refresh of the Corporate Plan for 2023-2028 and presenting the actions and key performance indicators for 2026/27 to Council for approval.

Contact Officer: B Clifton-Attfield
(01480) 388653

2 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 Democratic Services, Tel No: (01480) 388169 / e-mail: Democratic.Services@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.

HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the CABINET held in the CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN on Tuesday, 20 January 2026.

PRESENT:	Councillor S J Conboy – Chair.
	Councillors S W Ferguson, J E Harvey, S A Howell, J E Kerr, B A Mickelburgh, T D Sanderson and S Wakeford.
APOLOGY	Apologies for absence from the meeting were submitted on behalf of Councillor L Davenport-Ray.

61. MINUTES

The Minutes of the meeting held on 16 December 2025 were approved as a correct record and signed by the Chair.

62. MEMBERS' INTERESTS

Councillor Mickelburgh declared an interest in respect of Minute No. 25/64 as he was a non-executive Director at the Huntingdonshire Football Association (FA). He advised that the English FA targeted their County FAs by the number of pitches that they supplied and therefore he considered that a reasonable person may think this would impact on his objectivity, and he left the room for the duration of the item.

Councillor Wakeford sought advice in respect of Minute No. 25/64 as his child played football for a team at One Leisure St Ives Outdoor, however after clarification with the Head of Democratic Services & Monitoring Officer, he did not need to leave the meeting during this item and was able to participate in the debate and vote.

63. REPORT OF URGENT DECISION

A report from the Head of Elections & Democratic Services was submitted (a copy of which is appended in the Minute Book). There had been a requirement for an urgent decision to be taken by the Chief Executive, in consultation with the Executive Leader, to correct the formal decision making that vested with the Cabinet in respect of a decision taken by the Cabinet at their meeting held on 16th December 2025 on Car Parking Charges - Implementation of Increase.

The Executive Leader, Councillor Conboy set out the recommendation in the report.

Whereupon it was

RESOLVED

that the urgent decision set out in Appendix 1 to the report now submitted, which was taken by the Chief Executive, in consultation with the Executive Leader, be noted.

64. NEW 3G ARTIFICIAL TURF PITCH (ATP) AT ONE LEISURE ST IVES OUTDOOR

See Minute No. 25/62 – Members' Interests.

At 7:05pm, Councillor Mickelburgh vacated the room for this item.

A report by the Head of Leisure, Health & Environment was submitted (a copy of which is appended in the Minute Book) informing Members of the progress Officers had made on the project for a new proposed 3G Artificial Turf Pitch at One Leisure St Ives Outdoor, including final designs, progress of the project and overall capital costs. The Executive Councillor for Communities, Health & Leisure, Councillor Howell, introduced the report and invited the Strategic Sports Development Officer, Robbie Bratchell, to deliver a presentation to the Cabinet.

In response to questions from the Cabinet, the Strategic Sports Development Officer advised that the planning proposal included a parking plan. Equally, Cambridgeshire County Council Highways had not raised concerns in relation to the proposal. However, challenges around the demand placed on surrounding areas during peak times would be monitored and managed.

The Cabinet were made aware that there were ongoing conversations to address residents' concerns about traffic and parking, and though some complaints had been received, the more prominent concern from residents was light leakage from the original LED floodlights. The proposed floodlights would vastly reduce the light leakage for residents.

The Cabinet commended the projected increase in the numbers using the facility, and noted that the pitch would be used for a variety of sports.

Whereupon it was

RESOLVED

that

(a) the project of a new 3G ATP to be constructed at OLSIO, be approved;

(b) subject to the project securing all necessary consents (including full planning application approval), funding secured through the budget process and project costs being within budget, the intention for works to commence on-site in late 2026 with an anticipated opening in early 2027, be noted;

(c) authority be delegated to the Head of Leisure, Health & Environment in consultation with the Corporate Director (Place)

and Corporate Director (Finance and Resources) to proceed with and secure any necessary consents to allow the development to move forward;

(d) the fact that HDC has signed up to the FF Framework Alliance Contract (FFFAC) which covers services such as management consultancy, independent testing and the supply/installation of 3G ATP's with HDC becoming an "Additional Client", be noted;

(e) authority be delegated to the Head of Leisure, Health & Environment in consultation with the Corporate Director (Place) and Corporate Director (Finance and Resources) to proceed with the FFFAC in partnership with the FF to ensure successful completion of the project;

(f) the proposed budget envelope of £1.4 million for the project be agreed and the composition of this total, which is made up of contributions from multiple funding sources such as £300k from Community Infrastructure Levy (CIL) and £300k from HDC, be noted;

(g) the fact that the Head of Leisure, Health & Environment will lead on and complete negotiations with the FF with the intention to secure up to £800k of capital funding towards a new 3G ATP, be noted and approved; and

(h) authority be delegated to the Head of Leisure, Health & Environment to facilitate, and in consultation with the Corporate Director (Place) and Corporate Director (Finance and Resources), complete all relevant land and legal requirements to facilitate this project and enable its delivery.

Chair

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Public
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: **2025/26 Revenue Budget & Medium Term Financial Strategy (2026/27 to 2029/30); including the Capital Programme**

Meeting/Date: Cabinet - 10th 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 Councils 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):

Cabinet is recommended to:

- Approve the updated Fees and Charges 2026/27 as set out in Annexe B1 and B2.
- Note the proposals for the setting of future parking charges and proposals within the main body of this report.

Cabinet recommends to Council the 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.
- Noite the fees and charges 2026/27 as set out in Annexe B1 and B2

PURPOSE OF THE REPORT

1.1 To provide Cabinet with the detail of the final Revenue and Capital Budget 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 know 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 of £2.661m (10%) for the forthcoming financial year.

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, the Cabinet 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 budge bids can be found at Annexe A1
A list of unavoidable service pressure can be found at Annexe 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 £3.959m 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	0.006	0.343	0.349
Economy, Regeneration & Housing	(0.046)	(0.074)	(0.120)
Environmental Services	(0.155)	2.414	2.259
Finance	(0.731)	1.356	0.625
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	0.405	0.430
Total	**(2.884)**	**6.843**	**3.959**

Table 1b	Savings and Growth Proposals		
Portfolio	**Budget Savings £m**	**Budget Growth £m**	**Total £m**
Climate, Transformation & Workforce	(0.680)	0.721	0.041
Communities, Health & Leisure	(0.368)	0.487	0.119
Economic, Regeneration & Housing	(0.017)	(0.011)	(0.028)
Finance & Resources	(0.731)	1.808	1.077
Governance & Democratic Services	0.006	0.341	0.347
Leader	0.019	0.279	0.298
Parks & Countryside, Waste & Street Scene	(0.397)	2.331	1.934
Planning	(0.434)	0.561	0.127
Resident Services & Corporate Performance	(0.284)	0.325	0.041
Total	**(2.886)**	**6.842**	**3.956**

2.14 The 2026/27 budget, as shown in table 5 later in section 8, is set to make a small contribution to the general reserves of £0.072m. When the 2025/26 budget was initially set it intended a breakeven position. The most recent forecast outturn indicates a £1,234m contribution to the general reserves for 2025/26.

2.15 This 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 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.

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 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)

Capital – Revenue Implications

2.19 The revenue budget contains any implications from the proposed capital programme for 2026/27 and the MTFS, whether that will be savings because of investment, 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 £2.661m (10%) when compared to the 2025/26 Original Budget and an increase of £1.531m (6%) when compared to the 2025/26 Forecast Outturn. A service-by-service and portfolio-by-portfolio summary is shown in Table 2 below.

Table 2a	Summary of Total Budget Movements (Original Budget for 2025/26 to Base Budget 2026/27)									
Service	2025/26		2026/27						Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Revenue Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2025/26 Forecast	To 2025/26 Budget
	£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%	4%
Chief Executive Officer	1.172	1.021	1.031	-	-	(0.049)	-	0.982	(16%)	(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%	4%
Democratic Services & Monitoring Officer	2.333	1.744	1.788	0.200	-	0.143	0.006	2.137	(8%)	23%
Economy, Regeneration & Housing	0.049	(0.195)	(0.338)	(0.084)	0.090	0.010	(0.136)	(0.458)	(1035%)	135%
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	(0.731)	7.881	28%	3%
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)	0.419	0.025	(0.014)	-	(1.740)	19%	(22%)
Net Expenditure	**27.593**	**26.463**	**25.165**	**4.771**	**(0.894)**	**2.072**	**(1.990)**	**29.124**		
Forecast Outturn	27.593			1.531				29.124	6%	
Budget		26.463		2.661				29.124		10%

Table 2b	Summary of Total Budget Movements (Original Budget for 2025/26 to Base Budget 2026/27)									
Portfolio	2025/26		2026/27						Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Bids Generating Income/ Savings	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2025/26 Forecast	To 2025/26 Budget
	£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	1.751	-	0.057	(0.730)	3.727	44%	20%
Governance & Democratic Services	2.290	1.781	1.806	0.200	-	0.141	0.006	2.153	(6%)	21%
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	(0.327)	6.222	56%	40%
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**	**4.771**	**(0.894)**	**2.072**	**(1.990)**	**29.124**		
Forecast Outturn	27.593			1.531				29.124	6%	
Budget		26.463		2.661				29.124		10%

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 Councils existing priorities are fully funding 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 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 budge 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 out own, there is also no provision within the budge 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 rime of reporting

6.2 In previous years, increases to our fees and charges have ben 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 Resolutions 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 £9.349m 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

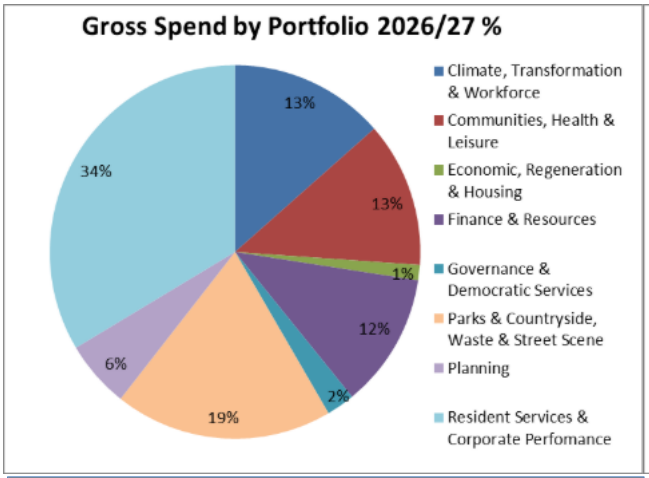
8.0 SUMMARY REVENUE BUDGET 2026/27 AND MTFS

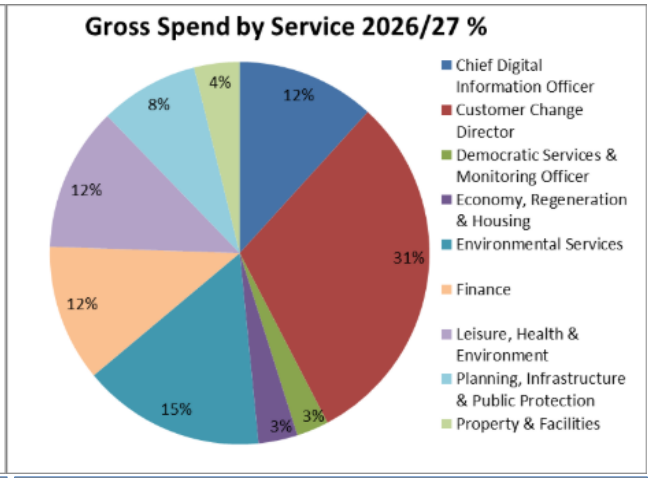
8.1 The tables below contain the final revenue budget and MTFS. It takes into consideration the 3.01% increase in Council Tax for 2026/27, the provisional settlement and the annual increases over the MTFS period, this results in the funding statement shown in **Table 4a & 4b and Table 5** below.

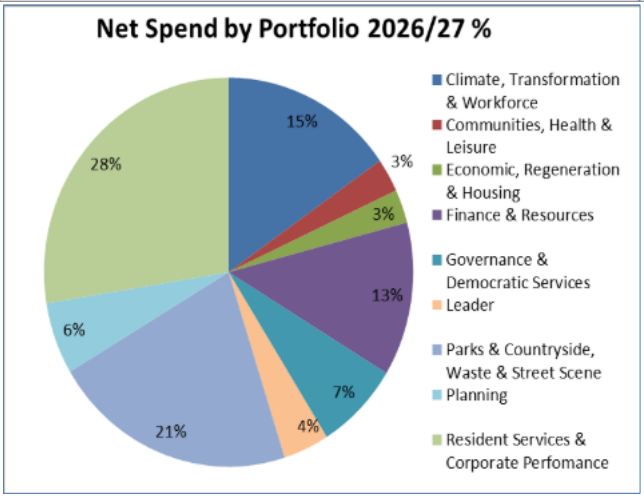
Table 4a	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
By Head of Service	Budget £m	Forecast £m	Budget £m	2027/28 £m	2028/29 £m	2029/30 £m
Chief Digital Information Officer	3.090	3.195	3.212	3.218	3.318	3.325
Chief Executive Officer	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	2.137	2.168	2.197	2.228
Economy, Regeneration & Housing	(0.195)	0.049	(0.458)	(0.425)	(0.314)	(0.272)
Environmental Services	4.397	3.990	6.828	6.730	6.854	6.924
Finance	7.618	6.134	7.882	8.637	9.239	10.253
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)	(1.739)	(2.112)	(2.081)	(2.148)
Net Expenditure	**26.463**	**27.593**	**29.124**	**28.791**	**29.632**	**31.231**

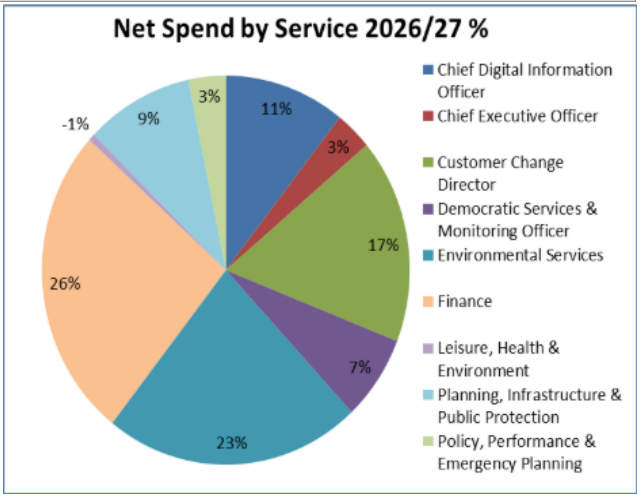
Table 4b	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
By Portfolio	Budget £000	Forecast £000	Budget £000	2027/28 £000	2028/29 £000	2029/30 £000
Climate, Transformation & Workforce	4.499	4.877	4.454	4.535	4.678	4.715
Communities, Health & 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	3.726	4.092	4.613	5.547
Governance & Democratic Services	1.781	2.290	2.153	2.182	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	6.222	6.022	6.140	6.224
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**	**29.124**	**28.791**	**29.632**	**31.231**

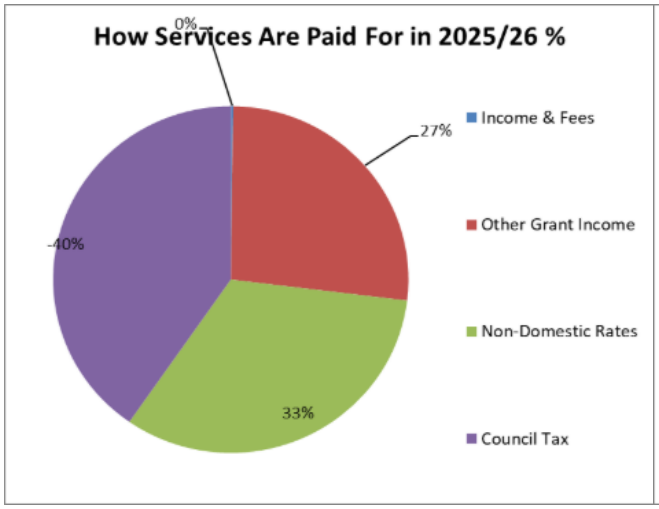
Table 5	Council Services Net Expenditure Budget (2026/27) and MTFS					
	2025/26		2026/27	Medium Term Financial Strategy		
	Budget £m	Forecast £m	Budget £m	2027/28 £m	2028/29 £m	2029/30 £m
Net Expenditure	**26.463**	**27.593**	**29.124**	**28.791**	**29.632**	**31.231**
Contribution to/(from) Earmarked Reserves	0.221	(2.156)	0.470	0.471	0.471	0.471
Contribution to/(from) General Reserves	-	1.234	0.072	1.012	0.542	(1.210)
Budget Requirement	**26.684**	**26.671**	**29.666**	**30.274**	**30.645**	**30.492**
Retained Business Rates Income	(35.867)	(35.597)	(37.412)	(39.011)	(40.584)	(42.204)
Tariff	22.565	22.565	30.694	31.389	32.030	32.670
Levy	2.725	2.645	0.541	0.779	1.028	1.291
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 guarentee compensation	-	(0.233)	(0.233)	(0.233)	(0.233)	(0.233)
Damping (Tansitional relief)	-	-	(0.371)	(0.891)	(1.453)	-
Total Income from Business Rates	**(13.171)**	**(13.224)**	**(9.349)**	**(10.535)**	**(11.780)**	**(11.044)**
Revenue Support Grant (RSG)	(0.216)	(0.215)	(7.567)	(6.463)	(5.289)	(5.396)
Homelessness Prevention Grant	-		(1.043)	(1.088)	(1.128)	(1.128)
Crisis and Resilience Fund	-		(0.188)	(0.188)	-	
Housing Benefit Admin Support Grant	-	-	(0.021)	(0.021)	(0.021)	(0.021)
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)**	**(20.317)**	**(19.739)**	**(18.865)**	**(19.448)**
Total Income	**(26.684)**	**(26.671)**	**(29.666)**	**(30.274)**	**(30.645)**	**(30.492)**

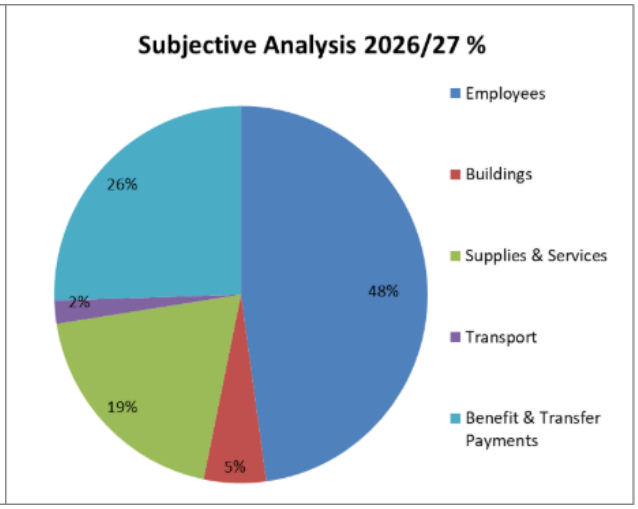









How Services Are Paid For in 2025/26 %
0%
27%
40%
33%
Income & Fees
Other Grant Income
Non-Domestic Rates
Council Tax


Subjective Analysis 2026/27 %
26%
48%
2%
19%
5%
Employees
Buildings
Supplies & Services
Transport
Benefit & Transfer Payments

9.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

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	£m
(19.392)	Income & Fees	Fees & charges	(19.772)	(22.290)	(24.715)	(24.983)	(25.073)
(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)	(4.853)	(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)	(59.373)	(60.341)	(61.682)	(61.902)
22.237	Employees	Salary	26.324	29.563	29.714	29.860	30.433
2.009		Other Staff Costs	1.698	1.762	1.746	1.746	1.746
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	42.239	42.354	42.555	43.318
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 & material	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 & material	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	10.889	11.308	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	17.046	17.711	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 lease	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**	**29.123**	**28.791**	**29.630**	**31.230**

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" and 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 pressures 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						
buff	6.201	6.566	1.328	1.400	2.412	2.954
Contribution from (to) General Fund	-	1.234	0.072	1.012	0.542	(1.210)
Contribution from (to) CIS Reserve	(1.472)	(1.472)	-	-	-	-
Contribution from (to) LGR Reserve	-	(3.000)	-	-	-	-
Contribution from (to) Regen Opportunities Reserve	-	(2.000)	-	-	-	-
c/f	4.729	1.328	1.400	2.412	2.954	1.744
COMMERCIAL INVESTMENT RESERVE						
buff	7.503	0.007	1.479	1.479	1.479	1.479
Contribution from (to) Budget Surplus Reserve	1.472	1.472	-	-	-	-
c/f	8.975	1.479	1.479	1.479	1.479	1.479
GENERAL FUND (Unallocated) RESERVE						
buff	2.175	2.175	2.175	2.175	2.175	2.175
Contribution to/(from) Reserve	-	1.234	0.072	1.012	0.542	(1.210)
Contribution from(to) Budget Surplus	-	(1.234)	(0.072)	(1.012)	(0.542)	1.210
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 have submitted a separate report 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 appliable 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 at 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 Statemen 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 reservices. The increasing demand for local services is manages 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.

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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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	18,508	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	520	50	50
Loans	0	100	0	0	0
Assets Under Construction	868	0	0	0	0
Total	**16,851**	**24,048**	**29,167**	**18,825**	**8,602**

(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	5,643	4,001	4,001
Capital reserves	10,858	2,140	4,293	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	15,831	10,831	(1,523)
Total	**16,851**	**24,048**	**29,167**	**18,825**	**8,602**

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.

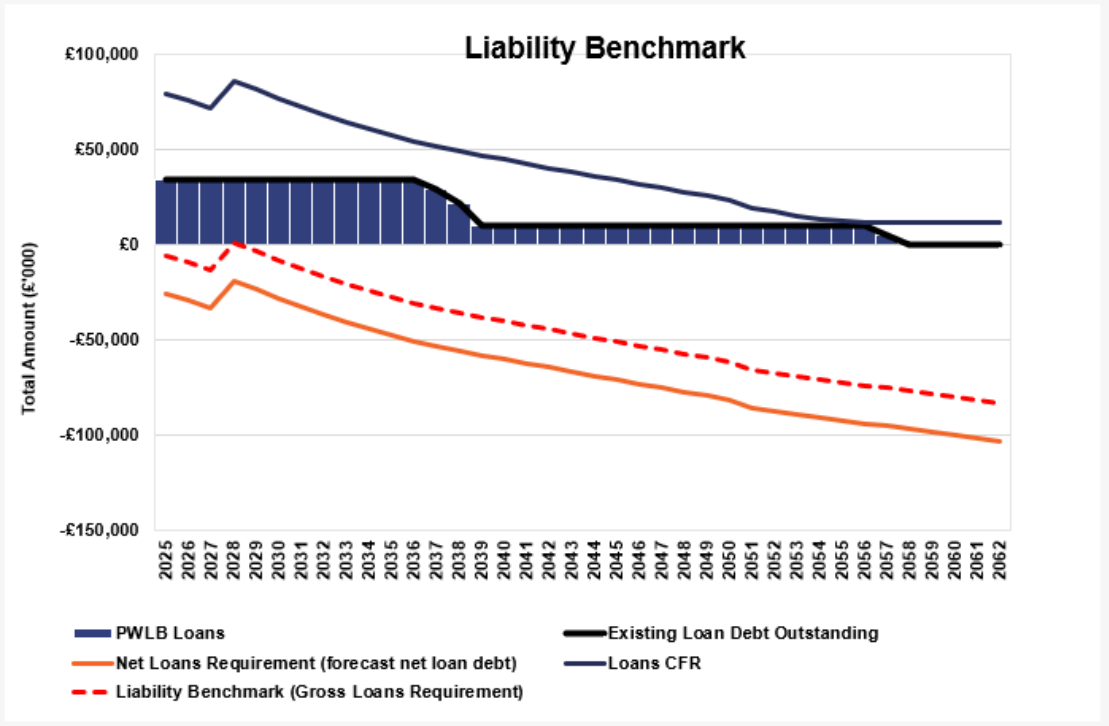
The Council is asked to approve the CFR projections below:

	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	94,911	105,742	104,220
Total CFR	**72,855**	**79,080**	**94,911**	**105,742**	**104,220**
Movement in CFR	**514**	**6,225**	**15,831**	**10,831**	**(1,523)**

Movement in CFR represented by					
Net financing needed for the year (above)	3,338	9,086	19,181	14,774	2,592
Less MRP and other financing movements	(2,824)	(2,861)	(3,350)	(3,943)	(4,115)
Movement in CFR	**514**	**6,225**	**15,831**	**10,831**	**(1,523)**

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 in 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**	**94.9**	**105.7**	**104.2**
Under / (over) borrowing		**38.0**	**44.2**	**60.0**	**70.8**	**69.3**

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.

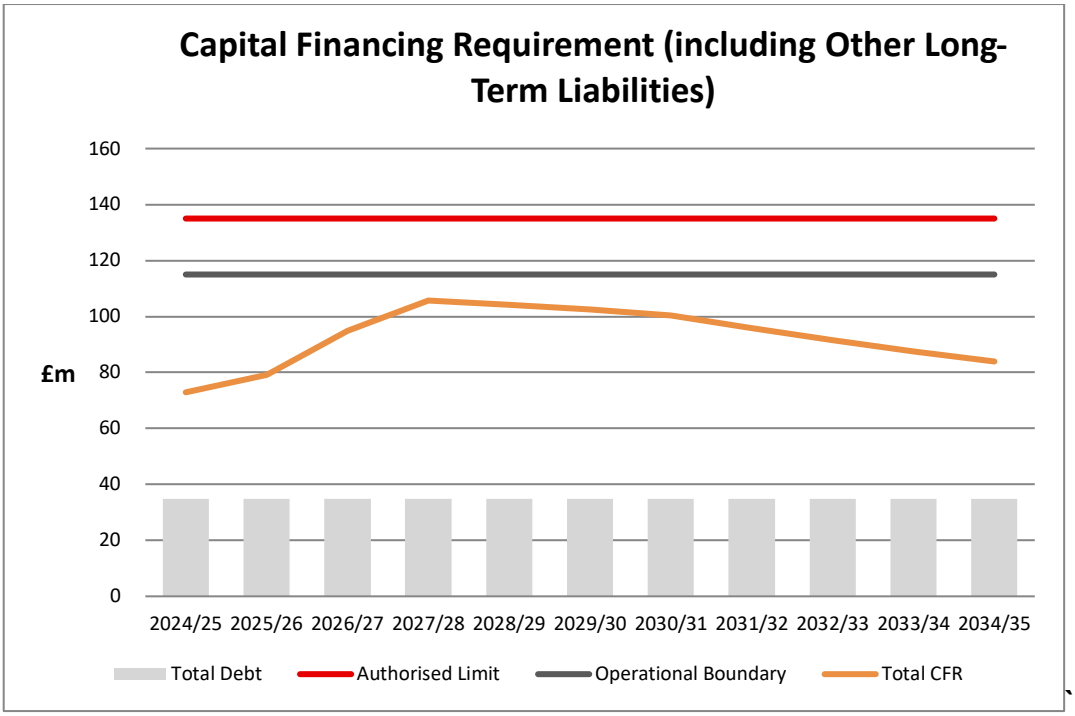
- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all local council plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the 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
	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
GF CFR	72.9	79.1	94.9	105.7	104.2	102.5	100.4	95.9	91.5	87.4	84.0
Total CFR	**72.9**	**79.1**	**94.9**	**105.7**	**104.2**	**102.5**	**100.4**	**95.9**	**91.5**	**87.4**	**84.0**
External Borrowing	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
Total Debt	**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
Operational Boundary	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0	115.0


Capital Financing Requirement (including Other Long-Term Liabilities)
£m
160
140
120
100
80
60
40
20
0
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
2032/33
2033/34
2034/35
Total Debt
Authorised Limit
Operational Boundary
Total CFR

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	5.30	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 has placed 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 premature whilst 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

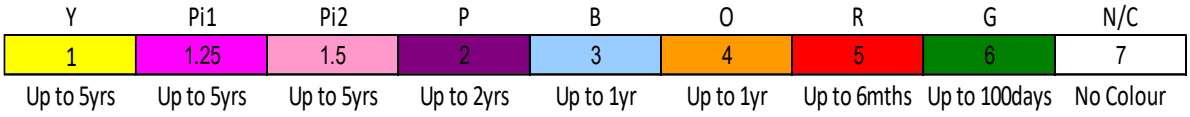
The MUFG Corporate Markets (Link) creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

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.



	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	18,508	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	520	50	50
Loans	0	100	0	0	0
Assets Under Construction	868	0	0	0	0
Total	**16,851**	**24,048**	**29,167**	**18,825**	**8,602**

(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 obligation costs net of investment income), against the 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

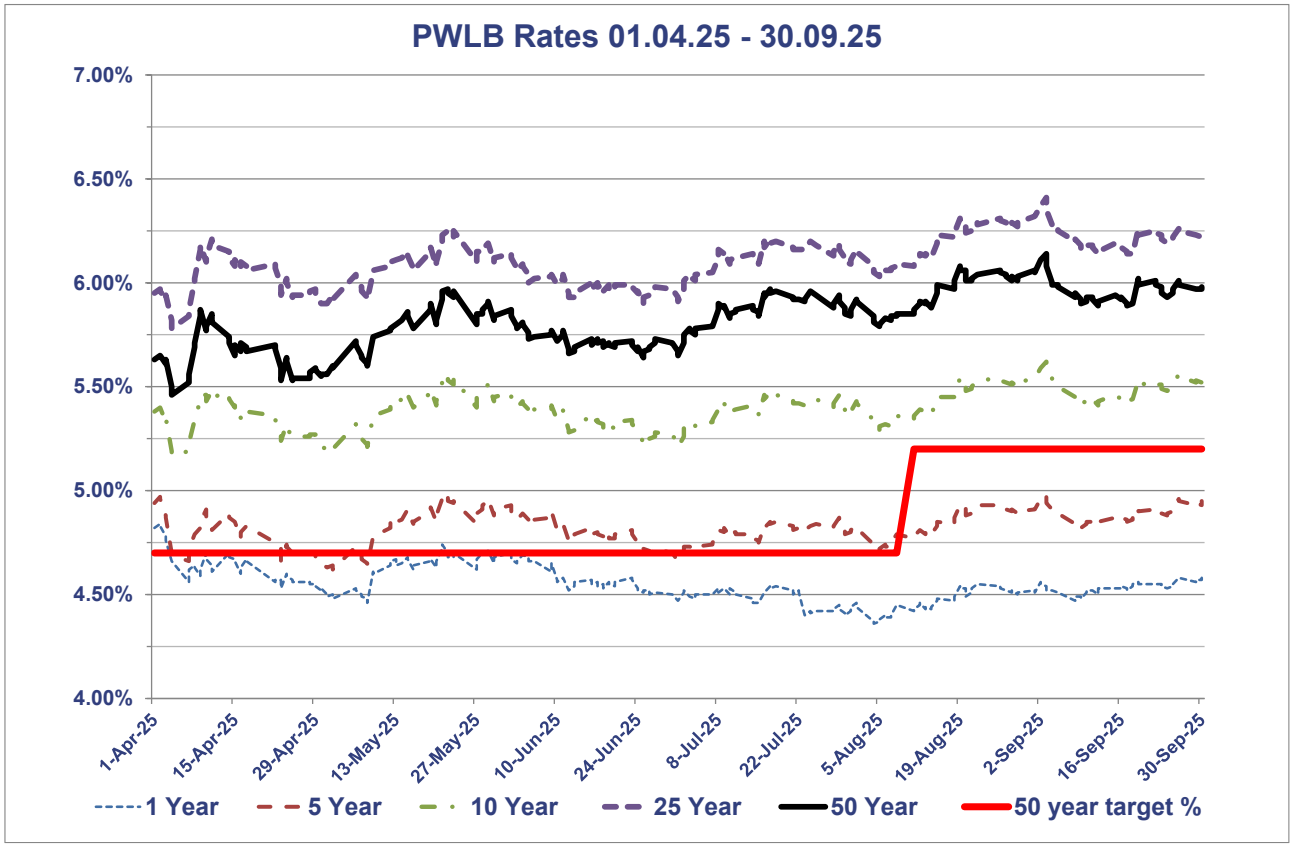
- There were six Monetary Policy Committee (MPC) meetings held between April and December. In May, the Committee cut Bank Rate from 4.50% to 4.25%, while in June policy was left unchanged. In June's vote, three MPC members (Dhingra, Ramsden and Taylor) voted for an immediate cut to 4.00%, citing loosening 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.

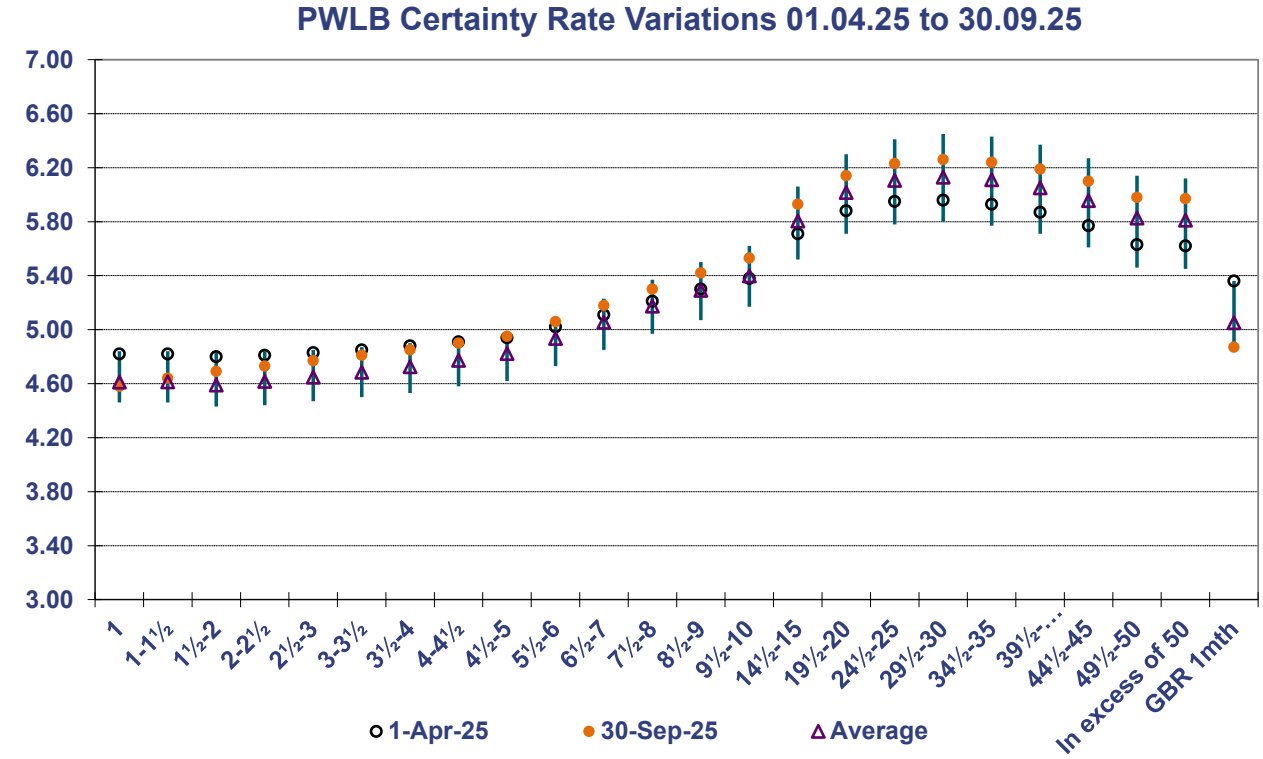
- In August, a further rate cut was implemented. However, a 5-4 split vote for a rate cut to 4% laid bare the different views within the Monetary Policy Committee, with the accompanying commentary noting the decision was "finely balanced" and reiterating that future rate cuts would be undertaken "gradually 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





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 LNVAV	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). An 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 se 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 budgets 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 it 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 bonder 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, by 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.

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Appendix 2

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 Stategy. 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	2024/25 Actual	2025/26 Forecast[1]	2026/27 Budget	2027/28 Budget	2028/29 Budget

Capital Expenditure Actual/Estimate	£000s	£000s	£000s	£000s	£000s
General Fund	16,851	24,048	29,167	18,825	8,602
Total	**16,851**	**24,048**	**29,167**	**18,825**	**8,602**

(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 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	19,181	14,774	2,592
Total	**16,851**	**24,048**	**29,167**	**18,825**	**8,602**

(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 £15.8m during 2026/27. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Prudential Indicator	2024/25 Actual	2025/26 Forecast[1]	2026/27 Budget	2027/28 Budget	2028/29 Budget

Estimate of Capital Financing Requirement	£000s	£000s	£000s	£000s	£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	2,009
Loans repaid	32	0	0	0	0
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	94,911	105,742	104,220

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 Councils Commercial Investment Strategy, introduced in 2015, was last refreshed and reviewed in February 2025.

5.2 Risk Management

With financial return being the main objective, the Council accepts higher risk on commercial investment than with treasury investments. The principal risk exposures include see also Appendix 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.

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 the Appendix.

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 discretional 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	Commission regular condition surveys Ensure maintenance is carried out (including tenant repairs) Perform regular maintenance Plan capital improvements Monitor general market movements, if falling consider divestment of some of the portfolio Use active asset management including negotiation leases before terminations to maintain asset values
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	Keep sufficient funds in short-term investments Keep funds in the CCLA property fund, which is property based but is available to sell quicker than property Keep open channels to short-term borrowing Seek relationships with other local authorities that have surplus cash Maintain properties to make them more desirable if a sale is required
D	**Void risk**	Empty properties reduce rental income	Market empty properties on an active basis Keep close contact with tenants so their intentions are known Monitor tenant covenant

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

Annex B

The detailed Capital Programme for the period 2025/26 to 2029/30 is shown below, along with the sources of finance.

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				0.100
Datacentre Racks (Rephase)				0.249			
WIFI Access Points							0.050
Mobile Device Refresh				0.082			
Network Switches				0.180			
Telephony/Contact Centre					0.200		
EastNet Replacement	0.249	0.250	0.250				
Monitor Replacements					0.025	0.025	0.025
Cyber Security Technology					0.070		
Server 2016/2019 Migration	0.070	0.099	0.069				0.020
Server 2016/2019 Migration (Rephase)				0.013			
Windows 10 End of Life	0.020	0.020	0.000				
Generator and Electrical Switchgear						0.050	
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					0.175
Data Warehouse and GIS (Rephase)				0.016			
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				
Chipper 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)	0.053	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 £m	2025/26 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Community Services							
Disabled Facilities Grants	1.650	1.600	2.140	1.600	1.600	1.600	1.600
Disabled Facilities Grants (Rephase)							
Mobile Devices		0.010	0.010		0.011		
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							
St Neots Riverside Park Path/Cycle Imps (Rephase)			0.303				
Godmanchester Recreation Ground Works Grant		0.030	0.030				
Riverside Park Toilets			0.250				
Water Safety Signs	0.020	0.020	0.020				
Paxton Pits Toilet Refurbishment				0.050			
Hinchingbrooke Inflatable AquaPark				0.170			
Habitat Banking				0.220			
Countryside Investment Opportunities				0.300	0.050	0.050	0.050
Hinchingbrooke Cafe Refurbishment				0.350			
Paxton Pits Roof and Guttering				0.040			
Play Equipment (Play Sufficiency Strategy)				0.165	0.335	0.230	
Hinchingbrooke Country Park Enhanced Scheme				1.400			
Finance							
Company Investment	0.000	0.100	0.100				
Company Investment (Rephase)							
VAT Partial Exemption	0.050	0.050		0.050	0.050	0.050	0.050
Capita Upgrade and 3DSecure2 SCA and payment portal Upgrade		0.011	0.011				
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			
Moores 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	4.762	
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**	**29.167**	**18.825**	**8.602**	**4.105**

Huntingdonshire District Council								Table 30b
Capital Programme	**Funder**	**Original Budget 2025/26 £m**	**Revised Budget 2025/26 £m**	**Forecast 2025/26 £m**	**Medium Term Financial Strategy 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)	(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		(0.080)	(0.080)				
Hinchingbrooke Country Park	CIL	(1.500)						
UK Shared Prosperity Fund	CPCA		(0.065)	(0.065)				
Ramsey Public Realm	CPCA		(1.677)	(0.409)	(1.268)			
St Neots Masterplan Phase 1	CPCA	(0.059)	(0.178)	(0.088)				
St Neots Masterplan Phase 2 (Rephase)	CPCA				(0.097)			
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					(2.500)	(2.500)	
Stonehill Refurbishment	Reserve				(0.150)			
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		(3.202)	(2.140)	(4.293)			
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						(1.984)	
Housing Clawback Receipts	PfP	(0.100)	(0.100)	(0.100)	(0.050)	(0.050)	(0.025)	
Total Capital Receipts		**(0.100)**	**(0.100)**	**(0.100)**	**(0.050)**	**(0.050)**	**(2.009)**	**0.000**
Net to be funded by borrowing		**9.124**	**10.143**	**9.086**	**19.181**	**14.774**	**2.592**	**2.604**

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

Appendix 2b

CAPITAL

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				0.100
Datacentre Racks (Rephase)				0.249			
WIFI Access Points							0.050
Mobile Device Refresh				0.082			
Network Switches				0.180			
Telephony/Contact Centre					0.200		
EastNet Replacement	0.249	0.250	0.250				
Monitor Replacements					0.025	0.025	0.025
Cyber Security Technology					0.070		
Server 2016/2019 Migration	0.070	0.099	0.069				0.020
Server 2016/2019 Migration (Rephase)				0.013			
Windows 10 End of Life	0.020	0.020	0.000				
Generator and Electrical Switchgear						0.050	
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					0.175
Data Warehouse and GIS (Rephase)				0.016			
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				
Chipper 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)	0.053	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 £m	2025/26 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Community Services							
Disabled Facilities Grants	1.650	1.600	2.140	1.600	1.600	1.600	1.600
Disabled Facilities Grants (Rephase)							
Mobile Devices		0.010	0.010		0.011		
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							
St Neots Riverside Park Path/Cycle Imps (Rephase)			0.303				
Godmanchester Recreation Ground Works Grant		0.030	0.030				
Riverside Park Toilets			0.250				
Water Safety Signs	0.020	0.020	0.020				
Paxton Pits Toilet Refurbishment				0.050			
Hinchingbrooke Inflatable AquaPark				0.170			
Habitat Banking				0.220			
Countryside Investment Opportunities				0.300	0.050	0.050	0.050
Hinchingbrooke Cafe Refurbishment				0.350			
Paxton Pits Roof and Guttering				0.040			
Play Equipment (Play Sufficiency Strategy)				0.165	0.335	0.230	
Hinchingbrooke Country Park Enhanced Scheme				1.400			
Finance							
Company Investment	0.000	0.100	0.100				
Company Investment (Rephase)							
VAT Partial Exemption	0.050	0.050		0.050	0.050	0.050	0.050
Capita Upgrade and 3DSecure2 SCA and payment portal Upgrade		0.011	0.011				
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			
Moores 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	4.762	
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**	**29.167**	**18.825**	**8.602**	**4.105**

Huntingdonshire District Council								Table 30b
Capital Programme	**Funder**	**Original Budget 2025/26 £m**	**Revised Budget 2025/26 £m**	**Forecast 2025/26 £m**	**Medium Term Financial Strategy 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)	(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		(0.080)	(0.080)				
Hinchingbrooke Country Park	CIL	(1.500)						
UK Shared Prosperity Fund	CPCA		(0.065)	(0.065)				
Ramsey Public Realm	CPCA		(1.677)	(0.409)	(1.268)			
St Neots Masterplan Phase 1	CPCA	(0.059)	(0.178)	(0.088)				
St Neots Masterplan Phase 2 (Rephase)	CPCA				(0.097)			
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					(2.500)	(2.500)	
Stonehill Refurbishment	Reserve				(0.150)			
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		(3.202)	(2.140)	(4.293)			
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						(1.984)	
Housing Clawback Receipts	PfP	(0.100)	(0.100)	(0.100)	(0.050)	(0.050)	(0.025)	
Total Capital Receipts		**(0.100)**	**(0.100)**	**(0.100)**	**(0.050)**	**(0.050)**	**(2.009)**	**0.000**
Net to be funded by borrowing		**9.124**	**10.143**	**9.086**	**19.181**	**14.774**	**2.592**	**2.604**

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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**).

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

MHCLG defines property to be an investment if it is held primarily or partially to generate a surplus.

5.1 Contribution

The Council faces considerable financial challenges over the medium term. To achieve financial sustainability, the 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)

5.2 Security

In accordance with government guidance, the Council considers a property investment to be secure if in the long-term its accounting valuation is generally at or higher than its purchase price.

A fair value assessment of the Council's investment property portfolio is made on an annual basis.

5.3 Risk assessment

The Council assesses the risk of loss before entering into and whilst holding property investments. The strategic objectives of the Commercial Investment Strategy are designed to mitigate risk by:

- Having the fundamental aim of an income rather than capital return (although the latter is part of the strategy).
- Adopting a portfolio approach so as to avoid concentration of risk in any one property, tenant or risk type.

In addition, CIS risk will be managed having regard to the following factors:

1. A robust acquisition due diligence process and subsequent approvals
2. Asset management plans and on-going reviews
3. Liability management (reviews of debt levels and terms)
4. Tenants' assessments (financial exposures, potential defaults, changing business plans, credit rating)
5. Portfolio factors including occupancy levels, operating costs.
6. Delivery partners (suitability, performance levels and financial stability)
7. Market factors (with periodic advice from appropriate professionals)
8. State Aid considerations
9. Professional advisors

External advisors are used when appropriate e.g., to undertake independent valuations prior to acquisition, asset valuation or when there is a lack of expertise in-house regarding an industry.

5.4 Liquidity

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	11786	0	11,786
Clifton Road Industrial Units	1,825	0	1825	(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**

Appendix 4

MINIMUM REVENUE PROVISION (MRP) STATEMENT 2026/27

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	£m
(19.392)	Income & Fees	Fees & charges	(19.772)	(22.290)	(24.715)	(24.983)	(25.073)
(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)	(4.853)	(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)	(59.373)	(60.341)	(61.682)	(61.902)
22.237	Employees	Salary	26.324	29.563	29.714	29.860	30.433
2.009		Other Staff Costs	1.698	1.762	1.746	1.746	1.746
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	42.239	42.354	42.555	43.318
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 & material	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 & material	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	10.889	11.308	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	17.046	17.711	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 lease	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**	**29.123**	**28.791**	**29.630**	**31.230**

Service Budgets by Head of Service

Huntingdonshire District Council							Table 8
Actuals 2024/25	Head of Service	Chief Digital & Information Offic	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	0.030	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	10.426	10.726	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**

Huntingdonshire District Council **Table 9**

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	0.126	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**

Huntingdonshire District Council **Table 10**

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**

Huntingdonshire District Council							Table 11
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)	(20.548)	(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	26.629	25.957	24.896	25.948	26.046
(26.743)	Gross Service Income	(21.684)	(20.796)	(19.547)	(20.548)	(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**

Huntingdonshire District Council							Table 12
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	0.516	0.523	0.523	0.523
1.313	Supplies & Services Total		0.980	1.186	1.202	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**	**2.137**	**2.168**	**2.197**	**2.228**

2.400	Gross Service Expenditure	1.978	2.321	2.352	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**	**2.137**	**2.168**	**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	0.285	0.292	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**	**2.137**	**2.168**	**2.197**	**2.228**

Huntingdonshire District Council							Table 13
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	(3.000)	(3.119)	(3.124)	(3.129)	(3.129)
(0.676)		Government grants	-	-	-	-	-
(0.002)		Rent	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
(3.266)	Income & Fees Total		(3.164)	(3.293)	(3.201)	(3.131)	(3.131)
0.591	Employees	Salary	1.092	1.063	1.084	1.106	1.128
0.056		National Insurance	0.122	0.136	0.139	0.142	0.145
0.102		Pension	0.166	0.198	0.202	0.206	0.210
0.020		Other Staff Costs	0.005	0.005	0.005	0.005	0.005
0.003		Recruitment	-	-	-	-	-
0.008		Training	0.020	0.005	0.020	0.020	0.020
0.005		Uniform & laundry	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	0.065	0.065	0.065	0.065	0.065
0.008		Premises Cleaning	0.004	0.004	0.004	0.004	0.004
0.006		Rates	0.004	0.004	0.004	0.004	0.004
0.007		Rents	0.013	0.013	0.013	0.013	0.013
0.366		Rents Payable	0.539	0.373	0.383	0.398	0.404
0.083		Repairs & Maintenance	0.140	0.140	0.140	0.140	0.140
0.000		Water Services	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	0.007	0.007	0.008	0.009	0.009
0.090		Equipment, furniture & materials	0.097	0.054	0.053	0.053	0.053
0.043		Office expenses	0.068	0.073	0.043	0.043	0.043
0.504		Services	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	0.002	0.002	0.002	0.002	0.002
0.006		Operating Costs	0.004	0.004	0.004	0.004	0.004
0.001		Pool Car	0.000	0.000	0.000	0.000	0.000
0.001		Public Transport	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)**	**(0.458)**	**(0.425)**	**(0.314)**	**(0.272)**

2.954	Gross Service Expenditure	2.969	2.834	2.775	2.817	2.859
(3.266)	Gross Service Income	(3.164)	(3.293)	(3.201)	(3.131)	(3.131)
(0.312)	**Net Service Expenditure**	**(0.195)**	**(0.458)**	**(0.425)**	**(0.314)**	**(0.272)**

(0.007)	Car Park - On Street	-	-	-	-	-
(0.866)	Car Parks - Off Street	(1.063)	(1.377)	(1.355)	(1.333)	(1.310)
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)**	**(0.458)**	**(0.425)**	**(0.314)**	**(0.272)**

Huntingdonshire District Council — Table 14

Actuals 2024/25	Head of Service	Head of Environmental Services	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	(0.081)	(0.081)	(0.081)	(0.081)	(0.081)
(5.167)		Fees & charges	(3.814)	(4.137)	(4.254)	(4.374)	(4.502)
-		Government grants	(2.630)	(2.030)	(2.030)	(2.030)	(2.030)
(0.157)		Other grants and contributions	(0.121)	(0.121)	(0.121)	(0.121)	(0.121)
(0.005)		Sales	(0.009)	(0.009)	(0.009)	(0.009)	(0.009)
(5.330)	Income & Fees Total		(6.655)	(6.377)	(6.494)	(6.614)	(6.743)
3.989	Employees	Salary	4.780	5.926	5.966	6.085	6.206
0.385		National Insurance	0.601	0.746	0.754	0.772	0.790
0.705		Pension	0.841	1.114	1.123	1.145	1.168
1.077		Hired Staff	0.502	0.654	0.655	0.656	0.657
0.176		Other Staff Costs	0.153	0.183	0.183	0.183	0.183
0.001		Recruitment	-	-	-	-	-
0.033		Training	0.002	0.002	0.002	0.002	0.002
0.095		Uniform & laundry	0.031	0.042	0.042	0.042	0.042
6.459	Employees Total		6.910	8.666	8.724	8.884	9.047
0.014	Buildings	Energy Costs	0.019	0.019	0.019	0.019	0.019
0.035		Equipment, furniture & materials	0.020	0.020	0.020	0.020	0.020
0.047		Ground Maintenance Costs	-	0.003	0.003	0.003	0.003
0.004		Rents Payable	0.000	0.000	0.000	0.000	0.000
0.008		Repairs & Maintenance	0.060	0.060	0.060	0.060	0.060
0.000		Water Services	0.000	0.000	0.000	0.000	0.000
0.107	Buildings Total		0.100	0.103	0.103	0.103	0.103
0.325	Supplies & Services	Communication and computing	0.090	0.096	0.096	0.096	0.096
0.003		Catering	-	-	-	-	-
0.323		Equipment, furniture & materials	0.308	0.318	0.313	0.302	0.290
0.002		Expenses	-	-	-	-	-
0.003		Insurance - service related	0.004	0.004	0.004	0.004	0.004
0.114		Office expenses	0.040	0.044	0.044	0.044	0.044
0.002		Repairs & Maintenance	-	-	-	-	-
(0.035)		Sales	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)
1.492		Services	2.484	2.526	2.481	2.519	2.554
2.230	Supplies & Services Total		2.892	2.954	2.904	2.930	2.953
0.060	Transport	Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006
0.001		Mileage Allowance	0.000	0.000	0.000	0.000	0.000
1.013		Operating Costs	1.130	1.462	1.473	1.530	1.543
(0.000)		Other Transport Costs	-	-	-	-	-
0.013		Pool Car	0.001	0.001	0.001	0.001	0.001
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
1.111	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	Gross Service Expenditure		4.406	13.206	6.739	6.863	6.933
(0.005)	Gross Service Income		(0.009)	(6.377)	(0.009)	(0.009)	(0.009)
4.601	**Net Service Expenditure**		**4.397**	**6.828**	**6.730**	**6.854**	**6.924**

(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
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
4.601	**Net Service Expenditure**	**4.397**	**6.828**	**6.730**	**6.854**	**6.924**

Huntingdonshire District Council **Table 15**

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	1.415	1.415	1.415	1.415
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	3.744	3.772	3.798	3.815
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**	**7.882**	**8.637**	**9.239**	**10.253**

7.716	Gross Service Expenditure		9.445	9.831	9.999	10.408	11.457
(4.212)	Gross Service Income		(1.827)	(1.949)	(1.362)	(1.169)	(1.204)
3.504	**Net Service Expenditure**		**7.618**	**7.882**	**8.637**	**9.239**	**10.253**

2.053	Corporate Finance		6.015	6.119	6.844	7.427	8.421
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**	**7.882**	**8.637**	**9.239**	**10.253**

Huntingdonshire District Council							Table 16
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
0.037		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
0.046	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**

Huntingdonshire District Council — Table 17

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	5.506	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	-	-	-	-	-
0.062		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	6.986	7.293	7.224	7.365
0.982	Buildings	Energy Costs	1.095	0.998	1.276	1.291	1.306
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)**

Huntingdonshire District Council — Table 18

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)	Income & Fees	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**

Huntingdonshire District Council — Table 19

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
0.031		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**
0.039	Emergency Planning		0.128	0.149	0.101	0.101	0.101
0.206	Strategic Insight & Delivery		0.306	0.230	0.186	0.190	0.193
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**

Huntingdonshire District Council — Table 20

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)	(4.718)	(5.106)	(5.195)	(5.284)
(5.290)	Income & Fees Total		(5.555)	(5.027)	(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)**	**(1.739)**	**(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)	(5.027)	(5.416)	(5.504)	(5.593)
(1.996)	**Net Service Expenditure**	**(2.221)**	**(1.739)**	**(2.112)**	**(2.081)**	**(2.148)**

(3.100)	Commercial Estates	(3.338)	(2.955)	(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)**	**(1.739)**	**(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	0.067	0.247	0.247	0.247	0.247
0.154		Other Staff Costs	0.067	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**

Huntingdonshire District Council **Table 22**

Actuals 2024/25	Portfolio	Communities, Health & Leisure	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ m			£ m	£ m	£ m	£ m	£ m
(6.823)	Income & Fees	Fees & charges	(8.013)	(8.706)	(11.116)	(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	6.768	6.778	6.911
1.289	Buildings	Energy Costs	1.417	1.417	1.703	1.826	1.836
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	0.396
0.125		Water Services	0.097	0.097	0.101	0.102	0.103
2.821	Buildings Total		3.192	3.082	3.930	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
0.032	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
1.933	**Net Service Expenditure**		**1.441**	**0.817**	**(0.004)**	**0.027**	**0.064**

10.475	Gross Service Expenditure		11.058	10.984	12.296	12.435	12.596
(8.542)	Gross Service Income		(9.617)	(10.168)	(12.300)	(12.408)	(12.531)
1.933	**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	-	-	-	-
1.933	**Net Service Expenditure**	**1.441**	**0.817**	**(0.004)**	**0.027**	**0.064**

Huntingdonshire District Council — Table 23

Actuals 2024/25	Portfolio	Economic, Regeneration & Housi	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)	(0.031)	(0.031)	(0.031)
(0.676)		Government grants	-	-	-	-	-
-		Other grants and contributions	(0.162)	(0.172)	(0.075)	-	-
(0.098)		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	0.007	0.007	0.007
0.387		Services	0.030	0.089	0.019	0.018	0.018
0.418	Supplies & Services Total		0.072	0.134	0.034	0.035	0.035
-	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**

Huntingdonshire District Council **Table 24**

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)	Income & Fees	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)	(4.398)	(4.787)	(4.876)	(4.964)
(0.229)		Sales	-	-	-	-	-
(8.995)	Income & Fees Total		(6.857)	(6.475)	(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	1.415	1.415	1.415	1.415
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	3.803	3.832	3.863	3.898
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**	**3.726**	**4.092**	**4.613**	**5.547**

8.442	Gross Service Expenditure	9.973	10.201	10.369	10.786	11.843
(8.995)	Gross Service Income	(6.857)	(6.475)	(6.277)	(6.172)	(6.296)
(0.553)	**Net Service Expenditure**	**3.117**	**3.726**	**4.092**	**4.613**	**5.547**

(3.100)	Commercial Estates	(3.338)	(2.955)	(3.335)	(3.417)	(3.500)
1.444	Corporate Finance	5.386	5.477	6.202	6.785	7.779
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**	**3.726**	**4.092**	**4.613**	**5.547**

Huntingdonshire District Council **Table 25**

Actuals 2024/25	Portfolio	Governance & Democratic Servic	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	0.516	0.523	0.523	0.523
1.242	Supplies & Services Total		0.898	1.103	1.119	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**	**2.153**	**2.182**	**2.210**	**2.238**

2.253	Gross Service Expenditure		1.781	2.153	2.182	2.210	2.238
(0.730)	Gross Service Income		-	-	-	-	-
1.523	**Net Service Expenditure**		**1.781**	**2.153**	**2.182**	**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	0.285	0.292	0.292	0.292
0.088	Procurement		0.204	0.220	0.224	0.229	0.233
1.523	**Net Service Expenditure**		**1.781**	**2.153**	**2.182**	**2.210**	**2.238**

Huntingdonshire District Council **Table 26**

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
0.033	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
0.095	Strategic Insight & Delivery	0.163	0.106	0.060	0.061	0.062
1.012	**Net Service Expenditure**	**0.978**	**1.169**	**1.142**	**1.163**	**1.184**

Huntingdonshire District Council **Table 27**

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)	(7.747)	(7.918)	(8.074)	(8.226)
(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)	(10.387)	(10.619)	(10.800)	(10.967)
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**	**6.222**	**6.022**	**6.140**	**6.224**

5.061	Gross Service Expenditure		4.657	16.610	6.442	6.586	6.684
(0.314)	Gross Service Income		(0.211)	(10.387)	(0.421)	(0.446)	(0.461)
4.747	**Net Service Expenditure**		**4.446**	**6.222**	**6.022**	**6.140**	**6.224**

(0.007)	Car Park - On Street		-	-	-	-	-
(0.866)	Car Parks - Off Street		(1.063)	(1.377)	(1.355)	(1.333)	(1.310)
(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**	**6.222**	**6.022**	**6.140**	**6.224**

Huntingdonshire District Council **Table 28**

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
(0.060)	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)
0.003		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
0.003	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**

Huntingdonshire District Council **Table 29**

Actuals 2024/25	Portfolio	Resident Services & Corporate Performance	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£ 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	0.186	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	0.161	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)	Licencing	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								0			
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	72,000	1,399,867	1,012,000	2,411,867	542,000	2,953,867	(1,210,000)	1,743,867
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	0	4,527,000	0	4,527,000	0	4,527,000	0	4,527,000
Capital Investment Reserve	7,434,894	0	7,434,894	0	7,434,894	0	7,434,894	0	7,434,894	0	7,434,894
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	0	1,787,626	86,796	1,874,422	3,309	1,877,731	(129,781)	1,747,950	(112,466)	1,635,484
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	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000
General Fund	2,175,000	0	2,175,000		2,175,000		2,175,000		2,175,000		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	(153,000)	847,000	0	847,000	0	847,000	0	847,000	0	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	(9,764,571)	84,070,756	20,796	84,091,552	(3,739,691)	80,351,861	(4,342,781)	76,009,080	(6,077,466)	69,931,614

	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		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	(12,310,471)	90,826,309	(331,432)	90,494,876	(3,863,691)	86,631,185	(4,366,781)	82,264,404	(6,101,466)	76,162,938

Appendix 8

Formal 2026/27 Council Tax Resolutions

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

a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Chairman of Corporate Governance Committee and Section 151 Officer on the 25 November 2025 (and subsequent publication as a key decision).

67,619.70

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

b. That the following amounts 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 ***Gross revenue expenditure including benefits, Town/Parish Precepts***	**£98,571,431**
(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 ***Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.***	**£76,896,533**
(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 ***This is the "Council Tax Requirement" <u>including</u> Parish/Town Precepts (item (i) minus item (ii)). It is the cash sum to be funded from District, Town and Parish Council Taxes.***	**£ 21,674,897**
(iv)	the Council Tax requirement for 2026/27 divided by the tax base (T) in accordance with Section 31B (1) of the Act ***District plus average Town/Parish Council Tax (item (iii) divided by District tax base)***	**£320.54**
(v)	the aggregate of all "Special Items" referred to in Section 34(1) of the Act. ***The total value of Parish/Town precepts included in (i) and (iii) above.***	**£10,122,211**

(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. **£170.86**

The District Council's Band D Tax for 2026/27

(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.***

The following tables cannot yet be completed as we have yet to receive information from precepting bodies. The information will be updated in time for Cabinet and Council

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

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 Councils 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 Councils financial standing – and consequently the delivery of the Councils 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 £3.959m 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 £22.290m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £0.446m. 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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Annex A2 - UNAVOIDABLE PRESSURES

	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	533,586	194,080	155,334	66,588
Head of Property & Facilities Total	419,193	87,139	55,282	(26,370)
Grand Total	4,770,731	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	1043.00	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 that 50 Dwellinghouses To a maximum of £405,000.	S	Apr-25	N	31385.00	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 3,750square 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 Exisiting/Proposed - Householder		D	Oct-22	S	345.00	69.00	414.00	0.00%
		Lawful Development Certificate Exisiting/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										
	Fair Huntingdon	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 Historiccar 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		5	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 Auhtority		D		N	70.00	0.00	70.00	17.00%
		PCN Higher Level Discount Value as set by Highways Auhtority		D		N	35.00	0.00	35.00	(13.00%)
		PCN Lower Level Full Value as set by Highways Auhtority		D		N	50.00	0.00	50.00	25.00%
		PCN Lower Level Discount Value as set by Highways Auhtority		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 of 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%
				D	YR 23/24	S	28.00	5.60	33.60	0.00%
			License Fee	D		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

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%
			Half room after 6pm per hour	D	Apr-25	S	72.79	14.56	87.35	0.00%
		Weekends	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%
			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%
	Pathfinder House Hire Coningsby & Bourn	Monday - Friday	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%
			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%

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	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%
		Petrol vapour recovery stages 1&2 combined	Application	S		N	257.00	0.00	257.00	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%
		Mobile crushing and screening plant	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%
			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%
		Mobile crushing and screening plant 3rd to 7th applications	Application	S		N	985.00	0.00	985.00	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%

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%
			Medium Risk	S		N	365.00	0.00	365.00	0.00%
			High Risk	S		N	548.00	0.00	548.00	0.00%
		Petrol vapour recovery stages 1 &2 combined	Low Risk	S		N	113.00	0.00	113.00	0.00%
			Medium Risk	S		N	226.00	0.00	226.00	0.00%
			High Risk	S		N	341.00	0.00	341.00	0.00%
		Mobile crushing and screening plant	Low Risk	S		N	626.00	0.00	626.00	0.00%
			Medium Risk	S		N	1,034.00	0.00	1,034.00	0.00%
			High Risk	S		N	1,551.00	0.00	1,551.00	0.00%
		Mobile crushing and screening plant 3rd to 7th applications	Low Risk	S		N	385.00	0.00	385.00	0.00%
			Medium Risk	S		N	617.00	0.00	617.00	0.00%
			High Risk	S		N	924.00	0.00	924.00	0.00%
		Mobile crushing and screening plant 8th and subsequent applications	Low Risk	S		N	198.00	0.00	198.00	0.00%
			Medium Risk	S		N	314.00	0.00	314.00	0.00%
			High Risk	S		N	473.00	0.00	473.00	0.00%
		Late payment		S		N	52.00	0.00	52.00	0.00%
		Additional Fee for payment by installments		S		N	38.00	0.00	38.00	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%
	Brodificoum		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%
	Brodificum 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		N	25.00	0.00	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%
			Annual Fee (First Year)	S		N	565.00	0.00	565.00	0.00%
			Annual Fee	S		N	750.00	0.00	750.00	0.00%
			Variation	S		N	1,000.00	0.00	1,000.00	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	2,000.00	0.00	2,000.00	0.00%
		Adult Gaming Centre	Application	S		N	2,000.00	0.00	2,000.00	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	1,000.00	0.00	1,000.00	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	2,000.00	0.00	2,000.00	0.00%
		Bingo	Application	S		N	3,500.00	0.00	3,500.00	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	1,750.00	0.00	1,750.00	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	3,500.00	0.00	3,500.00	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
							£	£	£	%
		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%
			Provisional Statement	S		N	8,000.00	0.00	8,000.00	0.00%
		Large Casino	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%
			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%
		Regional Casino	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%
			Transfer	S		N	6,500.00	0.00	6,500.00	0.00%
			Re-Intstatement	S		N	6,500.00	0.00	6,500.00	0.00%
			Provisional Statement	S		N	15,000.00	0.00	15,000.00	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
							£	£	£	%
		Change Of Circumstance Fee For All Premises Licences		S		N	50.00	0.00	50.00	0.00%
		Copy Of Licence		S		N	25.00	0.00	25.00	0.00%
		Temporary Use Notice (TUN)		S		N	500.00	0.00	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	0.00%
			Renewal	S		N	300.00	0.00	300.00	0.00%
			Change Of Name	S		N	25.00	0.00	25.00	0.00%
		Club Gaming Permit (Holder Of Club Premises Certificate) - 10 Years	Application	S		N	200.00	0.00	200.00	0.00%
			Renewal	S		N	100.00	0.00	100.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	100.00	0.00%
		Club Gaming Permit (Other Cases) - 10 Years	Application	S		N	200.00	0.00	200.00	0.00%
			Renewal	S		N	200.00	0.00	200.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	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%
			Renewal	S		N	100.00	0.00	100.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	100.00	0.00%
		Club Machine Permit (Other Cases) - 10 Years	Application	S		N	200.00	0.00	200.00	0.00%
			Renewal	S		N	200.00	0.00	200.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	100.00	0.00%
		Alcohol Licensed Premises (For Existing S34 Permit Holders) - Indefinite	Application	S		N	100.00	0.00	100.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	100.00	0.00%
			Transfer	S		N	25.00	0.00	25.00	0.00%
		Alcohol Licensed Premises (Other Cases) - Indefinite	Application	S		N	150.00	0.00	150.00	0.00%
			Annual Fee (First Year)	S		N	50.00	0.00	50.00	0.00%
			Annual Fee	S		N	50.00	0.00	50.00	0.00%
			Variation	S		N	100.00	0.00	100.00	0.00%
			Transfer	S		N	25.00	0.00	25.00	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	0.00%
		Prize Gaming Permit - 10 Years	Application	S		N	300.00	0.00	300.00	0.00%
			Renewal	S		N	300.00	0.00	300.00	0.00%
			Change Of Name	S		N	25.00	0.00	25.00	0.00%
		Small Society Lotteries - Indefinite	Application	S		N	40.00	0.00	40.00	0.00%
			Annual Fee	S		N	20.00	0.00	20.00	0.00%
		Copy Of Permit		S		N	15.00	0.00	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	
		Club Premises - Change of relevant registered address of club		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Notification of change of name or alteration of club rules		S		N	10.50	0.00	10.50	0.00%
		Club Premises - Theft, loss etc. of club certificate		S		N	10.50	0.00	10.50	0.00%
		Application for a provisional statement where premises being built		S		N	315.00	0.00	315.00	0.00%
		Duty to notify change of name or address		S		N	10.50	0.00	10.50	0.00%
		Interim authority notice following death etc. of licence holder		S		N	23.00	0.00	23.00	0.00%
		Minor Variation		S		N	89.00	0.00	89.00	0.00%
		Notification of change of name or address		S		N	10.50	0.00	10.50	0.00%
		Removal of DPS Community Premises		S		N	23.00	0.00	23.00	0.00%
		Right of freeholder etc. to be notified of licensing matters		S		N	21.00	0.00	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%
		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%
		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%
		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%
		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%
		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%
		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%
		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%
		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%
		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%
		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%
		Premise - A (£0 - £4300) (initial issue)		S		N	100.00	0.00	100.00	0.00%
		Premise - A (£0 - £4300) (Annual fee)		S		N	70.00	0.00	70.00	0.00%
		Premise - B (£4301 - £33,000) (initial issue)		S		N	190.00	0.00	190.00	0.00%
		Premise - B (£4301 - £33,000) (Annual fee)		S		N	180.00	0.00	180.00	0.00%
		Premise - C (£33,001 - £87,000) (initial issue)		S		N	315.00	0.00	315.00	0.00%
		Premise - C (£33,001 - £87,000) (Annual fee)		S		N	295.00	0.00	295.00	0.00%
		Premise - D (£87,000 - £125,000) (initial issue)		S		N	450.00	0.00	450.00	0.00%
		Premise - D (£87,000 - £125,000) (Annual fee)		S		N	320.00	0.00	320.00	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%
		Premise - D (£87,000 - £125,000) and primary business is Alcohol sales (Annual fee)		S		N	640.00	0.00	640.00	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	Intial 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%
		Pivate 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 relacement 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
							£	£	£	%
		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%
		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%
		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	182.00	10.00%
		Animals as pets Licence Fee	1 Year	D	Apr-24	N	142.00	0.00	142.00	10.00%
		For each species of any Dangerous Wild Animal if applicable	1 Year	D	Apr-24	N	65.00	0.00	65.00	10.00%
		Animals as pets Application Fee	2 Year	D	Apr-24	N	182.00	0.00	182.00	10.00%
		Animals as pets Licence Fee	2 Year	D	Apr-24	N	142.00	0.00	142.00	10.00%
		For each species of any Dangerous Wild Animal if applicable	2 Year	D	Apr-24	N	65.00	0.00	65.00	10.00%
		Animals as pets Application Fee	3 Year	D	Apr-24	N	182.00	0.00	182.00	10.00%
		Animals as pets Licence Fee	3 Year	D	Apr-24	N	142.00	0.00	142.00	10.00%
		For each species of any Dangerous Wild Animal if applicable	3 Year	D	Apr-24	N	65.00	0.00	65.00	10.00%
		Animals as pets	Licence Variation	D	Apr-24	N	182.00	0.00	182.00	10.00%
		Animals as pets	Re - Inspect	D	Apr-24	N	106.00	0.00	106.00	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
							£	£	£	%
	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								
		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%
		Special Inspection	plus vet & inspector fees - charged separately	D	Apr-24	N	660.00	0.00	660.00	0.00%
	Street Trading	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%)
		Street Trading Consents - 10 day trial - new applicants only (no previous trade in area)		D	Apr-24	N	105.00	0.00	105.00	
	Scrap dealers income	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%
		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%

* **Key to VAT Indicators**

S = Standard Rated

N = Non-Business (outside scope of VAT)

Z = Zero Rated

E = Exempt

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	0.00%
Swim Session (3 to 15 years)	3.60	3.00%
Swim Session (16 to 59 years)	5.60	4.00%
Aqua Classes (Aquafit / Aqua Natal)	7.00	4.00%
Family Swim Pass (2 adults and 3 children)	17.00	3.00%
Swim Session (Nonmem adult)	7.00	4.00%

SWIM MEMBERSHIPS		
Monthly Aqua Membership (Student)	18.75	4.00%
Monthly Aqua Membership (16+ and 60+ years)	30.50	6.00%
Monthly Aqua Membership Business (16+ and 60+ years)	27.50	6.00%
Annual Aqua Membership (16+ and 60+ years)	302.00	3.00%
Annual Aqua Membership Business (16+ years)	275.00	4.00%
30 day swim pass	37.50	2.00%
Lifeguard	23.25	5.00%

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		2.00%
Single - Annual	405.00		5.00%
Joint - Monthly Direct Debit	65.00		3.00%
Joint - Annual	645.00		2.00%

PREMIER			
Single - Monthly Direct Debit	45.00		2.00%
Business Monthly Direct Debit	40.50		2.00%
Single - Annual	450.00		2.00%
Joint - Annual (family advantage?)	770.30		0.00%
Premier Business Annual	399.00		0.00%

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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The General Public's Right to Request Information – Request update from Information Manager

The Council controls a lot of data and information, and wherever possible, we make that information publicly accessible via the website. The only type of data we would not generally apply this to is personal data.

As a Councillor, if there is certain information you need but cannot find, please ask Democratic Services.

The Council are bound by several pieces of legislation which require us to be transparent and, in addition, provide information when requested by the public.

Under the Freedom of Information Act (FOIA) and the Environmental Information Regulations (EIR), the public have the right of access to information either held by the Council, or on behalf of the Council (contractors).

Anyone (individuals, organisations and companies) has a right to request information from a public authority. For a request to be valid under the Freedom of Information Act it must be in writing, but requesters do not have to mention the Act or direct their request to a designated member of staff. The people requesting the information do not need to give reasons why they are requesting the information and we are not allowed to consider who has requested or for what reason in determining our response, this is known as being applicant blind.

The Council has two separate duties when responding to these requests:

- to tell the applicant whether you hold any information falling within the scope of their request; and
- to provide that information

The Council also need to consider whether information should be released and this may involve consideration of the wider public interest.

Information held by the Council

Are councillors subject to FOI/EIR?

The FOIA and EIR only apply to information "held" by a public body, such as the Council. Information created or received by a councillor but held on a local authority's premises or computer system will be covered if it is held by the authority on its own behalf (section 3(2)(a)).

Elected members of a Council are likely to have a number of different roles.

Some will relate to their function as elected members (such as corresponding with residents in their ward), others will relate to the functions of the local authority (such as being a cabinet member with responsibility for a service area) and some will relate to party activity.

Information produced or received by councillors may be held on their own computers or in their own homes or offices, or it may be held on local authority premises or computer systems. As a general rule, any information being held for functions of the local authority should be held within Council systems (i.e. personal email should not be used for correspondence about committee attendance etc and

documents relating to these matters should be accessed from council systems not saved to personal devices/local systems at home).

Consideration of the purpose of the information and the capacity in which it is being held is more helpful when deciding whether information is covered by FOIA/EIR.

Local authorities are public authorities for the purposes of FOIA/EIR, but individual elected members are not. Therefore, information held by councillors for their constituent or party purposes will not be covered by the FOIA/EIR, but information they hold on behalf of, or as part of, a local authority will be. For example, any councillor using their personal email account for council business (committee, cabinet business etc) may bring that email account into scope of the FOIA/EIR as the information relates to council functions.
Information is not classed as held r the purposes of the FOI/EIR if it was produced by the councillor for private or political purposes and the authority is just providing storage, office space or computing facilities. This is because the authority is not holding the information to any extent for its own purposes. It is however advised that councillors do not use council systems for personal/party matters unless absolutely necessary. In those cases, filing structures should be used to make it clear what information is held (i.e. keep constituency and party matters filed separately from council business). Pleas also see the Council's recently updated Acceptable Use Policy which also covers elected members.

In summary:

- Do not hold council business information on your own systems unless you have no choice, as this may bring them into scope of FOIA/EIR.
- Do not use council email/systems for personal/private/party matters. Unless the correspondence is genuinely private or confidential, marking it as such will not mean the contents are protected.
- All information held by the council is generally considered accessible under the FOIA/EIR unless an exemption applies.

FOI or EIR?

Public authorities that are subject to EIR must consider disclosure of environmental information under the EIR, rather than under FOI.

Environmental information is any information on:

- the state of the elements of the environment and the interaction among these elements;
- factors affecting or likely to affect those elements;
- measures or activities affecting or likely to affect those factors or elements, or designed to protect those elements;
- reports on the implementation of environmental legislation;
- cost–benefit and other economic analyses and assumptions used within the framework of those measures and activities; and
- The state of human health and safety, conditions of human life, cultural sites and built structures in as much as they are or may be affected by those elements.

• Public authorities should interpret the phrase 'any information on' broadly.

EIR carries a presumption in favour of disclosure and all exceptions are subject to a Public Interest Test.

Requests for information received by Councillors

Councillors and those acting as elected representatives of the smaller Councils, Parish Councils in England will need to consider whether correspondence received by them is received in their capacity as an individual or as a representative of the Council. It is not uncommon for individuals to write directly to the elected representatives of these Councils where the correspondence is intended for the

Council. A request for information delivered to a Councillor in these circumstances, where it is clear that it is in relation to information held by the Council, is treated as having been received by the Council. As a matter of good practice, it should be passed on as soon as possible but no later than 48 hours from receipt as there are strict legal response times which must be adhered to by the council.

Any Councillor who receives a request for information that could be a FOI/EIR request should forward the request to freedomofinformation@huntingdonshire.gov.uk. If you receive a verbal request, please ask them to put it in writing and pass it on accordingly. Postal requests should be passed to the information governance team in 3C ICT.

For further information please contact the council's information governance team on infogov@3csharedservices.org

Data Protection

The UK General Data Protection Regulation (GDPR) and Data Protection Act 2018 (DPA) exist to make sure data individuals and organisations take care of the personal data they are given/they collect from individuals regardless of its purpose. Data protection is important to all of us and is about ensuring people can trust us to use their data in a fair and responsible manner. As part of this, the legislation ensures we also have rights over our data and its use. Councillors should ensure they understand these rights as they not only apply to their constituents but also to themselves and other individuals they may work with.

What is personal data?

Personal data, simply put, is any information that can be used to identify a living individual. It doesn't necessarily need to include their name and we need to consider other information that may be available to the requester or in the public domain that could be linked to this data to identify someone. An address on its own may not constitute personal data but it can be linked to other data like the electoral register or the council's assisted scheme for bin collections so it should be treated as personal data as there is publicly available information that could be used to identify the person who lives at that address.

This applies to any individual, including you. It could apply to a member of staff, a business contact, a public figure, a neighbour, friend, or relative, a constituent, a member of the public.
In short, any individual.

Data Controllers and the Principles of the GDPR

The Council is classed as a data controller for the personal information it uses to deliver services and support to our staff, councillors, residents and the general public. This is because we determine how and why it is used. We have responsibilities under the legislation to ensure personal data is only used responsibly, transparently and in a fair and lawful manner.

It also means we need make sure we are only collecting what we need, limiting any incompatible onward use, making sure it is accurate and up to date, keeping it secure and only held for as long as is necessary. These are known as the principles of the GDPR.

Councillors are also data controllers in their own right for their constituency matters and should ensure they are familiar with and understand how the principles of the UK GDPR apply to them and should consider carefully their use of personal data in handling requests from constituents. As a councillor, you should ensure you have a privacy notice in place (attached as **Appendix J**) and understand what allows you to collect and use personal data in these circumstances.

Councillors party activities are covered by the party as data controller and as such any personal information you use for party matters you should take advice from the party's data protection officer.

What is a personal data breach?

In the event that a councillor considers a breach of personal data has occurred it should be reported to the council's data protection officer without undue delay to infogov@3csharedservices.org

FAQ's, training guides from the LGA, a template privacy notice and other useful resources can be found on https://ico.org.uk/for-organisations/guide-to-data-protection/guide-to-the-general-data-protection-regulation-gdpr/personal-data-breaches/#whatisa, including advice for elected and prospective councillors.

Training

Members will be provided with an opportunity to attend training on FOI/EIR and Data Protection. Please contact Democratic Services for details:

Tel: 01480 388169
Email: Democratic.Services@Huntingdonshire.gov.uk

Public/~~Confidential(Part2)*~~
Key Decision – Yes/~~No~~
* Delete as applicable

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: CIL Governance – Phase 2 (Strategic Allocation)

Meeting/Date:	Overview & Scrutiny – Performance & Growth 4th February Cabinet – 10th February
Executive Portfolio:	Executive Councillor for Finance & Resources (BM), Executive Councillor for Planning (TS)
Report by:	Deputy Chief Executive and Corporate Director (Place) (MG), Interim Corporate Director (Finance and& Resources) and Section 151 Officer (S151) (LM)
Wards affected:	All

Executive Summary:

This report sets out Stage 2 of the Council's Community Infrastructure Levy (CIL) Governance Review, building on the Statement of Intent agreed in June 2024.

It proposes a strategic, programmed approach to the allocation of the strategic proportion of CIL, ensuring that funding decisions remain evidence based, aligned with the Council's strategic priorities, and responsive to the evolving context of planning reform and Local Government Reorganisation (LGR).

Significant national changes—including the introduction of Spatial Development Strategies, potential Mayoral CIL, and the Government's intention to accelerate planning and infrastructure delivery—create a need for the Council to refine how it utilises CIL to support growth.

At the same time, the emerging Huntingdonshire Local Plan 2046, alongside the Huntingdonshire Futures Strategy, identifies major infrastructure requirements that will rely on CIL in combination with other funding sources.

The report proposes two complementary approaches:

1. Strategic Allocation of CIL: establishing a transparent, annually published pipeline of strategic scale infrastructure projects that unlock or support growth, align with corporate and place based strategies, and demonstrate strong evidence of need and deliverability.

2. Use of CIL towards Council Capital Programme Projects: enabling CIL to be applied more flexibly to eligible Council led schemes, reducing reliance on borrowing and reserves, improving long term financial sustainability, and allowing forward funding where appropriate.

Both approaches preserve the existing mechanisms for collecting CIL, protect the meaningful proportion due to Towns and Parishes, and maintain opportunities for local stakeholders and infrastructure providers to bid for funding through ongoing CIL rounds. A minimum CIL balance will also be retained to ensure continuity of funding for local projects and short-term infrastructure needs.

In the context of LGR, these proposals provide a pragmatic route to maximising the use of CIL for the benefit of Huntingdonshire ahead of the establishment of new unitary authorities in April 2028; and future changes including Mayoral CIL and the Spatial Development Strategy which will be vested with the CPCA. The recommendations seek to balance responsiveness to growth pressures, financial prudence, and the need for clear governance, while ensuring transparency and alignment with regulatory requirements.

Recommendation(s):

The Cabinet is recommended to:

1. Note the paper, and the alignment of the approach with the existing CIL Governance arrangement;

2. Agree the approach to the Strategic Allocation of CIL funds as set out in this paper forms the Strategic Priority Programme to be delivered as part of the next stage of CIL Governance (approved in 2024).

3. Agree the suggested approach in respect of use and assignment of CIL funding, or ‘forward funding’ towards projects which form part of the Councils wider Capital Programme; where those projects would align with the adopted CIL Governance.

4. Agree to retain a minimum level of CIL funding of £3-5m, in order to maintain a level of funding available to support future funding rounds.

5. Note that the use of CIL funds does not preclude the Council from utilising other funding approaches for future projects should this be required in future; in all cases, this would be subject to detailed assessment at the relevant time.

6. Delegate authority to the Corporate Director (Place) and the Corporate Director (Finance and Resources and Section 151 Officer) in consultation with the Leader, Executive Councillor for Finance, and Executive Councillor for Planning to determine the level of allocation of CIL funding to be awarded towards projects which form part of the Councils agreed Capital Programme, based on the principles set out in this paper.

7. Delegate to the Corporate Director (Finance and Resources and Section 151 Officer) to undertake all necessary actions to ensure that appropriate governance and financial reconciliation measures are in place.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to confirm the Council's updated approach to the strategic allocation and use of CIL, ensuring decisions remain evidence-based, aligned with strategic priorities, and responsive to planning reform and Local Government Reorganisation.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 On the 18th June 2024 Cabinet resolved that the recommendations set out in the CIL Governance review, as set out here. The new CIL governance arrangements are based on a 'Statement of Intent' as set out in that report, and associated appendix, and hereafter referred to as Stage 1, as per that report. Following the Stage 1 governance review it was agreed that further work to refine the use of CIL to meet Corporate and Growth priorities would be prepared, hereafter referred to as Stage 2.

2.2 In preparing this report, and since June 2024, a number of proposed changes to strategic planning powers have been tabled, alongside other reforms, and will be progressed through 2026. The English Devolution White Paper was published on the 16th December 2024. That paper introduced the theme of Local Government Reorganisation (LGR) upon which Members are well versed, as a result of other recent Council meetings, and set out a range of proposals to devolve powers across a range of areas to the regions with elected Mayors. Importantly, this introduced the proposal for Mayors to be able to charge Mayoral CIL (MCIL), in addition to Local CIL. On 11 March 2025, the Government introduced the Planning and Infrastructure Bill into Parliament with a promise to speed up planning decisions and 'get Britain building'. The Bill sets out the framework for Spatial Development Strategies (SDS) by introducing the following new provisions into the Planning and Compulsory Purchase Act 2004 (PCPA 2004). Further detail will be introduced through regulations. SDSs will be prepared by combined authorities, combined county authorities, upper-tier county councils, and unitary authorities. In December 2025 the English Devolution White Paper was updated by way of the English Devolution and Communities Empowerment Bill. At the time of drafting this report work has not yet commenced on the preparation of a SDS or MCIL. While a number of planning reforms have been laid before parliament, it is expected they will come into practice through 2026, and beyond, alongside government decisions in respect of LGR.

2.3 By way of background, Huntingdonshire District Council (HDC) implemented CIL in May 2012. In line with legislation local authorities must spend the levy on infrastructure to support the development and growth of their area. Up to 5% of CIL receipts each financial year may be retained for administration costs. 15% - 25% of CIL receipts – the 'meaningful proportion' – are passed to parish/town councils in line with the CIL Regulations 2010 (as amended) and the Localism Act 2011 and the total amount transferred to parish/town councils has increased each year in line with receipt increases. The remaining 70-80%, the strategic proportion, is available for Huntingdonshire District Council as the charging authority to

spend on the provision, improvement, replacement, operation, or maintenance of infrastructure to support the growth/development of its area. The LPA operates a number of CIL rounds per financial year whereby Parishes, stakeholders and infrastructure providers can submit bids for CIL funding to deliver infrastructure where it supports the growth agenda. Full details of the approach to CIL funding can be found here.

2.4 CIL Regulations 2019 mandate that Local Planning Authorities must publish an annual Infrastructure Funding Statement (IFS) detailing CIL receipts, Section 106 developer contributions, and how these funds (money and in-kind) are allocated and spent on infrastructure projects for the preceding financial year. This must be published on the Council's website by December 31st annually. Regulation 121A(1)(a) requires the infrastructure funding statement to include: A statement of the infrastructure projects or types of infrastructure which the charging authority intends will be, or may be, wholly or partly funded by CIL (other than CIL to which regulation 59E or 59F applies) ("the infrastructure list"). The IFS 2024/25 (here) identifies a number of themes to support the growth of the district including: strategic transport infrastructure, infrastructure priorities identified within the Infrastructure Development Plan (IDP) in support of the HLP2036, HDC's Corporate Plan, the Huntingdonshire Place Strategy, the HDC Economic Growth Strategy and the CPCA Local Growth Plan.

2.5 In January 2023 an update to the Huntingdonshire Local Plan 2036 (HLP2036) commenced. On the 17th December 2025 consultation on the Huntingdonshire Local Plan 2046: Preferred Options (HLP2046) closed. In preparation of the HLP2046, and to demonstrate a deliverable plan, a number of evidence basis are prepared across a range of themes including (but not limited to) housing, economy, infrastructure, climate and ecology. These can be found here. The HLP2046 will be submitted to the Secretary for State no later than December 2026 and it is anticipated to be adopted in 2028, subject to the Planning Inspectorate (PINs) timeline to undertake the Examination in Public (EiP). Full details of the HLP2046 timeline can be found within the published Local Development Scheme.

2.6 On the 10th December 2025 the Cambridgeshire and Peterborough Combined Authority adopted their Local Growth Plan (LGP). That plan is an ambitious plan to accelerate growth across the region. It sets out how the region can unlock its economic potential with the right investment, including in key infrastructure gaps like transport, housing, water and energy. The LGP identifies 6 priority sectors including defence. It also proposes 4 Opportunity Zones, including the North Huntingdon Growth Cluster.

2.7 Delivery of infrastructure and projects of significant scale often have considerable lead-in times, require multiple layering of funding, and can be susceptible to wider economic impacts such as changes in cost of materials, labour, or interest rates. We have seen more recently, that the Government has through the re-branding of the National Wealth Fund, and the forthcoming introduction of the National Housing Bank, a shift in approach from simply looking to grants to pay for such schemes – with

funding coming from a variety of sources, including public or private borrowing. Delivery of CIL related projects is no different.

2.8 Similarly, 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 appliable 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.

3. ANALYSIS

3.1 The Councils CIL pot has built up over time as a result of development delivery. Strategic projects, the type of which CIL was intended to fund, often take many years to come forward from concept to delivery. This can result in the Council holding significant sums of money, unspent, despite the intention to do so, to contribute to, offset, or forward fund strategic development such as new roads, schools etc.

3.2 Paragraph 2.4 clarifies future priorities for CIL spend to unlock growth. Paragraph 2.5 clarifies that the HLP2046 is not anticipated for adoption until 2028, which coincides with the proposed timeline for implementation of the new unitary authority as a result of LGR.

3.3 Since the topic of LGR first arose, Members have expressed views wishing to understand how the Councils CIL pot could be impacted by LGR and ensure that the funding is best utilised to maximise the benefits for Huntingdonshire, as opposed to being determined by the new unitary post LGR. Notwithstanding the changes proposed under LGR, the Council must continue to make sound, evidence-based decisions and seek to ensure that public funds (including CIL) are used in accordance with best value and other legislative requirements. Noting of course that CIL is a cost to development, and its underlying principles relating to growth.

3.4 This paper does not seek to provide a definitive list of projects or interventions to be funded via CIL, nor the amounts to be identified against particular projects, but seeks to provide a strategic direction of travel.

3.5 The Council has a statutory responsibility, through the Section 151 Officer, to ensure that all resources, including CIL, are utilised prudently, proportionately and in a manner that represents best value. This requires a rounded assessment of funding options at the point decisions are taken, taking account of the relative costs and risks associated with the use of CIL, reserves and borrowing, as well as the Council's wider financial position.

3.6 The approach set out in this report is intended to support that assessment by enabling CIL to be considered alongside other funding sources in a

flexible and responsive manner, rather than being treated as a funding stream that can only be deployed at fixed points in time. This ensures that infrastructure delivery is not delayed unnecessarily, whilst maintaining appropriate financial controls and oversight

3.7 The approach also creates opportunities for the Council to be an exemplar in the use of CIL funding, particularly in respect of potential 'forward funding'. This is bold and ambitious and reflects the general direction of supporting growth that will bring about benefits to the District, as well as responding to regional and national challenges, all of which are important in the context of LGR.

3.8 All future development at scale (200+ dwellings) will also require a S106 agreement to provide the infrastructure necessary to make those schemes acceptable. Currently for schemes <200 S106 contributions are limited to Affordable housing, provision of bins and open space. This will be in addition to CIL payable at that time. S106 agreements are subject to viability discussions across all infrastructure and Affordable Housing requirements and delivered in a phased approach in line with build out rates and/or viability outcomes. Given the timeline for strategic infrastructure to be delivered, an innovative approach to use of existing CIL funds would be to forward fund infrastructure in anticipation of the ambitious growth agenda identified in the CPCA Local Growth Plan, echoed in chapter 9 of the emerging HLP2046 to support, and accelerate economic growth driving increased GVA for Huntingdonshire while delivering better outcomes for existing and future residents. It is therefore expected that future development will continue to provide all necessary infrastructure via S106 agreements.

3.9 A local example of this approach would be Godmanchester Surgery. In financial year 2019/20 £107,341 was allocated to Godmanchester Surgery to accommodate growth in that area. Part of that allocation included forward funding £48,278.20 which was expected as part of S106 agreements pursuant to 18/00532/OUT and 19/00489/OUT. This approach enabled the surgery to carry out all expansion works for expected growth, achieving best value, supported by an agreement to repay the monies secured by S106 at the time of housing delivery in accordance with the phased approach as part of the S106 agreement. That money has now been repaid to the CIL charging authority.

3.10 **There will be no change to the mechanism of collecting CIL, nor in the distribution of the meaningful proportion of CIL to Towns and Parishes.**

3.11 **The approach would not interfere, nor undermine the continued approach to supporting Parishes, Stakeholders and Infrastructure Providers delivering their infrastructure ambitions to support growth through bids to the strategic CIL 'pot'.** Parishes and Stakeholders are actively encouraged to continue to forward plan infrastructure needs to meet the growth agenda as set out in the LGP, HLP2046 and Huntingdonshire Futures Strategy.

3.12 The current balance of the CIL 'pot' (less commitments) is £38,068,192. It should be noted that a further round of CIL is under consideration and will be presented to Cabinet for final decision in March 2026 and will impact on this figure. In order to enable continued engagement with Towns/Parishes and stakeholders is recommended that no less than £3-5m is retained to support short term infrastructure delivery.

3.13 In line with the June 2024 changes to CIL Governance, improvements are continually being made to improve the efficiency of the process and the quality of the bids. Since June 2024 2 funding rounds have been completed, with a further round to be completed in March 2026. Officers continue to make improvements towards the aspiration for an "always open" approach to CIL bids being made and determined; and improvements to delegations (such as approval of those bids under £100k) are part of this picture. It should be noted that there are already facilities available for bids to come forward on an exceptional basis where there are factors which demonstrate a need for submission and a decision outside open funding windows; and the team continues to work with stakeholders to ensure that there is an awareness of the processes and to find solutions to barriers.

Why are the approaches being brought forward?

3.14 Firstly, the Council completed phase 1 of the renewal of CIL Governance in 2024 with the statement of intent, and since then has been operating CIL rounds.

3.15 The work undertaken by Inner Circle did highlight the need to move to embedding a *"more programme-led, evidence-based approach towards allocating CIL through producing a 'Strategic Priority Programme' which would set out the priority projects the Council wishes to fund through CIL".*

3.16 This approach would be similar to that which exists in many places and would have resulted in an effective pipeline of projects against which CIL would be indicatively allocated. This would have multiple benefits including where and how money would be indicated for large projects; as well as taking a strategic scale approach to support for projects which would unlock further growth, or manage the impact of growth at scale, for example the delivery of key highway infrastructure, a school, or leisure centre.

3.17 Thus, the approaches here seek to close out the end of that initial CIL Governance renewal and establish a direction for the coming years in light of the changes which are happening within Planning reform and within Local Government.

3.18 Local Government Reorganisation (LGR) is happening, and since its announcement Members have consistently queried what the intention is regarding the Councils established CIL funds. Namely, there are concerns that as a result of LGR, those established funds, if not spent or allocated could be absorbed by a future unitary who will determine how and where those funds are spent. This is clearly a risk. Given the Governments

published timescale for LGR, and the creation of new unitary Councils from 1st April 2028, wherein the HDC would cease to exist, the approaches set out in this paper seek to strike an appropriate balance. They seek to maintain the agreed direction established by the CIL Governance review – to a programme-led, evidence-based approach for funding projects at scale and creation of a pipeline; whilst also recognising that the Council must continue to ensure best value, and best use of resources (including CIL) prior to and during the LGR transition. The proposals in this paper seek to provide the balance between funding award, allocation, and direction of travel; without seeking to undermine the Councils previously agreed governance approach, and the general need to ensure timely, and effective use of CIL funding in the wider public interest and to support growth including that identified within the HLP2036 and emerging HLP2046.

What are the approaches?

Strategic Approach –

3.19 The Strategic Approach seeks to fulfil stage 2 of the CIL Governance review, with a view to moving to a *"more programme-led, evidence-based approach towards allocating CIL through producing a 'Strategic Priority Programme' which would set out the priority projects the Council wishes to fund through CIL".*

3.20 It seeks to recognise that in order to facilitate, or support growth at scale, strategic approaches to infrastructure delivery may be required; this will take the form of strategic scale projects which benefit more than an immediate locality, and which have much wider benefits or outcomes, including benefitting the District as a whole. This is in line with the original intent of CIL as set out in legislation.

3.21 The approach seeks to build upon the key principles which were set out in the statement of intent:

1. The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.

2. CIL funded projects can also contribute towards achieving the outcomes identified in the council's Corporate Plan and Place Strategy

3. CIL should be used in a way which leverages other sources of funding for greater impact.

4. The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (for example: Affordable housing).

5. A new approach to allocating CIL should follow a programme-led, evidence-based approach.

6. A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.

7. There should be greater alignment between local and district-wide priorities.

3.22 To be considered as a strategic project, it must be one which demonstrates that it can meet the above objectives and be of a scale which delivers at more than an immediate locality basis – for example a school which will serve a much wider catchment. Most notably, there must be a clear, direct correlation to supporting or unlocking further growth at scale; and the project must align with wider strategic aims of the Council (ie Place Strategy, Corporate Plan, Local Plan) and potentially other partner agencies such as the CPCA. There should also be a clear, evidence-led case, and demonstrable outputs; along with demonstration of the ability to layer funding or indeed recycle funding back to the CIL charging authority.

3.23 The published IFS 2024/2025 identifies a number of strategic priorities, including strategic transport priorities such as the A141, East West Rail (EWR) and the A1. In addition, it is recognised that CIL will enable delivery of infrastructure on support of the HLP2036, as development in accordance with the HLP2036 continues until the adoption of the HLP2046 (2028). This may involve strategic stakeholders with responsibility for infrastructure submitting future bids for CIL to unlock transport or education infrastructure (among others) to enable growth. Further, in the event of viability challenges which may impact delivery of Affordable Housing, the Council may wish to negotiate delivery of infrastructure to maximise delivery of on-site Affordable Housing.

3.24 Importantly, it recognised the role CIL will play in delivering the ambitions identified within the Councils adopted Corporate Plan, Place Strategy, Economic Growth Strategy and the CPCA Local Growth Plan (LGP). In respect of the HLP2036 most allocations have planning permission and are the subject of S106 agreements to mitigate the impact of those developments. Moving forward, the HLP2046 is not anticipated for adoption until 2028.

3.25 The CPCA and the Council have set out an ambitious economic-led growth agenda via the LGP and the HLP2046, in particular the North Huntingdon Opportunity Zone, and the potential of a defence cluster - with defence infrastructure and associated uses and sectors, at its core. These are strategic ambitions which would be enabled and supported by infrastructure such as the A141 and a potential new railway station. Transport projects (Roads) come under the remit of the CPCA in their role as the statutory stakeholder for transport and support the delivery of the A141. Further, the case for a new train station on the ECML at Alconbury Weald is in concept development.

3.26 As set out elsewhere in this report, an Infrastructure Delivery Strategy (IDS) is being prepared to justify and evidence deliverability of that HLP2046. The HLP2046 is reliant on CIL (alongside S106 contributions) to fund strategic infrastructure but it is important to note the

timelines are not immediate. While some HLP2046 sites will submit planning applications through the LP process, the expected delivery of strategic infrastructure is later in the plan period, post LGR.

3.27 The aforementioned documents will form the evidence base to inform the pipeline, with key projects such as the A141 and a station at Alconbury Weald being headline propositions due to their importance.

3.28 The pipeline will also be informed by engagement with stakeholders such as the County Council and other agencies, and an understanding of need and impacts of growth. In addition to these projects, there will be others which will seek to secure significant CIL investment, alongside other funding sources, in a desire to ensure that there are sufficient facilities to either accommodate further growth, or indeed support growth which has occurred.

3.29 There is also no reason why strategic projects which form part of the Councils Capital Programme cannot be part and parcel of the Strategic Approach – for example Hinchingbrooke Country Park investment and/or the One Leisure Huntingdon scheme - where there would be benefits to the whole District, not just Huntingdon and its surrounding area, as a result of the provision of facilities which can be utilised by all residents, and visitors.

3.30 The Strategic Approach seeks to develop a high-level pipeline of these projects, based upon evidence, and indicate at a high level that in principle, CIL will be utilised to support them. The aim is to provide a direction of travel towards key projects which can be funded via CIL and ensure that this is articulated and understood. This approach also seeks to provide an appropriate balance between holding CIL funding over the long term, versus utilising available funds to support projects which will make a difference over the medium term. This is particularly important, to ensure that there is a direction of travel during the transition period relating to LGR as set out elsewhere in this report. This pipeline will be published at least annually and will be available on the Councils website and within the IFS.

3.31 Importantly the approach seeks to go beyond a place-specific approach and think about the needs of the District in its wider sense. This is particularly relevant given the connections between our established Market Towns, and the role they play in supporting much wider areas.

3.32 Members may wish to note that the Strategic Approach outlined is reflective of other similar examples being used by other Councils – but it is noted that in many of those cases the projects which form part of the pipeline are generally schools and highway infrastructure. For the purposes of HDC's approach, we do not envisage this level of restriction, in order to allow a flexible, agile, and pragmatic approach which responds to particular growth needs.

Use of CIL towards projects in the Councils Capital Programme

3.33 The Council establishes its Capital Programme via the Cabinet on an annual and ongoing basis; and Treasury and Capital Management Group is responsible for its oversight and delivery. Projects within the Capital Programme respond to a range of factors including operational needs, but also aspirations aligned to the Councils wider strategic objectives such as the Corporate Plan and Place Strategy.

3.34 Council projects, where they support and enable growth, are able to access CIL funding, as other stakeholders projects are, and there is no reason that the Council cannot award itself CIL funding. Indeed, the Council has done so in the past to support. To date £30,764,532m CIL has been awarded. 59.24% has been awarded to HDC-led projects - to be delivered by HDC, or by CCC for HDC in their role as the statutory responsible body. For the avoidance of doubt, this excludes the pending March 2026 consideration of CIL bids by the Cabinet.

- These include (but not limited to)

  - Ramsey 3G Pitch - £120k
  - St.Ives Park Extension - £80k
  - St. Neots Improvements - £4.83m
  - Hinchingbrooke Country Park Improvements - £1.495m

3.35 St Neots and Huntingdon have seen the highest level of CIL awards; reflecting their roles as significant market towns, which not only accommodate their own growth, but also provide facilities which serve growth over a wider area.

3.36 The Councils duty is to the whole of the District and has clear and established strategic policies and objectives to seek to benefit the District.

3.37 It is proposed that where projects within the Councils Capital Programme would align with CIL principles (for example linked to growth) and align with the Councils strategic policies and ambitions:

- CIL is to be deemed as awarded; and
- CIL shall be used efficiently and effectively with regard to other forms of funding. The extent of CIL funding to be awarded shall be determined by the Councils S151 Officer (who has the statutory responsibility to ensure best use of Council resources – including CIL).

3.38 The approach enables the S151 officer to review the funding of capital projects in a rounded way and best determine what sources of funding are best suited for the project demands whilst also looking at the Councils wider financial position. It would also enable the ability for projects to effectively be ‘forward funded’; and other solutions such as retaining the Councils borrowing and reserves for other activities or future projects.

3.39 This approach enables an agile, responsive and responsible approach to the application of CIL funds towards projects which would benefit the District. It would also support the effective delivery of the Councils Capital Programme. There is established governance in place pertaining to the capital programme, and the CIL team would also retain involvement in

projects that are funded as they are now. Regular updates on the capital programme are also provided regularly to Members via financial reports; and the Council would continue to report these projects within the annual IFS. As such, there are satisfactory governance controls in place.

Time period – date of decision of 31st December 2028

3.40 Given the proposed LGR timeline, with new authorities being established from 1st April 2028, the approach here can only be for a time-limited basis so that it does not bind the future authority post LGR when HDC ceases to exist. It is considered reasonable to allow a level of transition in relation to the approaches suggested here, albeit decisions post 1st April 2028 will be for the new authority.

3.41 It is therefore recommended that the approaches set be taken from the date of decision, to 31st December 2028 to allow an appropriate period for transition.

How do the proposed approaches align with those within the CIL Governance agreed in June 2024?

3.42 The table below seeks to summarise and correlate the established principles (column 1) with the Strategic Allocation approach (column 2) and the Capital Programme approach (column 3).

	Key principles / 'statement of intent' for the council's agreed governance and approach to CIL are:	***Strategic Allocation of CIL (formerly known as Strategic Priority Programme)***	***Use of CIL towards projects in Councils Capital Programme***
1	The primary use of CIL is to fund infrastructure that is directly linked to supporting or mitigating the impact of growth and new development.	**ALLIGNED –** The proposed approach maintains this as a core principle, to unlock or support growth and its impacts. These projects will do this at greater scale.	**ALLIGNED –** CIL would only be awarded to applicable Council projects which support growth, unlock growth, or manage impacts.
2	CIL funded projects can also contribute towards achieving the outcomes identified in the council's Corporate Plan and Place Strategy	**ALLIGNED –** Strategic projects at scale are more likely to be aligned to achieving aims of strategic policies and outcomes.	**ALLIGNED –** Projects within the Councils Capital Programme should already have this alignment; and there are significant projects which the Council seeks to deliver against these strategies which benefit the district as a whole, whether that is residents and immediate communities, visitors within and to the district, or our businesses. The Council has previously granted CIL funding towards applicable Council projects. Eg Hinchingbrooke Country Park. CIL would continue to be to be awarded to applicable Council projects that respond to these.
3	CIL should be used in a way which leverages other sources of funding for greater impact.	**ALLIGNED –** Strategic projects are often going to require a mix of funding sources; new and innovative models may be required including the National Wealth Fund, and National Housing Bank; as well as other forms of patient capital or Government funding. Some projects may require forward funding to unlock development, which then repays towards upfront investment in infrastructure or facilities.	**ALLIGNED –** Projects within the Councils Capital Programme require investment from the Councils owned funds, and sometimes this is from Reserves or Borrowing. The Council also seeks to secure external funding where it is possible – for example Sport England. These principles would continue to be attributable. From a wider financial aspect, utilisation of CIL funding (even as forward funding), as opposed the Council borrowing, offers the Council wider financial scope to do other things and maximise impact, as well as aligning with the efficient and effective use of resources in the Corporate Plan.

	Key principles / 'statement of intent' for the council's agreed governance and approach to CIL are:	*Strategic Allocation of CIL (formerly known as Strategic Priority Programme)*	*Use of CIL towards projects in Councils Capital Programme*
4	The use of CIL should be considered alongside other developer contributions to maximise site-specific benefits (for example: Affordable housing).	**ALLIGNED –** As with the above, strategic projects at scale require differing models to ensure delivery. One such example would be funding of highway improvements, in exchange for a greater level of Affordable Housing delivery on site in order to balance viability. Housing delivery in particular on large sites is well documented as being challenging in viability terms due to up-front investment required, this strategic approach allows housing delivery to be supported.	**ALLIGNED –** These principles would continue to be attributable. Delivery of projects within the Councils Capital Programme (for example investment in sports or play facilities) may mean that the approach to future S106 agreements will be on a case by case basis with a view to maximising infrastructure and Affordable Housing Delivery across those sites. Another example is the potential working with health partners to invest in our Leisure estate and facilitate health opportunities, thus reducing requests from health partners to offset growth impacts – or secure specific improvements through S106s.
5	A new approach to allocating CIL should follow a programme-led, evidence-based approach.	**ALLIGNED –** This approach responds to this key principle, but also respects the changing context created by LGR; and the emerging Local Plan; as well as national changes and reform of the Planning system. It is also responsive to the additional requirements being placed on the CPCA, including the Local Growth Plan, and potential for future Mayoral CIL.	**ALLIGNED –** Projects within the Councils Capital Programme are strategy-led, evidence-led and programme-led and align with the HLP2036 and HLP2046. The Council endorses its Capital Programme annually, with minor additions in year. Large projects forming that pipeline undergo rigorous appraisal of alignment, need, deliverability, and impact; as well as consideration of all other business case factors such as affordability. Projects then form part of the Councils wider project and programme management approach to ensure efficient and effective use of resources. These principles would continue to be attributable.
6	A new approach to CIL should recognise the Importance of working with partners to deliver infrastructure.	**ALLIGNED –** Strategic projects at scale are more likely to require a range of partners, and aligned to achieving collective aims.	**ALLIGNED –** Alongside the comments in line 2, projects within the Councils Capital Programme often include working with partners internally and externally. The Council has strong external partnerships, and some of the Capital Programme projects include outcomes sought by other partners. Such as Sport England on 3G pitch investment; Education providers at Sawtry Swimming pool; Health partners at One Leisure sites; and Environmental partners at Hinchingbrooke Country Park. These principles would continue to be attributable.

	Key principles / 'statement of intent' for the council's agreed governance and approach to CIL are:	*Strategic Allocation of CIL (formerly known as Strategic Priority Programme)*	*Use of CIL towards projects in Councils Capital Programme*
7	There should be greater alignment between local and district-wide priorities.	**ALLIGNED –** The approach maintains this principle, linked to point 2. But it does not preclude continued funding of more localised projects which can continue to come forward through CIL rounds.	**ALLIGNED –** The Council has an anchor institution role, working in the best interests of the whole of the District. The Capital Programme evolves annually, and includes various projects which benefit the District, beyond specific areas – for example investment in Fleet (such as refuse freighters) responds to growth across all areas. Alongside the comments in line 1, projects within the Councils Capital Programme should already have this alignment; and seeks to deliver benefit the to the district as a whole, whether that is residents and immediate communities, visitors within and to the district, or our businesses. For example, CIL has been awarded to schemes within the Market Towns Programme previously (which also fall within the Capital Programme) which will not only benefit immediate areas (eg St Neots) but offer facilities which can be accessed by other residents who visit those areas; visitors from beyond the District; and businesses on a direct and in-direct basis. These principles would continue to apply.

What are the benefits of the approaches?

Benefits	*Strategic Allocation of CIL (formerly known as Strategic Priority Programme)*	*Use of CIL towards projects in Councils Capital Programme*
Completes existing work on CIL Governance improvements – including a programme-led, evidence-led, strategic approach.	Yes	Yes
Clarity of allocation, award of funding process pre-LGR structural order and during transition	Yes	Yes
Efficient and effective use of resources to deliver projects which deliver outcomes at scale; support growth; compliment the District and align with agreed strategies.	Yes	Yes
Ability to transparently demonstrate that the Council is not holding large levels of CIL funding with no identified intention or purpose.	Yes	Yes
Prudent financial management by the Council	Yes	Yes
Respects and recognises the Councils role in responding to the needs and demands of the District as a whole, including supporting growth, and delivering outcomes.	Yes	Yes
Positions HDC as a forward thinking innovative Council, seeking to ensure infrastructure delivery to support an ambitious growth agenda.	Yes	Yes
Provides solutions at scale, which support the Corporate and Place Strategy objectives for the benefit of the District as a whole.	Yes	Yes

How would funding work?

3.43 The Council is progressing a number of ambitious capital projects that will support economic growth across the district through the provision of infrastructure required to accommodate future development. If these projects were to be funded wholly through borrowing, the associated financing costs would be substantial. Although such costs would be affordable, they would materially reduce the net income generated by these schemes, limiting the resources available to deliver wider long-term benefits for residents.

3.44 PWLB interest rates remain elevated at close to 6%, although forecasts indicate that rates may fall to circa 2% over the coming years. By way of illustration, borrowing £10m at current rates would result in annual interest costs of approximately £0.6m. If borrowing could instead be deferred until

interest rates reduce as expected, the annual interest cost would fall by around £0.4m, representing a significant recurrent saving.

3.45 In addition to interest costs, local authorities are required to make an annual Minimum Revenue Provision (MRP) to ensure that the principal element of borrowing can be repaid at the end of the loan term. MRP is charged over the estimated useful life of the asset being financed, which for major infrastructure is typically around 50 years. On this basis, the annual MRP associated with £10m of borrowing would be approximately £0.2m. The combined annual revenue cost of interest and MRP would therefore be in the region of £0.8m per £10m of borrowing at current rates.

3.46 The Council currently holds approximately £38m of unallocated Community Infrastructure Levy (CIL) receipts. 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. The proposal to utilise CIL funding to a greater extent than has typically been seen as precedent, in support of the Council's capital programme, 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.

How would infrastructure be funded if CIL is insufficient/unavailable?

3.47 There may be concerns that the allocation of CIL through the proposed approach could reduce available balances to a level that limits the Council's ability to fund other infrastructure at a particular point in time. This is a valid consideration. However, the alternative risk is that the Council continues to accumulate increasing CIL balances while awaiting specific projects that may not materialise for a number of years, resulting in funds being held without delivering timely benefit. A balanced and proportionate approach is therefore required, as set out elsewhere in this report.

3.48 Importantly, the use of CIL in this way does not prevent future CIL-funded schemes from progressing. CIL receipts will continue to be replenished through ongoing development, and any future funding shortfall can be addressed through alternative means, including borrowing at a time when PWLB interest rates are expected to be materially lower than those currently available. The Council also retains flexibility to offset or effectively repay CIL deployed in the short term through increased revenue generated by the assets delivered, or by leveraging that enhanced revenue profile to support future borrowing where appropriate.

3.49 The range of funding models available to local authorities continues to evolve, particularly in the context of reduced Government grant funding. In addition to the use of CIL and reserves, this includes public-sector borrowing (e.g. PWLB), public-private partnerships, and private investment supported by guarantees or future income streams. The appropriate funding model will be determined on a project-by-project basis, informed by the relevant business case. There are now well-established examples of councils forward-funding infrastructure and

repaying that investment over time through mechanisms such as Section 106 contributions or additional development-related income, including business rates.

3.50 Overall, this approach supports prudent financial management by reducing exposure to adverse interest rate movements and avoiding the inefficiency of borrowing at historically high rates while holding significant balances that are not generating tangible benefits for the district. The use of CIL funding in this context does not preclude the Council from deploying alternative funding approaches for future projects, all of which would remain subject to detailed appraisal and approval at the appropriate time.

What minimum level of CIL funding

3.51 There may be concerns that the approach here could result in the level of CIL funds that the Council holds being diminished in a relatively short timescale, and that this would hinder the ability of other projects to come forward which would deliver against strategic or local aims.

3.52 This should be balanced with the general direction that Councils should not be 'sitting' on unspent S106 and CIL funds. There has been recent research undertaken by the Home Builders Federation (HBF) Unspent developer contributions as well as some relevant press articles: Councils holding billions in unspent section 106 contributions, Home Builders Federation report claims / How Councils Hoard Unspent Developer Contributions while Infrastructure Crumbles [October 2025 Update] - Urbanist Architecture - Small Architecture Company London

3.53 It is clearly a balance between spending funding and holding funding pending the need and ability to deliver more costly schemes, which may unlock more growth opportunities. Due regard also should be given to delivery rates and the CIL income collected year on year. As set out above if the approaches in this paper are adopted, a balanced approach can be taken forward.

3.54 It is proposed that a provision of £3-5m should be retained as a minimum figure in order to maintain a level of funding available to support future funding rounds. It is suggested that this is reviewed by the S151 at least annually based on income received through housing delivery and the emerging pipeline of projects (Council or external). This would manage the financial exposure; enable a regular review; and allow for forward financial planning should borrowing, forward funding or other funding be required to deliver the pipeline and support growth.

3.55 Retaining a figure in this order would also allow sufficient scope for more localised projects to come forward through funding rounds (these are often smaller in ask), as well as allowing for the administration of CIL (for which the Council can draw down 5%).

Delegations

3.56 There is already an existing delegation in place pertaining to CIL funding applications, where the value is less than £100k. This is working well. This enables decisions to be taken in a robust, efficient and effective way. This has appropriate oversight from both Place and Finance perspectives, as well as consultation with the administration of the Council via the relevant portfolio holders.

3.57 The Councils Corporate Director (Finance and Resources and Section 151 Officer) has operational and technical oversight and statutory responsibility for the management of the Councils funds (including reserves and CIL) within the overall strategy and policy framework agreed by Council. Where projects form part of the Councils agreed Capital Programme, the responsibility rests with the S151 Officer to facilitate, and manage financial implications, including how projects are funded, whether that is by Reserves, borrowing or other avenues.

3.58 In respect of the use of CIL towards projects in Councils Capital Programme; these projects will have been endorsed by Council as those which the Council wants to deliver. Typically, it would then fall to the S151 to find the most appropriate avenue to fund them. There is no reason, where those fit with the CIL approach as set out, that the Council could not utilise levels of CIL funding, as opposed to use of Reserves or borrowing. Each of these would continue to be subject of a worked-up business case which would be reviewed by the S151, as per the Councils existing, internal capital project management arrangements. It is therefore considered reasonable for how CIL funding is applied to eligible projects on the Councils Capital Programme to be determined by the S151 Officer in consultation with the portfolio holder for finance and resources.

3.59 As an extension of this, consideration of which Council Capital Programme projects may benefit from funding, and the extent, based on outcomes and strategic alignment also requires input from the relevant areas of the Place function. Projects will still be appraised against the CIL criteria by the CIL team (within Planning) and that team will remain responsible for administering and monitoring CIL. As such, it is considered reasonable, and reflective of the existing delegation for under £100k applications, that the Corporate Director – Place, along with the Chief Planning Officer, Leader and Portfolio Holder for planning should be involved in final decisions regarding which Council projects are funded.

3.60 A delegation provision is recommended as an efficient and effective measure; it enables an ability to be agile and ensure that the agreed Capital Programme is delivered in an effective way. Risks are appropriately managed through the internal checks and balances with the CIL approach, as well as the agreement process (including consultation with Members). These also represent formal decisions which will be communicated transparently – noting that all CIL awards are reported via the IFS and updates to Cabinet etc. Further, the Capital Programme is regularly reviewed by Members and updated annually. This approach would negate the limitations that currently exist with CIL projects where they are beholden to specific consideration windows and the O&S and Cabinet cycles. For example, if a proposal needs to increase its funding

award, the only method to do so is via this meeting process. This is cumbersome, creates an additional burden, and can hinder capital project delivery where prices can fluctuate in a short space of time. When the risks and rewards of this approach are considered in the round, there is no reason why such a delegation should not be considered.

3.61 Cabinet would continue to see those non-Council projects, or Council projects which fall outside of the agreed Capital Programme where there is a value of over £100k (existing delegation limit); and O&S can review these if they wish.

3.62 The Council is also required to publish annually its Infrastructure Funding Statement, which includes CIL monies received and awarded, and project delivery. As such, this adds a further level of transparency as this is provided to Government for review.

4. COMMENTS OF OVERVIEW & SCRUTINY

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

5. KEY IMPACTS / RISKS

5.1 The key impact from not reviewing the governance process will be the potential for certain infrastructure projects not being delivered due to CIL funding not being available or allocated appropriately and in a timely manner

5.2 Subject to the recommendations in this report being supported, the key risk elements are likely to include, but not limited to:

5.3 **Budget Management Risk**: It will be important to ensure spend is within appropriately set cost parameters for each step of the programme. This will be considered against the overall programme funding profile with oversight by the Chief Planning Officer where necessary. Funding will be from the CIL Admin 'pot' as permitted within the CIL Regulations 2010 (as amended). The S151 also has overall technical and operational responsibility for ensuring the prudent and compliant use of all Councils resources, and will retain overall responsibility in this regard.

5.4 **Engagement with partners:** The Council has a positive and proactive approach to partnership working, supported through the Corporate Plan and Places Strategy. It is recognised that partners, both internal and external, are experiencing many resourcing and priority pressures and so a structure programme of engagement will be established to look at bringing this into all partners business as usual work, recognising the corporate priority for this work. Any issues will reported back to the Chief Planning Officer.

5.5 **Legislation changes**: The government has announced that CIL could be replaced by a new Infrastructure Levy, as outlined in the Levelling-up and

Regeneration Act 2023. In addition with proposed Mayoral SDS and MCIL there will be an impact on local CIL collection. More information is expected though 2026.

6. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

6.1 To be implemented immediately, and run until the 31st December 2028 to align with LGR timescales. With new authorities being established from 1st April 2028, the approach here can only be for a time-limited basis so that it does not bind the future authority post LGR when HDC ceases to exist. It is considered reasonable to allow a level of transition in relation to the approaches suggested here, albeit decisions post 1st April 2028 will be for the new authority.

6.2 It is therefore recommended that the approaches set be taken from the date of decision, to 31st December 2028 to allow an appropriate period for transition.

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

(See Corporate Plan)(See Huntingdonshire Futures)

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

7.2 In respect of 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:

- Improved housing - 27. 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).

- Forward-thinking economic growth - 39. Influence delivery of infrastructure including East West Rail, A428, A141 Strategic Outline Business Case and future Transport Strategies

7.3 As per comments elsewhere in the report, the proposal has been drafted in such a way that compliments the existing and emerging Local Plans; as well as aligning with the ambitions of the CPCA Local Growth Plan.

7.4 The proposed approaches are consistent with, and will be delivered through, the Council's existing financial governance framework, including the Medium Term Financial Strategy (MTFS) and the Capital Strategy. The use of CIL to support eligible projects within the Capital Programme will be considered alongside other funding sources as part of the Council's annual budget-setting and capital planning processes, ensuring affordability, sustainability and alignment with medium-term financial planning assumptions.

7.5 Decisions on the application of CIL funding will therefore complement the Capital Strategy's objectives of minimising revenue financing costs, managing borrowing prudently, and maintaining financial resilience, and will be reflected in updates to the MTFS and Capital Programme as appropriate.

7.6 Finally, the proposals would have alignment with the ambitions of "Option E" which is the Councils preferred approach in respect of LGR; as the proposals 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 hose relating to the delivery of housing and provision of infrastructure.

8. LEGAL IMPLICATIONS

8.1 Regulation 59 (1) of the Community Infrastructure Levy Regulations 2010 (as amended) requires a charging authority to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. It may also, under Regulation 59 (3), support infrastructure outside its area where to do so would support the development of its area.

8.2 Passing CIL to another person for that person to apply to funding the provision, improvement, replace, operation and maintenance of infrastructure is also permitted under Regulation 59 (4).

8.3 Section 216 (2) of the Planning Act 2008 as amended by Regulation 63 of the Community Infrastructure Regulations 2010 (as amended) states that infrastructure 'includes [and is therefore not limited to]: (a) roads and other transport facilities (b) flood defences (c) schools and other educational facilities (d) medical facilities (e) sporting and recreational facilities (f) open spaces.'

8.4 The Strategic levy may not be used to fund affordable housing.

8.5 The Council enters into contract arrangements with any organisation that is allocated CIL funding. A template contract has been reviewed with the Council's legal team and continues to be engaged with new contracts as they are developed.

9. FINANCE IMPLICATIONS

9.1 The proposals set out in this report have no immediate adverse impact on the Council's revenue budget. The application of Community Infrastructure Levy (CIL) funding towards eligible capital projects where they align with growth objectives reduces the Council's reliance on borrowing and reserves, thereby limiting exposure to financing costs and supporting the efficient use of available resources.

9.2 Where CIL is utilised in support of the Council's Capital Programme, this will be managed within the existing capital governance framework and

overseen by the Section 151 Officer, ensuring that funding decisions reflect overall affordability, cash flow and medium-term financial sustainability. The approach supports the objectives of the Capital Strategy by reducing the need to borrow at a time of elevated interest rates and by preserving borrowing capacity for future priorities.

9.3 The Council will retain a minimum CIL balance to support future infrastructure funding rounds and short-term priorities, with the level of this balance subject to ongoing review as part of the annual Infrastructure Funding Statement, MTFS and capital planning processes.

9.4 Any future borrowing required to support infrastructure delivery will be considered in line with the Council's Treasury Management Strategy, taking account of prevailing market conditions at the time. All decisions relating to the use of CIL, reserves or borrowing will remain subject to detailed financial appraisal and Member oversight through established budget and capital programme reporting arrangements.

10. RESOURCE IMPLICATIONS

10.1 It is considered that there would be no greater resource implication than currently exists. The administration of CIL is funded via the CIL receipts as per the CIL Regulations 2010 (as amended).

11. HEALTH IMPLICATIONS

11.1 Huntingdonshire District Council is committed to supporting residents through a positive and ongoing working relationship with local communities. Delivery of certain infrastructure projects could support the health and wellbeing of our new, and existing, communities such as through health facilities or sports development. Such capital initiatives that support development would also directly contribute to positive health outcomes

12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

12.1 The Council has a duty to ensure that we continue to promote environmentally positive and sustainable projects supporting positive place-making. The new arrangements can play an important role in influencing the applications for CIL funding to tackle climate change at the same time as enabling sustainable growth within their infrastructure proposals.

13. REASONS FOR THE RECOMMENDED DECISIONS

13.1 The proposals within the paper represent Stage 2 of the CIL Governance proposals which were approved in June 2024.

13.2 The proposals respond to the changing landscape created by planning reform, and LGR; and seek to propose an approach which continues to

align with the core principles of the CIL Governance that has been approved.

13.3 The Strategic Approach seeks to establish a programme-led, evidence-led process for funding projects at scale and creation of a pipeline; and would also allow scope for 'forward funding' of infrastructure, and other solutions to funding approaches.

13.4 The use of CIL for projects in the Councils Capital Programme represents an agile, responsive and responsible approach to the application of CIL funds towards projects which would benefit the District; and the best use of money that is available to the Council to support the District. The approach would allow scope for the use of Council funds (including CIL) to be looked at in the most appropriate way, to ensure best use of public funds; and would also allow different solutions to be found, including forward funding.

13.5 The proposals would not change mechanism in collecting CIL; in the distribution of the meaningful proportion of CIL to Towns and Parishes; nor interfere or undermine the continued approach to supporting Parishes and Stakeholders delivering their infrastructure ambitions to support growth through bids to the strategic CIL 'pot'. Smaller projects (under £100k requests) can also continue to come forward and be determined quickly.

13.6 For the reasons set out throughout the report, the proposals and recommendations seek to provide a solution for the coming 2 years, during the transition connected with LGR, to the strategic allocation of CIL and the distribution of CIL towards projects which will benefit the District through the Councils Capital Programme.

14. BACKGROUND PAPERS

CIL Funding - Huntingdonshire.gov.uk
Community Infrastructure Levy Governance – 18th June 2024
Infrastructure Funding Statement 2024-25 (CIL/S106)

Local Plan Update - Huntingdonshire.gov.uk
Local Development Scheme – HLP2046

Planning and Infrastructure Act 2025 - Parliamentary Bills - UK Parliament
English Devolution White Paper : Power and partnership: Foundations for growth - GOV.UK
English Devolution and Community Empowerment Bill - GOV.UK

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Public
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Lettings Policy Review
Meeting/Date:	Overview and Scrutiny Panel (Environment, Communities and Partnerships) – 5 February 2026 Cabinet – 10 February 2026
Executive Portfolio:	Resident Services and Corporate Performance (Cllr S Ferguson)
Report by:	Housing Needs & Resources Manager
Ward(s) affected:	All

Executive Summary:

The Council's Lettings Policy provides the legal allocations framework as to who is accepted onto the register, how the register is administered and how the majority of social rented housing in the district is let.

The policy must be reviewed and amended where necessary in light of changes in legislation, new statutory guidance or precedents and rulings made in the Courts.

The Council's policy has been reviewed and amended to reflect changes as a result of:

1. The Secretary of State amending legislation and statutory guidance which removes the local connection or residency requirement for care leavers and victims of domestic abuse applying to council housing registers.

2. The need to clarify how Cambridgeshire County Council Care Leavers are prioritised once accepted onto the housing register, compared to Care Leavers who are funded by other local authorities and have no other connection to the area.

Delegated authority is also sought so that in future, minor amendments and statutory changes can be made to the Lettings Policy by the Corporate Director (Communities) in consultation with Executive Councillor for Resident Services and Corporate Performance.

Recommendation(s):

That Cabinet:

1. Approve the amendments to the Lettings Policy, as shown in Appendix 1 to the report.

2. Give delegated authority to the Corporate Director (Communities), in consultation with Executive Councillor for Resident Services and Corporate Performance, to make minor amendments and statutory changes to the Lettings Policy.

1. PURPOSE OF THE REPORT

1.1 As the local Housing Authority, the Council is required by law to have an allocations scheme for determining priorities in the allocation of social rented housing. The Lettings Policy is the Council's allocations scheme.

1.2 Although the Council is no longer a stock holding authority it has a housing register of people wishing to be considered for an allocation of social rented housing and a choice-based lettings scheme (the Home-Link scheme) which is the vehicle for letting the majority of these properties in the district. The Lettings Policy dictates how the housing register and the letting of properties operates and the six partner local authorities within the Home-Link scheme each operate a Lettings Policy that follows the same broad principles.

1.3 The purpose of this report is to advise of necessary changes to the Lettings Policy in light of changes made to legislation and statutory guidance by the Secretary of State. As these changes were implemented immediately, they were introduced to staff by a management instruction whilst the necessary changes to Lettings Policies were agreed amongst the Home-Link partner councils. The proposed amendments to the Policy are to ensure that the risk of legal challenge is minimised.

2. WHY IS THIS REPORT NECESSARY/BACKGROUND

2.1 The Secretary of State for Housing, Communities and Local Government amended Part 6 of the 1996 Act and revised statutory guidance in July 2025. These changes came into effect immediately and management instructions and revised guidance for staff were introduced so that these changes were being correctly applied from the outset. The Home-Link partnership of authorities has considered what changes were required to our Lettings Policies and systems and this report seeks approval to make the necessary changes to the published Policy. The report also seeks approval to make minor changes to the Policy in future under delegated authorities, so that these types of changes can be made more quickly.

2.2 The changes made by the Secretary of State exempt Care Leavers under 25 and victims of domestic abuse from local connection or residence requirements that may be contained with a council's Lettings Policy. The changes are to ensure fairer access to housing for vulnerable people who often need to move for safety or support.

2.3 To comply with this change, the wording in Section 3.4 of the Lettings Policy must be amended to make it clear that certain groups of people are excluded from the Local Connection test. The new wording is attached at Appendix One.

2.4 In addition, a further amendment to Section 4.6 of the Policy is required to clarify that Care Leavers funded by Cambridgeshire County Council will qualify for a Band A status when certain other conditions are met. This wording is also contained in Appendix One.

2.5 The Band A status awarded to Cambridgeshire Care Leavers is not a new aspect of the Policy. However, the removal of the Local Connection test means that Care Leavers funded by any local authority area in England are now eligible to join the register. This broader eligibility necessitates additional clarification of the circumstances under which Cambridgeshire-funded Care Leavers are awarded the Band A status, and how applications from Care Leavers funded by other local authorities will be assessed. The Home-Link partnership has proposed that although Care Leavers from other local authority areas are eligible to join the register they would not attract the same priority and would be awarded the housing factor relevant to their circumstances in priority Band C.

2.6 A full review of the policy is planned for 2026. However, the Local Connection amendments are required immediately to ensure the Policy remains compliant with statutory guidance.

3. COMMENTS OF OVERVIEW & SCRUTINY

3.1 The comments of the Overview and Scrutiny Panel (Environment, Communities and Partnerships) will be included in this section prior to its consideration by the Cabinet.

4. KEY IMPACTS / RISKS

4.1 The proposed to amendments to the Lettings Policy will ensure that it remains legally complaint and aligned with legislation and statutory guidance. This will minimise potential legal challenge should the Policy not include the exemptions introduced by the Secretary of State's amendments.

5. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

5.1 The amendments as to how housing register applicants are assessed has already been introduced via a management instruction given that the Secretary of State's immediately introduced these changes.

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

6.1 Improving the quality of life for local people by keeping them out of crisis through assisting to help meet their housing needs is a strategic priority of the Council. By keeping our Lettings Policy up to date with both legal requirements and government policy this will enable us to provide the most appropriate advice and assistance to customers wishing to apply to the housing register and access social rented housing.

7. CONSULTATION

7.1 As the suggested changes do not affect a large proportion of applicants on the register, or constitute a significant alteration to procedure, this is not

considered to be a major change of policy and a wider consultation exercise is therefore not required at this stage.

8. LEGAL IMPLICATIONS

8.1 The Home-Link partners have sought legal opinion about the proposed Lettings Policy changes and have been advised that they will ensure the policy remains legal considering the changes to legislation and statutory guidance.

9. RESOURCE IMPLICATIONS

9.1 There are no resource implications associated with this report.

10. REASONS FOR THE RECOMMENDED DECISIONS

10.1 The Lettings Policy must be amended in light of changes to legislation and statutory guidance. This report recommends the necessary changes to ensure that the Lettings Policy remains legal and minimises the risk of legal challenge.

11. LIST OF APPENDICES INCLUDED

Appendix 1 – Proposed changes to the Council's Lettings Policy

12. BACKGROUND PAPERS

Statutory guidance - Providing social housing for local people

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Appendix One

Minor amendments to the Lettings Policy relating to Local Connection

The current policy can be accessed here: HDC Lettings Policy

Policy Section	Current wording	Proposed wording
3.4 Connection to the Local Area Criteria		
3.4.4	Retain wording in 3.4.1 a to i. j. The applicant is a care leaver from the County who has been placed (by Children's Services) outside the Council area; or k. There are special circumstances that the Council considers give rise to a local connection.	From 3.4.1 j replace with the following: j. The applicant is a care leaver assessed as an eligible, relevant, or former relevant child (as defined under Children Act 1989) aged 16 to 24 who has spent a period of, or periods amounting to, at least 13 weeks in care in England or Wales since their 14th birthday, including at least one day since turning 16; or k. The applicant is a person who is or has been a victim of domestic abuse carried out by another person and who needs to move for reasons connected with that abuse, including from accommodation initially occupied on a temporary basis; or l. There are special circumstances that the Council considers give rise to a local connection.

4.6 Band A: **Urgent need Applicants with the following circumstances will be placed into Band A:**		
4.6	**b) Current supported housing resident** Applicants leaving Social Services care or other supported accommodation, and are ready to move to a permanent home of their own. This will be subject to the Council, Social Services (where applicable) and the landlord of the supported accommodation agreeing that the applicant is ready to move to their own home. If the applicant needs an on-going support package to allow them to live independently, confirmation that this will be put in place will also be required from the proposed support provider. The date that this priority is awarded (date in Band A) will be the date that the resident is ready to move to independent living, as recommended by their support worker. The decision to apply this priority will be made by the relevant decision-making process in the district where the supported housing is based.	**b) Current supported housing resident and Care Leavers** Applicants who are ready to leave local supported accommodation or Care Leavers funded by Cambridgeshire County Council who are ready to move to a permanent home of their own.** ** This will be subject to the Partner Council, Social Services (where applicable) and the landlord of the supported accommodation agreeing that the applicant is ready to move to their own home. If the applicant needs an on-going support package to allow them to live independently, confirmation that this will be put in place will also be required from the proposed support provider. The date that this priority is awarded (date in Band A) will be the date that the resident is ready to move to independent living, as recommended by their support worker. The decision to apply this priority will be made by the relevant decision maker in the district where the supported housing is based. Supported Housing residents and Care Leavers who do not meet these criteria will be placed in the relevant housing factor within priority Band C (see 4.8).

Key Decision – YES

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Fleet Renewal and Infrastructure Improvement Strategy

Meeting/Date:	Overview and Scrutiny Panel (Environment, Communities and Partnerships) – 22 January 2026 Cabinet -10 February 2026
Executive Portfolio:	Councillor Julie Kerr-Executive Councillor for Parks and Countryside, Waste and Street Scene
Report by:	Andrew Rogan-Head of Operational Services
Ward(s) affected:	All Ward(s)

Executive Summary:

Huntingdonshire District Council (HDC) declared a Climate and Ecological Emergency in 2023, committing to achieve net zero emissions by 2040. The Fleet Renewal and Infrastructure Improvement Strategy will set out the framework for future actions to deliver this goal.

These proposals have been developed in collaboration with the Energy Savings Trust and are designed to align with HDC's Corporate Plan 2023–2028, Climate Strategy, and Building Energy Strategy, whilst meeting the requirements of current national legislation that phases out the sale of new petrol and diesel cars and vans from 2030, and all new non-zero-emission heavy goods vehicles (HGVs) by 2040.

Fleet emissions currently make up around 36% of the Council's total carbon footprint and are a key focus of operational and strategic planning. While the Council's Climate Strategy (adopted in February 2023) commits the organisation to net zero carbon operations by 2040, the need to change fleet and infrastructure is driven not just by climate targets but also by national legislation.

The UK Government has committed to phasing out all exhaust-emitting vehicles by 2040 through a three-stage pathway: 2030 marks the end of purely internal combustion engine (ICE) car and van sales (with some hybrid electric vehicles (HEVs) permitted); 2035 requires all new cars, vans, and heavy goods vehicles (HGVs) under 26 tonnes to be zero-emission; and 2040 mandates zero-emission sales for all new HGVs over 26 tonnes.

While the final choices over exact vehicle specifications will be made at a later date when technology solutions are clearer; adopting this strategy and setting a direction to secure essential power upgrades is necessary to ensure HDC's continued compliance and operational capability as regulations and vehicle technologies evolve; it will also help us to ensure that our depot facilities are fit for the future.

This strategy provides a structured yet flexible approach to fleet modernisation through phased electrification, aligned with financial, infrastructural, and operational readiness. It directly supports the aims of the Corporate Plan 2023–2028, Climate Strategy, and Building Energy Strategy by contributing to lower carbon emissions and building a sustainable future for Huntingdonshire. The strategy achieves full alignment with the Government's Internal Combustion Engine (ICE) ban whilst building on progress already made through the successful adoption of Hydrotreated Vegetable Oil (HVO) fuel, demonstrating HDC's commitment to proactive and measurable climate action. This measured approach acknowledges changing contexts relating to climate change, political landscapes, and local government reorganisation.

The transition is structured into three flexible phases between 2025 and 2035:

Phase 1 (2025–2028):
Focus on securing the essential depot power upgrade and scalable charging infrastructure. Further investments or vehicle replacements are only progressed where supported by a clear business case, maximising adaptability to new technologies and operational needs.

Phase 2 (2028–2031):
Accelerate the roll-out of electric and alternative fuel vehicles if justified by strong business cases and supported by approved budgets in the MTFS, in line with the Council's ongoing fleet replacement programme and the implications of wider legislative changes. Annually review the approach to allow for rapid adoption of emerging solutions and changes in financial or operational context.

Phase 3 (2031 onward):
Complete the transition to a fully net zero fleet, making use of the latest advancements where there is a business case. Continue regular reviews to ensure all further investments support best value, service resilience, and environmental leadership.

The phased delivery model provides the Council with exceptional flexibility, allowing vehicle replacements and infrastructure upgrades to be timed and tailored in response to changing market, legislative, political, organisational, or financial factors.
Investment in infrastructure is front loaded, with the need to get all wiring/trunking in place and blanking plates in future charging locations. This will mean chargers can simply be added as vehicles are ordered in line with the programme, rather than all being paid for and installed, and not used for several years. Cost outlines provided in the programme are pessimistic, assuming highest likely costs for each installation.

Importantly, investment in electrical infrastructure represents enduring asset value beyond the immediate fleet programme. The grid upgrade and modular charging

systems will permanently enhance the Eastfield House Depot and its capacity, ensuring that the capital infrastructure works remain of significant value regardless of any future operational changes or partnership outcomes associated with the Local Government Reorganisation (LGR). It will also provide options to support partner organisations within the wider public sector; and will contribute to maintaining value in the depot as an asset to the Council.

Even if depot operations evolve under a new organisational structure, upgraded power, site-wide cable routing, and EV infrastructure will strengthen operational resilience, support shared service use, and increase the site's overall asset value. The investment is both sensible and future-focused, addressing current service requirements while enhancing the site's long-term operational and property value.

Recommendation(s)

Cabinet is asked to:

i. Adopt the Fleet Decarbonisation Strategy as the strategic approach to transition the Councils fleet to net zero emissions in response to the Council's Climate Strategy commitments and the UK Government's confirmed phasing out of new petrol and diesel vehicle sales (2030) and non-zero-emission HGVs (2040), ensuring alignment with the Corporate Plan 2023–2028, Climate Strategy, and Building Energy Strategy.

ii. Approve the phased delivery model and implementation plan (2025–2035) as set out in the HDC Fleet Programme Report (Appendix 1), including:

- Phase 1 (2025–2028): Grid upgrade to 800–850kVA and modular charging infrastructure.
- Phase 2 (2028–2031): Accelerated vehicle roll-out aligned with business case viability.
- Phase 3 (2031 onwards): Completion of full fleet transition to zero-emission vehicles to deliver a modern, resilient, and cost-effective low-carbon fleet.

iii. Approve the enabling infrastructure capital investment of approximately £600,000 for depot grid upgrade, trunking and cable installation; and the incorporation of this figure for budget setting for the MTFS from 26/27; noting that this investment represents a long-term enhancement to Council assets regardless of future service arrangements including Local Government Reorganisation (LGR); .

iv. Note that vehicle capital expenditure over the programme period (2025–2035) will be managed through the Council's existing fleet replacement programme and standard budget-setting cycles, with individual business cases approved annually by the Corporate Director of Finance (Section 151) Officer and Corporate Director for Place in accordance with the established Medium-Term Financial Strategy (MTFS) financial governance process.

v. Delegate authority to the Corporate Director for Place, in consultation with the relevant portfolio holder(s), to explore and develop commercially viable opportunities linked to depot infrastructure, fleet operations, or renewable energy generation that support long-term financial sustainability.

1. PURPOSE OF THE REPORT

1.1 This report seeks Cabinet approval to adopt the Fleet Renewal and Infrastructure Improvement Strategy, aligning with the Corporate Plan 2023–2028, Climate Strategy and Building Energy Strategy. The strategy responds to the Council's net zero commitment by 2040 and the UK Government's vehicle phase-out requirements (petrol and diesel cars and vans by 2030; non-zero-emission HGVs by 2040). With fleet emissions representing 36% of the Council's carbon footprint, this transition is essential to achieving net zero targets.

1.2 The report presents a phased delivery model (2025–2035): grid upgrades and charging infrastructure (2025–2028), accelerated vehicle roll-out (2028–2031), and full fleet transition from 2031 onwards. Approval is sought for approximately £600,000 in infrastructure capital investment and delegation of authority to explore commercially viable opportunities linked to depot infrastructure or fleet operation to support long-term financial sustainability. Vehicle capital expenditure will be managed through existing fleet replacement programmes with annual business case approvals.

2. BACKGROUND

2.1 Huntingdonshire District Council has committed to achieving net zero carbon emissions by 2040 following recognition of a Climate and Ecological Emergency and the adoption of a Climate Strategy in February 2023 and the Building Energy Strategy (2025).

2.2 Furthermore, the UK Government has committed to phasing out all exhaust-emitting vehicles by 2040 through a three-stage pathway: 2030 marks the end of purely internal combustion engine (ICE) car and van sales (with some hybrid electric vehicles (HEVs) permitted); 2035 requires all new cars, vans, and heavy goods vehicles (HGVs) under 26 tonnes to be zero-emission; and 2040 mandates zero-emission sales for all new HGVs over 26 tonnes.

2.3 Irrespective of climate targets, taking timely action to secure essential power upgrades through this strategy is necessary to ensure HDC’s ongoing operational compliance and adaptability as vehicle technologies and regulatory requirements evolve.

2.4 With fleet emissions accounting for approximately 36% of the Council’s total carbon footprint, fleet decarbonisation is the organisation’s highest climate priority. This strategy offers a clear, phased pathway to decarbonise the operational fleet aligned with the Corporate Plan 2023–2028 objectives, the Councils Building Energy Strategy and ongoing Climate Action Plan.

2.5 The phased delivery model provides the Council with exceptional flexibility, allowing vehicle replacements and infrastructure upgrades to be timed and tailored in response to changing market, legislative, political, organisational, or financial factors.

2.6 Investment in infrastructure is front loaded, with the need to get all wiring/trunking in place and blanking plates in future charging locations. This will mean chargers can simply be added as vehicles are ordered in line with the programme, rather than all being paid for and installed, and not used for several years.

2.7 This approach means the Council can continually optimise its decarbonisation journey and quickly take advantage of new technologies—such as developments in hydrogen or alternative fuels—without being locked into rigid solutions or incurring unnecessary long-term financial commitments.

2.8 The main priority within this strategy is to secure the critical electricity infrastructure upgrade; and provide initial, scalable infrastructure (such as ducting) even if not formally connected or brought in to use initially. Specifically, raising the depot's grid capacity from its current 100KVA to around 850kVA and delivering the necessary cabling infrastructure are essential foundational steps. Total capital cost for the power upgrade is around £200k with cabling infrastructure estimated to be a further £400k. These costs are only likely to increase in future, particularly if capacity is absorbed by other developments coming on stream.

2.9 Without this, the larger scale roll-out of electric and other alternative net zero vehicles becomes more complex and financially risky. It also limits the future potential of the depot in relation to transformation, or expansion should it be necessary.

2.10 The grid connection needs to be upgraded to around 800-850kVA as soon as possible to allow for the transition to take place in line with the programme.

2.11 Infrastructure installation is designed to be modular and scalable, with wiring and trunking installed early and charging units added progressively in line with vehicle delivery.

2.12 Charging units are based around 7.4kw and 22kw standard AC charging units. Vehicle to grid (V2G) charging was considered in the strategy, however, V2G is only suitable where you have capacity in the supply already, along with flexibility in charging times, where an 8 hour window is more than sufficient to top up a battery.

2.13 Building additional capacity into a new system would result in cost prohibitive pay back periods. As HDC vehicles require charging during peak times (12:30 to 00:00), and start operations at 06:00 in the

morning, this leaves a reduced window to charge of 6 hours, which is the “off-peak” charging window. Off peak is the only opportunity to buy at a reduced rate, running from 00:00 to 08:00.

2.14 Reducing the charging window from 14 hours to 6 hours, will mean an upgrade of the supply from 850kva to 1800kva, and an upgrade to the speed of every charger to enable charging in a shorter window which is not cost effective. Furthermore, frequent fast charging can also accelerate battery degradation, mainly due to increased heat and faster chemical reactions inside the battery, which can cause loss of charge capacity over time.

2.15 All equipment will be ‘smart’ even if the load balancing system is not strictly needed in the earlier stages of the transition.

2.16 Huntingdonshire District Council’s fleet replacement programme is based on best practice for asset management, ensuring vehicles are replaced at the point where maintenance, reliability, and operational needs justify investment. This programme is reviewed annually, considering the age, mileage, condition of fleet assets, and developing service requirements.

2.17 Capital expenditure for fleet renewals is approved through the Council’s established budget-setting process. Business cases for each replacement, including alternative-fuel and net zero vehicles, are considered alongside all other capital priorities. The Deputy Chief Executive and Corporate Director (Place), Corporate Director (Finance and Resources) Section 151 Officer and Cabinet play key roles in ensuring capital proposals are aligned with the Council’s strategic and financial objectives.

2.18 This approach is deliberately flexible. Replacement cycles are not treated as inflexible or automatic. Instead, vehicles are procured or their lives extended based on changing operational needs, advances in alternative technology, and the annual financial context.

2.19 This flexibility enables the Council to adopt new, low-carbon vehicle technologies—such as electric, hydrogen, or other fuels—on a year-by-year basis, integrating these options when they offer best value or lowest environmental impact. We have also demonstrated, through the HVO trial and roll out, the ability to pilot and test new technologies; undertake evaluation; and then make decisions based on clear business case reasons.

2.20 This strategy will mean the Council is not committed to a fixed, long-term structure of replacements tied to outdated specifications or locked-in capital costs. Annual reviews and business-case approvals help minimise stranded investment, maximise use of emerging technologies, and achieve the best blend of financial sustainability, operational performance, and environmental leadership for the district.

2.21 The flexible roll-out built into this strategy allows the Council to adapt procurement as cleaner manufacturing processes and improved battery technologies become mainstream. While the “embedded carbon” in current electric and hydrogen vehicles—especially from battery production—remains a valid concern, it is expected to fall rapidly as the UK grid decarbonises, battery recycling progresses, and manufacturers shift to lower-carbon materials and processes.

2.22 Environmental impact at end-of-life is another common concern, however rapid progress is being made in battery recycling, re-use, and regulation.

2.23 The UK is actively investing in advanced recycling processes, with new plants able to recover critical metals such as lithium, cobalt, and nickel. The Waste Batteries and Accumulators Regulations 2009 ban the disposal of all waste batteries (including lithium, industrial, automotive, and portable batteries) by landfill or incineration, ensuring responsible disposal.

2.24 The phased, modular approach means HDC’s future vehicle cycles can select newer battery chemistries—such as solid-state or cobalt-free options—as they become commercially viable, further minimising environmental impact and supporting a robust circular economy for vehicle batteries.

2.25 By delivering fleet replacements in stages, the Council can incorporate the latest evidence and technology developments on safety as the market evolves. Though some concerns have been raised about EV fire risk, the most recent UK data demonstrates that fully electric vehicles are much less likely to experience fire than their petrol or diesel counterparts—by as much as twenty times.

2.26 Hybrids are currently more susceptible due to complex systems, but ongoing advances in battery design, fire management technology, and safety regulations are improving outcomes every year.

2.27 The flexible procurement model guarantees that any up-to-date fire safety standards and market innovations can be built into future phases of the decarbonisation programme.

2.28 At every stage, this approach provides flexibility, value for money, and the ability to take advantage of new technologies or market changes—only progressing or investing further, where justified by a sound business case. The key to all of this is ensuring that we have adequate infrastructure available to support solutions when they are viable, and enable us to respond quickly, and in an agile and proportionate manner. It is recommended that investment now will allow this infrastructure to be provided in a cost-effective and practical way, that will balance the investment cost, payback, potential use and wider considerations such as added value to Eastfield House.

3. OPTIONS CONSIDERED

3.1 **Do Nothing**- With the UK's internal combustion engine (ICE) ban set to start in 2030, continuing solely with HVO risks escalating costs and threatens future fleet viability. From 2030, new HVO-compatible vehicles cannot be purchased, limiting HVO's use to existing assets. Delaying action also raises the risk that essential depot power upgrades may become unattainable if growing local demand secures grid capacity first. This approach exposes HDC to operational, financial, and regulatory risks as transition options narrow and compliance becomes more expensive.

3.2 **Delay infrastructure upgrade**- Delaying the infrastructure upgrade until after LGR is possible, but doing so makes it much more likely that local development or reallocation of resources will result in the depot losing access to the necessary grid capacity. If other developments secure available power first, the cost and feasibility of upgrading later could be significantly reduced, limiting the council's ability to transition the fleet when needed. The grid connection needs to be upgraded to around 800-850kVA as soon as possible to allow for the transition to take place in line with the programme.

3.3 **Exploring external partnerships**- Shared infrastructure for fleet charging or service delivery may offer economies of scale and flexibility, but it introduces long-term risks—especially as organisational priorities, boundaries, or funding arrangements shift during or after Local Government Reorganisation. Changes in governance or priorities can destabilise shared service agreements, disrupt access to depot infrastructure. Over time, evolving partner needs may reduce the control and strategic alignment, impacting costs, operational resilience, and service quality if arrangements no longer fit the either partners requirements.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview and Scrutiny (Environment, Communities and Partnerships) Panel discussed the report at its meeting on 22nd January 2026.

4.2 It was clarified to the Panel that the electric freighters were heavier than the vehicles currently used. Concern was expressed about the carbon footprint generated during the production of the vehicles, following which, the Panel heard that this concern was recognised and in addition, noted that Germany had introduced some flexibility into their proposal to ban internal combustion engines by 2035. It was further noted that with flexibility in the strategy the main focus would be to secure power onto the site as this would form the basic structure going forward.

4.3 The Panel heard that the business continuity plans would be updated as technology was updated and in line with the required power provision at Eastfield House. It was also noted that the flexibility of the report and strategy allowed for further development of emerging technologies and the associated operational delivery and for the Council to react accordingly.

4.4 Councillor Shaw reflected that the report had previously been seen and discussed by the Climate Working Group and that he was generally in favour of the Strategy however he did express concerns relating to the optimism surrounding the responsible disposal of lithium batteries. The Panel heard that modelling on typical mileage per kilowatt hour of the vehicles had been undertaken through the Energy Saving Trust and using existing round data whilst also accommodating the anticipated expansion to rounds encompassing new homes under construction. It was confirmed that an anticipated maximum of 850kVs would be required to charged all vehicles from flat to a full charge and that further work had been done to calculate smart charging to bring vehicles of different charge levels to a balanced charge then complete all vehicles to full charge.

4.5 It was noted that the grounds team at St Neots Town Council had acquired an electric lawn mower and that the reduction in noise and fumes experienced by operatives had been well received. This was a sentiment shared by the Council's Operations Team who have been trialling new technologies in order to make informed judgement on their use. It was also noted that smaller, urban authorities were able to make good use of these technologies however significant challenges were posed by the size and rural nature of the district. It was further observed that electrical vehicles tended to have cheaper maintenance costs due to less moving parts however investment would be required to enable the workshop to accommodate parts and training of operatives to service the new technologies.

4.6 The Panel were advised that the DVSA would accommodate and account for the weight of the battery on each vehicle in such a way so as not to loose the capacity of the vehicle and that it's payload would not be reduced. It was also advised that the team had previously loaned a vehicle from a neighbouring authority which had performed well but more information was being sought on performance in extreme temperatures and weathers and that a cautious approach was being taken.

4.7 It was observed that a cautious approach would be prudent as there were concerns about the infrastructure required for the new technology to function and it was acknowledged that this was imperative. It was also advised that research was being undertaken on optimum battery conditions and charging to ensure full life expectancy from the technology.

4.8 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.

5. KEY IMPACTS / RISKS

5.1 The national ban on new petrol and diesel vehicles from 2030 (and on new non-zero-emission HGVs up to and including 26 tonnes from 2035 and all HGVs over 26 tonnes from 2040) requires a proactive and timely transition strategy; delaying action risks non-compliance, stranded assets, and service disruption as older fleet options are phased out.

5.2 Delaying grid and charging infrastructure upgrades as development progresses could make future electrification more costly or infeasible, potentially leaving the Council unable to deliver zero-carbon fleet operations or respond when a business case is established.

5.3 A phased approach is essential as rapid advances in vehicle and charging technology, as well as the unpredictable impact of Local Government Reorganisation, mean flexibility is needed to adapt to changing operational landscapes, emerging solutions, and organisational priorities.

6. TIMETABLE FOR IMPLEMENTATION

6.1 2025/26 a formal application to UK Power Network will be initiated for the power to be upgrade to 850KVA at the Eastfield House Depot.

6.2 This upgrade is expected to be completed within 12 months (late 2026, to early 2027)

6.3 Civil works for cabling and trunking should take approx. 3 months to complete and is estimated to be completed by mid-2027.

6.4 All vehicle replacements submitted in August each year through the standard capital budget cycle.

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

(See Corporate Plan)(See Huntingdonshire Futures)

7.1 Climate Strategy
7.2 Building Energy Strategy Cabinet Report - September 2025
7.3 Place Strategy
7.4 Corporate Plan

8. CONSULTATION

8.1 This Strategy has been completed in collaboration with the Energy Savings Trust.

8.2 The strategy has been reviewed through the Environmental task and finish group with positive feedback given.

9. LEGAL IMPLICATIONS

9.1 The UK Government's national legislation will prohibit the sale of new petrol and diesel cars and vans by 2030, and new non-zero-emission heavy goods vehicles (HGVs) by 2040, making it illegal to procure or expand the fleet with these vehicles beyond those deadlines.

9.2 Ongoing compliance with air quality and emissions regulations (including Clean Air Zones and non-road mobile machinery standards) will increasingly require adoption of zero-emission vehicles, meaning retention of older diesel vehicles may breach local or national air quality directives as enforcement tightens.

10. RESOURCE IMPLICATIONS

10.1 Fleet and Depot Management/Operational Services: Largest impact, as this service will oversee procurement of new vehicles, coordinate replacement scheduling, manage asset disposal, and implement all day-to-day fleet operations related to charging and vehicle use.

10.2 Facilities/Infrastructure: Responsible for planning, executing, and maintaining the grid connection upgrades, charging infrastructure, cable routing, and depot modifications necessary for electrification—including any site expansion or civil works required.

10.3 Procurement: Involved in all vehicles, charger, and infrastructure acquisitions; ensures compliance with council and public procurement standards.

10.4 ICT/Digital Services: Required for the integration and management of smart charging system and software platforms to optimise vehicle and energy use.

10.5 Workshop: The workshop will need to evolve in terms of skills, knowledge and infrastructure as servicing and maintenance of zero-emissions vehicle become mainstream. This has potential benefits as we upskill and improve the workshop, and may allow us to accommodate other public sector bodies vehicles, much as we do now.

10.6 Legal/Governance: Will review contracts, funding conditions, legal compliance with evolving regulation (including the ICE ban and relevant safety/building legislation), and governance arrangements of new asset management models or partnerships.

11. HEALTH IMPLICATIONS

11.1 Lower noise pollution from electric vehicles during rounds and depot movements, supporting better physical and mental health for residents, crew, and depot staff.

11.2 Long-term public health gains as part of the Council's commitment to cleaner, quieter, more sustainable frontline services, supporting broader climate and health strategy outcomes.

12. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

12.1 Major reductions in greenhouse gas (GHG) emissions, with HDC's transition projected to cut fleet CO_2 emissions by more than 1,300 tonnes annually by 2040, supporting both local and national net zero targets.

12.2 Significant improvement in local air quality through major reductions in tailpipe emissions of nitrogen oxides (NOx), particulate matter (PM), and other pollutants compared to diesel vehicles, benefiting both staff and the wider public—especially in urban collection zones.

12.3 Lower noise pollution from electric vehicles during rounds and depot movements, supporting better physical and mental health for residents, crew, and depot staff.

12.4 Long-term infrastructure investments such as smart grid connections and modular charging will provide environmental resilience, supporting adaptation and minimising future disruption as technology and service needs evolve

13. REASONS FOR THE RECOMMENDED DECISIONS

13.1 The recommendation of approving the Fleet Renewal and Infrastructure Improvement Strategy is essential for HDC to meet strict national legislation on petrol and diesel vehicle sales and ensure ongoing operational reliability and ensuring long-term service resilience. Critically, the fleet decarbonisation programme supports the Council's net zero target by 2040, cutting carbon and improving local air quality, with clear co-benefits for community health and environment. Early action minimises compliance risks and demonstrates strong local leadership in sustainability.

14. LIST OF APPENDICES INCLUDED

Appendix 1 – Fleet Renewal and Infrastructure Programme

Further Reading
Government Consultation on Phasing out New Petrol and Diesel Car Sales

Government Transition to Zero Emission Cars and Vans

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Fleet Renewal and Infrastructure Programme

Huntingdonshire District Council

By James Brown

Peer reviewed by Callum Puttock

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15. EXECUTIVE SUMMARY

Huntingdonshire District Council (HDC) formally recognised a 'Climate Crisis and Ecological emergency' in February 2023. A climate strategy has been adopted, which specifies the need for a zero-emission fleet by 2040. This document is a follow up to the initial fleet review, that reflects the changing (improving) electric vehicle (EV) market and outlines a programme for transition to zero emission reflecting capital costs, running cost savings and infrastructure needs, adjusted for the future fleet that includes food waste collections.

Key findings and opportunities

- The availability and costs of electric vehicles has improved significantly since the initial fleet review was undertaken. Most notably, the cost of an electric refuse collection vehicle (eRCV) has dropped by over £40,000 and more quality options are available.
- This means that whole life costs (at current prices) favour electric over diesel over a seven-year period by around £3,000 a year (this is a £6,000 saving when compared to using HVO). We expect this saving to continue to increase -**Section 6.**
- Savings could be increased by retaining eRCVs for a longer time period (within battery warranty), even allowing for costs of rig refurbishment – **Section 6.2** and **Figure 6-2**.
- The key limitation for take up at present is the need to upgrade the grid connection at Eastfield House. However, this is possible and could be completed within 7 to 15 months for circa £200,000, depending on progress alongside UK Power Networks - **Section 9.**
- The grid connection needs to be upgraded to around 800-850kVA as soon as possible to allow for the transition to take place in line with the programme. Only a small number of vehicles can transition to electric before this on a time managed charging basis. HDC still need to buy 3 diesel RCVs and some 4x4s beyond this year's programme -**Table 7-2**.

- Most 3.5t tippers replacements should be deferred until infrastructure is in place to enable a renewed electric fleet. This will also allow clarity on legislation for 4.25t electric vehicles.
- Investment in infrastructure is front loaded, with the need to get all wiring/trunking in place and blanking plates in future charging locations. This will mean chargers can simply be added as vehicles are ordered in line with the programme, rather than all being paid for and installed, and not used for several years. All charging stations need to be either 7kW AC or 22kW AC. Some will require double outlets, as specified in the programme - **Section 9**.
- Load balancing will be needed to ensure all vehicles can be charged at the same time in the latter stages of the programme (Circa 2030/31 onwards). All equipment should be 'smart' and compatible with this, even if the load balancing system is not strictly needed in the earlier stages of the transition - **Section 9.2**.
- Cost outlines provided in the programme are pessimistic, assuming highest likely costs for each installation. We fully expect detailed planning to deliver significant reductions and have provided a calculation template in this document to help ensure quotes received are in line with industry guidance - **Figure 9-1**.
- **Table 1-1** is a summary of the programme, and **Figure 1-1** is the broader timeline to work to.
- Detailed vehicle replacement programmes for each year are in **Section 7** and details on infrastructure on **Section 9**
- Limited but significant opportunities may emerge from working with a local energy supplier (**Section 10**) and also from trials of eRCVs (**Section 11**).

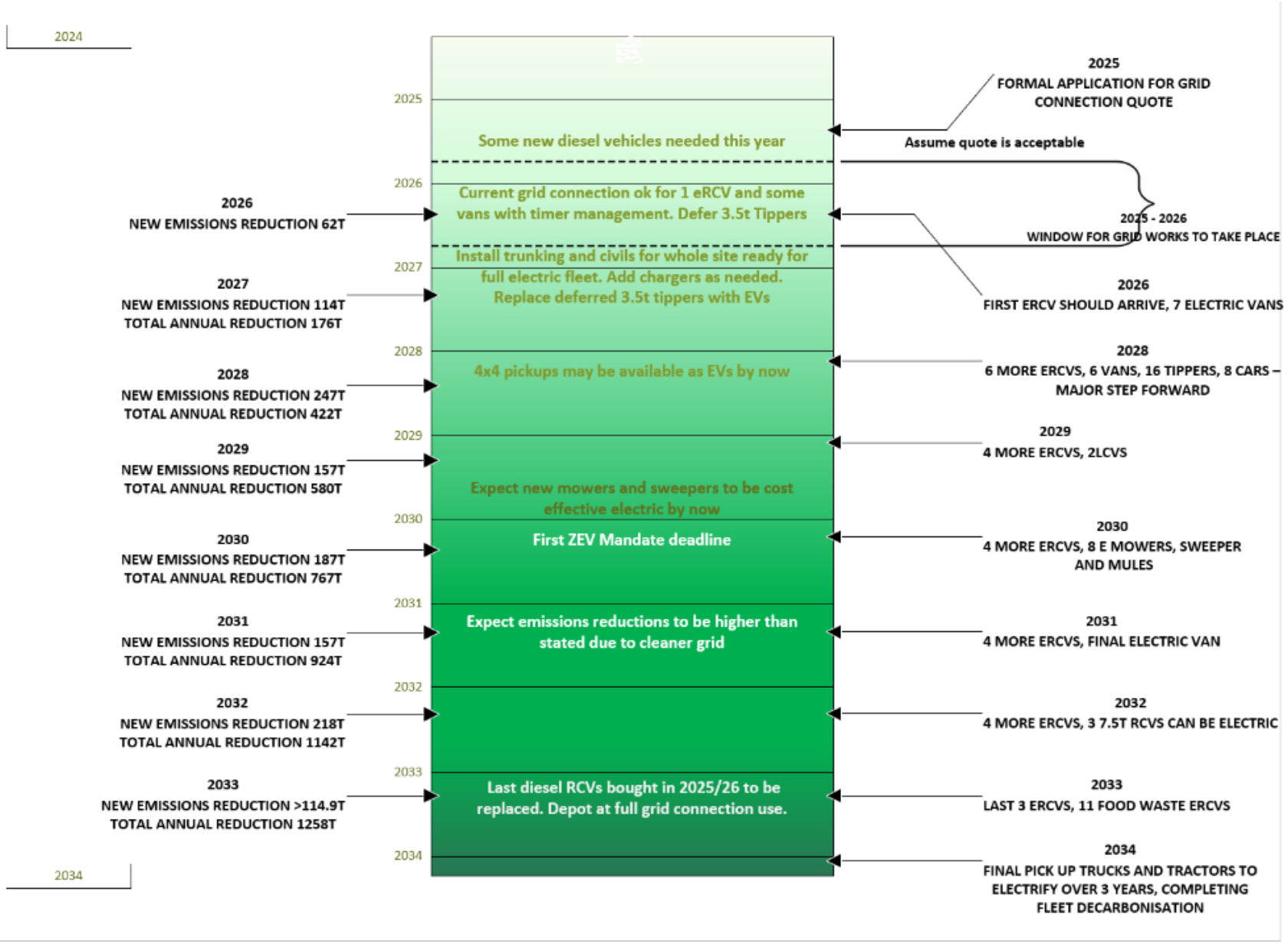
***Table 15-1** – Summary of programme to transition vehicles to EV, with estimated total costs and worst-case infrastructure costs.*

Programme year	Diesel vehicles needed	Diesel capital costs (ex VAT & Delivery)	First time electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Budget for infrastructure (worst case)	Emissions reductions from new vehicles	Estimated total annual emissions reduction
2025/26	25	£1,148,400	8	£578,600	£97,300	13	£275,500	62.0t	62.0t
2026/27	2	£52,700	21	£1000,200	>£169,400	0	£441,500	92.1t	154.1t
2027/28	0	£150,000	14	£2,239,065	£401,100	0	£85,000	246.7t	400.8t
2028/29	0	N/A	6	£1,402,300	£251,900	0	£40,000	157.2t	558.0t
2029/30	0	N/A	17	£2,045,000	£283,600	0	£37,500	187.4t	745.4t
2030/31	0	N/A	5	£1,377,555	£250,100	0	£30,000	157.3t	902.7t
2031/32	0	N/A	7	£1,773,000	>£250,000	0	£45,000	218.3t	1121.0t
2032/33	0	N/A	14	£3,205,000	>£187,600	0	£60,000	>114.9t	1235.9t
2033/34	0	N/A	6	£480,100	£57,700	0	£32,500	38.8t	1274.7t
2034/35	0	N/A	2	£80,000	Unknown	0	N/A	4.8t	1279.5t
2035/36	0	N/A	4	£414,000	Unknown	0	N/A	9.8t	1289.3t
2038/39	0	N/A	3	£320,000	Unknown	0	N/A	Unknown	>1,289.3t

- This is a summary of the replacement programme for all vehicles that have not yet been replaced by EVs. New diesel vehicles that are required are subsequently included again in the programme in later years for electric replacements (therefore are essentially included twice). However, once vehicles are replaced by EVs, subsequent replacements of these are not repeated, to keep this programme focused on decarbonisation and also taking the view that future replacement cycles of EVs will benefit from flexible replacement intervals, given a potentially longer life cycle.
- The programme is set in the context of charging infrastructure that is likely to be available. In some cases this results in suggestions for deferring some vehicle replacements and also results in some new diesel vehicles being required.
- Amounts allocated reflect current 2025 prices and do not factor in inflation. This is best calculated each year as figures are known.
- EV emissions are based on the 2024 grid factor of 125g/CO_2 per kWh.

The summary timeline for the programme and key actions, alongside emissions savings is shown in **Figure 1-1**.

Figure 15-1 *– HDC fleet decarbonisation timeline – 2025 to 2034*


2024
2025
Some new diesel vehicles needed this year
2026
Current grid connection ok for 1 eRCV and some vans with timer management. Defer 3.5t Tippers
2027
Install trunking and civils for whole site ready for full electric fleet. Add chargers as needed. Replace deferred 3.5t tippers with EVs
2028
4x4 pickups may be available as EVs by now
2029
Expect new mowers and sweepers to be cost effective electric by now
2030
First ZEV Mandate deadline
2031
Expect emissions reductions to be higher than stated due to cleaner grid
2032
2033
Last diesel RCVs bought in 2025/26 to be replaced. Depot at full grid connection use.
2034
2026
NEW EMISSIONS REDUCTION 62T
2027
NEW EMISSIONS REDUCTION 114T
TOTAL ANNUAL REDUCTION 176T
2028
NEW EMISSIONS REDUCTION 247T
TOTAL ANNUAL REDUCTION 422T
2029
NEW EMISSIONS REDUCTION 157T
TOTAL ANNUAL REDUCTION 580T
2030
NEW EMISSIONS REDUCTION 187T
TOTAL ANNUAL REDUCTION 767T
2031
NEW EMISSIONS REDUCTION 157T
TOTAL ANNUAL REDUCTION 924T
2032
NEW EMISSIONS REDUCTION 218T
TOTAL ANNUAL REDUCTION 1142T
2033
NEW EMISSIONS REDUCTION >114.9T
TOTAL ANNUAL REDUCTION 1258T
2025
FORMAL APPLICATION FOR GRID CONNECTION QUOTE
Assume quote is acceptable
2025 - 2026
WINDOW FOR GRID WORKS TO TAKE PLACE
2026
FIRST ERCV SHOULD ARRIVE, 7 ELECTRIC VANS
2028
6 MORE ERCVS, 6 VANS, 16 TIPPERS, 8 CARS – MAJOR STEP FORWARD
2029
4 MORE ERCVS, 2LCVS
2030
4 MORE ERCVS, 8 E MOWERS, SWEEPER AND MULES
2031
4 MORE ERCVS, FINAL ELECTRIC VAN
2032
4 MORE ERCVS, 3 7.5T RCVS CAN BE ELECTRIC
2033
LAST 3 ERCVS, 11 FOOD WASTE ERCVS
2034
FINAL PICK UP TRUCKS AND TRACTORS TO ELECTRIFY OVER 3 YEARS, COMPLETING FLEET DECARBONISATION
2034

16. SUMMARY OF PHASE 1 - 2025/26 TO 2027/28

Figure 16-1 *– Timeline for 2025/26 to 2027/28*

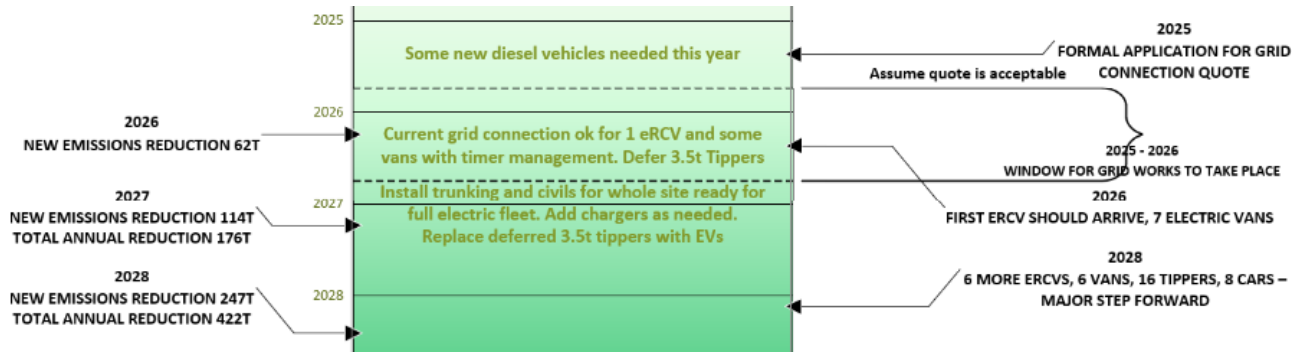


Table 16-1 *– Enabling EV infrastructure likely costings 2025/26 to 2027/28*

Year	Item (s)	Outline cost
2025/26	Grid Upgrade to 800/850kVA	£150,000
	Grid upgrade ancilliaries, items not in DNO quote – such as cabinet base, etc	£50,000
	1* 22kW and 7*7kW chargers, installed (can be done on current connection with timer)	£75,500
2026/27	All trunking, charger locations install ready with blanking plates for fully electric fleet	£324,000^
	Provision for load balancing (maybe possible at a later stage)	TBC
	1*22kW and 22* 7kW charger (subject to 800kVA grid connection) plus final install, etc	£117,500
2027/28	6*22kW chargers and 8*7kW chargers	£85,000

^ *Worst case estimate – expect to be much less in practice if efficient trunking arrangement can be made –use* ***Figure 9-1*** *to calculate*

Table 16-2 *– Vehicle capital likely costings 2025/26 to 2027/28*

Fleet category/ Year	Diesel vehicles needed	Diesel capital (ex VAT & delivery)	Electric vehicles needed	EV capital (ex VAT & delivery)	Lifetime EV energy cost savings	Est annual emissions reduction
2025/26 Total	**25**	**£1,148,400**	**8**	**£578,600**	**£97,300**	**62.0t**
3.5t Van	0	N/A	5	£199,000	£30,500	20.5t
3.5t Tipper	5	£165,000	0	N/A	N/A	Nil
Small Van	0	N/A	2	£44,600	£4,300	3.2t
7.5t-12t	2	£165,000	0	N/A	N/A	Nil
26t RCV	3	£432,300	1	£335,000	£62,500	38.3t
Plant	15	£395,100	0	N/A	N/A	Nil
2026/27 Total	**2**	**£52,700**	**21**	**£1,000,200**	**>£169,400**	**92.1t**
3.5t Tipper	0	N/A	12	£575,500	£120,600	64.8t
Small Van	0	N/A	2	£44,600	£6,200	3.2t
18t Skip loader	0	N/A	1	£220,000	£22,600	9.7t
Car	0	N/A	8	£160,100	>£20,000	14.4t
4x4 Pick up	2	£52,700	0	N/A	N/A	Nil
2027/28 Total	**0**	**£150,000**	**14**	**£2,239,065**	**£401,143**	**246.7t**
Sweeper	1	£150,000	0	N/A	N/A	Nil
Small Van	0	N/A	5	£111,510	£14,680	8t
3.5t Van	0	N/A	1	£37,555	£1,363	4.1t
26t RCV	0	N/A	6	£2,010,000	£375,100	229.8t
4x4 Pick up	0	N/A	2	£80,000	£10,000	4.8t

17. SUMMARY OF PHASE 2 – 2028/29 TO 2030/31

Figure 17-1 *– Timeline for 2028/29 to 2030/31*

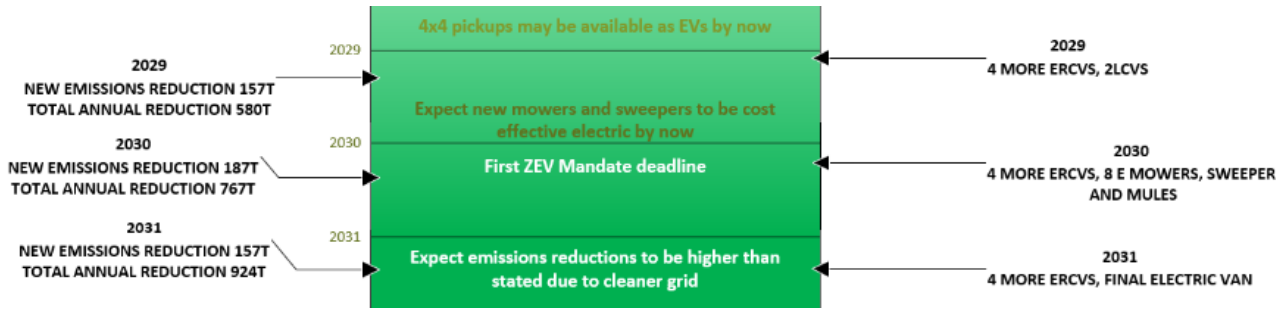


Table 17-1 *– Enabling EV infrastructure likely costings 2028/29 to 2030/31*

Year	Item (s)	Outline cost
2028/29	4*22kW chargers and 2*7kW chargers	£40,000
2029/30	5*22kW chargers	£37,500
	12*7kW chargers*May not all be needed if alternate day charging is achieved and proven effective in for low use vehicles	*zero to £60,000
2030/31	4*22kW chargers	£30,000
	1*7kW chargers*May not be needed if alternate day charging is achieved and proven effective in for low use vehicles	£5,000* or zero

Table 17-2 *– Vehicle capital likely costings 2028/29 to 2030/31*

Fleet category/ Year	Diesel vehicles needed	Diesel capital (ex VAT & delivery)	Electric vehicles needed	EV capital (ex VAT & delivery)	Lifetime EV energy cost savings	Est annual emissions reduction
2028/29 Total	**0**	**N/A**	**6**	**£1,402,300**	**£251,900**	**157.2t**
Small Van	0	N/A	1	£22,300	N/A	1.6t
26t RCV	0	N/A	4	£1,340,000	£250,100	153.2t
4x4 Pick up	0	N/A	1	£40,000	£1,800	2.4t
2029/30 Total	**0**	**N/A**	**17**	**£2,045,000**	**£283,600**	**187.4t**
Mower	0	N/A	8	£400,000	Est £20,000	22.4t
Tractor/Mule	0	N/A	4	£80,000	Est £5,000	Unknown
Sweeper	0	N/A	1	£225,000	£8,500	11.8t
RCV 26t	0	N/A	4	£1,340,000	£250,100	153.2t
2030/31 Total	**0**	**N/A**	**5**	**£1,377,555**	**£250,100**	**157.3t**
RCV 26t	0	N/A	4	£1,340,000	£250,100	153.2t
3.5t Van	0	N/A	1	£37,555	N/A	4.1t

18. SUMMARY OF PHASE 3 – 2031/32 ONWARD

Figure 18-1 *– Timeline for 2031/32 onwards*

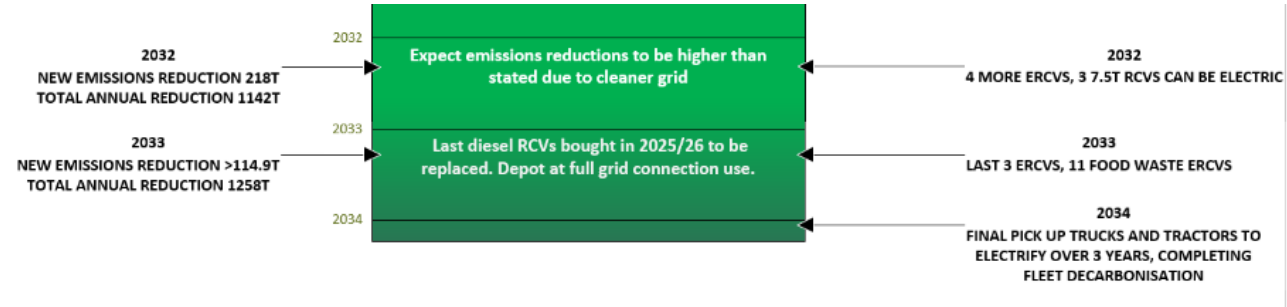


***Table 18-1** – Enabling EV infrastructure likely costings 2031/32 onwards*

Year	Item (s)	Outline cost
2032/33	3*22kW Charger	£22,500
	5*22kW Charger with 2 outlets (10*11kW)	£37,500
2033/34	1*22kW Charger	£7,500
	5*7kW Chargers	£25,000
Beyond	A further 7 vehicles will require 7kW charging, although this may well be achievable through sharing of existing outlets.	Up to £35,000 – may be zero.

***Table 18-2** – Vehicle capital likely costings 2031/32 onward*

Fleet category/ Year	Diesel vehicles needed	Diesel capital (ex VAT & delivery)	Electric vehicles needed	EV capital (ex VAT & delivery)	Lifetime EV energy cost savings	Est annual emissions reduction
2031/32 Total	**0**	**N/A**	**7**	**£1,773,000**	**>£250,100**	**218.3t**
RCV 26t	0	N/A	4	£1,340,000	£250,100	153.2t
RCV 7.5t	0	N/A	2	£340,000	Unknown	43.2t
Tipper 7.2t	0	N/A	1	£93,000	Unknown	21.9t
2032/33 Total	**0**	**N/A**	**14**	**£3,205,000**	**>£187,600**	**>114.9t**
RCV 26t	0	N/A	3	£1,005,000	£187,600	114.9t
Food Waste 12t	0	N/A	11	£2,200,000	Unknown	Unknown
2033/34 Total	**0**	**N/A**	**6**	**£480,100**	**£66,200**	**38.8t**
3.5t Tipper	0	N/A	5	£255,100	£57,700	27t
Sweeper	0	N/A	1	£225,000	£8,500	11.8t
2034/35 Total	**0**	**N/A**	**2**	**£80,000**	**Unknown**	**4.8t**
4x4 Pickup	0	N/A	2	£80,000	Unknown	4.8t
2035/36 Total	**0**	**N/A**	**5**	**£414,000**	**Unknown**	**>4.8t**
4x4 Pickup	0	N/A	2	£80,000	Unknown	4.8t
Tractor	0	N/A	1	£100,000	Unknown	Unknown
7.5t Box & Tipper	0	N/A	2	£234,000	Unknown	Unknown
2038/39 Total	**0**	**N/A**	**3**	**£320,000**	**Unknown**	**Unknown**
Tractor	0	N/A	3	£320,000	Unknown	Unknown

19. UPDATED EHGV COSTS AND VIABILITY

7.5t HGVs

Mercedes, through its Fuso subsidiary, has the 7.5-tonne eCanter which is now in full production. The specification offers three battery options with gross weights ranging from 6.5t to 8.5t, providing from 40kWh to 120kWh battery capacity, with the latter claiming a likely 120-mile range from mixed use (the smaller battery would be closer to 40 miles). However, the larger battery model is likely to require a C category driving licence and will be restricted from roads where there is a 7.5t weight limit.

There is currently a payload impact from transitioning to battery electric 7.5t HGVs. It appears likely that a 12t electric HGV will be presented as the alternative to 7.5t diesel vehicles by some manufacturers, where operations are payload critical.

HDC has recently replaced three of the vehicles in this size category with new Diesel vehicles and is in the process of buying the remaining two to replace some of the oldest vehicles on the fleet. As such we would expect this replacement to occur in the middle of the 2030's when the cost and product offer will be transformed from what is available today. This is included in the replacement programme as 'replacement of replacements' based on current quoted EV prices.

18t HGV

There are now many electric HGVs on the market. Most can be specified with different types of body, suited to many different operations.
At the end of 2022 the UKs first electric skip loader started work with Recycling Lives in Preston, Lancashire.

This is an 18t Renault E-Tech D Wide 4x2 BEV truck. It has a 265kWh battery and Renault's own modelling suggests that carrying a 50% load it could achieve a range of 200-210 km (124 to 130 miles) with external temperatures at five degrees. This would be based on an estimated 200kWh useable capacity. A 360kWh option is available (same size and weight), giving 300kWh useable capacity and substantially more range. However, if less range is needed, costs can be saved through fewer battery packs.
The Mercedes e-Actros website indicates an 18t vehicle is available with a 336 kWh battery, giving a potential range of around 250km (150 miles) in similar circumstances.
The BEV skip loaders typically have an extra one-tonne weight allowance (so an 18t truck would be replaced by a 19t BEV which is taxed and classed the same as an 18t vehicle giving a competitive payload).
HDC only operate one 18t skip loader, LN65UVB. No telematics data is available for this vehicle and refuelling does not take place every day, so daily miles are not visible. Annual mileage was 7,452 in 2022/23, at an average efficiency of 8.8mpg. This would equate to an average of 31 miles a day based on 240 working days, which is well within the range of a single 94kWh battery pack (which would provide over a 50-mile single charging range). However, it is not clear if the vehicle has worked for 240 days or how much the daily usage varies. This means that HDC would need to identify peak daily usage, before being able to specify the most cost-effective battery configuration or have confidence that a BEV could undertake all the existing duties of this vehicle without the need for potentially disruptive in-shift top up charges. We would suggest that at least a 188kWh battery would be needed (giving around 100-mile range). A larger battery would mean less frequent charging would be needed.

18t WLC comparison

Many eHGVs are being offered with an eight-year battery guarantee which also equates to around 300,000 miles. This would suggest that an 18t skip loader employed by HDC would operate reliably at 10-years old, and likely beyond.

Based on charging point availability this vehicle's scheduled replacement with electric would need to be deferred from 2025/26 to ensure that there was sufficient charging infrastructure. Alternatively, if a new diesel vehicle is purchased, it will not be due for replacement until at least 2032/33. If deferring is not possible, a used diesel replacement could shorten the lead time for the shift to electric but would come with its own maintenance risks.
We have compared basic costs for vehicles in this class, based on 8,000 miles a year over 10 years and using the current average of 8.8 mpg for this vehicle.
BEV and diesel vehicle purchase costs are based on a quote from the manufacturer for a chassis cab, with extra allowance for the skip-loading body. The assumption is that the BEV would be recharged overnight at an average £0.19 / kWh. We also present the situation if HVO is used as an alternative to diesel, at a price premium of £0.16 a litre. It is worth noting that slightly more HVO is needed due to its lower calorific value than standard diesel.
Whilst maintenance is typically cheaper for a BEV, we have no detailed comparative figures, so have estimated the cost to be 80% of the diesel vehicle due to fewer service parts.

Table 19-1 *Estimated annual costs based on WLC for replacement of 18t skip-loader, 10 years, 8,000 miles a year*

	Renault Trucks 19t (188 kWh)	Renault Trucks 18t (Diesel)	Renault Trucks 18t (using HVO)	Comments
Estimated purchase price	£200,000	£90,000	£90,000	
Grant	(£25,000)	n/a	n/a	Assumes some RCVs will receive higher rate.
Battery residual value	(£18,000)	n/a	n/a	
Chassis residual value	(£9,000)	(£9,000)	(£9,000)	BEV RV with battery
Total estimated SMR cost	£32,640	£40,800	£40,800	£0.51/mile for diesel, BEV at 80% of this cost
Vehicle road fund licence / levy	£4,660	£4,660	£4,660	Assume BEV RFL and Levy from 2025
Estimated energy cost	£35,500	£50,006	£59,597	Electricity £0.19 a kWh, diesel £1.21 exc VAT a litre, HVO plus £0.16
AdBlue cost	n/a	£1,084	£1,141	£0.75 a litre, 3.5% of diesel volume
Total annual cost	£22,080	£17,755	£18,720	
Cost per mile	£2.76	£2.22	£2.34	
Annual CO_2e emissions	1.6 t	13.1 t	1.7 t*	Based on 2024 emissions factors – BEV figures will drop each year

**ignores 'out of scope emissions', which still occur.*

A shift to BEVs is very likely to be operationally viable in this sector and will deliver an emissions reduction of at least 11.5t CO_2e a year for a BEV when compared to a diesel equivalent. This reduction could increase if any of the energy was generated from the on-site solar installation. This reduction will increase each year as the national grid continues to decarbonise.
There are currently increased costs in replacing the 18t HGVs with a BEV of around £4,300 a year based on current energy costs and the relatively low annual mileage undertaken. This reduces to around £3,400 a year if compared to HVO.
Whilst using HVO in diesel vehicles delivers a significant 'reportable' reduction in emissions, this is at a significant financial cost over diesel and may or may not reflect an actual reduction in terms of overall climate change impact because of the potential for indirect land use change and the liberal classification of used cooking oil (usually the primary feedstock for HVO) as waste.
Using a BEV with grid electricity at current prices means that each tonne of CO_2 emissions saved costs around £375 to achieve, which is more than the carbon price of £250 discussed in the previous review. Using eHGVs will be quieter and will improve air quality, so HDC would have to 'weigh up' the benefits of the additional expenditure in this category.

20. UPDATED ERCV COSTS AND VIABILITY

Update on battery electric refuse collection vehicles

One of the best-selling electric refuse collection vehicles (eRCV) in the UK has been the Dennis Eagle eCollect, with over 100 sold. The specification has not changed for over three

years (it is still offered with a 270kWh battery) with a narrow body and a top speed of around 40mph. Whilst many users have reported good performance, some have faced challenges on hilly terrain and the nature of charging infrastructure required is proving to be focused around only one provider's option. This vehicle is priced at £460,000.
Another vehicle with many examples in circulation is the Electra eRCV based on a Mercedes Econic chassis. This vehicle specification has been more dynamic with increasing battery sizes and some technical improvements. However, users we have spoken to have reported varying levels of reliability. Prices were typically slightly below the Dennis Eagle product for equivalent specification.
The Lunaz eRCV has been withdrawn from the market with the closure of that company.
Other OEMs have now entered well developed products into the market based on existing diesel chassis. Mercedes have started to sell its own Econic eRCV with a choice of battery sizes which has so far received excellent feedback. A Volvo eRCV was recently purchased by Wiltshire Council for a reported £323,000. Whilst battery size and body and bin lift specification was not reported, it appears that this is most likely to be the 376kWh variant. Similarly, Volvo's sister company' Renault Trucks have provided a quote for a 376kWh base vehicle ready to install the RCV body at £245,000. With a generous £90,000 allowance for a body build and electric bin lift, this equates to around £335,000. Reports on usage of all three OEM vehicles have been very positive to date.

Updated whole life costing model for electrification of RCVs

HDC's 28 26t RCVs are usually replaced at a rate of four per year. A previous fleet review noted average efficiency at 4.35mpg, with a 14,400 average annual mileage and emissions of 48t of GHG per vehicle.
Based on the assumption that an eRCV uses 30% of the energy of a diesel RCV, past analysis concluded that a 300kWh useable battery capacity would suffice every day for 17 of the RCVs and a further seven would only exceed this once or twice a year, with mitigation possible from a depot based top up charge within the normal duty cycle. Two more vehicles had questionable data and only two regularly exceeded a likely 300kWh energy consumption on any given day, suggesting their rounds replacement should be the last, giving several years for battery energy density and capacity to improve. The full detailed report on eRCV suitability is available in Section 10.2 of the initial fleet review. We have been advised food waste rounds will not affect the mileage of existing RCVs.
With substantial reductions to electric vehicle procurement costs, we have re-evaluated the cost of replacement of a typical diesel RCV with an eRCV.
Because a BEV drive train has far fewer wearing parts it should cost less to maintain than a diesel equivalent. Some manufacturers even offer a ten-year, 300,000 mile battery warranty. The initial comparison is between electric and diesel vehicles over seven years. We have also considered the impact of keeping the electric vehicle for longer. However, it is acknowledged that after seven years, that a rig refurbishment is likely to be necessary at a cost of around £20,000 (included in Figure 6-3). We have also assumed charging losses of electricity at around 8%.

Table 20-1: *Electric 26 tonne RCV fleet – factors used in the WLC energy model*

RCV Factor	Electric	Diesel	HVO	Notes/Units
Annual Mileage/Vehicle	14,400	14,400	14,400	Fleet data
Energy Efficiency	3.36 kWh/mile	4.3 mpg	4.1 mpg	EV and HVO calculated from diesel using factors.
Cost of energy/fuel	£0.19	£1.21	£1.38	Base Cost April 2025.
Annual Inflation	Used today's prices, not included inflation due to unpredictability for fuel/energy			

The cost savings from eRCV chassis maintenance are significant but the cost of maintaining the rig will be similar for both vehicle types. Future carbon taxes have not been considered but may be significant. Additional costs for Euro VII engines may add to future costs of diesel purchases. Reductions in electric energy costs may be achieved through additional generation or power purchase agreements.

Table 20-2 *Seven-year net capital cost of an electric and diesel RCV*

Cost Summary	Renault D-Wide Electric 376kWh	Dennis Eagle Elite Diesel	Dennis Eagle Elite HVO	EV Cost (-Saving)	Notes
Vehicle Capital Cost	£335,000	£217,000	£217,000	£118,000	OEM data
Residual Value (Chassis)	-£10,000	-£10,000	-£10,000	0	
OZEV Grant Funding	-£25,000	n/a	n/a	-£25,000	*First 100 UK vehicles, after which, £16,000
Residual Value (Battery)	-£30,000	n/a	n/a	-£30,000	Estimated as 30% of battery
Total lifetime Vehicle Cost	**£270,000**	**£207,000**	**£207,000**	**£63,000**	

The higher up front capital cost of the eRCV fleet is apparent in Table 20-2. The eRCVs still have a significant additional up front capital cost of up to £118,000 (much reduced from previous quotes). However, when the potential grant and residual value of the battery is taken into account, the lifetime gap drops to around £63,000. The residual value of the batteries could be higher than our estimate (they should have a long second life in energy storage and can be refurbished) and it is quite possible that in seven or ten years, an electric chassis will be worth much more than a diesel chassis, and possibly even have significant residual life. However, this is not realised until the vehicle is disposed of.

Table 6-3 shows estimates comparing the total costs of ownership of RCVs over seven years with costs such as capital, fuel, maintenance and VED all taken into account.

Table 20-3 *Seven-year WLC – includes fuel, AdBlue, VED and road user levy*

Cost Summary	Electric	Diesel	EV Cost (-Saving)	HVO	EV Cost (-Saving)	Notes
Total fleet net capital cost	£270,000	£207,000	£63,000	£207,000	£63,000	From previous table
Total energy cost	£64,430	£128,948	-£64,518	£147,065	-£82,635	Includes inflation, assumes all depot charging
AdBlue Cost		£2,611	-£2,611	£2,738	-£2,738	No inflation
SMR (ex-tyres) costs	£67,200	£84,000	-£16,800	£84,000	-£16,800	Estimate with eRCV at 80% of ICE figures
VED + road user levy	£3,262	£3,262	£0	£3,262	£0	DVLA V149/1 - 2025 Policy
Whole life cost	£404,892	£425,821	-£20,929	£444,065	-£39,173	

We would expect eRCVs to save about £64,000 in energy costs over seven years. They would also eliminate the need for 'adBlue' exhaust additive costs. Other savings arise from reduced chassis maintenance costs, although these may be offset by more body and lifter maintenance costs later in the life of the eRCV if kept for ten years.

There is therefore an estimated saving of about £21,000 (£3,000 a year) from operating an eRCV (over 7 years). The OZEV grant for 26t HCVs is £25,000, which is capped at five vehicles per year per organisation (£125,000), and £16,000 for the next ten vehicles. This amount will also vary according to how many vehicles have been sold nationally at the time of the grant application. The full grant is included within calculations, although it should be noted if the grant is not received then the forecast would be for a break-even whole life cost. However, it is probable that a 7-year-old EV chassis will have both residual warranty and a lot of life left and may command a sale premium as a stand-alone vehicle, which could further improve the cost outlook.

If the comparison is made between electricity and HVO, the WLC savings will be greater at over £39,000 (or £5,600 a year) over a seven-year life cycle.

It should be noted that with volatility and unpredictability of fuel and energy prices, modelling of future costs could be subject to significant variation in either direction. However, we would expect increased predictability of energy costs as the influence of renewables increases within the grid power mix.

The effects of changing fuel or energy prices over a seven year vehicle lifetime are summarised in Figure 6-1.

The points highlighted are April 2025 diesel costs and the cost of energy which at £0.19/kWh takes into account some limited use of the reduced overnight tariff to charge vehicles, but the vast majority of charging at the standard rate of £0.21/kWh.
This shows how much costs can potentially escalate based on changes in fuel or energy charges and they will not necessarily change in synchronisation with each other or even move in the same direction as each other.
We have also provided an Excel tool (Figure 6-2) that can calculate lifetime fuel and energy costs for HDC vehicles, with the ability to set parameters of annual mileage, mpg, energy/fuel cost, years retained, charging losses and proportion of diesel energy consumed by the EV.

Figure 20-1 *– effects of changing energy and fuel unit costs over the life of an HDC RCV*

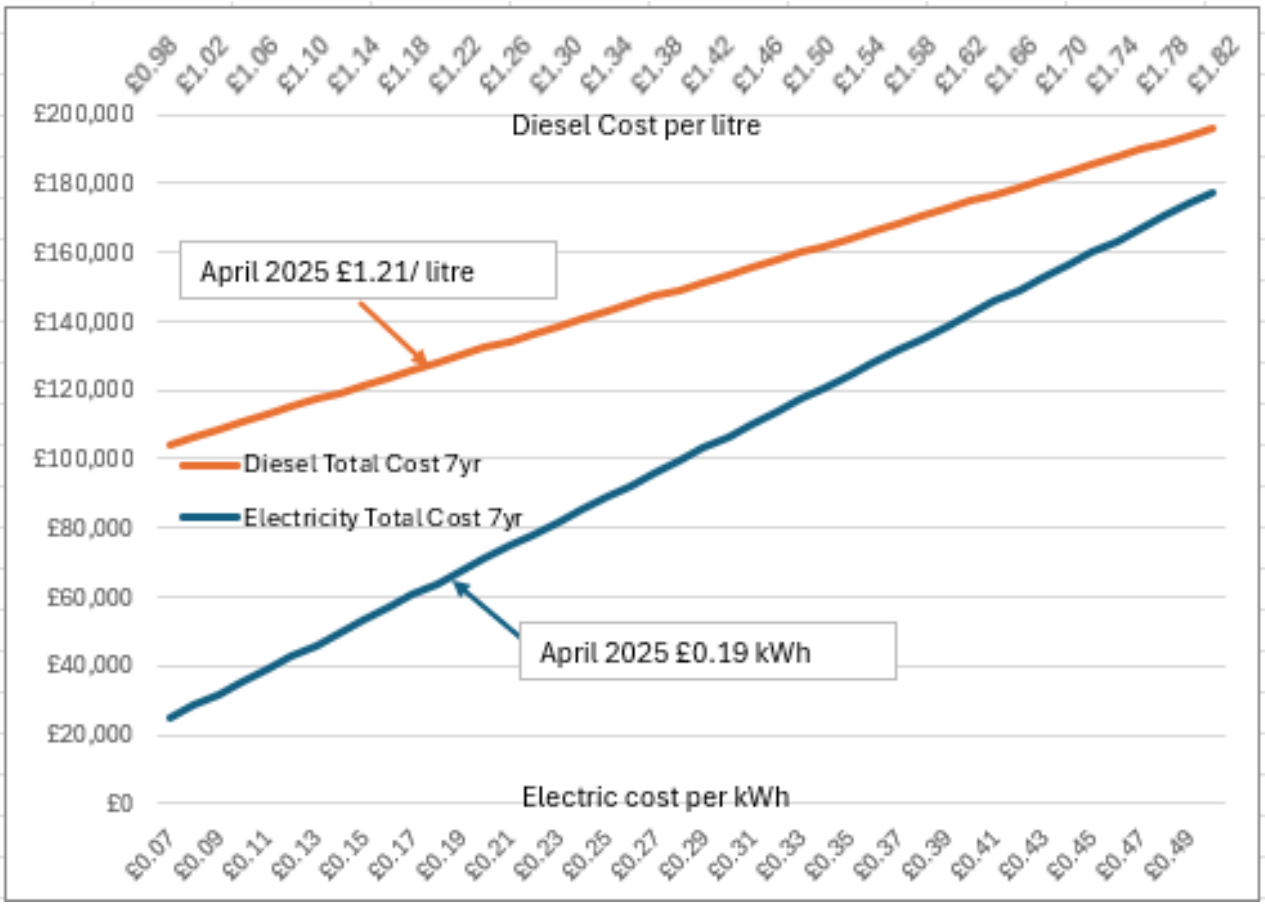


Figure 20-2 *– Calculator for EV energy cost savings Vs Diesel –* ***CLICK TO CHANGE FIGURES IN TOP BOX***

SETTINGS	Enter Values
Annual Mileage	14400
MPG	4.3
Cost of Diesel	1.22
Cost of Energy	0.19
EV Energy (Diesel)	0.3
Years Retained	7
Charging losses	10%

OUTPUTS	Totals
Annual cost of fuel	£18,573
Annual cost of Electricity	£9,641
Lifetime Cost of Fuel	£130,011
Lifetime Cost of Electricity	£67,485
Electric Energy Saving	£62,526
Annual Electric Energy Saving	£8,932

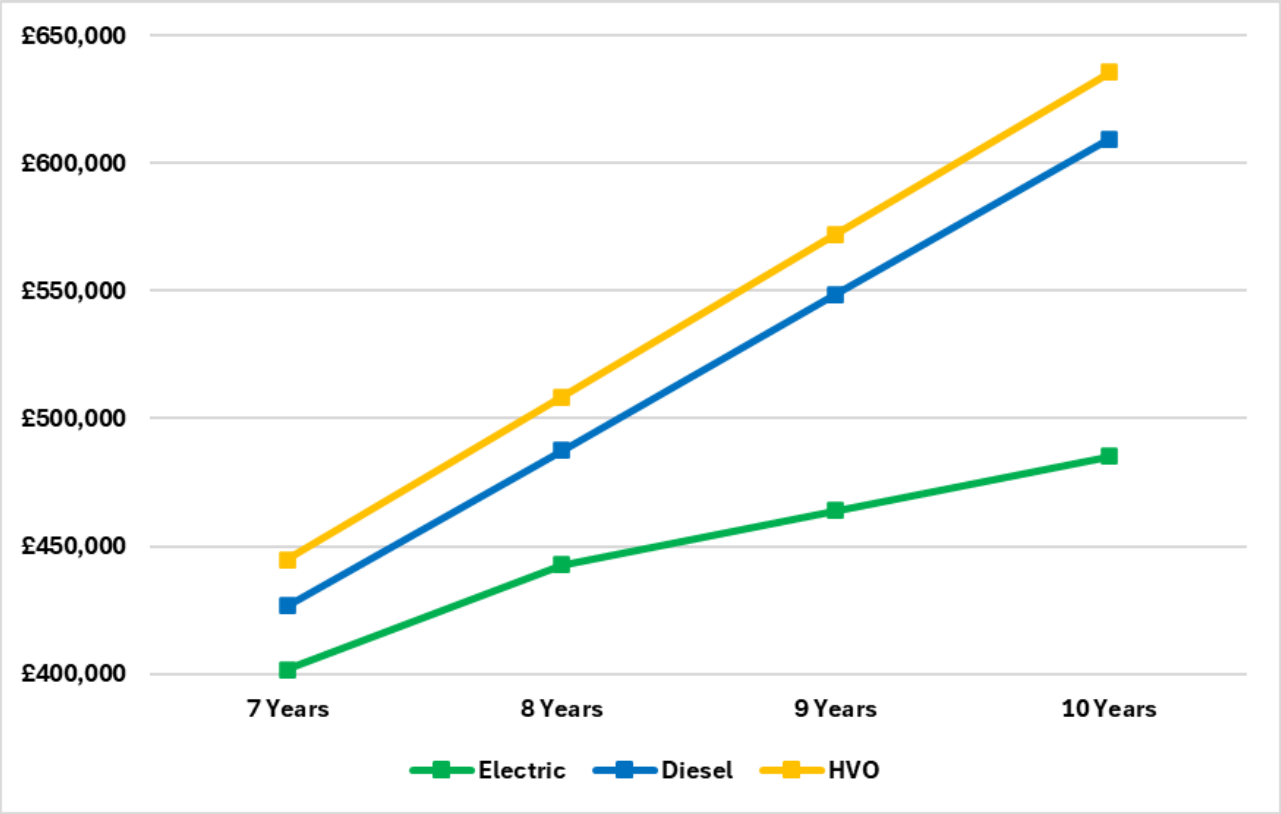
Retaining RCVs for longer than seven years

HDC do not typically retain RCVs for longer than seven years. By this stage the body and lifters typically need a full refurbishment and other components for diesel vehicles such as gearboxes, clutches and emission control systems become much more prone to expensive and time-consuming failures.

The eRCV will still be under a battery warranty at seven years of age. There is a strong argument to suggest that if the body and lifters are refurbished that there would be significant residual life in an electric vehicle beyond the seven-year life span. We have factored in a £20,000 rig refurbishment at seven years and assumed no maintenance savings beyond year seven for the new eRCV and compared this to the proportionate cost of buying a new diesel after seven years (not including inflation).

Because the main saving in using an eRCV is energy costs, the savings achieved by keeping an eRCV beyond seven years are significant. This is exaggerated further by the cost of purchasing a new diesel vehicle at seven years, which means more capital is needed to service the same time period. Taking the approach of allocating 1/7th of the net capital cost for the second diesel vehicle to each subsequent year, Figure 6-3 illustrates that the whole life cost savings achieved by longer retention of electric vehicles beyond seven years increase significantly. This is providing the battery does not require replacement (at which point the vehicle should be disposed or refurbished) and the battery will still be very likely to be suitable for non-vehicle propulsion related energy storage, which is typically much less intensive.

Figure 20-3 *Cost forecast for ICE RCVs compared to diesel RCVs from 7 years to 10 years*



There is only a slight divergence in costs between diesel and HVO, reflecting the price difference (approximately 16p a litre), which is relatively insignificant compared to the total combined level of capital, maintenance and fuel expenditure. However, both increase a lot more rapidly than a retained eRCV. This is even more exaggerated in the years after the extra cost of a rig refurbishment has been undertaken at seven years.

Whilst there would be no need to extend eRCV use beyond seven years to deliver a whole life cost saving at HDC, the longer retention would clearly deliver significant savings for as long as vehicles can be reliably operated. Whilst this doesn't change up-front costs, it does also enable costs of infrastructure to be reconciled. Across the whole fleet, with 10-year retention, this could add up to as much as £34,700 a year in reduced costs with a fully electric RCV fleet when compared to diesel and £42,000 a year compared to HVO.

Emissions

Emission reductions from a switch to eRCVs were summarised for 10 years in the previous document. Figures for a seven-year retention are summarised in Table 6-4 (for one vehicle).

Table 20-4 *Seven-year energy use (kWh) and GHG Emissions (kg CO_2e) of an electric and diesel RCV fleet*

Energy Use and GHG	Electric	Diesel	EV Cost (-Benefit)	Notes
Energy consumption (kWh)	339,107	1,130,355	-791,249	Assumes 70% reduction
Scope 1 kg CO_2e		267,736	-267,736	BEIS Factors
Scope 1 AdBlue kg CO_2e		812	-812	Used by SCR – BEIS
Scope 2 kg CO_2e	47,621	0	47,621	UK Grid – Predicted
Scope 3 T&D kg CO_2e	4,214	0	4,214	UK Grid – Predicted
Scope 3 WTT kg CO_2e	13,497	64,992	-51,495	BEIS Factors
WL WTW GHG (kg CO_2e)	65,332	333,540	-268,209	**-268 tonnes over vehicle life**

Over the seven-year lifetime of an eRCV, total GHG emissions will reduce by 268 tonnes and 80% after seven years. The eRCVs have no Scope 1 emissions - all the GHG emissions are Scope 2, from the generation of electricity and Scope 3 from transmission and distribution (T&D) losses as well as 'WTT' emissions at the

generator. All of these will fall over the lifetime of the project, as the UK Grid decarbonises. This gives potential to reduce emissions by over 1,000t per year across the whole fleet.

21. VEHICLE REPLACEMENT PROGRAMME

The following is a summary of the replacement programme for all vehicles that have not yet been replaced by electric vehicles. New diesel vehicles that are required are subsequently included again in the programme in later years for electric replacements (therefore are essentially included twice). However, once vehicles are replaced by electric vehicles, replacements of updated electric vehicles are not repeated, to keep this programme focused on decarbonisation and also taking the view that future replacement cycles of EVs will benefit from flexibility in replacement intervals, given a potentially longer life cycle.

***Table 21-1** – Summary of programme to transition vehicles to EV, with estimated total costs and worst case infrastructure costs.*

Programme year	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	First time electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Budget for infrastructure (worst case)	Emissions reductions from new vehicles	Estimated total annual emissions reduction
2025/26	25	£1,148,400	8	£578,600	£97,300	13	£275,500	62.0t	62.0t
2026/27	2	£52,700	21	£1000,200	>£169,400	0	£441,500	92.1t	154.1t
2027/28	0	£150,000	14	£2,239,065	£401,100	0	£85,000	246.7t	400.8t
2028/29	0	N/A	6	£1,402,300	£251,900	0	£70,000	157.2t	558.0t
2029/30	0	N/A	17	£2,045,000	£283,600	0	£37,500	187.4t	745.4t
2030/31	0	N/A	5	£1,377,555	£250,100	0	£30,000	157.3t	902.7t
2031/32	0	N/A	5	£1,773,000	>£250,000	0	£45,000	218.3t	1121.0t
2032/33	0	N/A	14	£3,205,000	>£187,600	0	£60,000	>114.9t	1235.9t
2033/34	0	N/A	6	£480,100	£57,700	0	£32,500	38.8t	1274.7t
2034/35	0	N/A	2	£80,000	Unknown	0	N/A	4.8t	1279.5t
2035/36	0	N/A	4	£414,000	Unknown	0	N/A	9.8t	1289.3t
2038/39	0	N/A	3	£320,000	Unknown	0	N/A	Unknown	>1,289.3t

- Each year's programme is broken down in more detail from Table 6-2 to Table 6-16.
- The programme is set in the context of charging infrastructure that is likely to be available. In some cases this results in suggestions for deferring some vehicle replacements and also results in some new diesel vehicles being required.
- Amounts allocated reflect current 2025 prices and do not factor in inflation. This is best calculated each year as figures are known.
- EV emissions are based on the 2024 grid factor of 125g/CO_2 per kWh.

***Table 21-2** - 2025/26 Replacement programme – in detail*

Registration	Vehicle type	Diesel replacement cost	EV replacement cost	Fuel saving	Comments
LN65UVB	15-18t	£90,000	£220,000	£22,590	Defer if possible – insufficient grid capacity

Registration	Vehicle type	Diesel replacement cost	EV replacement cost	Fuel saving	Comments
VE18JNX	RCV 26t	£216,152	£335,000	£62,524	Insufficient grid capacity buy Diesel
VE18JWF	RCV 26t	£216,152	£335,000	£62,524	Insufficient grid capacity buy Diesel
VE18JXA	RCV 26t	£216,152	£335,000	£62,524	Insufficient grid capacity buy Diesel
VU67HXY	RCV 26t	£216,152	£335,000	£62,524	Buy EV – first eRCV will help shape use of subsequent purchases
EX09LCL	3.5t Van	£29,195	£37,555	£3,316	Buy electric replacement
WV67HWM	3.5t Van	£33,970	£48,754	£15,029	EV is 3.9t Buy EV or defer
CE14BTF	7.5t-12t	£85,000	£117,000	£7,504	Insufficient grid capacity buy Diesel
B800AAV	Other	£50,000	N/A	N/A	No EV Offered buy diesel
AK63FZA	Tractor	£15,000	N/A	N/A	No EV Offered buy diesel
EU18EFH	Tractor	£15,000	N/A	N/A	No EV Offered buy diesel
EU18EFJ	Tractor	£15,000	N/A	N/A	No EV Offered buy diesel
EU18EFK	Tractor	£15,000	N/A	N/A	No EV Offered buy diesel
KU12WFM	7.5t-12t	£80,000	£117,000	N/A	Insufficient grid capacity buy Diesel
EU17AEG	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU17AEJ	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU21CCK	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU21CCN	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU21CCO	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU21CDK	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
EU21CFK	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
AE16BVZ	Mower	£35,634	N/A	N/A	No EV Offered buy diesel
LL67XCG	3.5t Tipper	£33,013	£47,958	£7,666	Assume 4.25t needed - defer
LL67XCH	3.5t Tipper	£33,013	£47,958	£17,722	Needs an 89kWh version, Assume 4.25t
LM67NWU	3.5t Tipper	£33,013	£47,958	£5,709	Assume 4.25t needed - defer
LM67UXL	3.5t Tipper	£33,013	£47,958	£9,059	Assume 4.25t needed - defer
LM67UXO	3.5t Tipper	£33,013	£47,958	£4,962	Assume 4.25t needed - defer
LM67UXX	3.5t Tipper	£33,013	£47,958	£2,714	Assume 4.25t needed - defer
LM67UXY	3.5t Tipper	£33,013	£47,958	£10,211	Assume 4.25t needed - defer

Registration	Vehicle type	Diesel replacement cost	EV replacement cost	Fuel saving	Comments
LM67UXZ	3.5t Tipper	£33,013	£47,958	£4,319	Assume 4.25t needed - defer
LM67UYB	3.5t Tipper	£33,013	£47,958	£6,929	Assume 4.25t needed - defer
LM67UYC	3.5t Tipper	£33,013	£47,958	£6,916	Assume 4.25t needed - defer
LO67LGK	3.5t Tipper	£33,013	£47,958	£13,779	Assume 4.25t needed - defer
LO67OEN	3.5t Tipper	£33,013	£47,958	£13,909	Diesel Replacement needed before EV rule change is possible
LO67OER	3.5t Tipper	£33,013	£47,958	£13,244	Diesel Replacement needed before EV rule change is possible
LO67OEX	3.5t Tipper	£33,013	£47,958	£30,339	Needs longer range than currently available – Buy Diesel
LO67OEY	3.5t Tipper	£33,013	£47,958	£14,353	Diesel Replacement needed before EV rule change is possible
LO67YKS	3.5t Tipper	£33,013	£47,958	£18,523	Diesel Replacement needed before EV rule change is possible
WM18AAF	3.5t Tipper	£33,013	£47,958	£15,798	Assume 4.25t needed - defer
LP17HTL	3.5t Van	£29,195	£37,555	£3,846	Buy electric replacement
LP17HTX	3.5t Van	£29,195	£37,555	£4,442	Buy electric replacement
LP17HUK	3.5t Van	£29,195	£37,555	£3,879	Buy electric replacement
KF17DXC	Small Van	£16,908	£22,302	£2,446	Buy electric replacement
LP66GZY	Small Van	£16,908	£22,302	£1,823	Buy electric replacement

Table 21-3 - *2025/26 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
3.5t Van	0	N/A	5	£199,000	£30,500	0	N/A	20.5t
3.5t Tipper	5	£165,000	0	N/A	N/A	12	£590,900	Nil
Small Van	0	N/A	2	£44,600	£4,300	0	N/A	3.2t
7.5t-12t	2	£165,000	0	N/A	N/A	0	N/A	Nil
18t Skip loader	0	N/A	0	N/A	N/A	1	£220,000	Nil
26t RCV	3	£432,300	1	£335,000	£62,500	0	N/A	38.3t
Plant (inc mower/tractor)	15	£395,100	0	N/A	N/A	0	N/A	Nil
Totals	**25**	**£1,148,400**	**8**	**£578,600**	**£97,300**	**13**	**£810,900**	**62.0t**

- According to previous grid connection analysis, the grid connection always has at least 40kVa and almost always 50kVa spare capacity between 15:30 and 06:30. Providing the charging units are timed as a safeguard, (or even better, load balanced), this would be enough to allow for charging of an eRCV at 22kW and a further four 7.5kW charge points to be provided. This would allow the eRCV replacement for WV67HWM to be fully charged every night and the other six new electric vans to be charged on alternate evenings. If a charge point is required for each vehicle, every night then load-balancing and smart charging will be essential to ensure the system does not become overloaded.
- The only way more electric vehicles could be charged on the current grid connection, prior to its proposed expansion would be through installing a battery, which may not be necessary in the long term, and so may not be a justified expense.
- Therefore, three of the 26t RCVs programmed for 2025/26 should be diesel, as well as the replacement for the 11t Recycling vehicle, otherwise a backlog of unsuitably aged vehicles may develop in these intensive use categories.
- For the 18t skip loader, LN65UVB, it does not appear that replacement is long past being due, so it may be possible to defer this replacement until the grid connection is upgraded (depending on the current state of repair for this vehicle).
- There are 17 tippers due for replacement. Only one vehicle (LO67OEX) is not suited to an EV replacement and should be replaced by a new diesel equivalent. Four more diesels are needed urgently due to vehicle condition.
- Purchasing diesel vehicles for the remaining 16 will not help HDC's decarbonisation plans. These should be replaced by electric vehicles. However, this will need to be deferred until the improved grid connection is in place.
- Deferring will also help because to obtain a larger payload, 4.25t BEVs will be needed, which currently have operational complications relating to annual MOT tests at HGV test stations, tachographs and driver licensing. We are awaiting the outcome of the response to the Government consultation, which is widely expected to remove these barriers. However, if it does not, then it may still be necessary to purchase diesel for operational expediency. Deferral of tippers to 26/27 therefore offers two significant advantages to HDC.

Table 21-4 *- 2026/27 Replacement programme in detail*

Registration	Vehicle type	Diesel/ petrol replacement cost	EV replacement cost	Fuel saving	Comments
12 3.5t Tipper	3.5t Tipper	£396,200	£575,500	£120,600	Carried over from 25/26. 11 * 4.25t 68kWh battery
LN65UVB	15-18t	£90,000	£220,000	£22,590	Carried over from 25/26
AF63JAO	Car	£12,713	£20,014	£2,803	Buy electric replacement
AJ13BBF	Car	£12,713	£20,014	£2,840	Buy electric replacement
AJ13RHK	Car	£12,713	£20,014	£1,548	Buy electric replacement
AJ13UGB	Car	£12,713	£20,014	£2,081	Buy electric replacement
AJ14WDZ	Car	£12,713	£20,014	£6,615	Buy electric replacement
AJ14WEW	Car	£12,713	£20,014	£2,197	Buy electric replacement
AJ13RGZ	Car	£12,713	£20,014	Unknown	Buy electric replacement
AF62XHW	Car	£12,713	£20,014	£1,400	Buy electric replacement

Registration	Vehicle type	Diesel/ petrol replacement cost	EV replacement cost	Fuel saving	Comments
BW66TKO	4x4 Pick up	£26,363	N/A	N/A	No EV expected to be available – expect to defer or buy Diesel
BW66XHV	4x4 Pick up	N/A	N/A	N/A	Replacement not planned
BW66XYG	4x4 Pick up	£26,363	N/A	N/A	No EV expected to be available – expect to defer or buy Diesel
KE66UJG	Small Van	£14,876	£22,302	£2,737	Buy electric replacement
KE66UJP	Small Van	£14,876	£22,302	£3,500	Buy electric replacement (fuel cost approximate)

Table 21-5 *- 2026/27 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
3.5t Tipper	0	N/A	12	£575,500	£120,600	0	N/A	64.8t
Small Van	0	N/A	2	£44,600	£6,200	0	N/A	3.2t
18t Skip loader	0	N/A	1	£220,000	£22,600	0	N/A	9.7t
Car	0	N/A	8	£160,100	>£20,000	0	N/A	14.4t
4x4 Pick up	2	£52,700	0	N/A	N/A	0	N/A	Nil
Totals	**2**	**£52,700**	**21**	**£1,000,200**	**>£169,400**	**0**	**N/A**	**92.1t**

- Additional EV purchases are largely dependent on the successful completion of the substation for the installation of sufficient charging points unless an interim solution is possible with battery power or otherwise.
- In the unlikely event of lead times for the substation not being suitable then further deferment of the tippers, cars and 18t skip loader may be necessary.
- By this stage the situation for 4.25t EV tippers will be clearer. If legislation is favourable, then EVs should remain the commitment. However, if regulations for 4.25t EVs remain arduous, the prospect of more diesel vehicles should be re-considered.
- The lack of RCVs in the 25/26 programme is very helpful in allowing time for both substation completion and the construction of the correct, well-placed infrastructure on the site for future electric vehicles.

Table 21-6*- 2027/28 Replacement programme – in detail*

Registration	Vehicle type	Diesel/ petrol replacement Cost	EV replacement cost	Fuel saving	Comments
LF71ZNK	Sweeper	£150,000	£250,000	£8,454	EV cost is estimated. Review as may not be economical or viable at this stage due to short life of sweeper components.
VK20NTN	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement

Registration	Vehicle type	Diesel/ petrol replacement Cost	EV replacement cost	Fuel saving	Comments
VK20NTO	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VK20NTT	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VK20XWJ	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VX70ZMO	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VX70ZMU	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
AF69EJD	3.5t Van	£29,195	£37,555	£1,363	Buy electric replacement
BJ17KYT	Pick up	£26,363	£40,000	£4,662	EV is estimated – future availability and cost assumed. Diesel may be needed if functional and cost effective EV is not available
EA17TUO	Pick up	£26,363	£40,000	£5,308	
LT67ULJ	Small Van	£14,876	£22,302	£4,072	Buy electric replacement
LT67XVD	Small Van	£14,876	£22,302	£3,343	Buy electric replacement
LT67XVJ	Small Van	£14,876	£22,302	£1,212	Buy electric replacement
DW19OYB	Small Van	£16,908	£22,302	£2,061	Buy electric replacement
DW19PCZ	Small Van	£16,908	£22,302	£3,991	Buy electric replacement

***Table 21-7** - 2027/28 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
Sweeper	1	£150,000	0	N/A	N/A	0	N/A	Nil
Small Van	0	N/A	5	£111,510	£14,680	0	N/A	8t
3.5t Van	0	N/A	1	£37,555	£1,363	0	N/A	4.1t
26t RCV	0	N/A	6	£2,010,000	£375,100	0	N/A	229.8t
4x4 Pick up	0	N/A	2	£80,000	£10,000	0	N/A	4.8t
Totals	**0**	**£150,000**	**14**	**£2,239,065**	**£401,143**	**0**	**N/A**	**246.7t**

- It is highly likely that a viable electric 4x4 pickup will exist in 27/28, although at this stage we cannot be certain, and price is estimated at this stage.
- Assuming the substation and infrastructure is in place for the whole HGV fleet, this is when the RCV electrification begins in earnest. We would expect an even closer capital cost between diesel and electric by this stage, based on advancing battery technology.
- The sweeper will need to be re-evaluated for diesel or electric purchase. Currently the electric capital costs are very high and very unlikely to be offset by relatively modest fuel savings over the short life of a sweeper (dictated by the expected short life and high

expense of repairing auxiliary components). However, if the capital cost of an EV sweeper has come down to £200,000 or closer to the diesel price by this stage, this approach should be revised to procure an electric version.

- We would expect the price of electric and diesel vans to be closer to parity by this stage, although much of this may be reflected in increased diesel vehicle costs.

***Table 21-8** - 2028/29 Replacement programme – in detail*

Registration	Vehicle type	Diesel/ petrol replacement Cost	EV replacement cost	Fuel saving	Comments
VA21ZGN	RCV 26t	£216,152	£300,000	£62,524	Buy electric replacement
VA21ZGO	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VA21ZGP	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VA21ZGR	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
BX68BDF	Pick up	£26,363	£40,000	£1,777	Buy electric replacement or dispose if still low usage
AE20WNO	Small Van	N/A	£22,302	N/A	Vehicle already an EV buy electric replacement if current vehicle is no longer serviceable

***Table 21-9** - 2028/29 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
Small Van	0	N/A	1	£22,300	N/A	0	N/A	1.6t
26t RCV	0	N/A	4	£1,340,000	£250,100	0	N/A	153.2t
4x4 Pick up	0	N/A	1	£40,000	£1,800	0	N/A	2.4t
Totals	**0**	**N/A**	**6**	**£1,402,300**	**£251,900**	**0**	**N/A**	**157.2t**

- By 28/29 we would expect all new vehicles could be replaced by electric equivalents, even if exact examples cannot be specified now.
- Electric vehicle prices relative to diesel will be much closer. There is a strong probability amounts paid for EVs could be significantly less than current costs, although this depends on many factors, such as inflation and trade tariffs.

***Table 21-10** - 2029/30 Replacement programme – in detail*

Registration	Vehicle type	Diesel/ petrol replacement cost	EV replacement cost	Fuel saving	Comments
8 Mower	Mower	£285,000	£400,000	Est £20,000	EV cost estimated - buy electric replacements – Replacing 25/26 purchases
4 Tractor/Mule	Tractor	£60,000	£80,000	EST £5,000	EV cost estimates - buy electric replacements – Replacing 25/26 purchases
LD23XXH	Sweeper	£150,000	£225,000	£8,500	EV cost estimated, assumes reduction - Buy electric replacement
VK22BXX	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VK22BXY	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VK22BXZ	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VK22BYA	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement

***Table 21-11** - 2029/30 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
Mower	0	N/A	8	£400,000	Est £20,000	0	N/A	22.4t
Tractor/Mule	0	N/A	4	£80,000	Est £5,000	0	N/A	Unknown
Sweeper	0	N/A	1	£225,000	£8,500	0	N/A	11.8t
RCV 26t	0	N/A	4	£1,340,000	£250,100	0	N/A	153.2t
Totals	**0**	**N/A**	**17**	**£2,045,000**	**£283,600**	**0**	**N/A**	**187.4t**

- The mowers and tractor/mules bought in 25/26 will need replacing again. It is assumed that viable electric versions will be available at a competitive price, however, we have estimated a high price.
- 2029/30 will be the last opportunity to buy an ICE vehicle under 3.5t, although this will not be necessary. We can assume all prior electric vehicle purchases will be replaced with further electric vehicles from this point, and as such have not programmed these.

***Table 21-12** - 2030/31 Replacement programme – in detail*

Registration	Vehicle type	Diesel/ petrol replacement cost	EV replacement cost	Fuel saving	Comments
VN23UDU	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VN23CCZ	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VN23CDE	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VN23HWJ	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
YP72MXS	3.5t Van	N/A	£37,555	N/A	Buy electric replacement

***Table 21-13** -2030/31 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
RCV 26t	0	N/A	4	£1,340,000	£250,100	0	N/A	153.2t
3.5t Van	0	N/A	1	£37,555	N/A	0	N/A	4.1t
Totals	**0**	**N/A**	**5**	**£1,377,555**	**£250,100**	**0**	**N/A**	**157.3t**

***Table 21-14** - 2031/32 Replacement programme – in detail*

Registration	Vehicle type	Diesel/ petrol replacement Cost	EV replacement cost	Fuel saving	Comments
VN24YTP	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VN24YTR	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
VN24YTS	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement

Registration	Vehicle type	Diesel/ petrol replacement Cost	EV replacement cost	Fuel saving	Comments
VN24YTT	RCV 26t	£216,152	£335,000	£62,524	Buy electric replacement
LN74JXZ	RCV 7.5t	£97,000	£170,000	Unknown	Price Estimated -buy EV replacement
LN74JYA	RCV 7.5t	£97,000	£170,000	Unknown	Price Estimated -buy EV replacement
BD74EHC	Tipper 7.2t	£74,000	£93,000	Unknown	Buy electric replacement

Table 21-15 -*2031/32 Summary*

Fleet category	Diesel vehicles needed	Diesel capital costs (ex VAT & delivery)	Electric vehicles needed	EV capital costs (ex VAT & delivery)	Lifetime EV energy cost savings	Vehicles to defer	Deferred vehicles EV cost (ex VAT & delivery)	Estimated annual emissions reduction
RCV 26t	0	N/A	4	£1,340,000	£250,100	0	N/A	153.2t
RCV 7.5t	0	N/A	2	£340,000	Unknown	0	N/A	43.2t
Tipper 7.2t	0	N/A	1	£93,000	Unknown	0	N/A	21.9t
Totals	**0**	**N/A**	**7**	**£1,773,000**	**>£250,000**	**0**	**N/A**	**218.3t**

***Table 21-16** - 2032/33 Onwards – replacement programme*

Replacement year	Vehicle quantity	Vehicle type	EV replacement cost	Fuel saving	Estimated annual emissions reduction	Comments
32/33	3 RCVs	RCV 26t	£1,005,000	£187,600	114.9t	Replacing the 3 new diesels procured 2025/26
32/33	11 12t RCVs	Food Waste 12t	£2,200,000	Unknown	Unknown	Replacing Food Waste Fleet with EV – Price estimated
33/34	5*3.5t Tipper	3.5t Tipper	£255,100	£57,700	27t	LO67OEX replacement – large battery needed 4 others with standard 68kWh battery
33/34	1*Sweeper	Sweeper	£225,000	£8,500	11.8t	EV to replace LF71ZNK replacement
34/35	2*Pickups	4x4 Pickup	£80,000	Unknown	4.8t	2 EVs if diesels are procured in 27/28
35/36	2*Pickups	4x4 Pickup	£80,000	Unknown	4.8t	2 EVs if diesels are procured in 27/28
35/36	1*Tractor	Kubota M5111	£100,000	Unknown	Unknown	EV Tractors needed prices unpredictable, availability assumed
35/36	2*7.5t	Box & Tipper	£234,000	Unknown	Unknown	Replacing the replacements of CE14BTF and KU12WFM
38/39	1*Tractor	John Deere	£90,000	Unknown	Unknown	EV Tractors needed prices unpredictable, availability assumed
38/39	1*Tractor	Kubota L1382H	£70,000	Unknown	Unknown	EV Tractors needed prices unpredictable, availability assumed
38/39	1*Tractor	Kubota M5112	£160,000	Unknown	Unknown	EV Tractors needed prices unpredictable, availability assumed

- This is only for remaining ICE vehicles – it is assumed that all prior EVs are subsequently replaced with EVs in due course
- Assumptions made for viable EV availability in Tractor and Food Waste classes. Fuel savings unknown where fuel use of prior generation of vehicle is not yet known.
- Programme will be completed in time for 2040 target date. There may be some small residual emissions from grid electricity, depending on the national energy mix at the time.

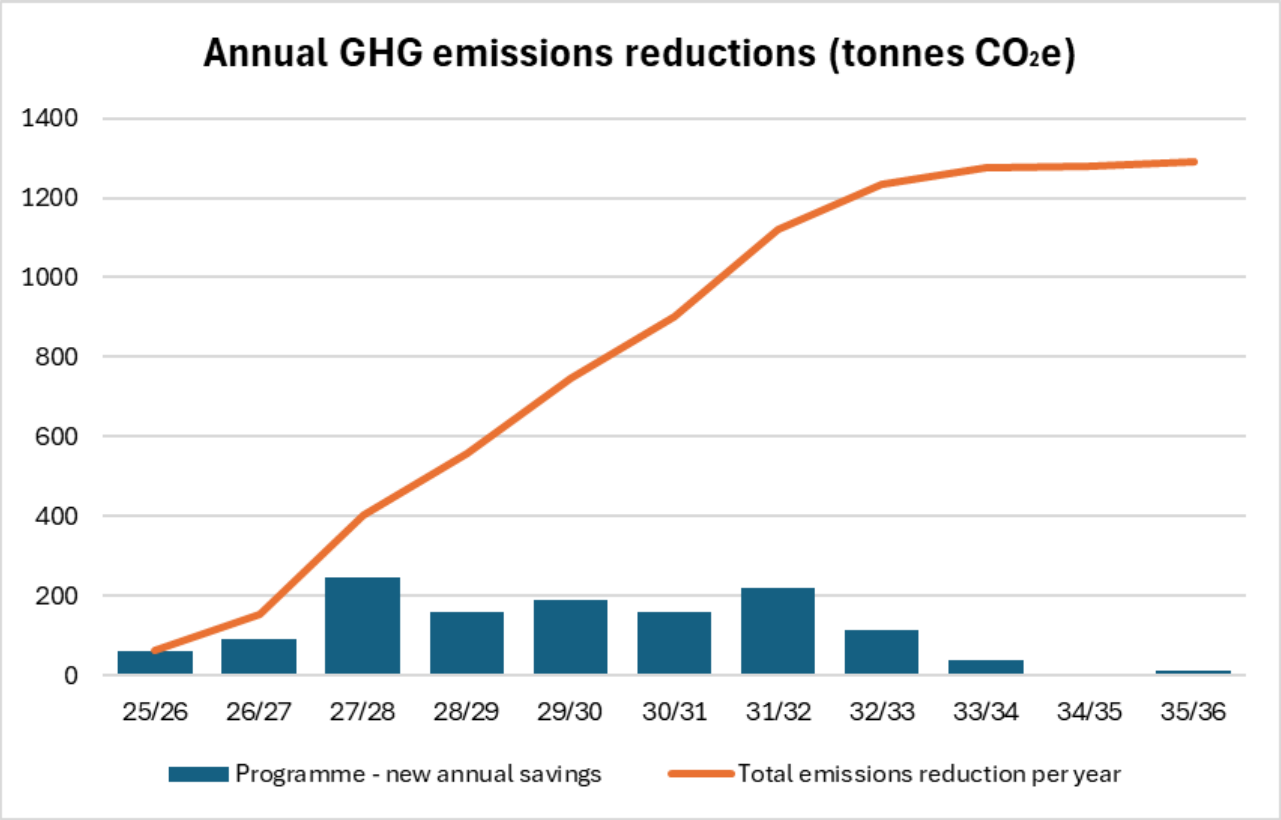
22. EMISSIONS REDUCTION RESULTING FROM VEHICLE REPLACEMENT PROGRAMME

As electric vehicles are purchased according to the replacement programme, emissions savings will begin to accumulate. Early savings are expected to be modest, due to relatively limited grid capacity. However, with some replacements deferred, this will mount up rapidly from 2027/28.

Nearly 98% of the quantified emissions savings will be achieved by 2032/33, with just small numbers of remaining vehicles and tractors needing to follow to complete the fleet electrification. Vehicles which are currently not part of the emissions accounting (such as soon to arrive diesel food waste vehicles) will also be electric by 2033.

The accumulated annual savings will be around 1,300t, based on today's grid factors. We would expect the level of emissions to have reduced still further as the grid factors reduce in response to more renewable energy sources, which could put actual savings closer to 1,500t by this time. However, the future grid carbon intensity is not possible to predict accurately at this stage.

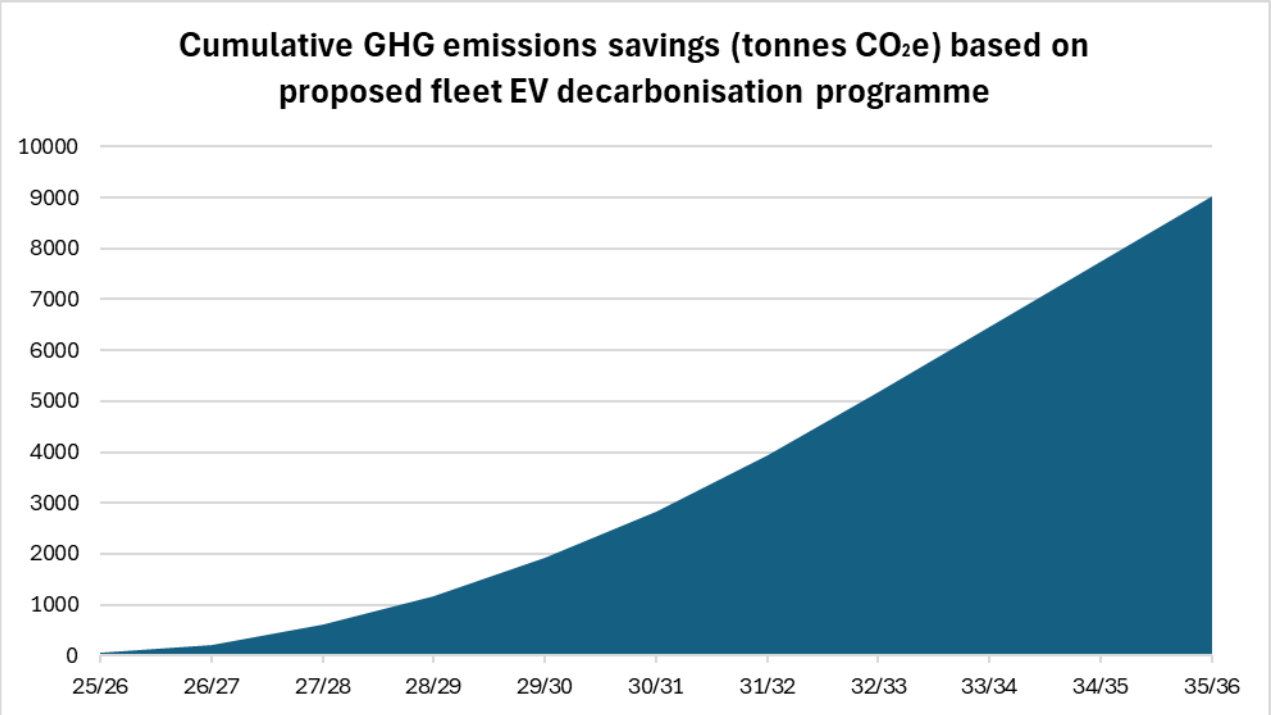
Figure 22-1 *– Annual emissions reduction in line with vehicle replacement programme.*



Whilst the annual emission reduction figures are substantial and leave only a small amount of 'Scope 2' electric emissions to remain in connection with the fleet, a more impressive cumulative total of emissions savings also builds over time.

The sooner emissions savings are delivered by the replacement of vehicles with electric alternatives, the sooner the environmental benefits will multiply with accumulation of emissions savings which maximises the difference that HDC's fleet decarbonisation policies can make.

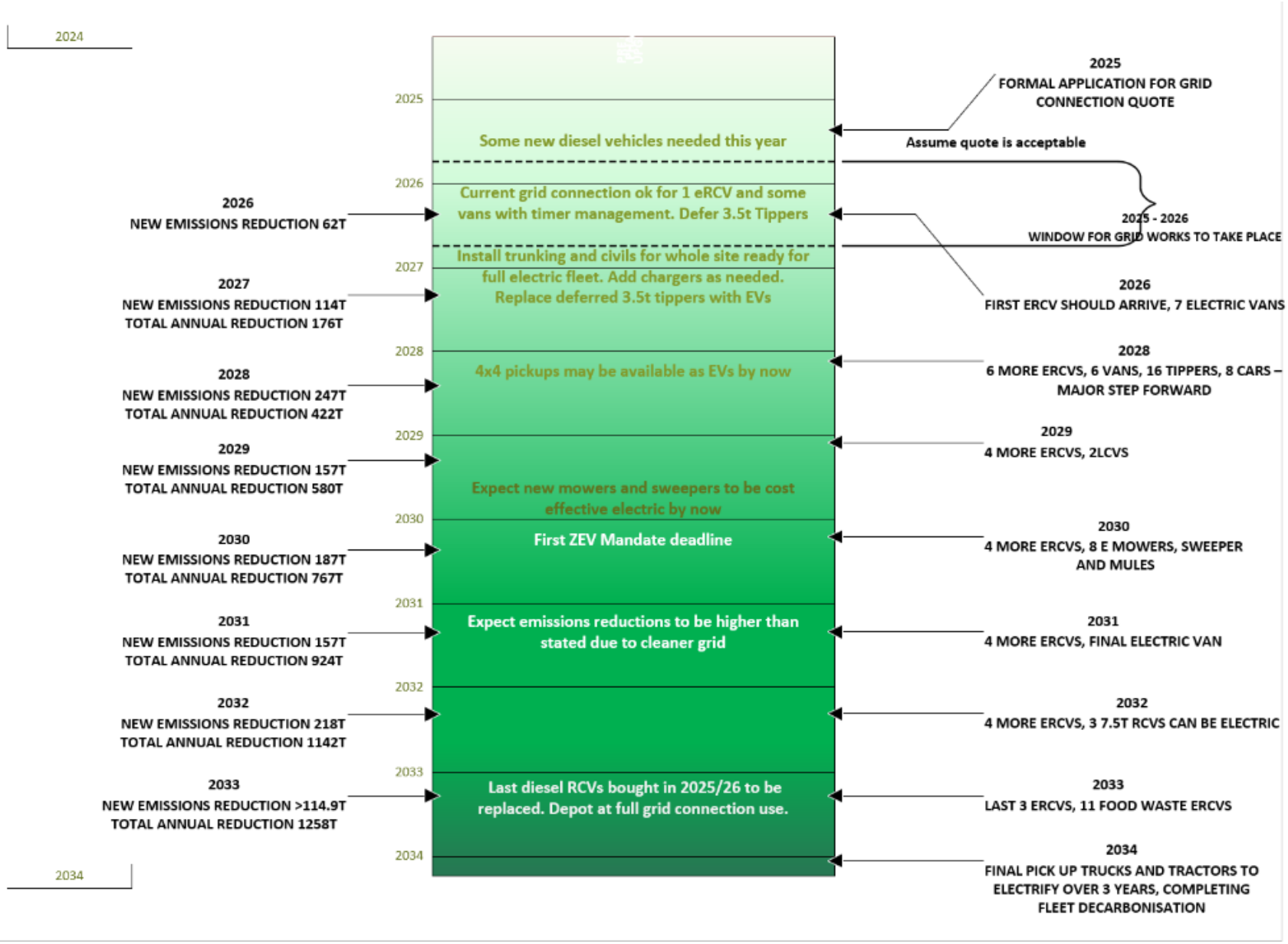
***Figure 22-2**– Cumulative emissions reduction based on suggested replacement programme*



The shallow gradient at the start (left side) of Figure 22-2 reflects the inevitably slow start to the electrification process which is limited by grid connection size and the time it takes to install an upgrade at the Eastfield House depot.

A timeline that summarises emissions reductions, against the vehicle replacement programme, actions and other external factors is shown in Figure 8-3.

Figure 22-3 *– HDC fleet decarbonisation timeline*


2024
2025
Some new diesel vehicles needed this year
2026
Current grid connection ok for 1 eRCV and some vans with timer management. Defer 3.5t Tippers
2027
Install trunking and civils for whole site ready for full electric fleet. Add chargers as needed. Replace deferred 3.5t tippers with EVs
2028
4x4 pickups may be available as EVs by now
2029
Expect new mowers and sweepers to be cost effective electric by now
2030
First ZEV Mandate deadline
2031
Expect emissions reductions to be higher than stated due to cleaner grid
2032
2033
Last diesel RCVs bought in 2025/26 to be replaced. Depot at full grid connection use.
2034
2026
NEW EMISSIONS REDUCTION 62T
2027
NEW EMISSIONS REDUCTION 114T
TOTAL ANNUAL REDUCTION 176T
2028
NEW EMISSIONS REDUCTION 247T
TOTAL ANNUAL REDUCTION 422T
2029
NEW EMISSIONS REDUCTION 157T
TOTAL ANNUAL REDUCTION 580T
2030
NEW EMISSIONS REDUCTION 187T
TOTAL ANNUAL REDUCTION 767T
2031
NEW EMISSIONS REDUCTION 157T
TOTAL ANNUAL REDUCTION 924T
2032
NEW EMISSIONS REDUCTION 218T
TOTAL ANNUAL REDUCTION 1142T
2033
NEW EMISSIONS REDUCTION >114.9T
TOTAL ANNUAL REDUCTION 1258T
2025
FORMAL APPLICATION FOR GRID CONNECTION QUOTE
Assume quote is acceptable
2025 - 2026
WINDOW FOR GRID WORKS TO TAKE PLACE
2026
FIRST ERCV SHOULD ARRIVE, 7 ELECTRIC VANS
2028
6 MORE ERCVS, 6 VANS, 16 TIPPERS, 8 CARS – MAJOR STEP FORWARD
2029
4 MORE ERCVS, 2LCVS
2030
4 MORE ERCVS, 8 E MOWERS, SWEEPER AND MULES
2031
4 MORE ERCVS, FINAL ELECTRIC VAN
2032
4 MORE ERCVS, 3 7.5T RCVS CAN BE ELECTRIC
2033
LAST 3 ERCVS, 11 FOOD WASTE ERCVS
2034
FINAL PICK UP TRUCKS AND TRACTORS TO ELECTRIFY OVER 3 YEARS, COMPLETING FLEET DECARBONISATION

23. ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (EVCI) CAPACITY

Work from the previous fleet review calculated that if the whole fleet was electrified and every vehicle had either a 7.4kW charge point or a 22kW charge point commensurate with its ability to charge from empty to full overnight, then an additional capacity of around 1,070kVa would be needed to deliver this (or 900kVa with some sharing charge points for low use vehicles). However, when daily energy use was interrogated, it became clear that smart charging and load balancing could reduce this to an additional 665kVa based on the assumption all vehicles had their highest energy consumption level of the year on the same day over 14 hours. In practice, this builds in substantial contingency.

In all cases, the existing grid connection of 100kVa is inadequate to electrify all but a small part of the fleet and so needs an upgrade at the earliest opportunity to facilitate a time efficient fleet decarbonisation. Until then one eRCV and several electric vans could be accommodated with some level of time management for charging.

Since this analysis took place, HDC have ordered an additional 11 12t HGV food waste collection vehicles. Whilst these are diesel, their eventual replacements will need to be electric (scheduled for 2032/33), so will need to be accounted for in future grid specification. Total energy consumption of these 12t vehicles is not yet clear, but we would expect it to be significantly less than that for the 26t RCVs. We have recalculated likely energy demand since the first review.

Charge points

Generally, we expect every vehicle will have a parking bay and charge point of sufficiently high power during its ‘down-time’. Low use vehicles that do not need a daily charge could be charged on alternate days, although load balancing would mean all could be charged at a lower rate to ensure the grid connection required is not too large to economically achieve.

Charging heavy goods vehicles

HGVs, with very large batteries need enough power to recharge in time for the next shift. For HDC, 22 kW three-phase AC (400V, 32A) units will be sufficient. HDC should not need 50 kW+ DC chargers, if batteries of sufficient capacity are specified that can complete a shift in one charge. All RCVs for which an eRCV is a suitable replacement, would not need more than a 22kW AC charger available for 14 hours every day. If a vehicle can be operationally viable with regular AC charging, it is beneficial to both the longevity of the battery and the stability of the energy supply.

Meeting the demand for BEV charging

It is possible to link the management of the energy available for charging BEVs to the site’s ‘domestic’ load so that the charging control system can maximise the current it draws, as the load from the rest of the site falls. Each step-up in charger management requires more investment in the charging system but may avoid even more expensive capacity upgrades in the local grid and gives the fleet team greater visibility around demand and driver behaviour.

It is important to specify ‘back office’ software that gives clear visibility on the status of chargers and vehicles being charged to the fleet team, whenever required.

Potential energy demand for an electrified HDC fleet

Taking a simplistic approach based on each vehicle or machine having a suitably sized charger available at all times (discounting those not based at Eastfield House) means adding up all charger capacities would give a total figure for maximum site energy demand. Clearly this would not all be needed until 2033 when the bulk of the fleet electrification is complete but should be planned for with just one upgrade to minimise cost and to secure the required connection.

With the inclusion of food waste vehicles, this now gives a total of around 1,300 kVA, when allowing 22kW for RCVs and 7.4kW for other vehicles at Eastfield House. This is not the recommended approach because it is

likely to build in much unnecessary cost associated with the extra capacity and is not an efficient use of grid capacity that will also need to serve electrification of other local businesses.

A more efficient approach would be to understand the peak demands for charging and use smart charging to moderate charge levels over the available charging period. Table 9-1 was originally included in the initial fleet review and summarises potential maximum energy demand from the vehicles based at Eastfield House. However, it has been modified in this document to include an estimate for food waste vehicles and a further 10% contingency for 'charging losses'.

Calculations were carried out using different estimates depending on the quality of data available. The assumption that a BEV will use 30% of the energy of the diesel applied in all cases;

- The most accurate forecast is for the main energy consumer (RCVs). This is based on the real daily energy consumption, which was derived from daily refuelling and telematics. We have a high level of confidence in this data.
- Vehicles with Quartix telematics – used maximum daily mileage and annual energy consumption by vehicle. This figure will be a lot higher than reality across the fleet as all vehicles will never achieve peak usage on the same day. Therefore, we have used a value at 80% of the peak, which is still likely to give significant contingency.
- Vehicles without telematics – Average is taken from average daily mileage and fuel consumption. The peak demand is using the same factor that differentiated average and peak in Quartix vehicles (the peak was 2.07 times higher than the average) and taken as 80% of this value, because all vehicles will not encounter peak usage on the same day.
- Plant and Machinery – Calculated using aggregated fuel for all machines and the same factor for peak activity (80% of 2.07 times the mean).
- Food Waste collection vehicles – Using an estimate of 11 mpg and 12,000 miles a year, and a peak 25% above the average daily use (as per RCVs) due to vehicles being operated on a consistent 'rounds' basis.

Table 23-1 *Expected daily energy use from an electrified HDC fleet by data source*

Activity level	Vehicle category	No. of vehicles at depot	Daily EV kWh at 30% of diesel	Total Daily kWh needed per vehicle on charge	10% Charging losses	Total kVA for all vehicles to be charged fully (Over 14 hours)
Peak	RCV	26	6,242	242	624	490
Average	RCV	26	4,940	190	494	388
Peak*	Tracked vehicles	21	1,163	55	116	91
Average	Tracked vehicles	21	714	34	71	56
Peak*	Non tracked	29	1,053	36	105	82
Average	Non tracked	29	636	22	64	45
Peak*	Plant	13	237	18.2	24	19
Average	Plant	13	141	10.9	14	11
Peak*	Food Waste	11	861	78	86	68
Average	Food Waste	11	689	63	69	54
Peak	**Total**	**100**	**9,556**	**n/a**	**956**	**751**
Average	**Total**	**100**	**7,120**	**n/a**	**712**	**559**

* *80% of highest combined energy consumption across all vehicles in category*

The hypothetical maximum daily energy demand using this method at Eastfield House is 9,556 kWh. It is based on all vehicle categories having peak energy consumption on the same day and as such represents a worst-case scenario. In these circumstances an electric vehicle fleet would demand an additional 751 kVA of energy capacity to charge over 14 hours, providing charger output is connected and controlled by a smart load balancing facility. This also assumes all vehicles would need to be fully charged following a 'worst-case' day, and a grid power factor of 1 as indicated by HDC in 2023.

Average figures are 7,120kWh in a day, which would equate to an additional energy demand of 559kVA. Overall, HDC should aim to upgrade the grid connection to around 800 to 850kVA, assuming there is no additional demand from expected from non-fleet related sources.

As previously stated, there is very little static capacity within the Eastfield House grid connection, and the 6,547kW dynamic capacity over a week would not even cover one average day of the week for a fully electric fleet if all of it was harnessed by a battery. Even in the summer with solar panels at optimum performance, spare capacity is at around 12,000kWh a week which does not cover two days activity, even assuming this power could all be stored and deployed overnight.

Charging a fully electric fleet at Eastfield House

HDC have made pre-quote enquiries in late 2024 for the installation of an enlarged grid connection with the local distribution network operator (DNO), who are UK Power Networks. The inquiry was for a 650kVA connection, which appears to replace the current 100kVA connection rather than adding to it. 650kVA was the figure given previously for the worst case charging for a fully electric fleet, with load balancing / smart charging in place (on top of the current connection. Indications were that a budget amount of £140,000 would be required). However, with the addition of the food waste vehicles and inclusion of existing energy demands this will need to provisionally increase to 850kVa. UKPN have indicated that an 800kVA connection would require an additional £5,000 budget estimate (or £145,000) due to the larger transformer. It appears that a connection over 1,000kVA would need a further network referral, but should still be possible at greater cost as the nearest substation, located on St. Peters Road, currently still has significant headroom of 15MW (UKPN Opendata Maps).
It may still be possible to operate a fully electric fleet with the smaller (650kVA) grid connection, however, this would require battery storage adding at a later stage of implementation as large numbers of vehicles are added to the fleet, to store power available from the connection during the day when vehicles are not charging. If this is necessary, leaving expenditure on battery storage to later in the replacement programme would be most cost effective, because battery prices continue to fall as technology and production improves. However, it is unlikely to be more cost effective than a larger (800-850kVA) grid connection.
When upgrading the grid connection, consideration should also be given to future non-fleet demands for power (such as that created by a transition to heat pumps), and allowances made for any likely fleet expansion. It is generally more cost effective to avoid multiple upgrades and rather make provision for all likely development.
If approaching UKPN -the local distribution network operator (DNO) for the upgrade, then there would a monthly cost for each kVA capacity that is obtained. The latest rate per kVA paid by HDC concerning the current connection was £1.70 per kVA per month. Adding 750kVA would equate to £15,300 a year at this rate.
It is possible to secure capacity and avoid such charges by arranging grid upgrades through an independent distribution network operator (iDNO), through paying a lump sum. In this case, capacity can be secured in advance without the monthly charge, due to a differing legislative framework. These factors should be considered in costing any upgrade. Quite often, suppliers will offer a package of grid upgrade, charging infrastructure installation and financing of the project if desired.
It is very important that HDC moves rapidly to secure the necessary grid capacity for a future electrified fleet and meet any other site development needs. This is because capacity is allocated on a ‘first come first served’ basis and if a substation runs out of capacity the time, procedures and complications to subsequently upgrade remaining locations increase substantially, to the point where projects can be delayed by several years.

EVCI Costings and Timing

HDC made an enquiry to the local DNO for the provision of a budget estimate for the upgrade of the site grid connection. The initial enquiry was requesting an upgrade to a 650kVA connection, which is the total estimated peak capacity demand of a fully electric fleet. However, this figure did not make an allowance to also include the existing 100kVA connection

and also did not take into account the likely future demand from future electric food waste collection vehicles.
The budget allocation recommended for a 650kVA was £140,000, that is subject to a number of assumptions. We have had subsequent communication with the DNO that confirms the cost of an upgrade to an 800kVA connection should be expected to be an additional £5,000 (Total £145,000). This would be sufficient for a fully electric fleet, based on overnight AC charging in current circumstances and no increases in power demand from other elements of the site.
There may be additional costs associated with UKPN's assumption that HDC *"…will carry out, at no charge to UK Power Networks, all the civil works within the site boundary, including substation bases, substation buildings where applicable and the excavation/reinstatement of cable trenches".* However, the extent to which this is necessary (over and above the current set up) is not yet known without details from the quote. The substation described is more likely to resemble a large cabinet, than a 'building', which effectively replaces the existing transformer / cabinet. Therefore, it would be wise to allow for a contingency along these lines for a base and cable work.
We would suggest an additional £50,000 offers significant contingency, giving a total £200,000 allowance for the connection upgrade budget. Indications of costs for trenches can be observed by setting parameters in the calculator below.
If higher power DC charging was to be considered then a bigger connection would be needed. However, it was not possible to confirm an estimate for a connection as large as 1,000kVA because this would require a 'network referral'. It is also not our view that DC charging is necessary on the site. There are lots of sites locally where this kind of charger could be used externally as a contingency for all but the largest vehicles on the fleet and we expect HGV compatible facilities to emerge in time.

Process for grid upgrade

HDC should aim for the full requirement of the grid connection upgrade to take place as soon as possible. The presence of available grid capacity is a favourable outcome for HDC.
The process is:

- HDC apply to UKPN for a formal quote for the upgrade (duration determined by HDC). There is usually a fee associated with this which is deducted if the work goes ahead. This also reserves the grid capacity if available pending a decision on the works.
- The quote is given by UKPN (it is suggested in UKPN literature that this will take up to 25 working days). We would expect this to outline any other works HDC are responsible for within the process.
- HDC then accept the quote and instruct the work to take place (duration determined by HDC)
- We then would expect the works to be completed within 12 months in line with the letter provided, although there is a strong suggestion on the UKPN website that works could take place within 26 weeks of acceptance of the quote.

This would mean that the process should take around 7 to 15 months from start to finish, assuming HDC administration or finance does not cause any additional delays.

Costs of Chargers, Civils costs estimates

After the initial cost of upgrading the grid connection, it is important to install the wiring needed for the whole site accommodate electric vehicle charging in all parking locations. This is a process best undertaken only once, to avoid repeated disruption and duplicated costs.
It may not be necessary to install all the chargepoints at this stage, as these can be installed as and when new electric vehicles are ordered. Locations of chargers and blanking plates will be needed at the same time as the initial wiring install. It is also important to ensure that sufficient load balancing equipment is in place and that all chargepoints are compatible with this approach.
Charge points vary in cost. HDC will require a mix of 7kW and 22kW outputs. It may be possible to split some of the 7kW units between two vehicles. The 22kW units are what is required for eRCVs and heavy vehicles and this is not beneficial to split, due to the high energy

needs of these vehicles. However when electric food waste collection vehicles arrive in 2032, these will need to be 22kW chargers split to two 11kW outlets.
Cost allocation should also be made for load balancing.
Energy Saving Trust have worked with many chargepoint projects and Table 9-2 is a summary of conservative values from many datasets. It should be noted that HDC will require smart charging and the ability for points to be compatible with load management software to ensure that in the long run, the connection size that is required is minimised. These figures may over-estimate many costs, especially if multiple points are procured in one action.

Table 23-2 *Generic costs of different charge points (conservative estimates based on EST project datasets)*

Chargepoint	Cost	Installation	Civils, signage and other	Total	Number needed
7 kW Charger	£3,000	£3,500	£2,500	£9,000	Up to 63
22kW Charger	£5,000	£4,500	£3,000	£12,500	31 (inc 6 2*11kW)
50kWh (for comparison)	£24,500	£11,000	£3,500	£39,000	0

7 kW chargers are not needed for all vehicles. Low usage vehicles can charge on alternate nights or even share a 7kW feed (3.5kW each). This means that in practice closer to 45 points would be needed (giving a total of around £400,000).
Dedicated 22kW single point chargers are needed for all 26 of the eRCVs. It seems a further six 22kW charge points could be shared by food waste vehicles – at 11kW a feed (not expected until 2033). This would mean total costs of a further £400,000, although it will take some years to realise the full extent of the costs (this will be front loaded by civils costs).
If more specific estimates need to be made, and costs broken down, then the Government sponsored Battery Electric Truck Trial offer guidance on costs. These are also summarised below and a calculator is provided to work out a guide price to ensure any quotes given are within the range of these guidance costs.

Table 23-3 *BETT Guidance on installation costs*

Item	Cost	Comments
Excavations: Turf	Up to £120 per metre	Possible to consider around perimeter of site to reduce costs / disruption
Excavations: Pavement	Up to £200 per metre	Unlikely to be needed
Excavations: Road	£250 per metre	Expect most to be needed under parking area – equivalent to road
Electrical Cabling	Up to £50 a metre	Amount needed depends on layout
Earthing	£300-£500 per pit	Not needed with all charging units
MCB, RCBO, RCD protection	£250 per charger	Needed for each charger
Protective Barriers	£200-£300 per bay	Likely to be needed with each charger

Many of these costs form part of the totals assumed in **Table 23-2**. However, when the meterage of excavation types and cables are known, this could be useful to calculate a more specific guide for costings. We have provided an infrastructure cost calculator that can be set to work out a guidance for likely electrification project costs. All orange squares can be edited to the required specifications.

***Figure 23-1** - Calculator for infrastructure spend based on BETT guidance*

Turf Excavation (metres)	10
Pavement Excavation (metres)	0
Road Excavation (metres)	100
Total Distance of cable (metres)	110
Cost of cables/ excavations	£26,200
7 kW Charger unit cost (£)	£2,400
7 kW Install cost per unit (£)	£3,000
7 kW Charger (Quantity)	20
22 kW Charger unit Cost (£)	£0
22 kW Install cost per unit	£0
22 kW Charger (Quantity)	0
Protective Barriers (Quantity)	20
Earthing Pits (Quantity)	20
MCB, RCBO, RCD Protection (Qty)	20
Total Cost	£152,200

Timeline for chargers / costs

Without clarity of specific site-based quotes and detailed surveys, it is only possible to estimate the distribution of expenditure across the financial years. The expenditure will inevitably be front loaded with grid connection, civils, and trunking and locating/blanking plates for all future charge points best installed at the same time. We have assumed around two thirds of this will be required in advance. Better estimates of price can be achieved through quotes and use of the calculator in Figure 23-1.

Subsequent expenditure on charging units themselves, final install stage, signage and protection will be required in advance of each year's programme of vehicles arriving. All charge units will need to be smart and capable of working with a load balance system, which would not be strictly necessary until the total demand that chargers create could exceed the upgraded grid connection size. However, it may be wise to prepare from the start for this situation. Any of these could be procured further in advance. The timetable is a guide to ensure charging is in place for vehicles as they are ordered.

***Table 23-4** Timetable of requirements and worst-case scenario costs*

Financial Year	Item (s)	Outline cost / provisional budget amount
2025/26	Grid Upgrade to 800/850kVA	£150,000
	Grid upgrade ancilliaries, items not in DNO quote – such as cabinet base, etc	£50,000
	1* 22kW charger, installed (can be done on current connection with timer)	£12,500
	7* 7 Kw Chargers installed (can be done on current connection with timer)	£63,000
2026/27	All trunking, charger locations install ready with blanking plates for future fully electric fleet	£324,000^
	Provision for load balancing (maybe possible at a later stage)	TBC

Financial Year	Item (s)	Outline cost / provisional budget amount
	1*22kW charger (needs 800kVA grid connection to be complete) plus final install / protection/barriers, etc	£7,500
	22*7kW charger (needs 800kVA grid connection to be complete) plus final install / protection/barriers, etc	£110,000
2027/28	6*22kW chargers	£45,000
	8*7kW chargers	£40,000
2028/29	4*22kW chargers	£30,000
	2*7kW chargers	£10,000
2029/30	5*22kW chargers	£37,500
	12*7kW chargers *May not be needed if alternate day charging is achieved and proven effective in for low use vehicles	£60,000* or zero
2030/31	4*22kW chargers	£30,000
	1*7kW chargers *May not be needed if alternate day charging is achieved and proven effective in for low use vehicles	£5,000* or zero
2031/32	6*22kW Charger, including one with 2 outlets (11kW)	£45,000
2032/33	3*22kW Charger	£22,500
	5*22kW Charger with 2 outlets (10*11kW)	£37,500
2033/34	1*22kW Charger	£7,500
	5*7kW Chargers	£25,000
Beyond	A further 7 vehicles will require 7kW charging, although this may well be achievable through sharing of existing outlets.	Up to £35,000 – may be zero.

^ We expect this to be a significant over-estimate (worst case scenario) - if an efficient trunking arrangement can be made – pricing will then be possible to calculate in line with **Figure 23-1**. These costings may be subject to inflation and market fluctuations. Improved technology could well deliver much more cost-effective solutions as time goes on. Grants may or may not be available to assist with these costings depending on policy at the time.

Alternative path using an iDNO

Using the DNO in the way described above to undertake the project is the most prominent option. However, it is possible to use an independent distribution network operator (iDNO) to undertake what are described as 'contestable' works (the build around the connection - substation if needed, civils, ducting, cabling, switchgear etc). Using an iDNO also means that HDC would not be required to pay the DNO 'rental' for the total capacity from day one, which could represent a significant saving.

It should be possible to use an Independent Connection Provider (ICP) – the builder, alongside the iDNO – the distributor, who would work together to provide the grid connection infrastructure whilst lessening the costs associated with the contestable part of the DNO's quote. The ICP would provide their own quote for the contestable works, and the iDNO would provide an asset valuation (lump sum) for taking on ownership of the grid connection.

ICPs can be approached directly for a quote, and they can subcontract to an iDNO of their choice. Whilst this offers some positives, it can sometimes make things happen more slowly.

EVCI Summary

HDC urgently need to upgrade their grid connection to be able to deliver a fully electric fleet. This is necessary to secure capacity while it is still available locally. An additional 750kVA (total 850kVA) will allow for worst case overnight charging scenario based on AC charging the entire future electric fleet providing this is backed by load balancing and smart charger management. This would be substantially more if rapid DC charging is needed (i.e. each 100kW rapid charger equates to over 100kVA more capacity). If no load management system is employed to connect chargers this would need to be closer to 1,300 kVA, although it is not established yet with UKPN whether such a connection is possible and how much it will cost.

Without a grid upgrade, there is very limited potential to electrify the fleet based on the current connection size, beyond the programme for 2025/26 and 2026/27.

The upgrade is best undertaken as soon as possible in one action to include all other likely future capacity needs for the site. Typically, each RCV needs access to a 22kW AC charger and each other vehicle, a 7.4kW AC charger, or at least one shared between low use vehicles for charging on alternate nights.

Due to the presence of local spare grid capacity, enhancements such as battery storage are unlikely to be essential for future fleet operations but could be of value in terms of reducing unit costs and carbon emissions if generation of electricity exceeds the amount being used on the site.

HDC should not miss the opportunity to upgrade the grid connection and consider whether using an iDNO to assist in this process is more cost effective by means of alternative quote.

24. POSSIBLE ALTERNATIVE TO CURRENT DEPOT

HDC currently tip their garden waste at a rural site north of St. Ives which is owned and operated by Envar Composting. Envar have expressed an interest in providing charging for electric vehicles and mooted the possibility of electric refuse vehicles being charged mid-shift or even potentially re-locating some future HDC electric vehicles overnight for charging. Biogas is also suggested as a road fuel that could be produced in this location. We do not consider the limited possibilities for operation of gas powered RCVs to be a viable alternative for a single shift operation at a time when the previous main proponents have moved away to eRCV focused solutions as electrification costs continue to improve.

Currently, we understand that this site has 350kW of shed-based solar energy generation capacity. There are also plans for the installation of over 1 MW of solar energy generation capacity. The source of generation of electricity overnight is not yet clear, albeit possibly from burning gas that the site generates from anaerobic digestion. The alternative would be battery storage of solar energy.

The option of charging in an alternative location may be attractive if there were grid capacity restrictions on the HDC depot and no clear path to resolve these. However, as there is a clear pathway to a fully electric depot using an alternative location offers limited benefit and could introduce different risks and opportunities.

Key considerations surrounding this include:

- Daytime charging would only be partial. It would need to be rapid and would only suit vehicles tipping in this location. There would be a cost in terms of driver time, as they wait for vehicles to charge. This would be unlikely to meet any vehicles whole energy demand as most products do not facilitate rapid enough charging to fully charge in less than two hours. Rapid charging is also not always good for long term battery durability.
- Operational effects – how much would this location affect route distances and mileage if used as an overnight base or a base for charging other vehicles – if this increases them (very likely) then there would be both a cost and potential effect on the range needed from electric vehicles. It is possible that some routes may reduce mileage if garden waste is tipped at the end of a shift. How a transition from diesel and workshop facilities fit would also need to be managed carefully, something that would not be a concern at the current depot.
- Overnight charging away from the HDC depot would introduce the following concerns
    - Lack of control over security of vehicles
    - Change of ‘workplace’ base for employees, need for their commuting/parking arrangements to change. If the location is rural, sustainable commuting may be less achievable and costs for some employees may increase.
- Costs – HDC would be subject to one supplier if using overnight charging – a competitive rate would need to be negotiated over a prolonged period. However, if there was no development of the HDC depot, and the fleet electrifies dependent on third party charging provision, there will be a point at which HDC are very vulnerable in future negotiations.
- Carbon intensity – it is essential that carbon intensity of electricity generated is known and that it is guaranteed to be able to remain at a rate below that provided by the grid, otherwise decarbonisation will not be achieved. Non -independent indications from the supplier are that the electricity generated on the site is likely to be of a lower carbon intensity than the grid due to GHG emissions avoided elsewhere through the production of biogas and fertiliser pellets. However, this would need to be verified to HDC’s satisfaction.

The realistic outcome is that there may be two main potential opportunities to investigate in terms of working with this supplier.

1) Use for high voltage top up charging for EVs that are tipping in this location (marginal benefit)

- This could only be partial and comes at a time cost.
- Would need to be at a competitive rate to be worthwhile (i.e. close to the cost of power in the depot)
- Could enhance range of vehicles with smaller batteries
- Slightly reduces charging needs at the HDC depot.

2) A virtual Power Purchase Agreement (PPA)

- If the low carbon nature of the electricity can be verified, there may be some value in entering into a virtual PPA if a guaranteed, contracted cost of electricity can be achieved over a contracted period of time.
- This would also require a payment of transmission fees to the grid provider.
- At present this is hypothetical, and the necessary generation is not yet in place to understand what the likely cost and scope of this kind of arrangement would be.

Conclusion

There may be limited opportunities from this potential collaboration, and these will be most useful in the latter stages of the vehicle electrification when energy consumption is nearing its peak. It may be worth holding discussions on PPA and top up charging in future.

However, the relocation of vehicles does not appear to be a viable option, given the ease of availability of a grid connection upgrade at Eastfield House and other risks this approach would bring.

25. MAXIMISING THE BENEFITS OF AN ERCV TRIAL

An extended trial of an eRCV is a helpful step on the journey towards electrification of this fleet. Short term 'demonstrations' (e.g. a week or two) are available from manufacturers trying to sell their products. It is also possible to procure an extended trial, perhaps for several months, by hiring a vehicle from a specialist supplier. For example, Vertellus offers a three month 'Discovery Programme' on electric trucks, which provides loan of charging equipment and significant support to ensure that the best results can be achieved from any trial.

As well as looking at practicalities, any trial should ensure that data is available and comprehensively assessed, internal PR is maximised and that opportunities for external PR are exploited, to maximise value and increase the chances of securing the best outcomes in the future.

Practicalities

Any questions that operational teams want to answer should be considered up front so that the trial can be best positioned to answer them. This could be if a single charge is capable of completing specific routes, whether the vehicle performs duties to a satisfactory standard and how much charge the vehicle returns with, and practicalities around charging.

Data

Whilst some practicalities will be tested, they will be most likely to give a yes or no answer. However, data will give much deeper insights into how efficient the vehicle is and what capability the vehicle has beyond the work done that day. Access to vehicle telematics for the duration of the test is essential to maximising the value of the test.

Important attributes to evaluate, that will help further inform the EV transition are:

- Energy consumption – kWh/mile.
- Relationship of energy consumption to mileage / bin lifts.
- Total energy used each day (this will help to align modelled data with reality and assess any differences). This will also highlight how much spare capacity there may be in the battery to allow for degradation in latter stages of the vehicle life.
- Amount of kWh charged (the difference between this and daily use will highlight any charging losses). This will also enable an accurate assessment of costs.
- It will be important to note temperatures on trial days to ensure that this is factored into any thinking.

Efforts should be made to analyse the data in a simple but effective form, so it can be widely understood across the Council.

Internal PR

It is important to ensure that any trial is brought to the attention of relevant Council members, senior management and budget holders to ensure that maximum buy-in is achieved and that a level of excitement and anticipation can be generated by the positive change it represents.

This should both be prior to the trial, during the trial (physical experience of the vehicle in operation will be very valuable) and also in terms of dissemination of data analysis after the trial.

Additionally, the trial offers an opportunity to show the new technology to drivers and vehicle operatives. Drivers will benefit from a smoother drive and better vehicle performance and operatives will benefit from a quieter and less polluted working environment. Highlighting this can build momentum and enthusiasm for the eventual delivery of wider changes across the fleet and remove a potential obstacle that can sometimes arise in the transition to electric vehicles.

External PR

A trial may offer the chance to show the public that HDC is serious about decarbonisation and could be a lever to explain the future fleet strategy and show what whole life cost savings may be, alongside future emissions reductions. It also gives council members the chance to demonstrate progress and positivity to constituents.

APPENDIX A: GLOSSARY OF TERMS

Abbreviation	Meaning
BEV	Battery-electric Vehicle
CAZ	Clean Air Zone (England and Wales, excluding London)
CCC	UK Committee on Climate Change
CNG	Compressed Natural Gas - methane (CH_4)
DBEIS/BEIS	(Department for) Business, Energy and Industrial Strategy
Defra	Department for Environment Food and Rural Affairs
DVLA	Driver and Vehicle Licencing Agency
DVSA	Driver and Vehicle Standards Agency
EV	Electric Vehicle - usually battery-powered (BEV)
GHG	Greenhouse Gas - in transport usually CO_2, CH_4 and N_2O
GVW	Gross Vehicle Weight – Replace by MAM
GWP	Global Warming Potential
H2FC	Hydrogen (H_2) Fuel Cell
HCV	Heavy Commercial Vehicle – also known as HGV – over 3.5t MAM
HGV	Heavy Goods Vehicle – also known as HCV – over 3.5t MAM
ICE	Internal Combustion Engine – Petrol/Diesel/Gas
LCV	Light Commercial Vehicle – Van – up to 3.5t MAM
LNG	Liquid Natural Gas – methane (CH_4)
LPG	Liquid Petroleum Gas – propane (C_3H_8) or butane (C_4H_{10})
MAM	Maximum Authorised Mass – replaces GVW Gross Vehicle Weight.
NAEI	National Atmospheric Emissions Inventory – Transport Factors
NCAP	New Car Assessment Programme - Safety
NEDC	New European Driving Cycle (now replaced by WLTP)
NG	Natural Gas – methane (CH_4)
OEM	Original Equipment Manufacturer, e.g. Ford, Nissan, Toyota etc.
OZEV	Office of Zero Emission Vehicles
PHEV	Plug-in Hybrid Electric Vehicle
PM	Particulate Matter – associated with wide range of human illness
RDE	Real Driving Emissions (RDE1 and RDE2)
TTW	Tank to Wheel
ULEV	Ultra-Low Emission Vehicle
ULEZ	Ultra-Low Emission Zone (London only)
V2G	Vehicle to Grid – Technical Guidance (UK Power Networks)
VCA	Vehicle Certification Agency
VED	Vehicle Excise Duty – also called Vehicle Tax.
VRM	Vehicle Registration Mark
WLC	Whole Life Cost
WLTP	Worldwide Harmonised Light Vehicle Test Procedure
WRI	World Resources Institute – GHG Protocol
WTT	Well to Tank
WTW	Well to Wheel
ZEZ	Zero Emission Zone (TfL and Mayor of London Guidance)

Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Habitat Banking Programme
Meeting/Date:	Environment O&S Panel – 05/02/2026 Cabinet – 10/02/2026
Executive Portfolio:	Executive Councillor Julie Kerr
Report by:	Nicholas Massey-Vernon – Biodiversity for All Project Manager
Ward(s) affected:	All Wards

Executive Summary:

This report seeks Cabinet approval to establish habitat banks on appropriate Council-owned sites, generating Biodiversity Net Gain (BNG) units.

Habitat banking enables Huntingdonshire District Council (HDC) to meet its statutory duties under the Environment Act 2021, while retaining investment within the district and improving the quality of parks and open spaces for residents.

Habitat Banking Council sites can be delivered in a proposed two-phase approach:

Phase 1 – which is underway, utilises the underspend from the Cambridgeshire and Peterborough Combined Authority (CPCA) funded Biodiversity for All (Bio4All) project to pilot the approach on three sites by providing £49,416 of funding for surveys, habitat management and monitoring plans (HMMP) and initial capital investment (habitat creation) to deliver some of the wider uplifts required.

Phase 2 – following on from the work in phase 1 a £220,000 capital bid has been submitted to the 26/27 MTFS to habitat bank a further three Council owned or leased sites and deliver capital investment across the 6 sites (habitat creation). This report is seeking permission to proceed with phase 2 to habitat bank a further three sites – subject to the approval of the relevant capital funding which will be dealt with separately via the Councils budget setting process.

The Bio4All project has helped to identify six potential Council owned and leased sites for the project:

Phase 1:

- Barford Road, Pocket Park (St Neots)
- Huntingdon Riverside
- St Neots Riverside

Phase 2 (Potential sites):

- Spring Common
- Berman Park
- Priory Park

The financial modelling undertaken by Officer's indicates a net income potential of £1.96m (Phase 1) and £818,000 (Phase 2) a total of £2.78m over a 30 year period. Inclusive of management, staffing and maintenance costs this would facilitate a positive financial contribution of £1.74m over the same period. This would be dependent based upon market conditions alongside the improved biodiversity conditions on each site.

The proposals set out in this report support the Corporate Plan 2023–2028, the Climate Strategy, the Huntingdonshire Futures Strategy and the Local Nature Recovery Strategy (LNRS), providing a financially sustainable, nature-based approach to improving biodiversity, climate resilience and community wellbeing.

The report aims to establish the principles relating to Habitat Banking and the Councils approach, and ensure sufficient delegations are available for Officers to implement the agreed direction of travel – subject to the necessary and relevant separate financial approvals.

Recommendation(s):

The Cabinet/Committee is

RECOMMENDED

a) To update the Council on the Bio4All programme and showcase the partnership work between the Council and CPCA for Phase 1; and note how this can be taken forward in an approach for Biodiversity Net Gain (BNG).

b) To acknowledge the environmental, social and economic benefits of Habitat Banking across Huntingdonshire; alignment with existing policies/strategies; and role of BNG and Habitat Banking in relation to development delivery within the District.

c) To seek approval for the principle of and approach outlined to phased establishment of Habitat Banks on suitable Council owned land to generate Biodiversity Net Gain (BNG) units.

d) To note the inclusion of a £220,000 capital investment bid and associated income impact within the 2026-2027 MTFS to deliver Phase 1 & 2.

e) To seek approval on the approach, governance, process, and timeline for full implementation across the district by April 2026 and embedding BNG delivery and management as part of business-as-usual activity.

f) To ensure appropriate delegations are in place to enable efficient and effective implementation, delivery of actions, and monitoring pertaining to BNG units as part of business as usual (BAU); and maximise the potential social, environmental and economic benefits of BNG on Council owned land.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to set out the design, delivery and overall process that officers will use to deliver, launch and implement the Habitat Banking Programme in Phase 1 and Phase 2.

1.2 To showcase the opportunity that exists for the council to improve biodiversity across parks and open spaces, to support financial sustainability, allowing for long-term improvements and investment into important local assets, and to create spaces that local residents want to visit.

1.3 To secure Cabinet approval for the phased establishment of habitat banks on Council-owned and leased land, enabling and supporting the Council to generate Biodiversity Net Gain units for commercial sales to developers and other interested parties. The report is intended to establish the strategic direction and approach; and provide a plan within which Officers can operate to deliver and implement the proposals, and deliver the identified outcomes.

1.4 To utilise the implementation of the Habitat Banking Programme to promote and support the Council's wider strategic approach of its Corporate Plan 2023–2028, the Climate Strategy, the Huntingdonshire Futures Strategy and the Local Nature Recovery Strategy (LNRS), helping provide a financially sustainable, nature-based approach to improving biodiversity, climate resilience and community wellbeing

2. BACKGROUND

2.1 The Environment Act 2021 requires most developments in England to deliver a minimum 10% Biodiversity Net Gain (BNG), secured for at least 30 years. Where on-site mitigation is not possible, developers must purchase BNG units from off-site registered habitat banks.

2.2 This national requirement has created a growing environmental market. Local authorities are encouraged to participate directly by restoring or enhancing their own land to produce measurable biodiversity units. The habitat banking process is set out in **Appendix 1.**

2.3 Huntingdonshire District Council manages a diverse portfolio of parks and open spaces suitable for habitat banking, which gives the council the opportunity to enhance biodiversity across its sites fulfilling the objectives set out by Cabinet on the 16/01/2024 (Cabinet Report). Delivering habitat banks locally will:

- retain developer investment within the district
- enhance biodiversity and ecosystem resilience
- improve public open spaces for residents
- create a long-term, self-sustaining income model
- support delivery of the Corporate Plan, Climate Strategy and Local Nature Recovery Strategy (LNRS).

2.4 Initial feasibility work under the CPCA-funded Biodiversity for All (Bio4All) programme identified six suitable sites, with potential to generate approximately 65 units.

2.5 Whilst building the business case for the habitat banking programme the following assumptions have been used:

- The BNG sale price for a BNG unit within this report and programme has been modelled on the information set out in the following link. (Biodiversity Units UK — February 2025 BNG Pricing Report: One Year On)
- 4% inflation on staff and maintenance costs
- 6.1% capital interest payable if capital investment was borrowed over 30 years

2.6 Further financial breakdowns can be seen in **Appendix 2 and 3**. In addition a wider explanation of how the business case was developed by officers can be seen in section 5.

2.7 The Bio4All project identified the issue of being able to fund the creation of habitats (trees, hedges, ponds etc), but not the maintenance costs associated to establish and maintain them (watering etc), as this is counted as revenue funding. This resulted in the risk of the newly created habitats dying and the capital investment being lost and a reluctance to spend all of the capital budget without a plan to maintain the new natural assets, resulting in an underspend of approximately £100,000. Therefore, the team identified the creative solution of habitat banking the sites to enable a longer-term funding model to support the creation and maintenance of the new natural assets.

2.8 The CPCA approved the use of the funds (£50,000) for this purpose and the habitat banking work began in September 2025, with the initial planting and habitat creation taking place in October 2025 (Phase 1).

2.9 Phase 1, covering Barford Road Pocket Park (St Neots), St Neots Riverside and Huntingdon Riverside, have been funded through Bio4All project underspend to test the approach and establish baselines, Habitat Management and Monitoring Plans (HMMP) and initial ecological works. The breakdown of the costs and activities can be seen in the table below.

2.10 Details of Phase 1 Activities and Costs

Site	Activity	Cost
St Neots Riverside	Ecological Baselining and HMMP	£6,246
	Initial Ecological Capital Works	£6,753
Huntingdon Riverside	Ecological Baselining and HMMP	£6,246
	Initial Ecological Capital Works	£11,757
Barford Road, Pocket Park	Ecological Baselining and HMMP	£6,246

	Initial Ecological Capital Works	£12,167
Total		**£49,417**

2.11 Phase 2 proposes further habitat banking at Spring Common, Berman Park and Priory Park, subject to new capital and revenue funding being approved in the MTFS for 2026/27.

2.12 The capital bid submitted as part of the 26/27 MTFS is £220,000 of which £95,000 will be used to finalise Phase 1 and the rest £125,000 will be used to implement Phase 2.

3. STRATEGIC BENEFITS

3.1 Financial Sustainability

- Establishes a long-term revenue stream through BNG unit sales.
- Reduces reliance on external grant funding.
- Ring-fenced surpluses support 30-year management and future investment.
- Enhances the value and resilience of Council assets.

3.2 Environmental and Climate Benefits

- Delivers habitat creation including wetlands, species-rich grasslands and woodland enhancements.
- Supports carbon sequestration, flood mitigation and air quality improvement.
- Strengthens the district's ecological network and climate resilience. Aligns with the Climate Strategy, LNRS and Huntingdonshire Futures.

3.3 Community and Wellbeing

- Enhances accessible open spaces for residents.
- Supports physical and mental health through contact with nature.
- Creates opportunities for education, volunteering and community engagement.

3.4 Reputational and Strategic Leadership

- Positions HDC as a regional leader in nature-based delivery.
- Demonstrates alignment between statutory duties and local priorities.
- Provides a model that can be scaled across the district.

4. Options Appraisal

4.1 Three delivery approaches were considered.

- **Option 1** — Do Nothing would forgo a significant financial and environmental opportunity, leaving the Council reliant on external providers to meet local Biodiversity Net Gain (BNG) demand.
- **Option 2** — Partnership or Lease Model would reduce upfront delivery risk but would limit the Council's long-term financial return and control over habitat quality, with the majority of value captured by a private provider.

- **Option 3** — HDC-Led Habitat Banking, delivered on Council-owned land, offers the strongest alignment with strategic priorities, maximises revenue retention, and provides full oversight of environmental outcomes. This is the preferred option, as set out in detail in **Appendix 2 & 3.**

4.2 **Option 3 is recommended** because it maximises long-term financial return to the Council, ensures local delivery of high-quality habitats, and aligns most strongly with HDC's Corporate Plan, Climate Strategy and Huntingdonshire Futures priorities. While Option 2 reduces some upfront risk, it significantly limits the Council's financial return and long-term control. Option 1 offers no strategic or financial advantage and would result in a lost opportunity for improvement of Council-owned land.

5. FINANCIAL INFORMATION

5.1 The sale price for BNG units has been calculated by officers using the information set out in the following link – Biodiversity Units UK — February 2025 BNG Pricing Report: One Year On.

5.2 Based upon the information from the link above and to take a prudent and risk-based approach, officers have used the framework price (link above) to model the total income expected from the sale of 65 units, as set out in **Appendix 2**.

5.3 Officers have worked with colleagues in Planning and Operations (Grounds Maintenance) to explore and fully understand the overarching costs for staff, contractors and maintenance costs. This information can be seen in **Appendix 2**.

5.4 As outlined in **Appendix 2**, the positive contribution between the direct sale of a BNG unit (income) versus the direct costs (staff, contractor and maintenance) can been seen in the Total Return Average column in **Appendix 2**.

5.5 Whilst it is strongly felt that all 65 BNG units could be sold in one year, officers have built the business case, presented as part of this report split equally over a four-year period. Therefore, at the conclusion of the four-year period and working on this basis the total income from the BNG sales would be £2.8m.

5.6 In terms of costs (staff, contractor and maintenance) an inflationary annual allowance of 4% has been applied every year to ensure that a realistic business case was applied from the outset of this proposed project. In addition to this and through engagement with the Council finance team officer's have also included a 6.1% interest cost for the borrowing of the requested capital (£220,000). These costs combined are £1.16m and can be seen in **Appendix 2.**

5.7 In addition to the inflationary costs and interest costs for borrowing the Minimum Revenue Payments (MRP) has also been included within the overall expenditure for this project. These costs can also be viewed in **Appendix 2.**

5.8 Therefore, in summary and as can be viewed within **Appendix 3** the main financial income and costs are summarised below:

Item	Income/Cost
Direct sale of BNG Credits in Phase 1 & 2	£2,779,087
Total Income	**£2,779,087**
Direct Costs (Staff, Contractor & Maintenance)	£1,042,560
Inflationary (4%) & Interest Costs (6.1%) + MRP	£1,381,289
Total Expenditure	**£2,423,849**
Overall Net Contribution	**£355,238**

6. COMMENTS OF OVERVIEW & SCRUTINY

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

7. KEY IMPACTS / RISKS

7.1 The below table summarises the key risks associated with the projects and the mitigations to address the risks.

7.2 Detail of the Project Risks and Mitigations

Category	Risk	Mitigation
Financial	Upfront investment; variable BNG market.	Phased rollout; conservative pricing; external funding sought; ring-fenced income.
Legal	30-year management obligations and compliance risk.	Standard HMMP templates; Legal & Finance oversight; formal covenants.
Operational	Delivering the works required	Utilise inhouse services where possible
Capacity	Limited in-house expertise for monitoring.	Commission ecologists short-term; build internal capacity through BNG income.
Reputational	Public misunderstanding of habitat banking.	Clear communications highlighting community benefits.
Local Government Reorganisation (LGR)	Misalignment between asset ownership and ongoing habitat management responsibilities.	Embed Habitat Banks within robust legal frameworks

8. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

8.1 The implementation of the Habitat Banking Programme will be phased to deliver the Bio4All-funded pilot works in 2025, followed by full programme rollout and policy implementation during 2026–27.

8.2 Details of the Project Milestones and Timeline

Year	Month/s	Detail
2025	October – December	• Phase 1 works commencement under Bio4All (delivered)
2026	January	• Register x 3 Phase 1 habitat banks
	February	• Overview & Scrutiny Committee • Cabinet • Budget approval
	March - April	• Budget implementation • Procurement & baselining for Phase 2 • Sale of first HDC BNG Units
	May – September	• Phase 2 habitat creation
	September	• Register Phase 2 habitat banks
	October	• Monitoring framework established
	December	• Fully established habitat banking programme in place
2027	January – March	• Council 12-month update • Rolling programme from 2027 onwards – embed in BAU

8.3 This timeline ensures that Bio4All-funded pilot sites are completed and registered early 2026, enabling Cabinet to approve the full rollout, subject to approval in mid-2026 and for the wider Habitat Banking Programme to become fully operational by late 2026.

9. LINK TO THE CORPORATE PLAN AND STRATEGIC OBJECTIVES

9.1 The Habitat Banking Programme directly supports the Council's Corporate Plan 2023–2028 priorities of *Environment*, *Economy*, and *Communities*. They contribute to the Council's ambition to create a cleaner, greener, and more sustainable district by delivering measurable biodiversity enhancement, supporting local climate resilience, and generating long-term income to reinvest in public services.

9.2 The proposals also underpin delivery of the Huntingdonshire Climate Strategy (2023), the Huntingdonshire Futures Place Strategy, and the emerging Local Nature Recovery Strategy (LNRS), ensuring that Council land management aligns with national environmental policy. Together, these initiatives demonstrate HDC's commitment to climate action, natural

capital investment, and sustainable local growth in line with regional and national priorities.

9.3 The Habitat Banking Programme can also support the wider financial and commercial sustainability of the Council through helping offset wider service costs in Parks and Open Spaces and at the same time creating opportunities to influence other service areas by upskilling staff, creation of job roles and apprenticeships and wider service modernisation.

9.4 This opportunity will also allow itself to support further stakeholder engagement programmes like Groundwork East, enable the Parks and Open Spaces team to facilitate new and innovative programmes of a similar nature and seek out opportunities for volunteering to create and launch new habitat banks in the future.

10. LEGAL IMPLICATIONS

10.1 Habitat banking will operate in compliance with the requirements of the Environment Act 2021 and associated statutory guidance on Biodiversity Net Gain (BNG).

10.2 BNG legislation requires that sites be legally secured for a minimum period of 30 years, either through a Section 106 agreement or a conservation covenant and registered on the national BNG Register managed by Natural England.

10.3 To ensure compliance, the Council will:

a) Establish appropriate legal agreements for each habitat bank site.
b) Monitor habitat delivery against approved management plans.
c) Maintain governance arrangements across internal departments to fulfil ongoing obligations over the 30-year period.

10.4 Flexibility will be incorporated into legal agreements where possible to account for unforeseen force majeure events, such as wildfires, invasive species outbreaks, or extreme weather impacts.

10.5 While early informal discussions have taken place, full engagement with the Council's Legal Services will be undertaken as part of the next phase of the project.

11. CLIMATE IMPACT IMPLICATIONS & CONSIDERATIONS

11.1 Habitat banking will deliver significant positive contributions to the Council's climate change objectives, supporting the Climate Strategy, the Corporate Plan, the Huntingdonshire Futures Place Strategy, and the emerging Local Nature Recovery Strategy (LNRS).

11.2 Habitat creation and enhancement activities, including wetlands, species-rich grasslands, woodlands, and hedgerows will:

- Support carbon sequestration, helping to mitigate climate change.
- Enhance ecosystem resilience to climate impacts such as flooding, drought, and extreme heat.
- Provide natural flood management and urban cooling benefits.
- Improve air quality and water quality through enhanced green infrastructure.

11.3 Furthermore, improving habitat connectivity across Council sites will allow species to migrate, adapt, and survive under changing climate conditions, strengthening the district's overall ecological resilience.

11.4 Through habitat banking, the Council will deliver an integrated, nature-based response to climate change while enhancing the natural capital of Huntingdonshire for future generations.

12. RESOURCE IMPLICATIONS

12.1 The initial resource implications will be met from the underspend of the Bio4All project, which will fund ecological baselines, HMMPs, and initial works for Phase 1 sites, totalling £49,416.

12.2 The bid to the MTFS 2026/2027, subject to approval, will establish a new capital budget to support the implementation of habitat banking across all six identified sites, covering establishment costs, monitoring, and legal compliance.

12.3 Over time, the programme is designed to be self-funding. Income from BNG unit sales will be ring-fenced to a long term investment fund to support the 30-year management obligations, reinvestment in additional sites, and day to day service operations.

13. HEALTH IMPLICATIONS

13.1 The establishment and long-term management of high-quality green spaces will have positive public health impacts, particularly by improving opportunities for physical activity, recreation, and contact with nature.

13.2 Emerging evidence indicates that exposure to green environments rich in biodiversity, beyond simply green space alone is associated with improved psychological wellbeing, stress reduction and greater social cohesion (Dallimer et al., 2012; Sandifer et al., 2022).

13.3 Habitat enhancements and invasive species management will also reduce physical risks (e.g. injuries from Giant Hogweed exposure or flooding linked to obstructive invasive vegetation), improving public safety and environmental health outcomes across the district. This also compliments our Community Health and Wealth Building strategy and approach.

14. REASONS FOR THE RECOMMENDED DECISIONS

14.1 Habitat banking provides a financially sustainable and environmentally responsible approach to meeting statutory biodiversity requirements.

14.2 Cabinet approval will enable the Council to deliver habitat banking across appropriate Council sites, embed biosecurity and habitat management standards across its estate, and position the Council as a regional and national leader in nature-based innovation and sustainable land management.

14.3 The scheme based upon the business plan outlined within this report will allow the Council if it chooses to re-invest the surpluses delivered by the proposed schemes to help support the wider financial sustainability of the Council.

14.4 Launching this scheme will enable the Council to work with its strategic partners to upskill, train and launch new innovative programmes to help support residents back into work, new apprenticeships or widen its reach across the volunteering sector

14.5 The launch of this habitat banking programme will enable the Council to protect its local ecology environment and engage with local and national developers and with the retained income from the BNG sales it will allow the Council to improve and support wider services for local resident benefit.

CONTACT OFFICER

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15. LIST OF APPENDICES INCLUDED

- **Appendix 1** – Habitat Banking Process Flow Chart
- **Appendix 2** – Financial Breakdown

16. BACKGROUND PAPERS

Report Template for Cabinet / Committee Reports

Appendix 1 – Habitat Banking Process Flow Chart

Step	Theme	Detail
1	Site Identification & Feasibility	• Select suitable Council-owned land • High-level ecological assessment
2	Baseline Surveys & BNG Metric Calculation	• Full ecological surveys • Establish baseline habitat condition • Calculate starting biodiversity units
3	Habitat Design & HMMP Preparation	• Create a site enhancement plan • Produce 30-year Habitat Management & Monitoring Plan (HMMP) • Costings for establishment + long-term management
4	Internal Review & Governance	• Parks, Planning, Legal, Finance review • Sign-off to proceed
5	Procurement & Habitat Creation Works	• Commission contractors/ecologists • Deliver wetland, grassland, woodland or river corridor works
6	Register Site with Natural England	• Submit baseline, HMMP and spatial data • Site enters the Biodiversity Gain Site Register
7	Habitat Bank Becomes Active	• Units available for developers • Monitoring underway
8	Marketing & Developer Engagement	• Work with Planning Service • Promote available BNG units to developers
9	Sale of Biodiversity Units	• Legal agreement (S106 or conservation covenant) • Units transferred; payment received
10	Long-Term Management (30 Years)	• Income ring-fenced • Annual monitoring & adaptive management • Reporting to Natural England

Appendix 2

Table A - Details the financial breakdown of phase 1

Site	Potential Units Created	Potential Income from Units (UK Framework)	Capital Set Up Costs	Total 30-Year Maintenance	Total Return (Average)	Inflation & Borrowing Costs
St Neots Riverside	19.7	£1,007,908.02	£46,820.14	£195,293.33	£812,614.68	£269,004.63
Huntingdon Riverside	13.2	£475,502.89	£17,040.19	£220,333.33	£255,169.55	£231,921.91
Barford Rd, Pocket Park	12.67	£477,973.84	£30,844.17	£264,763.33	£213,210.51	£297,834.90
Totals	**45.57**	**£1,961,384.74**	**£94,704.50**	**£680,390.00**	**£1,280,994.74**	**£798,761.44**

Table B - Details the financial breakdown of phase 2

Site	Potential Units Created	Potential Income from Units (UK Framework)	Capital Set Up Costs	Total 30-Year Maintenance	Total Return (Average)	Inflation & Borrowing Costs
Spring Common	2.43	£95,749.29	£25,059.10	£74,833.33	£20,915.96	£121,257.96
Berman Park	13.3	£618,259.43	£88,780.81	£197,408.33	£420,851.10	£353,771.67
Priory Park	3.72	£103,694.25	£11,455.59	£89,928.33	£13,765.92	£107,498.03
Totals	**19.45**	**£817,702.97**	**£125,295.50**	**£362,170.00**	**£455,532.97**	**£582,527.67**

Appendix 3 – Financial Breakdown

Phase 1

Site	30 Year Income	30 Year Expenditure	30 Year Return	Yearly Return
St Neots Riverside	£1,007,908.02	£464,297.96	£543,610.06	£18,120.34
Huntingdon Riverside	£475,502.89	£452,255.24	£23,247.64	£774.92
Barford Rd, Pocket Park	£477,973.84	£562,598.24	-£84,624.40	-£2,820.81
Totals	**£1,961,384.74**	**£1,479,151.44**	**£482,233.30**	**£16,074.44**

Phase 2

Site	30 Year Income	30 Year Expenditure	30 Year Return	Yearly Return
Spring Common	£95,749.29	£196,091.30	-£100,342.01	-£3,344.73
Berman Park	£618,259.43	£551,180.00	£67,079.43	£2,235.98
Priory Park	£103,694.25	£197,426.37	-£93,732.12	-£3,124.40
Totals	**£817,702.97**	**£944,697.67**	**-£126,994.70**	**-£4,233.16**

Overall

	30 Year Income	30 Year Expenditure	30 Year Return	Yearly Return
Overall Total	**£2,779,087.72**	**£2,423,849.11**	**£355,238.61**	**£11,841.29**

Assumptions Used:

- 30 year income includes:- Income from selling 65 credits
- 30 year expenditure includes:- Staff & Maintenance costs of sites over 30 years, inflationary impact (4.00%) on staff &maintenance costs and interest payable (6.10%) on borrowing £220k over 30 years.
- Prudently we have assumed selling the 65 credits over a 4-year period, but expect that we could sell these within 1 year

Public
Key Decision - No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	**2025/26 Finance Performance Report – Forecast at Quarter 3**
Meeting/Date:	**Cabinet – 10th February 2026**
Executive Portfolio:	**Executive Councillor for Finance and Resources**
Report by:	**Corporate Director (Finance and Resources)**
Ward affected:	**All**

Executive Summary:

This report sets out the forecast outturn for the financial year 2025/26 for both revenue and capital as at the end of quarter 3.

REVENUE FORECAST
The current net revenue budget for 2025/26 is £26.772m (Original budget of £26.464m plus brought forward budgets of £0.308m). The forecast net expenditure for 2025/26 is £27.373m, less contributions from reserves of £2.627m, this is a forecast underspend of £2.026m.

The significant variations that contribute to this forecast are as follows:

REVENUE UNDERSPENDS

Head of Planning, Infrastructure and Public Protection - underspend of £1.1m, as a result of: Additional income from Planning Performance Agreements, planning fees and grant income. Additional expenditure on agency staff and the Ukraine support scheme, savings from currently vacant posts and less empty homes expenditure.

Head of Environmental Services - underspend of £0.8m, as a result of: Significant increase in income from recycling credits, Green Waste subscriptions, Bulky Waste collections, Street Cleansing and Grounds Maintenance works. There have been increased costs of agency staff, vehicle hire, weekend working and river bank works.

Head of Finance - underspend of £1.5m, as a result of: Investment income is above budget because interest rates are remaining higher for longer than expected and a reduction in the Minimum Revenue Provision as a result of rephased schemes in the capital programme.

Customer Change Director - underspend of £0.4m as a result of: Additional income expected from Housing Benefit subsidy and Homelessness grants. Also savings from staff costs as a result of efficiencies.

REVENUE OVERSPENDS

Chief Executive Officer overspend of £0.4m, as a result of: Costs relating to pay bargaining and s151 Officer interim cover.

Head of Economy, Regeneration and Housing – overspend of £0.1m, as a result of: Additional expenditure because of lift repairs at Huntingdon multi-storey car park. Reduction in car park income, and Economic Development income, offset by savings in car parks business rates, and Civil Parking Enforcement costs**.**

Head of Property and Facilities - overspend of £0.8m, as a result of: Reduced rental income due to vacant properties, and also increased costs from replacing a transformer and ICT equipment costs. Reduced costs of consultants, business rates and utilities.

Head of Democratic Services and Monitoring Officer - overspend of £0.3m, as a result of: Additional expenditure as a result of the new Head of Service post, the internal audit contract, the Procurement Manager contract, risk support and staff training. Underspends are forecast on legal costs.

Head of Communications. Engagement and Public Affairs overspend of £0.1m as a result of: Additional expenditure on corporate campaigns, on call costs and Local Government Review work.

CAPITAL FORECAST

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.7m. At the year-end a total of £15.86m was rephased, an additional rephase of £13.16m. The total current budget is £27.687m, (£14.527m plus £13.160m).

The forecast expenditure for 2025/26 is £21.110m, an in-year underspend of £6.577m (this is likely to result in some requests to rephase to 2026/27).

The significant variations that contribute to this forecast are as follows;

CAPITAL IN-YEAR UNDERSPENDS

Market Town Programme £3.7m, Community Infrastructure Levy grants £2.1m, Estates and Properties £1.4m, vehicle replacements £1.1m, ICT projects £0.3m. CCTV £0.1m, Company Investment £0.1m.

CAPITAL OVERSPENDS

Civil Parking Enforcement works £0.6m, Solar Canopy and Panels £0.5m (Funded), Disabled Facilities Grants £0.5m (Partly funded), One Leisure Improvements £0.4m, Huntingdon Multi-Storey Car Park lifts £0.1m.

Recommendations:
It is recommended that:

- Cabinet is **invited to consider and comment** on the revenue financial performance for the financial year 2025/26 quarter 3, as detailed in Appendix 1 and summarised in paragraph 3.2.

- Cabinet is **invited to consider and comment** on the capital financial performance for 2025/26 quarter 3, as detailed in Appendix 3 and summarised in paragraph 3.3.

PURPOSE OF THE REPORT

1.1 To present details of the Council's financial performance for 2025/2026 as at quarter 3.

- Revenue forecast of an underspend of £2.026m.
- Capital forecast in-year underspend of £6.577m.

BACKGROUND

2.1 The revenue budget and MTFS for 2025/26 approved in February 2025, assumed a net expenditure budget of £26.464m, since increased by brought forward budgets of £0.308m a total current budget of £26.772m.

2.2 A gross capital budget of £14.527m was approved, increased to £27.687m due to additional re-phasing of schemes at the year-end of £13.160m.

2.3 The detailed analysis of the 2025/26 forecast outturn is attached at Appendix 1 for revenue, and Appendix 2 for capital.

FINANCIAL PERFORMANCE

3.1 Financial Performance Headlines

The outturn position for the current financial year and the impact of variations will be incorporated within the Medium Term Financial Strategy (MTFS).

Revenue The current budget is £26.772m (original budget £26.464m plus budgets brought forward from 2024/25 of £0.308m), the forecast net expenditure is £27.373m, taking into account contributions from reserves of £2.627m this is a forecast underspend of £2.026m (£26.772m less {£27.373 less £2.627m} is -£2.026m).

Capital The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.7m. At the year end a total of £15.86m was rephased, an additional rephase of £13.16m. The total current budget is £27.687m, (£14.527m plus £13.160m).

3.2 Summary Revenue Variances by Service

The table below shows the total variances for each Service and the main reasons for the variances;

Head of Service	Budget £'000s	Budget c/fwd £'000s	Current Budget £'000s	Forecast Actual £'000s	Reserve Movements £'000s	Forecast Variance £'000s	Commentary on Overspend/Underspend
Chief Executive Officer	1,021	-	1,021	1,409	-	388	Additional costs relating to the NJC pay bargaining and s151 Officer interim cover costs.
Chief Digital & Information Officer	3,090	-	3,090	3,120	(13)	17	Recharges to partners lower than expected, but additional costs due to redundancies, transformation and licence costs, offset by delays in restructure and vacancies.
Head of Economy, Regeneration & Housing	(195)	43	(152)	179	(252)	79	Car park and Economic Development income lower than budgeted. Reduced expenditure on car parks business rates and civil parking enforcement costs offset by lift repairs.
Head of Planning, Infrastructure & Public Protection	2,795	65	2,860	2,268	(498)	(1,090)	Increased income from Planning Performance Agreements, planning fees and grant income. Additional costs from agency staff, Ukraine support scheme,. Savings from vacant posts and empty homes expenditure.
Head of Environmental Services	4,397	40	4,437	3,743	(81)	(775)	Major increase in income from recycling credits, Green Waste subscriptions, Bulky Waste collections, Grounds Maintenance works, Street Cleansing and log sales. Additional costs from agency staff, vehicle hire, weekend working, compensation costs and river bank works. Some savings from vacant posts.
Head of Leisure, Health & Environment	1,085	20	1,105	2,679	(1,527)	47	Income from memberships performing well, as is the Hinchingbrooke Country Park (HCP) Café income, however income from swim schools and health and fitness have not reached expectations, and also HCP car park income is down. Employee costs at One Leisure higher than budget, but there are savings in Parks employee costs.
Head of Property & Facilities	(2,221)	40	(2,181)	(1,342)	-	839	Reduced rental income due to vacant units, increased costs resulting from replacing a transformer and ICT equipment costs. Reduced costs as a result of vacant posts, reduced costs of consultants, business rates, and utilities.
Head of Human Resources & Officer Development	984	-	984	1,080	(98)	(2)	
Head of Finance	7,618	-	7,618	6,286	(153)	(1,485)	Additional income from investment interest, grants and NDR pool. Reduced cost of Minimum Revenue Provision (MRP) because of delayed capital expenditure.
Head of Democratic Services & Monitoring Officer	1,743	100	1,843	1,975	157	289	Additional expenditure as a result of Head of Service post costs, Internal Audit contract, Procurement Manager contract, risk support and staff training. A reduction in legal costs is also forecast.
Customer Change Director	4,944	-	4,944	4,593	(30)	(381)	Additional income from Housing Benefit subsidy grant and Homelessness. But also additional Homelessness costs. Savings from employee costs as a result of efficiences.
Head of Communications, Engagement & Public Affairs	247	-	247	343	-	96	Additional costs as a result of Local Government Reorganisation, campaign costs and on call costs and allowances.
Head of Policy, Performance & Emergency Planning	956	-	956	1,040	(132)	(48)	The Place Strategy post is under review due to other immediate priorities. The head of service post is currently vacant
Total	**26,464**	**308**	**26,772**	**27,373**	**(2,627)**	**(2,026)**	

Further analysis of the revenue variance and service commentary are in Appendix 1. This provides the variances by service and comments have been provided by the budget managers.

3.3 Capital Programme

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasings of £2.7m. At the year end a total of £15.86m was rephased, an additional rephase of £13.16m. The total current budget is £27.687m, (£14.527m plus £13.16m). An in-year underspend of £6.577m is forecast.

The table below shows the total variances for each Service and the main reasons for the variances.

Head of Service	*Existing and New Bids* £000s	*Budget Rephase* [1] £000s	*Original Budget* £000s	*Year End Rephase* [2] £000s	*Net Rephase* [3] £000s	*Growth/ Virement* £000s	*Current Budget* £000s	*Q3 Actual* £000s	*Q3 Forecast* £000s	*Over/(Under)Spend* £000s	Comment on Significant Variances
Chief Digital and Information Officer	475	265	740	593	328	0	1,068	790	749	(318)	Data Centre rack project currently on hold while procurement options are considered. Additional expenditure on AV equipment and Income Management Software, but offset by savings on Windows 10, Eastnet Replacement and Public Switched Network projects.
Customer Services	0	0	0	50	50	0	50	0	0	(50)	Voice Bots and Data Warehouse projects are currently delayed.
Facilities	0	0	0	0	0	0	0	571	602	602	Solar Canopy and One Leisure Roof Mounted solar funded from external grants. Additional expenditure on meeting pods at Pathfinder House and Eastfield House.
Environmental Services	4,871	123	4,994	713	590	0	5,584	3,855	4,867	(717)	Underspending on vehicle replacements £1.1m, offset by additional expenditure on Civil Parking Enforcement lining. CCTV generator purchase will be a rephase request.
Community Services	1,600	50	1,650	10	(40)	0	1,610	1,495	2,150	540	Facilities Grants, additional grant income is expected.
Parks, Countryside & Climate	63	2,161	2,224	2,493	332	0	2,556	120	2,556	0	
Finance	50	0	50	111	111	0	161	0	11	(150)	Investment in subsidiary not required in 2025/26
Housing and Regeneration	0	80	80	10,439	10,359	0	10,439	2,685	7,050	(3,389)	Expenditure on major projects in St Neots continuing into 2026/27 as projects complete. Works on other projects continuing across the district.
Leisure and Health	1,365	21	1,386	63	42	0	1,428	795	1,861	432	Additional expenditure forecast relating to condition survey works and plant installations.
Planning	2,706	0	2,706	496	496	0	3,202	985	1,065	(2,137)	Delays to Community Infrastructure Levy funded external projects.
Property and Facilities	697	0	697	893	893	0	1,590	142	200	(1,390)	The cost of works at Pathfinder House and Eastfield House lower than budgeted. Other works at commercial properties will be subject to a request to rephase to 2026/27
Total	**11,827**	**2,700**	**14,527**	**15,860**	**13,160**	**0**	**27,687**	**11,437**	**21,110**	**(6,577)**	

[1] This is the estimated rephase when the budget is set.

[2] This is the actual rephase at the year end when all costs are known

[3] This is the actual rephase less the budget rephase. Original budget + net rephase + growth = Current budget

3.4 Council Tax and Business Rates Collection

The Council Tax collection rate at the end of quarter 3 (83.43%) is lower than the previous year (83.88%). The Business Rates collection rate at the end of quarter 3 (84.21%) is lower than at the end of quarter 3 in the previous year (85.44%).

The number of working age Council Tax Support claimants at the end of quarter 3 was 5,180 which is 204 more than at the end of quarter 3 in 2024/25 (4,976). The number of pensioner Council Tax Support claimants was 2,806 at the end of quarter 3 in 2025/26, compared to 2,847 for the same period last year.

3.5 Miscellaneous Debt Update

The table below shows the debtor analysis as at 31st December 2025.

	Debtor Aged Days Q2							
Service	**Current**	**<90**	**91 to 180**	**181 to 365**	**>365**	**Future**	**Total Debt**	**Total Debt Q2**
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
C Shared Services	88	-12	-13	0	11	35	**109**	**149**
Business Improvement District	1	115	1	1	10	3	**131**	**25**
Community Infrastructure Levy	185	15	0	0	0	3,671	**3,871**	**3,647**
Commercial Rent	42	17	21	93	348	7	**528**	**518**
Community	1	33	1	1	4	1	**41**	**20**
Corporate	0	0	0	44	0	0	**44**	**44**
Environmental	0	0	0	0	3	0	**3**	**3**
Finance	0	2	3	14	18	0	**37**	**38**
Housing Benefit Overpayment	0	2	0	0	21	0	**23**	**21**
Hinchingbrooke Country Park	1	53	1	1	0	1	**57**	**4**
Housing	31	7	14	24	300	47	**423**	**378**
Licensing	4	2	5	2	0	18	**31**	**10**
Markets	1	1	0	0	1	0	**3**	**3**
Mobile Home Park	1	12	2	3	0	20	**38**	**73**
Moorings	0	0	1	0	1	3	**5**	**10**
One Leisure	45	14	1	1	0	32	**93**	**99**
Operations	32	24	46	11	13	17	**143**	**299**
Other	0	0	0	0	0	0	**0**	**0**
Paxton Pits	0	0	0	0	0	0	**0**	**10**
Planning	53	2	8	0	0	246	**309**	**141**
Private Sector Housing	0	0	0	0	0	2	**2**	**0**
Section 106	0	0	115	0	0	0	**115**	**37**
Trade Waste	-20	13	8	2	-10	33	**26**	**95**
Total	**465**	**300**	**214**	**197**	**720**	**4,136**	**6,032**	**5,624**

4.0 Update on the Commercial Investment Strategy and Investment Properties

4.1 The implementation of the CIS was seen as a key means by which the Council can generate income to assist it in meeting the forecast gap in the revenue budget.

4.2 For quarter 3 2025/26, the budget and forecast expenditure and income for the CIS and investment properties are:

CIS Investments	Budget £000s	Forecast Outturn £000s	Variance £000s
Cash Investments			
CCLA Property Fund Dividend Income	(162)	(160)	2
Total Cash Investments	**(162)**	**(160)**	**2**
Property Rental Income	(5,030)	(4,269)	761
Loan Interest (On CIS related borrowing)	581	581	0
Total Property Investments	**(4,449)**	**(3,688)**	**761**
TOTAL	**(4,611)**	**(3,848)**	**763**
CIS Borrowing (Maturity Loans from PWLB)			
Property	**Maturity Date**	**Principal Amount**	**% (Fixed)**
Wakefield	26/06/2039	11,963	2.18
Fareham	02/10/2037	5,000	2.78
Rowley Centre	11/03/2039	7,292	2.49

5. RECOMMENDATIONS

- Cabinet is invited to **consider and comment** on the revenue financial performance for the financial year 2025/26 quarter 3, as detailed in Appendix 1 and summarised in paragraph 3.2.
- Cabinet is invited to **consider and comment** on the capital financial performance for 2025/26 quarter 3, as detailed in Appendix 2 and summarised in paragraph 3.3.
- Cabinet is **invited to consider and comment** on the treasury management activity for 2025/26 quarter 3, as detailed in Appendix 3

6. LIST OF APPENDICES

Appendix 1 – Financial Performance for revenue quarter 3 2025/26.
Appendix 2 – Financial Performance for capital quarter 3 2025/26.
Appendix 3 – Treasury and Prudential Indicators quarter 3 2025/26.

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Appendix 1

2025/26 Q3 Forecast - Revenue

Head of Service Summary

Head of Service	Year to Date			Full Year						*Commentary On Underspend/Overspend*
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000	
Chief Executive Officer										
Income	-	-	-	-	-	-	-	-	-	
Expenses	1,057	766	291	1,409	1,021	-	1,021	-	388	**Expenditure:** Data work relating to NJC pay bargaining and Interim s151 costs.
Net	**1,057**	**766**	**291**	**1,409**	**1,021**	**-**	**1,021**	**-**	**388**	
Chief Digital & Information Officer										
Income	(5,494)	(4,611)	(906)	(6,084)	(6,148)	-	(6,148)	-	40	**Income:** Recharges to partner lower than estimated, and duplicate invoice written off.
Expenses	7,137	6,929	231	9,204	9,238	-	9,238	(13)	(23)	**Expenditure:** Additional costs due to redundancies, transformation, and software licence costs**.** Offset by delays in restructure and vacancies. Work on efficiences continues.
Net	**1,644**	**2,318**	**(674)**	**3,120**	**3,090**	**-**	**3,090**	**(13)**	**17**	
Head of Economy, Regeneration & Housing										
Income	(2,175)	(2,374)	199	(2,900)	(3,164)	-	(3,164)	(132)	132	**Income:** Reduction in Economic Development income offset by temporary vacancies.Car park income lower than estimated due to prices not being increased and reduced penalty charge notice income because of transition period due to new legislation.
Expenses	2,308	2,260	47	3,079	2,969	43	3,012	(120)	(53)	**Expenditure:** Reduced expenditure on market rent as now council owned. Reduction in car parks business rates and CPE costs, offset by parking strategy and multi-storey car park lifts costs. Additional costs for Vibrant Communities projects, this expenditure is externally funded.
Net	**133**	**(113)**	**246**	**179**	**(195)**	**43**	**(152)**	**(252)**	**79**	
Head of Planning, Infrastructure & Public Protection										
Income	(3,676)	(2,593)	(1,083)	(4,902)	(3,457)	-	(3,457)	(105)	(1,550)	**Income:** Increase in income from planning performance agreements, expected upturn in planning applications, licence income, grant income**,** and Ukraine scheme income.
Expenses	5,376	4,738	638	7,170	6,252	65	6,317	(392)	461	**Expenditure:** Additional expenditure as a result of using agency staff somewhat offset by vacant posts, as well as increased Ukraine scheme costs (mostly covered from grants) Savings as a result of Licencing vacant posts (now filled), Environmental Health vacant posts, lower empty homes expenditure and no expenditure on closed churchyards.
Net	**1,700**	**2,145**	**(445)**	**2,268**	**2,795**	**65**	**2,860**	**(498)**	**(1,090)**	

Head of Service	Year to Date			Full Year						Commentary On Underspend/Overspend
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000	
Head of Environmental Services										
Income	(6,675)	(5,016)	(1,659)	(8,900)	(6,689)	-	(6,689)	(81)	(2,292)	**Income:** Increased income from recycling credits, Green Waste subscriptions, Bulky Waste collections, CCTV project work (offset by costs), increased Grounds Maintenance and Street Cleansing works income, and increased income from sale of logs. Reduction in income as a result of a claim that may not be successful,
Expenses	9,482	8,345	1,137	12,643	11,086	40	11,126	-	1,517	**Expenditure:** Savings from vacant posts in Grounds Maintenance through efficiences and less sewer ditches works, also less green initiative payments. Additional costs from collapsed river bank works, use of Street Cleansing and Waste agency staff, hire of sweeper, weekend working, compensation payments due to contract changes, and consultancy costs for alternative fuel roll out.
Net	**2,807**	**3,329**	**(522)**	**3,743**	**4,397**	**40**	**4,437**	**(81)**	**(775)**	
Head of Leisure, Health & Environment										
Income	(6,709)	(6,144)	(565)	(8,946)	(9,139)	-	(9,139)	(80)	113	**Income:** Income from memberships performing well. However income from swim schools and Health and Fitness have not reached budget although better than 2024/25. Better than budgeted café income, however Hinchingbrooke Country Park car park income lower than budgeted due to car park part year closure.
Expenses	8,719	7,685	1,034	11,625	10,224	20	10,244	(1,447)	(66)	**Expenditure:** Increase in One Leisure employee costs, other costs being managed to ensure they are minimised. Parks employee costs lower than budgeted due to currently vacant posts.
Net	**2,010**	**1,541**	**469**	**2,679**	**1,085**	**20**	**1,105**	**(1,527)**	**47**	
Head of Property & Facilities										
Income	(3,667)	(4,166)	499	(4,889)	(5,555)	-	(5,555)	-	666	**Income:** Reduced rental income as a result of vacant units. Additional income from selling solar generated electricity to the grid.
Expenses	2,661	2,531	130	3,547	3,334	40	3,374	-	173	**Expenditure:** Additional costs from expected increase in rent paid, a new transformer and ICT equipment. Savings from vacant posts and consultants expenditure, business rates and utilities.
Net	**(1,006)**	**(1,635)**	**629**	**(1,342)**	**(2,221)**	**40**	**(2,181)**	**-**	**839**	
Head of Human Resources & Officer Development										
Income	(2)	-	(2)	(2)	-	-	-	-	(2)	**Income:**
Expenses	812	738	74	1,082	984	-	984	(98)	(0)	**Expenditure:**
Net	**810**	**738**	**72**	**1,080**	**984**	**-**	**984**	**(98)**	**(2)**	

Head of Service	Year to Date			Full Year						*Commentary On Underspend/Overspend*
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000	
Head of Finance										
Income	(2,402)	(1,370)	(1,032)	(3,203)	(1,827)	-	(1,827)	-	(1,376)	**Income:** Additional income from interest received, NDR pool income, and government grants received.
Expenses	7,118	7,084	34	9,489	9,445	-	9,445	(153)	(109)	**Expenditure:** Minimum Revenue Provision is reduced as result of capital expenditure delays. Increased costs due to year-end work overtime and collection fund support.
Net	**4,716**	**5,714**	**(998)**	**6,286**	**7,618**	**-**	**7,618**	**(153)**	**(1,485)**	
Head of Democratic Services & Monitoring Officer										
Income	(469)	(176)	(293)	(627)	(234)	-	(234)	97	(296)	**Income:** Additional income to cover costs of Mayoral and local elections.
Expenses	1,951	1,558	393	2,602	1,977	100	2,077	60	585	**Expenditure:** Additional expenditure Head of Service post, Internal Audit contract (partly offset by vacant posts costs), Procurement Manager contract (now terminated), risk support, and staff training. Lower expenditure forecast on legal costs.
Net	**1,482**	**1,382**	**100**	**1,975**	**1,743**	**100**	**1,843**	**157**	**289**	
Customer Change Director										
Income	(17,748)	(16,263)	(1,485)	(23,665)	(21,683)	-	(21,683)	(30)	(2,012)	**Income:** Additional income as a result of increased Housing Benefit subsidy grant, and additional grants for homelessness
Expenses	21,193	19,972	1,221	28,258	26,627	-	26,627	-	1,631	**Expenditure:** Housing Benefits paid are not as high as expected. Additional costs relating to homelessness. Also salary savings from the introduction of new technology and restructure.
Net	**3,445**	**3,709**	**(264)**	**4,593**	**4,944**	**-**	**4,944**	**(30)**	**(381)**	
Head of Communications, Engagement & Public Affairs										
Expenses	257	185	72	343	247	-	247	-	96	**Expenditure:** Additional expenditure due to extra posts to assist with Local Government Reorganisation, campaign costs and on call costs and allowances.
Net	**257**	**185**	**72**	**343**	**247**	**-**	**247**	**-**	**96**	
Head of Policy, Performance & Emergency Planning										
Income	(5)	(94)	89	(7)	(125)	-	(125)	(132)	(14)	
Expenses	785	810	(25)	1,047	1,081	-	1,081	-	(34)	**Expenditure:** The Place Strategy post is under review due to other immediate priorities. The head of service post is currently vacant
Net	**780**	**716**	**64**	**1,040**	**956**	**-**	**956**	**(132)**	**(48)**	
Total	**19,834**	**20,795**	**(961)**	**27,373**	**26,464**	**308**	**26,772**	**(2,627)**	**(2,026)**	

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2025/26 Q3 Forecast - Revenue — Head of Service Detail — Appendix 1 Continued

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Chief Executive Officer	**Directors**										
	Income	-	-	-	-	-	-	-	-	-	**Expenditure:** £300k of costs for the data work carried out to support the move to NJC pay bargaining. £90k of Agency costs for interim S151.
	Expenses	1,057	766	291	1,409	1,021	-	1,021	-	388	
	Net Impact	**1,057**	**766**	**291**	**1,409**	**1,021**	**-**	**1,021**	**-**	**388**	
	HoS Total	**1,057**	**766**	**291**	**1,409**	**1,021**	**-**	**1,021**	**-**	**388**	
Chief Digital & Information Officer	**ICT Shared Service (Old Model)**										
	Income	23	-	-	24	-	-	-	-	0	**Income:** Chief Digital Officer has recovered significant amount of aged debt from Cambridge City, during this exercise a duplicate invoice was discovered which needed to be written off. This was outside of CDIO's control.
	Expenses	-	-	23	0	-	-	-	-	24	
	Net Impact	**23**	**-**	**23**	**24**	**-**	**-**	**-**	**-**	**24**	
	3C ICT Shared Service										**Reserves:** Grant for Serious Violence Duty (SVD) project & Staff Development grant, these will be used for those specific purposes to offset costs. **Income:** Recharges to Partners (Cambridge City & SCDC) when shared costs are lower, also recharges are lower than expected. **Expenses:** There are some unbudgeted pressures such as c£100k redundancies, £217k TVI costs and £56k due to move onto Microsoft E5 licenses approved by 3 Councils. These are offset by delays in a restructure (£278k) and vacancies held within ICT (£97k). Quarter 3: The overspend at Quarter 2 was reported at £69k, the service worked hard to decrease this forecast by £76k. The work continues to identify further efficiencies
	Income	(5,517)	(4,611)	(906)	(6,108)	(6,148)	-	(6,148)	-	40	
	Expenses	7,137	6,929	208	9,204	9,238	-	9,238	(13)	(47)	
	Net Impact	**1,621**	**2,318**	**(697)**	**3,096**	**3,090**	**-**	**3,090**	**(13)**	**(7)**	
	HoS Total	**1,644**	**2,318**	**(674)**	**3,120**	**3,090**	**-**	**3,090**	**(13)**	**17**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Economy, Regeneration & Housing	**Economic Development**										
	Income	(9)	(56)	47	(11)	(74)	-	(74)	-	63	**Income:** (£68k) was put into the budget to offset salary budget to recognise efficiencies. Therefore, this is offset by underspend on salaries where vacancies are held to offset this. **Overall Overspend:** Overspend approved by CLT. At Q3, £16k for Infrastructure Matters Consultancy work.
	Expenses	312	350	(38)	418	424	43	467	-	(49)	
	Net Impact	**304**	**295**	**9**	**407**	**350**	**43**	**393**	**-**	**14**	
	Housing Strategy										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	245	244	1	327	325	-	325	-	2	
	Net Impact	**245**	**244**	**1**	**327**	**325**	**-**	**325**	**-**	**2**	
	Markets										
	Income	(76)	(72)	(4)	(101)	(96)	-	(96)	-	(5)	**Expenditure:** St Neots markets now under HDC ownership therefore no rent paid out to third party resulting in an underspend
	Expenses	143	180	(37)	191	239	-	239	-	(48)	
	Net Impact	**67**	**108**	**(41)**	**90**	**143**	**-**	**143**	**-**	**(53)**	
	Car Parks - Off Street										
	Income	(1,869)	(2,124)	255	(2,493)	(2,832)	-	(2,832)	-	339	**Income:** Penalty Charge Notices (PCNs) lower than budget due to transition from old to new legislation with warning notice period. Permit income peak in September linked to on-street permits and commenced on-street enforcement. lower than budget as had planned to increase charges 20p in year (no longer planned). **Expenditure:** Reduction in spend is linked to business rates payable being less than budgeted, and CPE (Civil Parking Enforcement) costs lower than budget. Incurred cost for parking strategy this year and for Multi Storey Car Park lift repairs.
	Expenses	1,271	1,326	(55)	1,695	1,768	-	1,768	(120)	(193)	
	Net Impact	**(598)**	**(798)**	**200**	**(798)**	**(1,064)**	**-**	**(1,064)**	**(120)**	**146**	
	Car Park - On Street										
	Income	(23)	-	(23)	(31)	-	-	-	-	(31)	**Income:** Service grouping is used for the CCC on-street P&D account. The on-street PCN has been recorded against a code within this grouping. The Code will be kept but moved to the main parking service grouping as HDC retained monies under the Agency Agreement.
	Expenses	1	-	1	1	-	-	-	-	1	
	Net Impact	**(22)**	**-**	**(22)**	**(30)**	**-**	**-**	**-**	**-**	**(30)**	
	Market Towns										
	Income	(198)	(122)	(76)	(264)	(162)	-	(162)	(132)	(234)	**Income and Expenditure:** Vibrant communities project, spend is claimed from CPCA (Cambridgeshire & Peterborough Combined Authority), hence income and expenses are overperforming by the same amount and overall breakeven.
	Expenses	335	160	175	447	213	-	213	-	234	
	Net Impact	**137**	**38**	**99**	**183**	**51**	**-**	**51**	**(132)**	**-**	
	HoS Total	**133**	**(113)**	**246**	**179**	**(195)**	**43**	**(152)**	**(252)**	**79**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Planning, Infrastructure & Public Protection	**Building Control**										**Expenditure:** £2k variance due to higher accrual than total cost for last year giving a benefit in this year, total cost for this year expected to match budget as advised by lead partner.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	122	124	(2)	163	165	-	165	-	(2)	
	Net Impact	**122**	**124**	**(2)**	**163**	**165**	**-**	**165**	**-**	**(2)**	
	Planning Policy										
	Income	(936)	(346)	(590)	(1,247)	(461)	-	(461)	(150)	(936)	**Income:** Income increase due to increased number of Planning Performance Agreements. **Expenditure:** Expenditure relating to PPA's i.e. consultancy fees
	Expenses	1,318	1,149	169	1,757	1,467	65	1,532	(347)	(122)	
	Net Impact	**382**	**803**	**(421)**	**510**	**1,006**	**65**	**1,071**	**(498)**	**(1,059)**	
	Development Management										
	Income	(1,712)	(1,472)	(240)	(2,283)	(1,963)	-	(1,963)	-	(320)	**Income:** Expected upturn in planning applications which is line with regulation 18 of the new local plan. The Council is in tilted balance. **Expenditure:** Agency staff is being used within Development Management this is partially offset by vacant posts.
	Expenses	1,820	1,428	392	2,426	1,904	-	1,904	(35)	487	
	Net Impact	**107**	**(44)**	**151**	**143**	**(59)**	**-**	**(59)**	**(35)**	**167**	
	Environmental Health Admin										**Expenditure:** Service performing within budget.
	Expenses	36	38	(2)	47	50	-	50	-	(3)	
	Net Impact	**36**	**38**	**(2)**	**47**	**50**	**-**	**50**	**-**	**(3)**	
	Licencing										
	Income	(322)	(289)	(33)	(430)	(386)	-	(386)	-	(44)	**Income:** £49k overachievement of income on Premise licenses due to increase in new applications as a result of compliance work undertaken by the team. **Expenses:** £31k underspend on licensing Common Costs due to £57k underspend for Licencing manager vacancy (post now filled), offset by £26k of consultancy costs which has reduced now that Licencing manager post has been filled.
	Expenses	265	291	(26)	354	388	-	388	-	(34)	
	Net Impact	**(57)**	**2**	**(59)**	**(76)**	**2**	**-**	**2**	**-**	**(78)**	
	Community Resilience										
	Income	(217)	(157)	(60)	(289)	(209)	-	(209)	45	(35)	**Income:** £16.5k of funding for Serious Violence Funding 2025-26, £11k of active lifestyles funding from Police and Crime Commissioner and £2.1k for ASB CCTV project to be transferred to CCTV. This grant income is offset by increased expenditure. **Expenses:** £16k to be paid out from serious violence, funding outside community groups £500 to be kept as management fee, £11k for Sports sessions funding by Police and Crime Commissioner money for active lifestyles and £2.1k for ASB CCTV project to be transferred to CCTV. £3k in year overspend due to increase in spinal point of Community Safety Officer, Police and Crime Commissioner have agreed to additional funding next financial year to cover this increase. **Reserves:** £6.5k of income from Environmental Enforcement to be moved to reserves so it can be reinvested next year to support the delivery of the service. £38.5k to be transferred to the Mobile Home Park Renewals Fund for mobile home park maintenance and improvement.
	Expenses	407	404	3	542	539	-	539	-	3	
	Net Impact	**190**	**247**	**(57)**	**253**	**330**	**-**	**330**	**45**	**(32)**	
	Communities										
	Income	(438)	(277)	(161)	(584)	(369)	-	(369)	-	(215)	**Income:** £220k higher income than expected to be released into the position due to an increased number of payments for the Homes for Ukraine scheme this is reflected within the expenses.

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
	Expenses	738	581	157	985	775	-	775	(10)	200	**Expenses:** £220k higher costs due to an increase in payments for the Homes for Ukraine scheme, this is offset by increase in income. £8k underspend for Renovation/Improvement Grants Unpredictable how many claims for this will be made, some years will be none, underspend due to low number of relocation grant claims. Further £64k underspend on the Community Development Team due to two fixed term contracts ending and not being re-recruited to. Offset by £57k Contribution to Community safety post. **Reserves:** £10k contribution from reserves for Community Health and Wealth Fund
	Net Impact	**300**	**304**	**(4)**	**401**	**406**	**-**	**406**	**(10)**	**(15)**	
	Environmental Health Services										
	Income	(52)	(52)	0	(69)	(69)	-	(69)	-	-	**Income:** Income performing on target.
	Expenses	672	723	(51)	896	964	-	964	-	(68)	**Expenses:** £30k underspend caused by no anticipated spend for Empty homes as well as £28k overall underspend for vacancies partially offset by agency costs. £10k underspend for budgeted maintenance of closed churched yards as requested by parochial church council, no requests for maintenance this year.
	Net Impact	**620**	**671**	**(51)**	**827**	**895**	**-**	**895**	**-**	**(68)**	
	HoS Total	**1,700**	**2,145**	**(445)**	**2,268**	**2,795**	**65**	**2,860**	**(498)**	**(1,090)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Environmental Services	**Environmental Protection Team**										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	0	-	0	0	-	-	-	-	0	
	Net Impact	**0**	**-**	**0**	**0**	**-**	**-**	**-**	**-**	**0**	
	CCTV										
	Income	(91)	(88)	(3)	(121)	(117)	-	(117)	-	(4)	
	Expenses	1	-	1	1	-	-	-	-	1	
	Net Impact	**(90)**	**(88)**	**(2)**	**(120)**	**(117)**	**-**	**(117)**	**-**	**(3)**	
	CCTV Shared Service										
	Income	(1,164)	(372)	(792)	(1,553)	(496)	-	(496)	-	(1,057)	**Income and Expenditure:** Project work, costs are to be recovered through recharging. Increases in the SLA charges based CPI increase as well as new SLAs created to due to projects. Keyholding scheme income has increased with call out fees included.
	Expenses	1,363	581	782	1,818	775	-	775	-	1,043	
	Net Impact	**199**	**209**	**(10)**	**265**	**279**	**-**	**279**	**-**	**(14)**	
	Head of Operations										
	Income	9	-	9	12	-	-	-	-	12	**Income:** Pessimism around the claim to recover costs from County in relation to Home Energy
	Expenses	90	91	(1)	121	121	-	121	-	-	
	Net Impact	**99**	**91**	**8**	**133**	**121**	**-**	**121**	**-**	**12**	
	Green Spaces										
	Income	(171)	(140)	(31)	(227)	(187)	-	(187)	(81)	(121)	**Grounds Maintenance** - Increased income generation from third party organisations, improved productivity and efficiency has meant that the service has not filled the two vacancies previously which has increased the underspend. **Watercourses** - Overspend due to a bank collapse in a residential watercourse, this has been more expensive than expected. **Arboricultural** - Underspend due to additional income from selling logs, and not replacing vacant post. **Sewer Ditches** - No planned works, repairs only occur on confirmed council responsible assets
	Expenses	1,002	1,024	(22)	1,336	1,365	-	1,365	-	(29)	
	Net Impact	**831**	**884**	**(53)**	**1,109**	**1,178**	**-**	**1,178**	**(81)**	**(150)**	
	Street Cleansing										
	Income	(28)	(8)	(20)	(37)	(11)	-	(11)	-	(26)	**Income:** This is overspend is partially offset by additional income from town/parish council work. **Expenditure:** Agency usage has increased to fill vacant posts whilst we find suitable candidates. Issues with current fleet and delays on vehicles on order meant that the service needed to hire a sweeper to ensure business as usual. Hire of weekend team to reduce overtime was approved by CLT this was not budgeted for but it is hoped that this will change how the service is run. Unbudgeted compensation payments to employees after contract changes.
	Expenses	1,026	949	77	1,367	1,265	-	1,265	-	102	
	Net Impact	**998**	**941**	**57**	**1,330**	**1,254**	**-**	**1,254**	**-**	**76**	
	Waste Management										
	Income	(5,216)	(4,379)	(837)	(6,954)	(5,839)	-	(5,839)	-	(1,115)	**Income:** Forecast includes recycling credit income (£800k) from the Cambridgeshire County Council which was not previously expected. Green bin subscription service has seen a significant uptake, currently forecasting the income to be higher than budget (£232k). Addtional income from Bulky waste (£85k). **Expenditure:** Increased agency staff costs partially offset by vacant posts within the establishment. Unbudgeted compensation payments to employees after contract changes. Funding for green initiatives is occurring at a slower rate, so currently forecasting a underspend
	Expenses	5,684	5,412	272	7,577	7,176	40	7,216	-	361	
	Net Impact	**468**	**1,033**	**(565)**	**623**	**1,337**	**40**	**1,377**	**-**	**(754)**	
	Fleet Management										
	Income	(15)	(29)	14	(20)	(39)	-	(39)	-	19	**Expenditure**: Restructure within team to bring in additional capacity, consultancy costs for a roadmap report for the rollout of alternative fuel vehicles across the council for Cabinet this contributed to an overspend.
	Expenses	317	288	29	423	384	-	384	-	39	
	Net Impact	**302**	**259**	**43**	**403**	**345**	**-**	**345**	**-**	**58**	
	HoS Total	**2,807**	**3,329**	**(522)**	**3,743**	**4,397**	**40**	**4,437**	**(81)**	**(775)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Leisure Health & Environment	**Head of Leisure & Health**										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	88	82	6	118	110	-	110	-	8	
	Net Impact	**88**	**82**	**6**	**118**	**110**	**-**	**110**	**-**	**8**	
	One Leisure Active Lifestyles										**Income:** Income levels continue to perform well particularly in-terms of membership growth. Proactive work is being undertaken to increase awareness and therefore sales of the range of Active Lifestyles membership options, including Undefeatables and the Concessionary Membership scheme
	Income	(409)	(352)	(57)	(545)	(545)	-	(545)	(80)	(80)	
	Expenses	604	525	79	805	700	-	700	-	105	**Expenditure:** Increased employee costs relating to extension of contracts to increase the level of physical activity across the district. Other expenditure is being managed to ensure costs are minimised where possible.
	Net Impact	**196**	**173**	**23**	**260**	**155**	**-**	**155**	**(80)**	**25**	
	One Leisure Facilities										**Summary:** The reason for the difference in trading performance and the budget is due to anticipated trends in Swim School and Health and Fitness have not followed the previous years trajectory anticipated at the time of building the budget. Adjustments to expenditure forecast have been made to mitigate this to ensure a I&E contribution from the service is achieved. The income performance compared with 24/25's actual is 11.00% better year on year continuing to show income growth at all centres.
	Income	(5,634)	(5,445)	(189)	(7,512)	(8,132)	-	(8,132)	-	620	
	Expenses	5,100	5,544	(444)	6,800	7,391	-	7,391	96	(495)	
	Net Impact	**(534)**	**99**	**(633)**	**(712)**	**(741)**	**-**	**(741)**	**96**	**125**	
	Parks and Open Spaces										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	1	2	(1)	2	2	-	2	-	-	
	Net Impact	**1**	**2**	**(1)**	**2**	**2**	**-**	**2**	**-**	**-**	
	Parks, Countryside and Climate										**Income: C**afé income is £109k above budget due to the delayed start of the Hinchingbrooke Country Park development, allowing extended trading, which has also led to a £29k overspend on cost of sales as a result of increased activity. Car park income is £71k below budget, reflecting the Hinchingbrooke Country Park car park being non-operational for a portion of the year. **Expenditure:** Employee costs are £107k under budget, driven by savings from vacant posts.
	Income	(667)	(347)	(320)	(889)	(462)	-	(462)	-	(427)	
	Expenses	1,439	1,183	256	1,919	1,556	20	1,576	(45)	298	
	Net Impact	**773**	**836**	**(63)**	**1,030**	**1,094**	**20**	**1,114**	**(45)**	**(129)**	
	Sawtry Leisure Centre										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	14	-	14	18	-	-	-	-	18	
	Net Impact	**14**	**-**	**14**	**18**	**-**	**-**	**-**	**-**	**18**	
	One Leisure Projects										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	1,472	349	1,123	1,963	465	-	465	(1,498)	-	
	Net Impact	**1,472**	**349**	**1,123**	**1,963**	**465**	**-**	**465**	**(1,498)**	**-**	
	HoS Total	**2,010**	**1,541**	**469**	**2,679**	**1,085**	**20**	**1,105**	**(1,527)**	**47**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Property & Facilities	**Energy & Sustainability Mgt**										
	Expenses	38	36	2	51	48	-	48	-	3	
	Net Impact	**38**	**36**	**2**	**51**	**48**	**-**	**48**	**-**	**3**	
	Public Conveniences										
	Expenses	1	-	1	1	-	-	-	-	1	
	Net Impact	**1**	**-**	**1**	**1**	**-**	**-**	**-**	**-**	**1**	
	Facilities Management										
	Income	(465)	(394)	(71)	(620)	(525)	-	(525)	-	(95)	**Income:** Additional income from selling electricity back to the grid.
	Expenses	1,304	1,226	78	1,739	1,594	40	1,634	-	105	**Expenditure:** Unforeseen spend on transformer £108k, additional spend on backfilling ICT equipment and furniture which is not budgeted for. Partially offset through savings on utilities and business rates at PFH
	Net Impact	**839**	**832**	**7**	**1,119**	**1,069**	**40**	**1,109**	**-**	**10**	
	Commercial Estates										
	Income	(3,202)	(3,772)	570	(4,269)	(5,030)	-	(5,030)	-	761	**Income:** A reduction in income throughout the portfolio, at Levellers Lane and Phoenix Court there are vacant units. Fareham has seen slow lettings due to market conditions, Stonehill is not generating income due to damage and with Cineworld in adminstration The Rowley Centre income is also down. **Expenditure:** There were and is currently vacant posts within the Estates team which has seen employee costs fall, there is also an expectation that there will be savings made on consultancy fees. Negotiations ongoing regarding the Phoenix Court rent review. The expectation is that the rent will increase and that the backrent will need to be paid this has been included within the forecast.
	Expenses	1,317	1,269	48	1,756	1,692	-	1,692	-	64	
	Net Impact	**(1,885)**	**(2,503)**	**618**	**(2,513)**	**(3,338)**	**-**	**(3,338)**	**-**	**825**	
	HoS Total	**(1,006)**	**(1,635)**	**629**	**(1,342)**	**(2,221)**	**40**	**(2,181)**	**-**	**839**	
Head of Human Resources & Officer Development	**Corporate Health & Safety**										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	49	50	(1)	65	66	-	66	-	(1)	
	Net Impact	**49**	**50**	**(1)**	**65**	**66**	**-**	**66**	**-**	**(1)**	
	Human Resources										
	Income	(2)	-	(2)	(2)	-	-	-	-	(2)	
	Expenses	763	688	75	1,017	918	-	918	(98)	1	
	Net Impact	**761**	**688**	**73**	**1,015**	**918**	**-**	**918**	**(98)**	**(1)**	
	HoS Total	**810**	**738**	**72**	**1,080**	**984**	**-**	**984**	**(98)**	**(2)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Finance	**Corporate Finance**										**Income:** Increased interest receivable on short term investments £1.5m (as a result of interest rates being higher for longer than expected), also income received from NNDR pool £95k, plus government grants of £23k for Audit and £35k contribution towards increased Internal Drainage Board costs. **Expenditure:** Minimum Revenue Provision (MRP) saving as a result of capital programme underspends and rephasings in 2024/25 this is calculated following the accounts closure. MRP commences in the year following expenditure.
	Income	(2,361)	(1,370)	(991)	(3,147)	(1,827)	-	(1,827)	-	(1,320)	
	Expenses	5,746	5,882	(136)	7,662	7,842	-	7,842	-	(180)	
	Net Impact	**3,386**	**4,512**	**(1,126)**	**4,515**	**6,015**	**-**	**6,015**	**-**	**(1,500)**	
	Finance										**Income:** Grant income from central government for LGR **Expenditure:** Overspend relates to overtime needed to cover close down period and gaps in staffing and additional support on Collection Fund for new Head of Service
	Income	(42)	-	(42)	(56)	-	-	-	-	(56)	
	Expenses	840	669	171	1,119	892	-	892	(153)	74	
	Net Impact	**799**	**669**	**130**	**1,063**	**892**	**-**	**892**	**(153)**	**18**	
	Corporate Insurance										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	531	533	(2)	708	711	-	711	-	(3)	
	Net Impact	**531**	**533**	**(2)**	**708**	**711**	**-**	**711**	**-**	**(3)**	
	HoS Total	**4,716**	**5,714**	**(998)**	**6,286**	**7,618**	**-**	**7,618**	**(153)**	**(1,485)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Democratic Services & Monitoring Officer	**Legal**										
	Income	(1)	-	(1)	(3)	-	-	-	-	(3)	**Expenditure:** £48k underspend forecasted based on Q1 and Q2 consumption figures for HDC provided by the lead partner
	Expenses	174	208	(34)	231	278	-	278	-	(47)	
	Net Impact	**172**	**208**	**(36)**	**228**	**278**	**-**	**278**	**-**	**(50)**	
	Democratic & Elections										
	Income	(468)	(176)	(292)	(624)	(234)	-	(234)	97	(293)	**Income:** £470k of non budgeted income forecasted for Local and Mayoral Elections to cover election costs. **Expenses:** £81.5k overspend caused by agreed pressure for Head of Democratic Services & Monitoring post, this post will be budgeted from 2026/27 from the previous Chief Operating Officer post. Plus £415k of costs for Local and Mayoral Elections to cover elections being covered by additional income **Reserves:** £57.6k contribution to general election reserve of surplus income received for Local and Mayoral Elections as well as £39k for 2021 Police and Crime Commission Election claim. As well as a further £100k for the District Election fund. £16.5k to be drawn down from the Elections Act Reserve to cover Hybrid Mail costs and £23.9k to be drawn down for Member Training."
	Expenses	1,269	1,027	242	1,692	1,269	100	1,369	60	383	
	Net Impact	**801**	**851**	**(50)**	**1,068**	**1,035**	**100**	**1,135**	**157**	**90**	
	Audit										
	Expenses	220	144	76	294	192	-	192	-	102	**Expenditure:** £80k underspend created by 2 vacant posts (1x Internal Audit Manager & 1x Trainee Internal Auditor), offset by £187k overspend on Internal Audit for 25/26 – increased work to get back on track.
	Net Impact	**220**	**144**	**76**	**294**	**192**	**-**	**192**	**-**	**102**	
	Procurement										
	Income	-	-	-	-	-	-	-	-	-	**Expenditure:** £71k overspend on Agency costs for Procurement Manager, this has reduced from £136k as contract was ended by new Head of Service
	Expenses	206	153	53	275	204	-	204	-	71	
	Net Impact	**206**	**153**	**53**	**275**	**204**	**-**	**204**	**-**	**71**	
	Risks & Control										
	Income	-	-	-	-	-	-	-	-	-	**Expenditure:** £15k for staff development and training as a result of new legislation as well as £61k for RSM LTD additional Risk support whilst vacant post was being filled (Post now filled, support has been scaled right back to just the system support).
	Expenses	82	26	56	110	34	-	34	-	76	
	Net Impact	**82**	**26**	**56**	**110**	**34**	**-**	**34**	**-**	**76**	
	HoS Total	**1,482**	**1,382**	**100**	**1,975**	**1,743**	**100**	**1,843**	**157**	**289**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Customer Change Director	**Council Tax Support**										
	Income	(185)	(174)	(11)	(247)	(232)	-	(232)	-	(15)	**Income:** £16k forecasted overachievement of income for National non-domestic rates cost of collection based on NNDR1 2025-26 form, this is a Central Government formular
	Expenses	0	-	0	-	-	-	-	-	-	
	Net Impact	**(185)**	**(174)**	**(11)**	**(247)**	**(232)**	**-**	**(232)**	**-**	**(15)**	
	Housing Benefits										
	Income	(16,119)	(15,281)	(838)	(21,492)	(20,374)	-	(20,374)	36	(1,082)	**Income:** The differences are largely as a result of fluctuations on HB subsidy which is difficult to forecast and may continue to change further during the year. **Expenditure:** There has been a reduction in subsidy which is as a result of a reduction in benefits paid creating an overall underspend due to subsidies not always covering full costs **Reserve:** £36k of underspent income to be moved to the Cambs Anti Fraud Network Reserve to be used to support the service in future years.
	Expenses	18,013	17,187	826	24,017	22,916	-	22,916	-	1,101	
	Net Impact	**1,894**	**1,906**	**(12)**	**2,525**	**2,542**	**-**	**2,542**	**36**	**19**	
	Housing Needs										
	Income	(1,443)	(729)	(714)	(1,924)	(972)	-	(972)	-	(952)	**Income:** £280k higher grant funding received from MHCLG for Homelessness which helps to offset £37k overspend on posts. Currently looking into ways to utilise additional funding in line with the grant conditions before end of year. **Expenses:** £37k overspend for additional costs of new posts funded by Rough Sleeping Winter pressures, plus £365k of grant funding moved to support the Housing Team.
	Expenses	2,248	1,715	533	2,998	2,286	-	2,286	-	712	
	Net Impact	**806**	**986**	**(180)**	**1,074**	**1,314**	**-**	**1,314**	**-**	**(240)**	
	Customer Services										
	Income	(1)	(79)	78	(2)	(105)	-	(105)	(66)	37	**Income:** Transfer from earmarked reserves expected to be less than budgeted due to Customer Change Director post now being vacant. **Expenditure:** £140k underspend created from salary savings being offered of 2.66 FTEs, linked to the introduction of new technology by the team as well as £37k underspend for salaries in the Customer Change Director reflected by lower transfer from earmarked reserves **Reserve:** £66k transfer from reserves for the Customer Change Director salary costs.
	Expenses	822	956	(134)	1,097	1,274	-	1,274	-	(177)	
	Net Impact	**821**	**877**	**(56)**	**1,095**	**1,169**	**-**	**1,169**	**(66)**	**(140)**	
	Document Centre										
	Income	-	-	-	-	-	-	-	-	-	**Expenditure:** £6k savings due to team leader restructuring within Document Centre
	Expenses	109	114	(5)	146	151	-	151	-	(5)	
	Net Impact	**109**	**114**	**(5)**	**146**	**151**	**-**	**151**	**-**	**(5)**	
	HoS Total	**3,445**	**3,709**	**(264)**	**4,593**	**4,944**	**-**	**4,944**	**(30)**	**(381)**	
Head of Communications, Engagement & Public Affairs	**Communications & Information**										**Expenditure:** £21k overspend from CLT Corporate Plan campaigns. £60k overspend due to 3 additional posts agreed as pressures by CLT as part of LGR as well as £9k stand by allowance for Communication Executive's for on call responsibility because of changes in the emergency planning policy. Overspend on IT equipment (£4.5k) for new starters as well as mobile phones as part of the new emergency planning on call requirement, as well as overspend on printing and comms material (£4.5K) where there is no budget set.
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	257	185	72	343	247	-	247	-	96	
	Net Impact	**257**	**185**	**72**	**343**	**247**	**-**	**247**	**-**	**96**	
	HoS Total	**257**	**185**	**72**	**343**	**247**	**-**	**247**	**-**	**96**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Policy, Performance & Emergency Planning	**Emergency Planning**										
	Income	-	-	-	-	-	-	-	-	-	
	Expenses	96	96	(0)	127	128	-	128	-	(1)	
	Net Impact	**96**	**96**	**(0)**	**127**	**128**	**-**	**128**	**-**	**(1)**	
	Transformation										
	Income	-	(94)	94	-	(125)	-	(125)	(132)	(7)	
	Expenses	490	485	5	653	646	-	646	-	7	
	Net Impact	**490**	**391**	**99**	**653**	**521**	**-**	**521**	**(132)**	**-**	
	Strategic Insight & Delivery										
	Income	(5)	-	(5)	(7)	-	-	-	-	(7)	**Expenditure:** Place Strategy post under review due to other immediate priorities. The head of service post is currently vacant
	Expenses	200	229	(29)	267	306	-	306	-	(39)	
	Net Impact	**195**	**229**	**(34)**	**260**	**306**	**-**	**306**	**-**	**(46)**	
	HoS Total	**780**	**716**	**64**	**1,040**	**956**	**-**	**956**	**(132)**	**(48)**	
	Total	**19,834**	**20,795**	**(961)**	**27,373**	**26,464**	**308**	**26,772**	**(2,627)**	**(2,026)**	

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APPENDIX 2

Forecast Quarter 3 2025/26 - Capital Programme

Budget Manager	Project Name		Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/ Virement	Current Budget	Q3 Actual	Q3 Forecast	Over/(Under)Spend	Comments on Expenditure Variances over £10,000
Chief Digital and Information Officer	Hardware Replacement		126	34	160	6	(28)	0	132	316	132	0	
	Telephony Replacement		8	8	16	0	(8)	0	8	0	0	(8)	
	No2 Server & SQL Server 2012 Migration		0	10	10	20	10	0	20	0	15	(5)	
	Datacentre Racks		0	62	62	299	237	0	299	182	107	(192)	Procurement completed - decision taken not to award as poor value for money.
	Windows 2012 Server Replacement		0	0	0	0	0	0	0	5	2	2	
	WIFI Access Points		0	0	0	0	0	0	0	0	0	0	
	EastNet Replacement		200	49	249	50	1	0	250	228	150	(100)	Running agency costs - Agreed with board of all 3 councils
	Server 2016/2019 Migration		41	29	70	58	29	0	99	20	28	(70)	Forecast is lower is due to work for City mostly being moved into the next financial year as a result of scheduling and service availability constraints. Remaining budget will need to be rolled over.
	Windows 10 End of Life		20	0	20	0	0	0	20	0	0	(20)	Project closed. No budget needed onwards.
	Public Switched Telephone Network		0	73	73	81	8	0	81	5	14	(66)	City are paying for Telicare, this will not be charged back to HDC. Project closure date Oct-25. No further spend for Q4, therefore no recharge back to HDC. Budget was carried over to cover any incidental costs, however the team managed to mitigate these.
	Server 2016 Migration		0	0	0	0	0	0	0	0	0	0	
	Replacement Income Management Software		0	0	0	19	19	0	19	33	50	31	Project board agreed to extend consultant for 6 months. Cost of extra module which was not part of original scope - agreed £20k will be split over 3 councils plus £37k setup costs for Access systems (pay360)
	AV Equipment		0	0	0	60	60	0	60	1	200	140	Install PO came in at £195k, Extra costs for Wyton Room and support post installation will come from the remaining budget. £160,000 was in addition to original budget of £60,000, council is aware of increase in forecast from previous quarter.
	UPS Replacement		0	0	0	0	0	0	0	1	0	0	
	Civic Suite Audio Visual Equipment		80	0	80	0	0	0	80	0	50	(30)	Project is currently under implementation. Estimating at present 75% spend. Initial spend on Civic Suite AV, underspend to be utilised on updating meeting rooms across Pathfinder House and & Eastfield House, currently undertaking requirements gathering
	Total		**475**	**265**	**740**	**593**	**328**	**0**	**1,068**	**790**	**749**	**(318)**	
Customer Services	Voice Bots		0	0	0	34	34	0	34	0	0	(34)	Project delayed.
	Data Warehouse		0	0	0	16	16	0	16	0	0	(16)	Project delayed.
	Total		**0**	**0**	**0**	**50**	**50**	**0**	**50**	**0**	**0**	**(50)**	
Facilities	Pathfinder House Site		0	0	0	0	0	0	0	0	0	0	
	Solar Canopy		0	0	0	0	0	0	0	184	190	190	This project is fully funded Swim England
	OL Roof Mounted Solar		0	0	0	0	0	0	0	327	352	352	Project has budget £412k which fully funded from Capital Reserves (this was approved by Cabinet in Nov 24)
	Pathfinder House Meeting Pods		0	0	0	0	0	0	0	50	50	50	Approved by CLT, relates to hybrid working policy
	Eastfield House Meeting Pods		0	0	0	0	0	0	0	10	10	10	Approved by CLT, relates to hybrid working policy
	Total		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**571**	**602**	**602**	

Budget Manager	Project Name		Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/ Virement	Current Budget	Q3 Actual	Q3 Forecast	Over/(Under)Spend	Comments on Expenditure Variances over £10,000
Environmental Services	Lone Worker Software		0	20	20	0	(20)	0	0	0	0	0	
	Wheeled Bins		254	0	254	0	0	0	254	101	200	(54)	Extra income from developers
	Vehicle Fleet Replacement		2,262	103	2,365	469	366	0	2,731	1,235	1,588	(1,143)	Extending the life of the assets to get maximum value where the cost to maintain existing vehicles is less than the capital purchase of a new vehicle. We are pushing out the purchase of vehicles instead of following the rigid replacement schedule.
	Godmanchester Mill Weir Improvements		0	0	0	0	0	0	0	1	0	0	
	Waste and Grounds Maintenance Tablet and Smartphones		0	0	0	0	0	0	0	0	0	0	
	Food Waste Collection		1,802	0	1,802	0	0	0	1,802	1,481	1,802	0	
	2nd Green Bin		0	0	0	0	0	0	0	0	0	0	
	Chipper Fleet		35	0	35	0	0	0	35	0	35	0	
	Trail Mower		45	0	45	0	0	0	45	38	38	(7)	
	Environmental Improvement Team Vehicle		70	0	70	0	0	0	70	0	56	(14)	The van and plant equipment cost less than originally budgeted
	Litter Bin Replacements		28	0	28	0	0	0	28	10	24	(4)	
	Remote Control Flail Mower		0	0	0	0	0	0	0	0	0	0	
	CCTV Generator		135	0	135	0	0	0	135	0	0	(135)	This project will be rolled into 26/27 due to the delay in confirming size of generator required
	CCTV Upgrade		240	0	240	0	0	0	240	233	233	(7)	
	Secure Cycle Storage		0	0	0	0	0	0	0	0	0	0	
	Civil Parking Enforcement		0	0	0	244	244	0	244	757	891	647	Increased expenditure on highways lining which was was highlighted in the April 2024, the council entered into agency agreement which required the council to fund the anticipated overspend.
	Total		**4,871**	**123**	**4,994**	**713**	**590**	**0**	**5,584**	**3,855**	**4,867**	**(717)**	
Community Services	Disabled Facilities Grants		1,600	50	1,650	0	(50)	0	1,600	1,495	2,140	540	Increased forecasted spend for Home Improvements due to clearing of previous backlog, mostly offset by increase in forecasted grant income.
	Mobile Devices		0	0	0	10	10	0	10	0	10	0	Project due to be complete by the end of the financial year
	Total		**1,600**	**50**	**1,650**	**10**	**(40)**	**0**	**1,610**	**1,495**	**2,150**	**540**	
Parks, Countryside & Climate	Fencing		13	0	13	0	0	0	13	0	13	0	
	Water Safety Signs		20	0	20	0	0	0	20	0	20	0	
	Biodiversity		0	0	0	0	0	0	0	2	2	2	
	St Neots Riverside Park Toilets		0	0	0	0	0	0	0	15	15	15	
	Changing Places		0	0	0	0	0	0	0	0	0	0	
	St Neots Riverside Park Path/Cycle Imps		0	0	0	0	0	0	0	(4)	0	0	
	Play Equipment		30	0	30	5	5	0	35	0	19	(16)	
	St Ives Park		0	0	0	80	80	0	80	0	80	0	
	Hinchingbrooke Country Park		0	2,161	2,161	2,378	217	0	2,378	108	2,378	(0)	
	Godmanchester Recreation Ground Works Grant		0	0	0	30	30	0	30	0	30	0	
	Total		**63**	**2,161**	**2,224**	**2,493**	**332**	**0**	**2,556**	**120**	**2,556**	**0**	
Finance	Company Investment		0	0	0	100	100	0	100	0	0	(100)	This will only occur once the subsidary HDC Ventures has gone live
	VAT Partial Exemption		50	0	50	0	0	0	50	0	0	(50)	Not needed
	Capita Upgrade		0	0	0	11	11	0	11	0	11	0	
	Bridge Place Car Park		0	0	0	0	0	0	0	0	0	0	
	T1 Fixed Asset Module and Invoice Scanning		0	0	0	0	0	0	0	0	0	0	
	Total		**50**	**0**	**50**	**111**	**111**	**0**	**161**	**0**	**11**	**(150)**	

Budget Manager	Project Name		Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/ Virement	Current Budget	Q3 Actual	Q3 Forecast	Over/(Under)Spend	Comments on Expenditure Variances over £10,000
Housing and Regeneration	Future High Streets		0	21	21	7,126	7,105	0	7,126	0	0	(7,126)	Change in forecast/variance to budget due to spend will be on Old Falcon, Priory Centre and Transport scheme.
	Market Towns Programme		0	0	0	1,081	1,081	0	1,081	0	0	(1,081)	Change in forecast/variance to budget due to spend will be on Old Falcon, Priory Centre and Transport scheme. Local growth fund. Funds are claimed as the costs occur.
	Wayfinding and Information		0	0	0	0	0	0	0	62	62	62	The budget holder has provided a breakdown for spend on spreadsheet, this includes St Ives Capital Investment, Huntingdon Multi=Storey Car Park, Huntingdon Commemoration Hall, Ramsey Rivermill resurfacing, Houghton and Wyton Public Realm Improvements and St Ives Bandstand Seating. plus additional £80K planned spend before the end of 25/26.
	RPF Grants to Business		0	0	0	0	0	0	0	375	375	375	RPF is part of UKSPF, all money spent will be claimed back from the CPCA (Cambridgeshire & Peterborough Combined Authority)
	UK Shared Prosperity Fund Projects		0	0	0	65	65	0	65	62	150	85	The budget holder has provided a breakdown for spend on spreadsheet, this includes St Ives Capital Investment, Huntingdon Multi=Storey Car Park, Huntingdon Commemoration Hall, Ramsey Rivermill resurfacing, Houghton and Wyton Public Realm Improvements and St Ives Bandstand Seating. plus additional £80K planned spend before the end of 25/26.
	Rural England Prosperity Fund		0	0	0	0	0	0	0	0	0	0	
	REPF Digital Infrastructure		0	0	0	0	0	0	0	(98)	0	0	Project Closed. Delays in claims being paid by CPCA (Cambridgeshire & Peterborough Combined Authority) for 24/25.
	REPF Capacity Building		0	0	0	0	0	0	0	(3)	0	0	
	Ramsey Public Realm		0	0	0	1,677	1,677	0	1,677	0	302	(1,375)	Budget should have been £1,158,525 + £236,347 (£1,394,872). Previous year spend was £58,653. Variance to forecast due to project being delayed by county council statutory highways processes.
	St Neots Masterplan Phase 1		0	59	59	178	119	0	178	0	89	(89)	No further spend because project has finished - This covers costs from previous years as they were not claimed. Full Year Budget is incorrect, £88,500 was the remaining budget carried over from previous year.
	Huntingdon and St Ives Future Schemes		0	0	0	4	4	0	4	12	12	8	
	Moores Walk Improvement		0	0	0	3	3	0	3	0	0	(3)	
	Smarter Towns		0	0	0	0	0	0	0	4	4	4	
	Market Town Huntingdon		0	0	0	0	0	0	0	0	0	0	
	Old Falcon		0	0	0	0	0	0	0	43	51	51	
	Priory Centre & QTR		0	0	0	0	0	0	0	952	4,338	4,338	Previous forecast incorrect. Forecast is based on actuals and updated cashflow forecast from contractor, forecast breakdown has been provided.
	Transport Project		0	0	0	0	0	0	0	1,223	1,214	1,214	Previous forecast incorrect. Project closed - No further spend
	St Neots Market Rights		0	0	0	0	0	0	0	0	16	16	The Budget Holder says previous forecast was incorrect, this project is complete. Project to be funded from the Transport project.
	Properies - Main Element		0	0	0	0	0	0	0	0	0	0	
	Housing Fund		0	0	0	305	305	0	305	0	305	0	
	MSCP Lift Replacement		0	0	0	0	0	0	0	53	132	132	
	Total		**0**	**80**	**80**	**10,439**	**10,359**	**0**	**10,439**	**2,685**	**7,050**	**(3,389)**	
Leisure and Health	One Leisure Improvements		300	0	300	0	0	0	300	213	642	342	With deferred work of c. £100k from 24/25 and aging buildings, further expenditure on facilities is needed, specifically at Burgess Hall (Lift) and St Neots (3G Pitch).
	One Leisure Ramsey Car Park		0	0	0	0	0	0	0	0	0	0	
	OL St Neots and St Ives Fitness Equipment and Refresh		25	0	25	0	0	0	25	24	24	(1)	
	OL Ramsey Solar PV Panels		0	0	0	0	0	0	0	0	0	0	
	One Leisure Refurbishment and Refresh		1,040	0	1,040	0	0	0	1,040	475	531	(509)	Huntingdon & Ramsey refresh delivered on-time and complete, with positive feedback from customers and councillors.
	Ramsey Car Park		0	21	21	63	42	0	63	0	63	0	Ramsey school require resolution on drainage and access routes for pupils, so we have had to consult with planning again - until this is resolved, the forecast has been set to budget.
	Plant Reinstall		0	0	0	0	0	0	0	83	600	600	Majority of surveys & procurement awards complete, contractors on site delivery to schedule and our expectation is that the project will be within budget
	Total		**1,365**	**21**	**1,386**	**63**	**42**	**0**	**1,428**	**795**	**1,861**	**432**	
Planning	Community Infrastructure Levy Projects		2,706	0	2,706	496	496	0	3,202	985	1,065	(2,137)	Projects have been delayed.
	A14 Upgrade		0	0	0	0	0	0	0	0	0	0	
	Total		**2,706**	**0**	**2,706**	**496**	**496**	**0**	**3,202**	**985**	**1,065**	**(2,137)**	

Budget Manager	Project Name		Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/ Virement	Current Budget	Q3 Actual	Q3 Forecast	Over/(Under)Spend	Comments on Expenditure Variances over £10,000
Property and Facilities	Stonehill Refurbishment		300	0	300	0	0	0	300	0	25	(275)	Spend for 25/26 will relate to feasability work, the project will roll forward into 26/27
	Eastfield House Refresh		102	0	102	0	0	0	102	32	47	(55)	Estimate used for bid was provided by one of the tenders. Upon receiving the bids, the were drastically lower than the estimate used.
	Pathfinder House Refresh		295	0	295	0	0	0	295	53	68	(227)	Estimate used for bid was provided by one of the tenders. Upon receiving the bids, the were drastically lower than the estimate used.
	Health and Safety Works - Commerial Properties		0	0	0	51	51	0	51	0	0	(51)	Change in staffing within the Estates team means that this project is on hold until 26/27
	Energy Efficiency - Commercial Properties		0	0	0	62	62	0	62	0	0	(62)	Change in staffing within the Estates team means that this project is on hold until 26/27
	Estates Roofs		0	0	0	130	130	0	130	0	0	(130)	Change in staffing within the Estates team means that this project is on hold until 26/27
	Reletting Works		0	0	0	500	500	0	500	57	59	(441)	Change in staffing within the Estates team means that this project is on hold until 26/27
	Fareham Offices Capital Works		0	0	0	0	0	0	0	0	0	0	
	Reletting Incentives		0	0	0	150	150	0	150	0	0	(150)	
	Total		**697**	**0**	**697**	**893**	**893**	**0**	**1,590**	**142**	**200**	**(1,390)**	
	Grand Total		**11,827**	**2,700**	**14,527**	**15,860**	**13,160**	**0**	**27,687**	**11,437**	**21,110**	**(6,577)**	

Budget Manager	Project Name		Existing/New Bids	Budget Rephase	Original Budget	Year End Rephase	Net Rephase	Growth/ Virement	Current Budget	Q3 Actual	Q3 Forecast	Over/(Under)Spend	Comments on Expenditure Variances over £10,000
	Funding												
	Grants and Contributions												
	Disabled Facilities Grants	Cambs CC	(1,400)	0	(1,400)	0	0	0	(1,400)	(1,791)	(1,812)	(412)	
	Wheeled Bins	Developers	(101)	0	(101)	0	0	0	(101)	(70)	(70)	31	
	Market Town Funding (Including future schemes)	CPCA	0	0	0	(1,081)	(1,081)	0	(1,081)	0	0	1,081	
	Future High Streets	MHCLG	0	(21)	(21)	(7,126)	(7,105)	0	(7,126)	0	(5,620)	1,506	
	Future High Streets	CIL	0	0	0	0	0	0	0	0	0	0	
	Future High Streets	NH	0	0	0	0	0	0	0	0	0	0	
	Huntingdon and St Ives Future Schemes	Horizons	0	0	0	(4)	(4)	0	(4)	0	(12)	(8)	
	St Neots Riverside Park Path/Cycle Imps (Rephase)	CIL	0	0	0	0	0	0	0	0	0	0	
	St Ives Park	CIL	0	0	0	(80)	(80)	0	(80)	0	(80)	0	
	Hinchingbrooke Country Park	CIL	0	(1,500)	(1,500)	0	1,500	0	0	0	0	0	
	UK Shared Prosperity Fund	MHCLG	0	0	0	(65)	(65)	0	(65)	0	(525)	(460)	
	Rural England Prosperity Fund	MHCLG	0	0	0	0	0	0	0	0	0	0	
	Ramsey Market Hub/Public Realm/Food Hall	CPCA	0	0	0	(1,677)	(1,677)	0	(1,677)	0	(302)	1,375	
	St Neots Masterplan Phase 1	CPCA	0	(59)	(59)	(178)	(119)	0	(178)	0	(89)	89	
	Upgrade works at Fareham	Reserve	0	0	0	0	0	0	0	0	0	0	
	Wayfinding	CPCA	0	0	0	0	0	0	0	0	(62)	(62)	
	Smarter Towns	CPCA	0	0	0	0	0	0	0	0	(4)	(4)	
	Moores Walk	CPCA	0	0	0	(3)	(3)	0	(3)	0	0	3	
	Small Accelerated Projects	CPCA	0	0	0	0	0	0	0	0	0	0	
	Housing Fund	MHCLG	0	0	0	(305)	(305)	0	(305)	0	(305)	0	
	Market Towns	CPCA	0	0	0	0	0	0	0	0	0	0	
	Rural England Prosperity Fund	MHCLG	0	0	0	0	0	0	0	0	0	0	
	St Neots Riverside Park Toilets	STNTC/CIL	0	0	0	0	0	0	0	0	(15)	(15)	
	Ramsey Food Hall	CPCA	0	0	0	0	0	0	0	0	0	0	
	Food Waste Collections	DEFRA	(1,802)	0	(1,802)	0	0	0	(1,802)	0	(1,802)	(0)	
	One Leisure Refurbishment and Refresh	CIL	(420)	0	(420)	0	0	0	(420)	0	(420)	0	
	Biodiversity	CPCA	0	0	0	0	0	0	0	(2)	(2)	(2)	
	Solar Canopy		0	0	0	0	0	0	0	(184)	(190)	(190)	
	OL Roof Mounted		0	0	0	0	0	0	0	(327)	(352)	(352)	
	Multi Storey Lifts	Reserve	0	0	0	0	0	0	0	0	(132)	(132)	
			(3,723)	**(1,580)**	**(5,303)**	**(10,519)**	**(8,939)**	**0**	**(14,242)**	**(2,374)**	**(11,792)**	**2,450**	
	Use of Capital Reserves												
	Community Infrastructure Levy Reserve	Developers	0	0	0	(496)	(496)	(2,706)	(3,202)	0	(2,140)	1,062	
			0	**0**	**0**	**(496)**	**(496)**	**(2,706)**	**(3,202)**	**0**	**(2,140)**	**1,062**	
	Capital Receipts												
	Housing Clawback Receipts	PfP	(100)	0	(100)	0	0	0	(100)	0	(100)	0	
	Asset Sales		0	0	0	0	0	0	0	0	0	0	
			(100)	**0**	**(100)**	**0**	**0**	**0**	**(100)**	**0**	**(100)**	**0**	
	Net		**8,004**	**1,120**	**9,124**	**4,845**	**3,725**	**(2,706)**	**10,143**	**9,063**	**7,078**	**(3,065)**	

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APPENDIX 3

Treasury Management Report 2025/26 Quarter 3

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6. Compliance with Treasury and Prudential Limits
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Annex 2 Investment Portfolio
Annex 3 Approved countries for investments as of 31st December 2025
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Treasury Management Report – Quarter 3

Quarter Ended 31th December 2025

The CIPFA (Chartered Institute of Public Finance and Accountancy) Code of Practice for Treasury Management 2021 recommends that members be updated on treasury management activities at least quarterly. This report, therefore, ensures this Council is implementing best practice in accordance with the Code.

1. Economics update (Provided by MUFG Corporate Markets)

- The third quarter of 2025/26 saw:
  - A -0.1% month on month change in real GDP in October, leaving the economy no bigger than at the start of April.
  - The 3 monthly year on year rate of average earnings growth excluding bonuses fall to 4.6% in October, having been as high as 5.5% earlier in the financial year.
  - CPI inflation fall sharply from 3.6% to 3.2% in November, with core CPI inflation easing to 3.2%.
  - The Bank of England cut interest rates from 4.00% to 3.75% in December, after holding in November.
  - The 10-year gilt yield fluctuate between 4.4% and 4.7%, ending the quarter at 4.5%.
- 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 (0.1% quarter on quarter). October's disappointing -0.1% month on month change in real GDP suggests that growth slowed to around 1.4% in 2025 as a whole.
- The composite Purchasing Manager Index (PMI) for the UK rose from 51.2 in November to 52.1 in December, suggesting the economy may be benefitting somewhat from pre-Budget uncertainty fading. This may also reflect a diminishing drag from weak overseas demand. While the services PMI rose from 51.3 to 52.1, the improvement in the manufacturing output balance from 50.3 to 51.8 was larger. Indeed, the manufacturing sector has been more exposed to the recent weakness of external demand and has lagged the services sector since the end of last year.
- In relation to retail sales volumes, and the 1.5% year-on-year rise in September, accelerating from a 0.7% increase in August, marked the highest gain since April. Nonetheless, the 0.1% month on month fall in retail sales volumes in November built on the 0.9% month on month drop in October, suggesting the longer-lasting effects of weak employment and slowing wage growth are impacting. Moreover, the decline in

the GfK measure of consumer confidence from -17 in October to -19 in November suggests that consumers are not that optimistic at present.

- 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.
- After the Budget, public net sector borrowing of £11.7bn in November was comfortably below last November's figure of £13.6bn and was the lowest November borrowing figure since 2021, mainly due to tax receipts being £5.4bn higher, largely because of the hike in employer NICs in April 2025. Cumulative borrowing in the first eight months of 2025/26 was still £10bn above last year's total. However, lower inflation and a disposal of assets ahead of the Budget should mean borrowing in 2025/26 comes in below last year's total.

- 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, the 38,000 fall in payroll employment in November was the tenth monthly decline in the past 13 months, causing the annual growth rate to slow further, from -0.5% to -0.6%. 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) but the less reliable Labour Force Survey data showed that employment fell by 16,000 in the three months to October, with the unemployment rate rising further, from 5.0% to 5.1%. 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 monthly year on year growth rate of average earnings including bonuses eased from 4.9% in September to 4.7% in October. And excluding bonuses, the 3 monthly year on year rate slowed from 4.7% to 4.6%. Regular private sector pay growth continued to slow from 4.2% to

3.9%. That left it broadly on track to meet the Bank's end of December prediction of 3.5%.

- CPI inflation fell sharply in November, easing from 3.6% in October to 3.2%. This was the third consecutive softer-than-expected inflation outturn and suggests that disinflation is well underway. There was a widespread easing in price pressures with inflation slowing in 10 of the 12 main categories. Core inflation fell from 3.4% to 3.2% and services inflation dipped from 4.5% to 4.4%. However, a great deal will depend on the adjustments to regulated and indexed prices scheduled for next April. Capital Economics forecast CPI inflation to drop from 3.2% in March to 2.0% in April, thereby leaving inflation on track to settle at the 2.0% target, or below, by the end of 2026.
- 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 a high of c4.8%, before ending 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, subsequently, gilt yields fell back after the Budget, supported by a tighter fiscal plan, fewer tax hikes required following a smaller-than-expected downgrade to the OBR's fiscal forecast, and a favourable shift in bond issuance away from long-dated debt. Gilt yields hovered around 4.5% at the end of the quarter.
- 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 significant jump in value. The stock market hit new record highs above 9,900 in Mid-November, driven by a global rebound on hopes of a US government-shutdown resolution, expectations of a December rate-cut, and strong corporate earnings. Despite some jitters around Budget time, the FTSE 100 closed Q4 at 9,931, 5% higher than at the end of September and 22% higher since the start of 2025.

MPC meetings: 8 May, 19 June, 7 August, 18 September, 6 November, 18 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 18 December, with November CPI inflation having fallen to 3.2%, and with Q2 GDP revised down from 0.3% quarter on quarter to only 0.2% quarter on quarter, 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.

2. Interest rate forecasts

The Authority 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 and commentary on 22 December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 bps.

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	5.30	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

- MUFG's 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 MUFG updated central forecast is made with several hefty caveats. MUFG 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.
- Our revised PWLB rate forecasts are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps) and is set to prevail until at least the end of March 2026. Hopefully, there will be a further extension to this discounted rate announced in January.
- 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: Our 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. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2025/26, which includes the Annual Investment Strategy, was approved by the Council on 26th February 2025. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the Council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity, aligned with the Council's risk appetite. In the current economic climate, over and above keeping investments short-term to cover cash flow needs, there is a benefit to seeking out value available in periods up to 12 months with high credit rated financial institutions, using the MUFG Corporate Markets suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

As shown by the charts below and the interest rate forecasts in section 2, investment rates have started to taper downwards during the first quarter of 2025/26 and are expected to fall back further if inflation falls through 2025 and 2026 and the MPC loosens monetary policy more substantially.

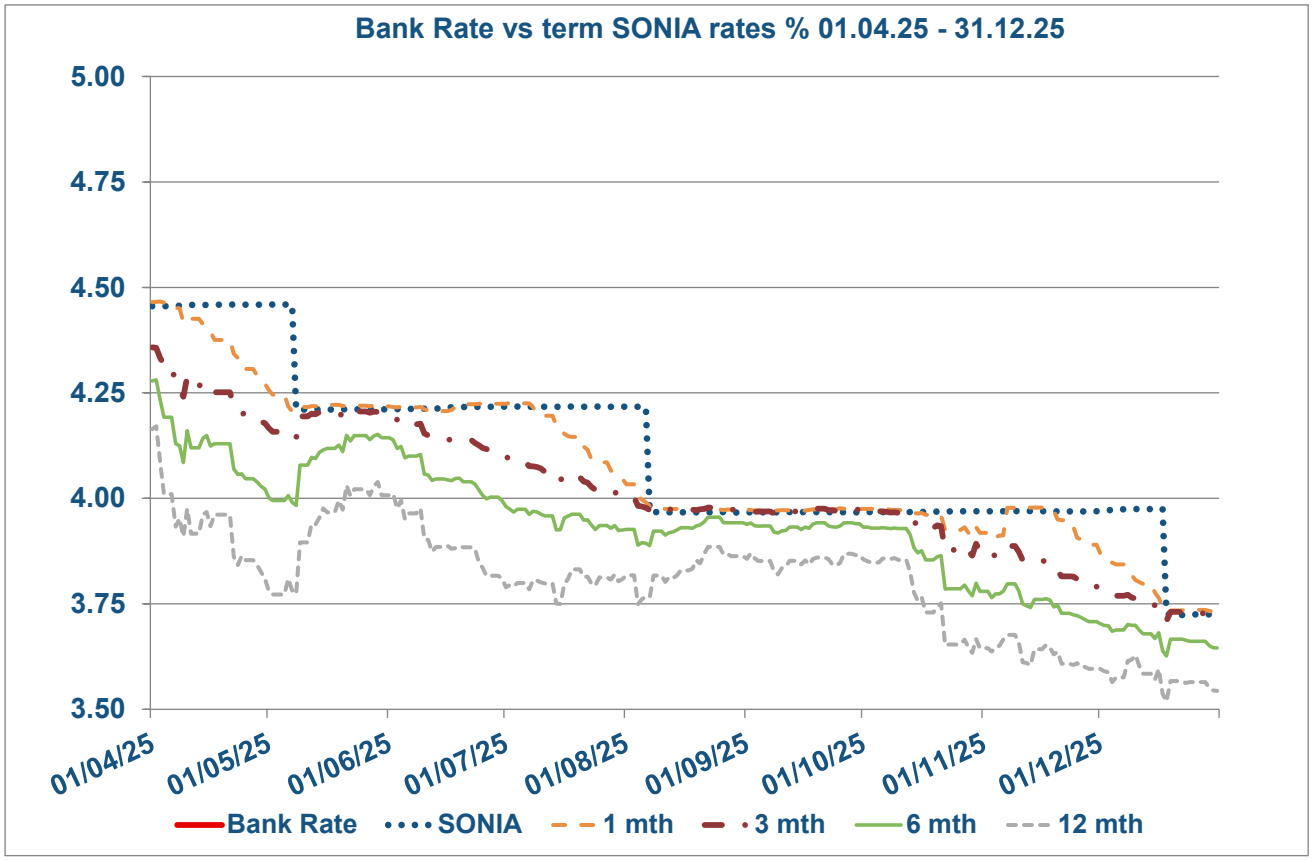
Creditworthiness.
There have been few changes to credit ratings over the quarter under review. However, officers continue to closely monitor these, and other measures of creditworthiness to ensure that only appropriate counterparties are considered for investment purposes.

Investment counterparty criteria
The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function.

CDS (Credit Default Swap) prices
For UK and international banks, these have remained low, and prices are not misaligned with other creditworthiness indicators, such as credit ratings. Nevertheless, it remains important to undertake continual monitoring of all aspects of risk and return.

Investment balances
The average level of funds available for investment purposes during the quarter was **£73.7m**. These funds were available on a temporary basis, and the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme.

Investment Rates
Sterling Overnight Index Averages (Term)



FINANCIAL YEAR TO QUARTER ENDED 31.12.25

	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.46	4.47	4.36	4.28	4.17
High Date	07/05/2025	03/04/2025	01/04/2025	02/04/2025	02/04/2025
Low	3.72	3.73	3.71	3.63	3.52
Low Date	22/12/2025	29/12/2025	18/12/2025	18/12/2025	18/12/2025
Average	4.10	4.07	4.01	3.93	3.80
Spread	0.74	0.73	0.65	0.66	0.65

Approved limits
Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the quarter ended 31st December 2025.

4. Borrowing

Due to the overall financial position and the underlying need to borrow for capital purposes (the Capital Financing Requirement - CFR), it is anticipated that further external borrowing will not be undertaken during this financial year, based on currently approved expenditure.

PWLB maturity Certainty Rates 01.04.25 to 31.12.25

Overall, the journey for PWLB Certainty rates in 2025/26 has been somewhat circular, with the only net movement of substance over the nine months under review occurring at the shortest part of the curve. Nonetheless, there has been a degree of volatility driven by movements in US Treasuries as well as domestic factors, the most negative of which impacted markets in early September.

Throughout the period under review, markets have reacted to Government fiscal messaging, yields rising when concerns emerged over the ability of the Government to keep net spending under control ahead of the 26 November Budget, and then easing back to rates similar to those at the start of the financial year once markets felt reassured by the steps the Chancellor had taken to manage public spending and to also bolster her fiscal headroom.

Accordingly, 1-year PWLB Certainty rates started the financial year at 4.82% and finished 2025 at 4.37%, whilst the 5-year part of the curve started at 4.94% and finished at 4.78%. Rates never got above 5% throughout the nine months under review.

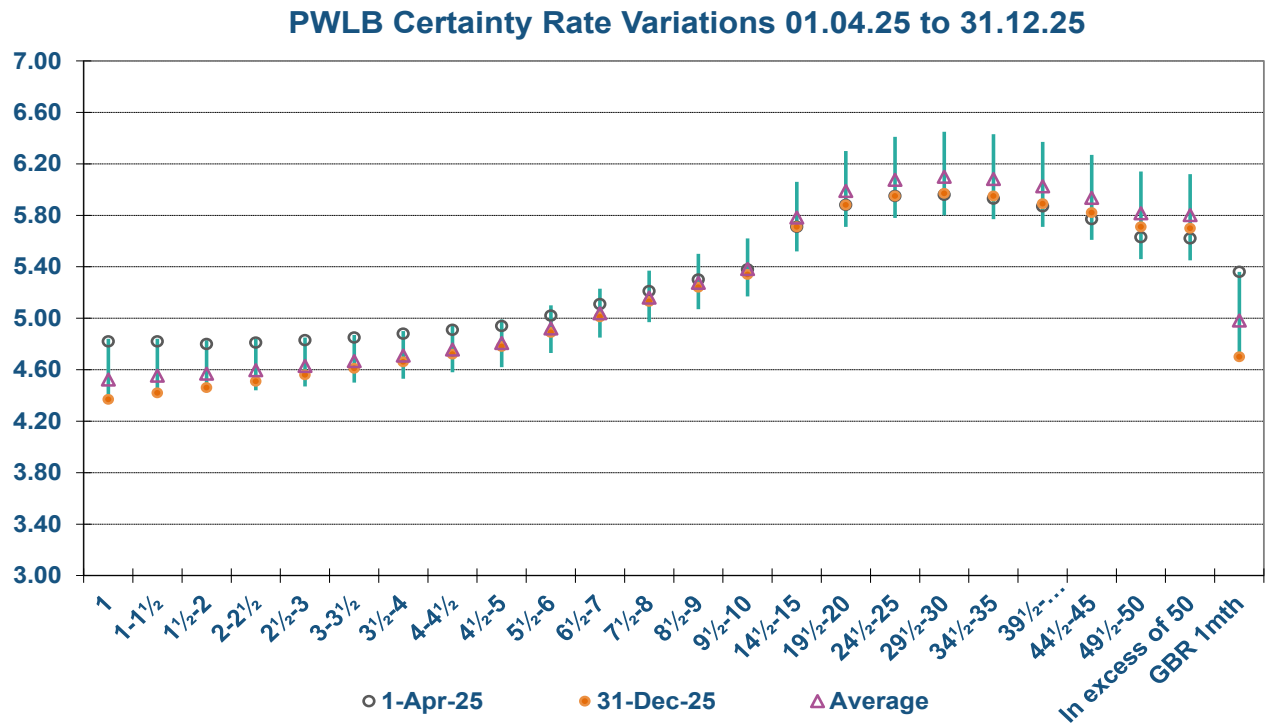
It was a different story for the longer part of the curve, and in recent weeks the Debt Management Office has confirmed that it will seek to issue less gilts in the longer part of the curve and seek to focus on the short to medium part of the curve, where investors are more willing to purchase. That may alter in due course if the CPI measure of inflation falls to 2% by the spring of 2026, having been “sticky” at much higher levels for much of 2025.

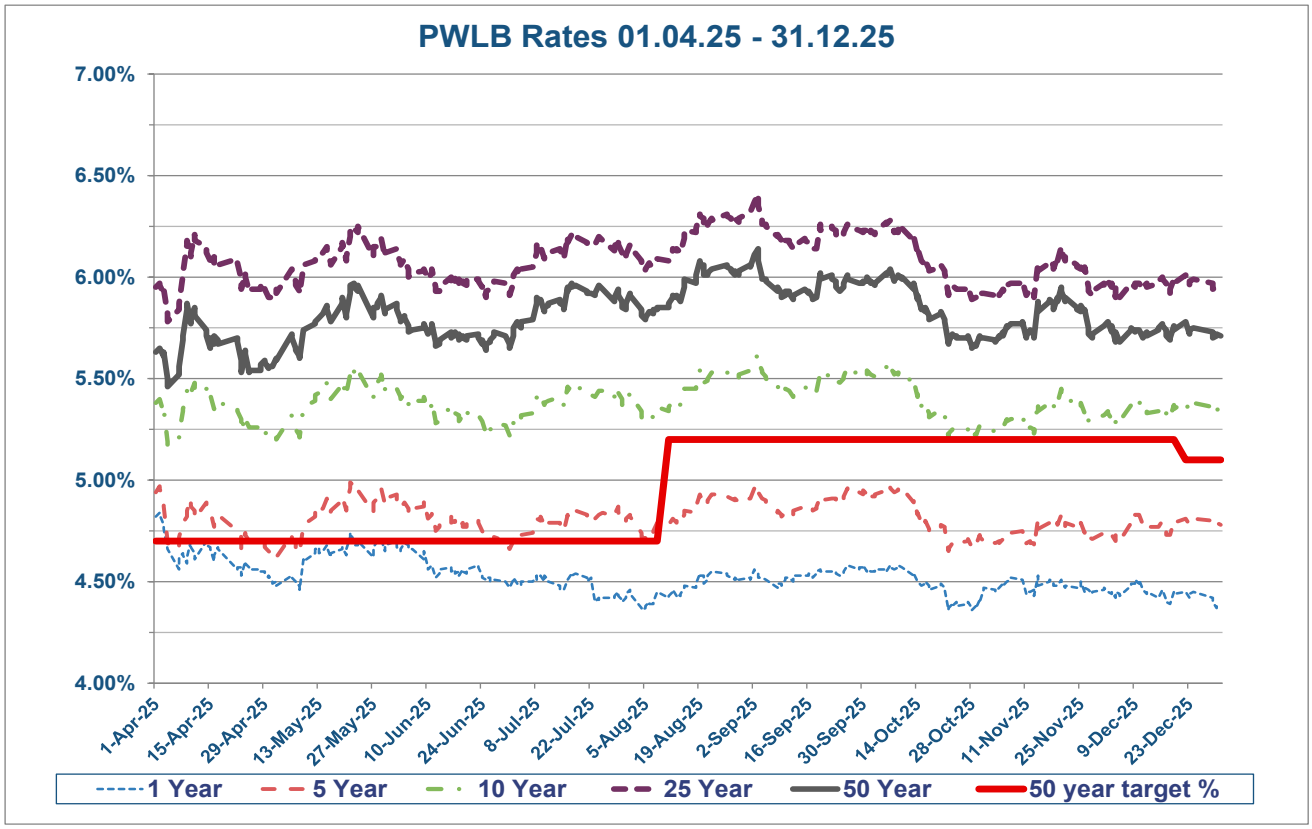
10-year PWLB Certainty rates started April at 5.38% and finished 2025 at 5.34%. On 3 September, rates hit a peak of 5.62%.

The story was repeated for the 25- and 50-year parts of the curve. 25-year PWLB Certainty rates started April at 5.95% and finished the year at the same level but touched a peak of 6.41% on 3 September. While the 50-year Certainty rate started at 5.63% in April and finished the year at 5.71%, peaking at 6.14% also on 3 September.

The following graphs and table are optional; choose whether to include and use the data for 1st April to 31st December 2025.

PWLB RATES 01.04.25 - 31.12.25





HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.25 – 31.12.25

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2025	4.82%	4.94%	5.38%	5.95%	5.63%
31/12/2025	4.37%	4.78%	5.34%	5.95%	5.71%
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	4.52%	4.81%	5.38%	6.08%	5.82%
Spread	0.48%	0.37%	0.45%	0.63%	0.68%

5. Debt rescheduling

Members will be advised if there is value to be had by rescheduling or repaying a part of the debt portfolio.

6. Compliance with Treasury and Prudential Limits

The prudential and treasury Indicators are shown in Appendix 1.

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. During the quarter ended 31st December 2025, the Council has operated within the treasury and prudential indicators set out in the Council's Treasury Management Strategy Statement for 2025/26. The Corporate Director (Finance and Resources) reports that no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the Council's Treasury Management Practices.

7. Other

1. Changes in risk appetite

The 2021 CIPFA Codes and guidance notes have placed enhanced importance on risk management. Where an authority changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments, this change in risk appetite and policy should be brought to members' attention in treasury management update reports. During quarter 3 2025/26 the council's investment portfolio maintained its reliance on investments in the DMO, Money Market Funds, Property Fund, and smaller deposits with banks.

2. Sovereign limits

The council policy is to invest with banks in other countries that have a sovereign rating of at least AA-. The council policy is to continue to invest with the UK banks and building societies even if the UK sovereign rating falls below AA-.

Annex 1: Prudential and Treasury Indicators for 2025-26 as of 30th June 2025

Treasury Indicators	2025/26 Budget £'000	30.06.25 Actual £'000
Authorised limit for external debt	135,000	
Operational boundary for external debt	115,000	
Gross external debt		34,259
Investments		79,593
Net investing		45,334
Maturity structure of fixed rate borrowing - upper and lower limits		
Under 12 months		4
12 months to 2 years		0
2 years to 5 years		0
5 years to 10 years		0
10 years to 20 years		24,255
20 years +		10,000

Upper Limit for Principal Sums Invested for Longer than 365 Days (CCLA Property Fund)		
Year	**Limit £000s**	**Actual £000s**
1	10,000	4,000
2	9,000	4,000
3	8,000	4,000

Prudential Indicators	2025/26 Current Budget £000s	Forecast £000s
Capital expenditure (Gross)	27,687	21,110
Capital Financing Requirement (CFR) 01/04/2025	72,855	72,855
Annual change in CFR (Expenditure less funding less MRP)	7,283	4,218
In year borrowing requirement (Expenditure less funding)	10,143	7,078

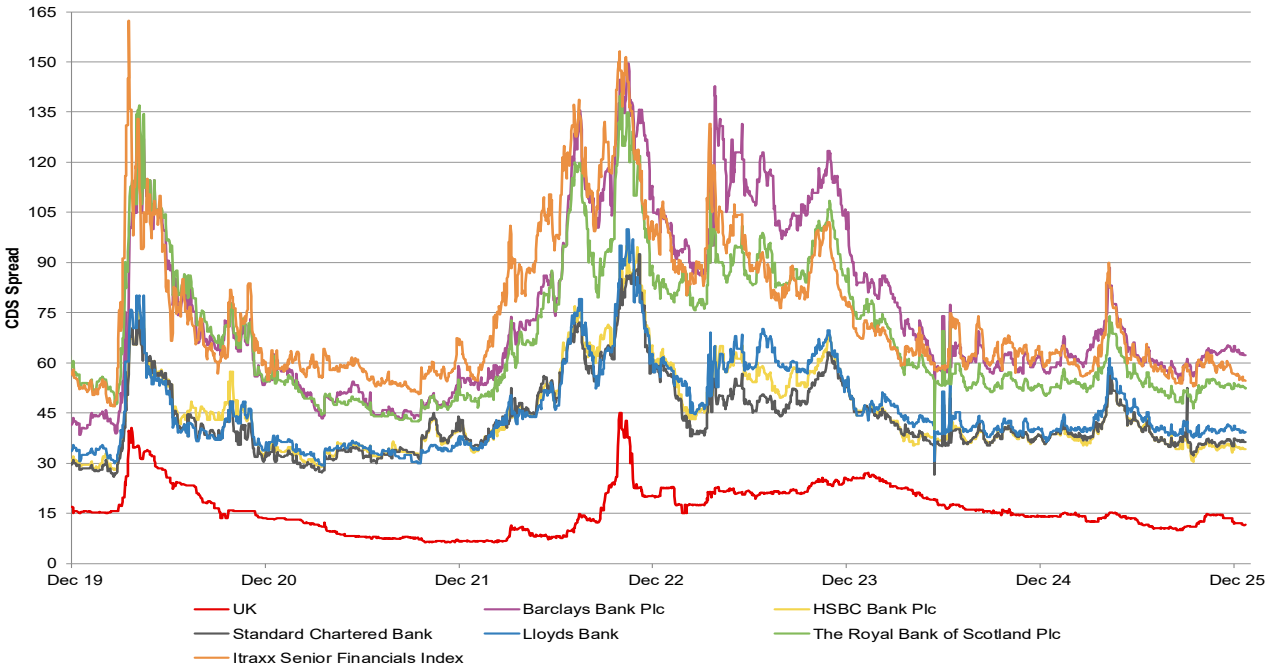
Annex 2: Investment Portfolio

Investments held as of 31st December 2025 compared to counterparty list:

	2025/26 Limit £m	31.12.25 Actual £m
Deposit Accounts		
NatWest	4.00	0.612
Barclays	4.00	0.001
Government and LAs		
Debt Management Office (DMO) - HMG	unlimited	58.000
Money Market Funds		
Aberdeen Liquidity Fund	5.00	2.430
BlackRock Institutional sterling liquidity Fund	5.00	2.275
CCLA Public Sector Deposit Fund	5.00	2.300
Federated Short Term Prime Fund	5.00	2.500
HSBC ESG	5.00	2.650
Insight Liquidity Funds	5.00	1.200
Invesco	5.00	2.425
Legal & General Sterling Liquidity Fund	5.00	1.200
Total		**75.593**
Long-term Investments		
CCLA Property Fund	5.00	4.000
Total		**79.593**

UK Banks 5 Year Senior Debt CDS Spreads as of 31st December 2025

This graph shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is shown in basis points down the left- hand axis. Credit risk has reduced markedly in recent weeks. The cost of insuring against the prospect of default is still low in historic terms. (The chart below shows the cost in basis points of ensuring against the prospect of default on 5 year "paper" issued by major UK banks v the ITRAXX {credit default swap index products} Senior Financials Index.)



Annex 3: Approved countries for bank investments as of 31st December 2025

Based on lowest available rating:

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

Annex 4 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 it 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 bonder 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; by 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.

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	One Leisure Independent Review Update
Meeting/Date:	Overview & Scrutiny - (Environment, Communities & Partnerships) – 5th February 2026 Cabinet – 10th February 2026
Executive Portfolio:	Executive Councillor for Leisure & Health – Councillor Sally Howell
Report by:	One Leisure Business and Operations Manager - Leigh Allaker
Ward(s) affected:	All Ward(s)

Executive Summary:

The Council originally commissioned First Point Management & Consultancy Limited (First Point) in September 2023 to undertake an Independent Review of the One Leisure Long Term Operating Model and its in-house leisure function. The Independent Review included focussed on:

1. Short Term Operating Models (2-3 years)
2. Staff Review
3. Built Facilities & Playing Pitch Strategies
4. Medium (3-5 years)- & Long-Term Operating Models (5+ years)

The One Leisure Long Term Operating Model Independent Review was presented to and approved by Cabinet on 19th March 2024. As part of the Independent Review it stated:

"A transformed in-house option is the recommended approach for the short term; this should allow sufficient time to optimise the service before considering medium and long-term delivery options".

The Independent Review provided a number of recommendations that One Leisure and the Council should consider for implementation. These can be seen in the Independent Review on pages 50 – 51.

As part of the Cabinet report presented to and approved by Cabinet on 19th March 2024 it stipulated that the Head of Leisure, Health and Environment would provide Overview & Scrutiny Committee and Cabinet a 12-month update. This was completed on 10th and 15th July 2025 respectively.

Within this 12-month update report as outlined above it identified 7 further actions for One Leisure and the Council to consider and complete. These can be found in section 4.4 points a – h.

Therefore, this report aims only to update the Council and solely focus on the 7 actions identified following the most recent 12-month update report (July 2025) for approval and conclusion of these actions.

Recommendation(s):

The Cabinet/Committee is:

RECOMMENDED

1. To agree and approve that all outstanding actions from the 12-month update report (July 2025) have been concluded;

2. To acknowledge and accept the 7 new actions from within the Year 1 – Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for One Leisure undertaken by First Point Management;

3. To accept and/and or approve the completion or on-going nature of the 7 actions identified within the Transformation Progress Report of Actions & Recommendations from the Long-Term Operating Model for One Leisure undertaken by First Point Management;

4. To approve the One Leisure Vision, Customer Charter, and the new structure of the One Leisure 3-year business plan;

5. To delegate authority to the Head of Leisure, Health and Environment in consultation with Portfolio Holder for Leisure & Health, to undertake all necessary actions required to implement the aforementioned strategies; and embed the vision for One Leisure and its continuous improvement.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to inform and update Councillors that One Leisure and the Council have either completed, are in the process of completing, or have deferred some of the actions due to LGR.

1.2 To provide Councillor's an opportunity to review, consider and respond on One Leisure's and the Council's progress since the 12-month update (July 2025) of the One Leisure Independent Review recommendations.

1.3 To gain approval of the newly created One Leisure Vision, Customer Charter, and the new structure of One Leisure's 3-year business plan;

2. BACKGROUND

2.1 Built & Playing Pitch Strategies for Huntingdonshire were commissioned in late 2022 and were then presented to Overview & Scrutiny Committee (Environment, Communities & Partnerships) on 8th June 2023 and full approval from Cabinet was gained on 20th June 2023.

2.2 The Independent Review of the Long-Term Operating Model for One Leisure was undertaken in late 2023 and subsequently adopted by the Council in April 2024.

2.3 The review focussed upon the following key areas:

1. Short Term Operating Models (2-3 years)
2. Staff Review
3. Built Facilities & Playing Pitch Strategies
4. Medium (3-5 years)- & Long-Term Operating Models (5+ years)

2.4 From the Independent Review of the Long-Term Operating Model for One Leisure it provided 22 recommendations that the Council and One Leisure needed to consider for implementation.

2.5 An external report was commissioned by the Head of Leisure, Health & Environment in early 2025- and First-Point Management were requested to undertake a 12-month review of One Leisure's performance against the original independent review recommendations. A link to these recommendations can be seen in the Executive Summary.

2.6 The findings from the First Point Management report was presented to Overview & Scrutiny Committee and Cabinet in July 2025. A link to these recommendations can be seen in the Executive Summary.

2.7 Following this the Head of Leisure, Health & Environment and Business & Operation's Manager set about completing the identified actions from the updated First Point Management 12-month update report. These included:

a. Commission an independent review of:
   i. One Leisure's readiness for LGR

ii. High level state of the market review of leisure providers across Cambridgeshire
iii. Options, Risks & Recommendations for One Leisure

b. To complete all outstanding feasibility studies for One Leisure sites to RIBA Stage 1.
c. Gain full approval for Huntingdon Sport & Health Hub (RIBA Stage 2)
d. Secure partnership arrangement with NHS/ICB for Huntingdon Sport & Health Hub.
e. Finalise and gain approval for One Leisure Design Principles - Vision & Customer Charter.
f. Mobilisation & Re-Opening of Sawtry Leisure Centre.
g. Continue working with colleagues to develop de-carbonisation plans.

2.8 This report is designed to update Council on the progress, completion and/or deferment due to LGR on all of the actions identified within section 2.7 above.

3. COMMENTS OF OVERVIEW & SCRUTINY

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

4. RECOMMENDED ACTIONS FOR IMPLEMENTATION & COMPLETION

4.1 Following the identification of the actions as per section 2.7 above earlier in this report please see below for an update as to where the actions have either been completed or are ongoing:

Action	Status Update
Commission an independent review of: • One Leisure's readiness for LGR • High level state of the market review of leisure providers across Cambridgeshire • Options, Risks & Recommendations for One Leisure	• Commissioned November 2025 • To be completed by March 2026
To complete all outstanding feasibility studies for One Leisure sites to RIBA Stage 1	• Site walks completed 19th November 2026 • Feasibility study proposal for all sites received - January 2026 • Feasibility studies to be completed by March 2026
Gain full approval for Huntingdon Sport & Health Hub (RIBA Stage 2)	• RIBA Stage 2 approved in October 2026 by Cabinet

	• Full planning application to be approved - February 2026 • Full budget approval at Full Council – February 2026
Secure partnership arrangement with NHS/ICB for Huntingdon Sport & Health Hub	• Ongoing discussions • Legal Heads of Terms aimed for completion by March 2026
Continue working with colleagues to develop de-carbonisation plans	• A decarbonisation option is included as part of Huntingdon Sport & Health Hub – October 2025 • Wider review for other centres will be undertaken as part of feasibility proposal - Ongoing
Mobilisation & Re-Opening of Sawtry Leisure Centre	• MoU (One Leisure staff interim agreement) – November 2025 • License for Works – Completed - December 2025 • Re-opening of Swimming Pool – Spring 2026
Finalise and gain approval for One Leisure Design Principles - Vision & Customer Charter	• Initial Staff Engagement Session – March 2025 • External Consultant Support – March 2025 – December 2025 • Approvals sought via Cabinet – February 2026 • Launch Vision, Charter, Design Principles & Business Plan – April 2026

4.2 One of the key actions for completion was centred around the design principles, customer charter and overarching vision for One Leisure. This also included the key principles of what a new dedicated 3-year business plan for One Leisure should consist of. This is outlined within the “Design Principles Stakeholder Engagement Report” undertaken by First Point Management in May 2025 and can be seen in **Appendix 1.**

4.3 The report took a ‘bottom-up’ approach to the process that offered a range of opportunities and options to develop, shape, finalise and improve the service in the short, medium and the longer term. Developing a collaborate approach to service improvement opportunities will help place the service to be in a strong position in future years as the implementation and impact of Local Government Reform approaches.

4.4 From the actions identified in the 12-month update report (July 2025) on the Independent Review of the Long-Term Operating Model, the outstanding actions that this report sets out to conclude and update on was the need for One Leisure to develop a Service Vision and Customer Charter and identify a framework for the 3-year business plan.

4.5 Cementing the bottom-up approach to delivering on the Business Plan, Customer Charter and Vision, two Engagement sessions were held with a cross section of One Leisure operational staff, feeding into the Senior Management Team of One Leisure and representatives of Huntingdonshire District Council (HDC) Senior Leadership Team and the Member Advisory Board. To note, the Member Advisory Board had originally been set up to provide insight and feedback to the capital projects being planned and delivered by One Leisure over 2025/2026, however the board is proving to provide greater value by enabling the service to present and update on changes to the service, not just capital investments into it.

4.6 The first session took place in March 2025 initially to workshop the detail, considerations and design principles for the Customer Charter and Vision for One Leisure; fundamental to this was to ensure the Customer Charter and Vision Statement were specific to One Leisure and did not override or go against the Council’s service values and commitments. The input from staff and agreed principles were to be captured and developed for an options approval and final draft of the Customer Charter and Vision that was presented back to the same group of One Leisure Staff in November 2025.

4.7 Following the final One Leisure staff engagement workshop; the One Leisure Customer Charter as seen in 4.8, Vision Statement as seen in 4.9 and the 3-year Business Plan Principles as seen in 4.10 were presented to the Member Advisory Board on 16th December 2025 for endorsement and the submitted through the political process for final approval.

4.8 The proposed One Leisure Customer Charter can be seen below:

We Will:

- Design our service offer around the customer.
- Provide accessible and affordable services.
- Understand and ‘live’ the Customer Journey.
- Make it simple and easy to access our services.
- Welcome customer feedback.
- Embrace the use of technology to enhance the customer experience.
- Have consistency of process and core standards across the service.

- Invest in our staff to ensure they have the tools and knowledge to deliver the service.
- Have a 'Can Do' and 'Fix It' culture.
- Not tolerate any form of discrimination

4.9 The proposed One Leisure Vision can be seen below:

'Deliver high quality and sustainable customer led, affordable services and facilities for the local community'

4.10 The proposed 3-year Business Plan Principles can be seen below:

- Executive Summary
- Transformation Journey
- Service Performance 2025/26
  - Key Achievements
- Financial Plan
  - Pricing Strategy
- People Plan & Structure
- Operational Plan
  - Facility Management
  - Service Investment & Growth
  - Programming
  - Customer Engagement Plan
- Performance Targets
- Risks & Opportunities

5. REASONS FOR THE RECOMMENDATIONS

5.1 To fulfil the commitment made to Council that One Leisure would return and provide a final update on the additional 7 recommendations set out in 2.7 of this report and actions stemming from the 12-month update of the Independent Review of the Long-Term Operating Model for One Leisure.

5.2 To allow Councillors to review, comment, and feedback on the progress One Leisure have made on the additional 7 actions provided in the Independent Review of the Long-Term Operating Model for One Leisure 12 Month Update report, that have now either been completed, in the process of being completed or deferred due to LGR.

5.3 To acknowledge the actions outlined in Section 4.1 of this report have been incorporated into the service plans for One Leisure spanning 2025-2026 and 2026-2027.

6. LIST OF APPENDICES INCLUDED

Appendix 1 – Design Principles Stakeholder Engagement Report

7. BACKGROUND PAPERS

Built & Playing Pitch Strategies 2022 – 2043

Independent Review of the Long-Term Operating Model for One Leisure (First Point Management)
Independent Review of the Long-Term Operating Model for One Leisure (Cabinet Report & Approval)

CONTACT OFFICER

Name/Job Title: Leigh Allaker – Business & Operations Manager
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Design Principles
Stakeholder Engagement

May 2025

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Introduction

This report provides a summary of the outputs from stakeholder engagement sessions to establish a framework that will support the on-going service transformation of One Leisure.

These engagement sessions are part of the on-going process of meaningful consultation with staff throughout the One Leisure transformation journey that follows engagement undertaken throughout the service restructure and the corporate *Let's Check In* Staff Temperature Check Survey undertaken in summer 2024.

First Point Management & Consultancy have been a partner in helping to shape and define the service transformation and have been commissioned to lead the stakeholder engagement on this next phase of the transformation journey.

This has been a 'bottom-up' process that offers a range of opportunities and options to develop, shape, finalise and improve the service in the short, medium and the longer term. Developing a collaborate approach to service improvement opportunities will help place the service to be in a strong position in future years as the implementation and impact of Local Government Reform approaches.

Engagement sessions were held with a cross section of One Leisure operational staff, feeding into the Senior Management Team of One Leisure and representatives of Huntingdonshire District Council (HDC) Senior Leadership Team and lead Members.

The outcomes from the engagement sessions are presented in this report.

Background

The Independent Review of the Long-Term Operating Model for One Leisure was undertaken in summer/autumn 2023 and subsequently adopted by the Council in April 2024. One of the recommendations from this review was to:

> *Establish a set of Transformation Design Principles and an Outcomes Framework for the service.*

The Outcomes Framework will be formed from Design Principles, the Vision for the service and subsequently developed to form part of the target setting and performance management within future Performance Development Reviews that are proposed to be introduced corporately.

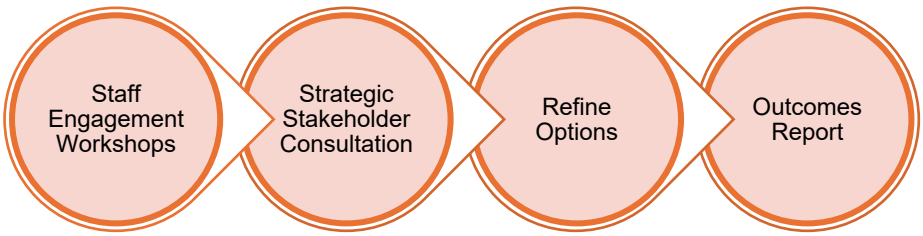
The Approach

Two staff workshops were undertaken at St Ives Outdoor and St Neots on 25th and 26th March 2025, with a cross section of c. 20 staff from across One Leisure attending, providing a good representation across job roles. This was followed up with a feedback session with staff on 4th December 2025 to reflect upon and refine the workshop outcomes where deemed appropriate.

It should be noted that as a front-line service it is always going to be difficult to facilitate 'in person' sessions particularly in a service like leisure that operates a near 24-7 service.

The staff workshops included undertaking a SWOT analysis, exploring service improvement opportunities, drafting a Vison Statement, supported by a set of Design Principles for One Leisure, a discussion about the corporate values and how they are applied within the service and drafting a Customer Charter.

Following the workshops the outcomes were discussed with the senior team of One Leisure, senior officers of HDC, portfolio holder and lead Members to refine the workshop outputs and determine the Vision Statement, Design Principles, Customer Charter and any other future actions.



Workshop Outcomes

Two workshops took place on 25th and 26th March 2025 at St Ives Indoor and St Neots respectively. In total nineteen staff members from a range of job roles across all One Leisure sites attended the workshops. A full list of consultees is included as Appendix 1

SWOT Analysis

The SWOT analysis is a tried and tested tool used to draw out key issues and opportunities to help inform future actions. Key issues from the two workshops are presented below.

STRENGTHS	**WEAKNESSES**
• Job Security – Regular Hours • Facilities – variety of the product offer • St Ives Outdoor – 'regional facilities' • Geographic Locational Spread of sites • Scale – Burgess Hall • Family Offer • Value for Money • Customer Loyalty • Staff • Teamwork	• Resources – enough time to do the job • Facility Investment Requirements • Service Contracts – need more options/capacity • Lack of Maintenance staff • Internal Comms – no structure • Lack of Senior Management Feeback/Comms/Engagement • Not Listening to 'shop floor' • Effective Planning for introduction of new products – failure to engage with staff at the outset • Lack of Consistency in process/delivery between sites • Loss of Skills/Knowledge • No Marketing Strategy • Insufficient Marketing Resource • Understanding the Customer Journey • Customer Engagement – no *'You Said We Did'*
OPPORTUNITIES	**THREATS**
• Capital Bids • How to expand Ramsey • More Events in Burgess Hall • Staff Training – Learning & Development Plan • Improve Marketing • Maximise Social Media – promo clips – create 'Tribes' • Reach New Customers • Customer Growth • Embrace AI – to assist the service • Increase Awareness of the positive impacts internally/externally	• Job Security – Restructures • Competition – gyms • Financial Pressures • Condition & Maintenance of Facilities

STRENGTHS	WEAKNESSES
• Staff • Teamwork • Staff Progression Opportunities (post restructure) • Resourceful (with limited resource) • Facilities – variety of the product offer • Location – close to schools and future customers • Community Connections/Active Lifestyles - Clubs • Value for Money • Customer/Staff Loyalty • Call Centre	• No PDR/Appraisal (HDC wide) • Effective Comms structure, 1-2-1s, reward system etc • No regular GM meetings • Ageing Stock – need Capital Investment to maintain existing sites properly • Design/configuration of sites – customer flows etc • Responsiveness of Service Contracts • Site capacity – to meet needs of growing population • Leisure Trends – slow to react • No Digital Programme Offer • Social Media presence – variable • Effective Planning for introduction of new products – need to co-design • Marketing Strategy – not data driven, lack of research. • App scope for improvement • No plans to use AI • Sales System • Customer Retention • 'Cheap' systems – to check H&S, equipment – (need to upgrade package)
OPPORTUNITIES	**THREATS**
• Capital Investment • Population Growth (facilities need grow to keep up with demand) • Harness the passion within One Leisure. • Communicate with Upskilling of Staff – L&D Programme • Have space to run courses for staff or sell to others • Local Connections – use Town Councils & other community partnerships • Improve Internal Comms Structure • Develop a Marketing Strategy • Design a 'Competition Defence Strategy' – NOW – facility investment/marketing	• Managing 11–19-year-olds in the gym –(need additional resource at peak times to resolve) • Competition – gyms – plans for a new David Lloyd • No H&S lead with H&S oversight (recruitment failure) • Trend Lag – behind the curve • Condition & Maintenance of Facilities (unplanned closures)

Whilst the two workshops identified different issues, potentially influenced by different work locations and experiences some common themes emerged as highlighted in the Word Cloud below.

It is noted that there are some recurring themes identified within the two workshop engagement sessions to those highlighted in the corporate Staff Temperature Check Survey undertaken in 2024. Of the total survey respondents, Leisure & Health made up c. 16.6% of the total, with 39.1% of staff from this service area responding to the survey.

Comparing the 2024 corporate Staff Temperature Check Survey with feedback from the workshops the main similarities were as indicated below.

• Teamwork • Colleagues • Friendly Environment • Job Security • Job Satisfaction		• Resources (staff/time) • Communication • Recognition & Reward • Poor IT Systems • Don't Feel Listened To	

The implementation of the corporate Workforce Strategy and actions that can implemented within One Leisure can help to address some of the negative issues raised.

It should be noted, that whilst the 2024 Survey highlighted Training & Development and Incremental Progression amongst the top 10 areas for improvement, career progression opportunities were highlighted as a positive in the workshop sessions, following the One Leisure restructure.

Proposed Priority Actions

Senior Management of One Leisure recognise the need for further improvement actions as part of the on-going service transformation journey and have identified the following actions against key issues identified as indicated below.

Issue	Proposed Action	Timescale
Capital Investment	• Minor Projects completed at St Ives (Indoor) and St Neots. • Huntingdon Leisure Centre - potential Major Project to create a Sport & Health Hub.	• Completed January 2025 • RIBA Stage 1 Feasibility Study completed April 2025 • Full Feasibility complete September 2025 • Planning Application Submission December 2025
Communication	• Staff/Managers • PDR • Planning of Campaigns & Initiatives	• Monthly Site Team Meetings & Manager Meetings May 2025 • PDRs in place as part of 'My Conversation' May 2025 • Quarterly & Annual Planning Meetings in place December 2025
Facility Maintenance	• Dilapidations • Sub-contractor capacity & service contracts	• Initial Programme April 2025 (annually) • Review suppliers April 2025 (annually)
Marketing	• Review resources • Marketing Strategy developed • Develop a Plan to increase Social Media presence and use of Artificial Intelligence	• April 2025 • February 2026 • September 2025
Technology	• Upgrade of LMS (Gladstone) • Review One Leisure App capabilities • Launch Gladstone *Go Mobile* App	• April 2025 • April 2025 • December 2025 • January 2026

	• Procure Tablets to support sales and customer service	

A Vision Statement for One Leisure

A vision statement defines an organisations or service's ambition and set the direction for future service delivery, it should be clear and succinct and something all stakeholders can identify with. The staff engagement workshops developed some options for One Leisure that have been interpreted below.

a) Supply the best sustainable service to our local community providing great experiences.

b) Deliver the best possible service to our customers and provide positive experiences.

c) Deliver the best possible service to our customers and create enjoyable positive experiences.

d) Provide a positive, value for money customer experience for all our communities that is sustainable for the future.

e) Provide a positive, value for money experience for all our customers that is that is sustainable for the future.

f) Deliver high quality, customer led, affordable services and facilities for the local community.

Following consultation with key Members and staff a vison statement for One Leisure will be determined.

Tools & Actions to Succeed

This element of the staff workshops used the themes emerging from the SWOT analysis and draft Vision Statements, explore some possible actions on the key issues to support service delivery improvements as highlighted below.

What Needs to Happen?	**Develop a 3 Year Marketing Plan 1 Year Diary Plan**
Who Needs to Do It?	Senior Management
What Are the Barriers?	Capacity; Resources – only have a 22hr post Marketing Assistant post
What Are the Solutions?	• Realistic Marketing Budget (2% of turnover)? • Provide a comprehensive marketing function • Directly Employ • Procure a Leisure Marketing Agency

What Needs to Happen?	**Internal Communications Structure & Processes**

Who Needs to Do It?	• Co-designed with Senior Management
What Are the Barriers?	• Capacity – lack of time to deliver • Commitment to deliver
What Are the Solutions?	• Invest in the Comms Process • Two Way Feedback Mechanism/Process • Staff Forums • Site Plans up/down the structure • Engage with colleagues/teams • Accountability to communicate – (who owns communication)? • Create a culture where it is OK to Challenge
What Needs to Happen?	• **Improve infrastructure & expand** • **Review staff resources** • **Re-evaluate Finances** • **Respond to leisure trends quicker** • **Training & development of staff** • **Have a Listening Leadership Team** • **Co-design projects and the future** • **True Engagement** • **Stronger Customer Focus**
Who Needs to Do It?	• Senior Management • Site Managers • HDC Financial Support for Capex • Customers as Active Participants/Stakeholders • Community Partnerships
What Are the Barriers?	• Resources • Strategic Leadership • Understanding/Appreciation of site limitations/potential • Limited Active Listening • Site Communications
What Are the Solutions?	• Engagement – Active Listening • Realistic and achievable budgets/targets • Site Led decision making – delegation • Sharing the Vision and Information • Communication – true engagement • Effective use of Technology/Digital • Measure Outcomes • Sustainable Service

One Leisure Design Principles

Design Principles set the framework and act as the foundation for all future strategic service development decisions and improvement plans that support the service objectives.

Examples of Design Principles from a local authority IT department and a retail organisation were provided to stimulate the discussion and conclude with a draft set of Design Principles derived from the workshops as illustrated below.

Draft One Leisure Design Principles

- Design our service offer around the customer.
- Provide a range of services and activities that increase usage.
- Design and deliver a service that support financial sustainability.
- Understand and 'live' the Customer Journey.
- Make it simple and easy to engage and do business with us.
- Embrace the use of technology to improve customer communication and promote the service offer.
- Have consistency of process and core standards across the service.
- Invest in our staff to ensure they have the tools and knowledge to deliver.
- Welcome customer feedback.
- Have a 'Can Do' and 'Fix It' culture.

Values

There was clear agreement that the corporate *icare* values were well considered, relevant and that were applicable for One Leisure.

The values have been in place for c. 4 years; however, it is questionable on how universally they are applied across One Leisure or the authority per se, this may in part be in relation to the disruption caused by the Covid-19 pandemic. The lack of corporate implementation of the PDR process to formally record and acknowledge or challenge delivery of living the values, is now being addressed through the implementation of the Workforce Strategy.

Customer Charter

From the workshops with staff, a draft Customer Charter was developed for consideration. In line with good practice within the leisure industry it is proposed that once approved the Customer Charter is displayed in all One Leisure facilities and used to measure delivery of these commitments through annual customer surveys, mystery shopper visits etc.

Customer Charter

We Will:

- Design our service offer around the customer.
- Provide accessible and affordable services.
- Understand and 'live' the Customer Journey.
- Make it simple and easy to access our services.
- Welcome customer feedback.
- Embrace the use of technology to enhance the customer experience.
- Have consistency of process and core standards across the service.
- Invest in our staff to ensure they have the tools and knowledge to deliver the service.
- Have a 'Can Do' and 'Fix It' culture.
- Not tolerate any form of discrimination.

Other Issues/Actions

In summary a number of other issues and actions are list for consideration:

- Understand and map the customer journey for each element of the service offer
- Implement the principles around customer excellence – '10ft rule' of engagement
- Review and communicate the Digital Plan
- Fast Forward digital agenda – remove paper systems
- Automate processes where possible – through co-creation with front line staff
- Integrate AI into the service
- GOO – invest in staff L&D to Grow Our Own and improve skills/capability
- Have a core One Leisure On-Boarding/Induction process
- Push for implementation of PDRs as part of corporate roll out – be a pilot
- Transparent measurement and comparison of outcomes & performance
- Staff input into target setting and KPI's
- Consider reinstating the *'You Said – We Did'* customer feedback mechanism
- Have a better connection between senior management and staff to support a cultural shift and alignment to a shared vision and set of actions.

- Have a Year Planner of Events and Actions (including the mundane) to allow sufficient time to respond/deliver effectively, co-created for better outcomes.

Although outside of the client brief and not explored in any detail, the staff engagement workshops did generate some issues for consideration re: capital investment some of which are were highlighted in other aspects of the workshops as indicated below:

- 2 elements for facility investment
    - repair/dilapidations/maintain
    - Improve/expand
- Refurbish/upgrade to ‘Club Class’ changing facilities
- Increase Pool Capacity
- Learner Pools need moveable floors to optimise use
- Gym expansions
- Welcoming – entrance/exterior view/lighting
- Infrastructure – car parking capacity; EV charging points etc.
- Involve site staff in capital investment thinking/design
- St Neots – uplighters on external roadside sign
- Future of small ATP @St Neots to be reviewed

Appendices

Appendix 1 - Consultees

One Leisure Management Team	
Leigh Allaker	Business & Operations Manager
Gregg Holland	Head of Leisure, Health & Environment
Workshop Attendees	
Luke Bryant	Recreation Assistant
Ben Channon	Business Analyst
Dan Clough	Supervisor
Edward Cochrane	Supervisor
Dean Collins	Assistant Manager
David Crooke	Centre Manger
Rob Duckett	Centre Manager
Anita Fisher	Hospitality Supervisor
Carly Harlock	Supervisor
Sam Harrison	Supervisor
Paul Howard	Activities Manager
Scott James	Supervisor
Kat Mitchell	Supervisor
David Newman	Assistant Manager
Evie Ruffles	Recreation Assistant
Lisa Ruffles	Cleaner
Toby Summerfield	Recreation Assistant
Natalie Tailor	General Manager
Rob Ure	Fitness Consultant

Appendix 2 –Staff Engagement Workshops - Slide Deck

One Leisure Design Principles Staff Engagement

25/26th March 2025

Huntingdonshire DISTRICT COUNCIL

Agenda

- Welcome & Purpose of Today
- Introductions
- SWOT Analysis
- Vision
  - *Service aspirations*

  (see Corporate Plan & One Leisure Business Plan)
- Tools & Actions to Succeed
- Design Principles
- Values
- Customer Charter

Huntingdonshire DISTRICT COUNCIL

SWOT Analysis

Strengths	Weakneses
Opportunities	Threats

Huntingdonshire DISTRICT COUNCIL

Corporate Priorities

Huntingdonshire DISTRICT COUNCIL

One Leisure Priorities 2023-24

1. **Digital** Innovation
2. **People** Focussed
3. **Service** Modernisation
4. **Commercial** Sustainability
5. **Community** Provision

Are these still right for the next 3 Years?

Are there any others?

Huntingdonshire DISTRICT COUNCIL

Vision for One Leisure

Tools & Actions to Suceed

- What Need To Happen?
- Who Needs To Do It?
- What Are The Barriers?
- What Are The Solutions?

Design Principles – ICT Example (1)

Customer first Our website is built around what our customers want from us, not what we want to present to them

Mobile first Over half our customers use smartphones to our website. We need to build online services that work on the suits these devices

Transaction first As a local authority, customers interact with us when they have a task to complete. Our website needs to make these tasks and transactions easy to find and to complete

Data driven design We use data to inform and support the decisions we make about our website including styling, design, content and navigation

Just the right amount Our website focuses on the services we provide and lets customers move from interest to action at any point

Design Principles – ICT Example (2)

What would the web do Customers expect our website and online services to perform as well as the other websites they use day to day. This means looking beyond what we want and puts the online customer at the heart of what we are doing

Do the hard work to make it easy Making something look simple is easy. Making something simple to use is much harder - especially when the underlying systems are complex - but that's what we should be doing

Better, better, best We use a continuous improvement approach and constantly review our website and all its content to make it better

Inclusive and accessible Our website is designed and built for the way people use it. It takes into account all users and the different ways they access it. It meets the AA standard of WGAC 2.1

- **Consistent** Although we use different templates, websites and portals, the design and build of our site is based on a seamless customer journey

Design Principles – Retail Example

- Mark out the customer journey through your store
- Use eye-catching merchandise to attract your customer's attention
- Slow down the customer journey using your store's layout
- Use the right side of the store to your advantage
- Embrace boldness and creativity
- Use negative space effectively
- Embrace your space's limitations

One Leisure Design Principles

- Design Our Service Offer Around Customer Needs
- Understand and 'Live' the Customer Journey - making it easy

Corporate Values

Inspiring • Collaborative • Accountable • Enterprising • Respectful

icare

Huntingdonshire DISTRICT COUNCIL

i — INSPIRING
We have genuine pride and passion for public service, doing the best we can for our customers.

c — COLLABORATIVE
We achieve much more by working together and this allows us to provide the best service for customers.

a — ACCOUNTABLE
We take personal responsibility for our work and our decisions and we deliver on our commitments to customers.

r — RESPECTFUL
We respect people's differences and are considerate to their needs.

e — 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.

Huntingdonshire DISTRICT COUNCIL

Customer Charter

- Succinct & Clear Messages
- Single Sentence
- Single Page-not a book
- Two Approaches (there maybe more

• The Service • We Will • Facilities • Expectations of the Customer • Contact Point	We Will……

Huntingdonshire DISTRICT COUNCIL

Customer Charter (We Will)

We will:

- Ensure experiencesboth safe and enjoyable.
- Ensure our sites are clean and safe.
- Provide a welcoming atmosphere at all sites.
- Listen to our customers.
- Give prompt, helpful and friendly response to all enquiries, be it in person, over the telephone, via social media and email enquiries.
- Provide a feedback form on our website to give customers the opportunity to feedback electronically if preferred.
- Regularly update and publish any changes to the service offer or fees as soon as possible.
- Keep personal information safe and comply with the UK Data Protection Act.
- Comply with all current relevant statutory legislation.
- Provide equality of opportunity and treatment for all,.
- Operate a Zero Tolerance policy on any form of discrimination.
- Continually strive to improve our service for our customers.

Huntingdonshire DISTRICT COUNCIL

Thank You For Participating

Huntingdonshire DISTRICT COUNCIL

Public
Key Decision – No

HUNTINGDONSHIRE DISTRICT COUNCIL

Title:	Corporate Peer Challenge Actions Update, Quarter 3 2025/26
Meeting/Date:	Cabinet 10th February 2026
Executive Portfolio:	Councillor Sarah Conboy, Executive Leader, Executive Councillor for Place
Report by:	Business Performance and Transformation Manager
Ward(s) affected:	All

Executive Summary:

This report provides the Quarter 3 update for 2025/26 against the actions identified from the Corporate Peer Challenge (CPC). The CPC report was received by the Council on 17th July 2024 with a progress review received on 4th March 2025.

CPC is a key part of the improvement and assurance framework for local government. The Challenge assists councils to meet part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

The action plan developed from the Corporate Peer Challenge (CPC) report and recommendations address the eight formal and additional informal recommendations. The action plan contains 27 actions linked to the eight recommendations and 7 actions linked to additional comments.

RECOMMENDATIONS:

The Cabinet is asked to:

1) Review and comment on progress made in Quarter 3 of 2025/26, noting that all formal recommendations and suggestions have now been fully met and transitioned to business as usual, with ongoing oversight to ensure they are maintained. A summary is provided in this report, with full details in Appendices one and two.

2) Confirm the action for the Executive Leader and Chief Executive Officer to write to the LGA informing them of completion of the formal CPC action plan and to provide the necessary evidence to support this position.

1. PURPOSE OF THE REPORT

1.1 This report presents progress against the actions identified from the Corporate Peer Challenge undertaken in May 2024, and a progress review in March 2025 (Appendix 1).

1.2 With the formal recommendations and agreed actions now being fully met and embedded, the report summarises ongoing oversight to ensure these remain upheld.

2. WHY IS THIS REPORT NECESSARY?

2.1 Corporate Peer Challenge (CPC) is a key part of the improvement and assurance framework for local government. The Challenge assists councils to meet part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

2.2 Council on 16th October 2024 requested an appropriate mechanism for reporting back to Council Members on progress with the actions identified through the Corporate Peer Challenge.

3. SUMMARY

3.1 Corporate Peer Challenge

3.1.1 The Peer Challenge provides an opportunity for external peers from other Local Authorities to assess how effectively we deliver our services and measure our ability to deliver on our plans and vision for the future. This will help inform and shape our improvement journey and share best practice learning.

3.1.2 The Corporate Peer Challenge focused on five core components that underpin good performance that all LGA Corporate Peer Challenges cover. They are:

- **Local priorities and outcomes:** Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities and achieving improved outcomes for all its communities?

- **Organisational and place leadership:** Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?

- **Governance and culture:** Are there clear and robust governance arrangements? Is there a culture of respect, challenge and scrutiny?

- **Financial planning and management:** Does the council have a clear understanding of its current financial position? Does the council have a strategy and a clear plan to address its financial challenges?

- **Capacity for improvement:** Is the organisation able to support delivery of local priorities?

3.2 Update on progress for reporting period

3.2.1 Formal Recommendations

There are 27 actions linked to the eight formal recommendations. The progress position for this reporting period is shown in the table below.

Recommendation	Number of completed actions	Number of action in progress	Total actions	Status (Fully met or In progress)
One	1		1	**Fully met**
Two	5		5	**Fully met**
Three	2		2	**Fully met**
Four	5		5	**Fully met**
Five	6		6	**Fully met**
Six	3		3	**Fully met**
Seven	2		2	**Fully met**
Eight	3		3	**Fully met**
Total	**27**		27	

- The 27 actions linked to formal recommendations are now fully met and embedded resulting in no formal recommendations or actions outstanding.

- This progress position has improved since the previous reporting period Q2 2025/2, with the remaining recommendation and one action being fully met.

Formal recommendation actions completed in the last quarter period

- **Recommendation eight: Define and communicate your approach to transformation/ continuous improvement.**
  - Action CPC026 Transformation approach - A new transformation approach and programme has been successfully implemented, replacing the previous Annual Delivery and Productivity Plans. Launched for 2025/26, this unified approach focuses on change projects with a clear ambition to deliver financial efficiency and opportunities through streamlined processes and governance. It ensures sustainable delivery of council priorities. The Transformation Framework and Programme Report was presented to Overview and Scrutiny Committee for comment on 5th November 2025, and was approved by Cabinet on the 18th November 2025, marking the action as fully completed.

3.2.2 **Additional Suggestions**

- There are ten actions linked to the identified additional suggestions from the CPC. These actions are now fully met and embedded resulting in no additional suggestions outstanding.
- This progress position has improved since the previous reporting period Q2 2025/26:

Additional actions relating to CPC suggestions completed in the last quarter

- Suggestion CPC028 Partnership working - To meet the council's ambitions for enhanced partnership working. A partnership maturity tool has been approved and applied, creating a register of key partnerships for council priorities.
- Suggestion CPC034 Driving efficiencies and value for money (VFM) - To strengthen efficiency and VFM through enhanced procurement and transformation processes. A monthly Procurement Board now oversees contracts, and additional resources have been deployed. The Corporate Transformation programme for 2025/26 integrates service planning and service-led improvements. This was presented to Overview and Scrutiny in November 2025 and was approved by Cabinet in November. A mid-year review of service plans began in October 2025 to align with the budget cycle, ensuring continued focus on political priorities.

3.3 Ongoing oversight for formal recommendations

3.3.2 As requested at the July 2025 Overview and Scrutiny Committee (Performance & Growth), the completed actions now include commentary regarding the ongoing business as usual (BAU) activity and responsible officer (appendix 1).

3.3.3 Members at the December 2025 Member Briefing Session requested additional information to highlight ongoing oversight to ensure recommendations remain upheld. The summary of the ongoing oversight for each formal recommendation and accountable Portfolio Holder and Officer is shown in the table below and in appendix 1 for a full breakdown.

Recommendation	Ongoing Oversight	Portfolio Holder	Accountable Officer
1. Align finance and workforce to deliver agreed political priorities	• Governance and leadership accountability embedded. • Chief Executive oversees structure and alignment with priorities. • SLT restructure and leadership development ensure continued assurance.	Executive Leader, Executive Councillor for Place	Chief Executive
2. Strengthen internal approach to engagement	• Corporate-wide engagement approach embedded with ongoing learning and good practice. • Governance enhanced with senior leadership ensures continued oversight. • Engagement champions network meets quarterly to share continuous learning and development of engagement activity.	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance	Head of Communications, Engagement & Public Affairs
3. Develop a resourced Communications and Engagement Strategy	• Communications Strategy and Action Plan endorsed by Cabinet. • Corporate narrative and elevator pitch embedded. • Communications Team continues to embed narrative and campaigns.	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance	Head of Communications, Engagement & Public Affairs
4. Review planning service to deliver council priorities	• Governance strengthened through Planning Peer Review and Local Plan compliance. • Regular member briefings and Development Management Committee provide oversight. • Continuous improvement driven through service planning and Transformation governance.	Executive Councillor for Planning	Head of Planning, Infrastructure & Public Protection
5. Deliver Workforce Strategy at pace	• Workforce Strategy monitored through quarterly reporting to Employment Committee. • Continuous policy review and	Executive Councillor for Climate, Transformation & Workforce	Chief Executive Head of HR, OD & Health and Safety

6. Strengthen governance, compliance, and risk	• Governance improved with recruitment of key monitoring officers and member training. • Constitution Review Working Group established with ongoing meetings. • Robust compliance and risk management embedded.	Executive Councillor for Governance & Democratic Services	Head of Democratic Services & Monitoring Officer
7. Support and develop member-led scrutiny	• Scrutiny processes improved with best practice training and agenda planning. • Forward plan and topic submission process established. • Continued development of member-led scrutiny.	Executive Councillor for Governance & Democratic Services	Head of Democratic Services & Monitoring Officer
8. Define and communicate transformation approach	• New transformation programme launched with streamlined processes and governance in place to ensure continued oversight. • Data maturity improvements underpin risk-based decision-making with ongoing improvements. • Transformation Plan to be presented to O&S Cmmt July 2026.	Executive Councillor for Climate, Transformation & Workforce	Head of Policy, Performance and Emergency Planning

3.3.4 A summary of the recommendations with ongoing oversight and actions fully met with ongoing BAU is shown in Appendix 1. This has been sectioned into the eight recommendations.

3.3.5 The full breakdown of actions and detail is shown in Appendix 2.

4. RISKS

4.1 Corporate Peer Challenge (CPC) is a key part of the improvement and assurance framework for local government. The Challenge assists councils to meet part of their Best Value duty, with the UK Government expecting all local authorities to have a CPC at least every five years.

4.2 The Peer Challenge provides an opportunity for external peers from other Local Authorities to assess how effectively we deliver our services and measure our ability to deliver on our plans and vision for the future. As

such the CPC and actions contribute to the governance of the Council and control of risk.

5. LINK TO THE CORPORATE PLAN, STRATEGIC PRIORITIES AND CORPORATE OBJECTIVES

5.2 The Corporate Plan provides a 'golden thread' throughout the organisation, linking activity at strategic levels from Huntingdonshire Futures through to activity in service plans, filtering through to objectives set for teams.

5.3 Priority 3 – Doing our Core Work Well is focused on:

The Corporate Plan has a specific action in 2025/26:

60. Implement the recommendations and suggestions made from the Local Government Association Corporate Peer Challenge, continuing to drive transparent continuous improvement.

6. RESOURCE IMPLICATIONS

6.1 There are no additional resource requirements arising from the Corporate Peer challenge or the Action Plan derived from the recommendations.

7. REASONS FOR THE RECOMMENDED DECISIONS

7.1 This report presents Council members with an update on the progress with formal actions and additional suggestions arising from the Corporate Peer Challenge 2024.

8. COMMENTS OF OVERVIEW & SCRUTINY PANEL

8.1 The Overview & Scrutiny (Performance & Growth) Panel discussed the report at its meeting on 21st January 2026.

8.2 Councillor Martin congratulated The Communications Team for the Strategy, though it was commented that he would have appreciated it to reach the Panel sooner.

8.3 Further insight was requested regarding outputs in order to better understand the impact and improvements made from the changes implemented. A Supplement has been added to the Cabinet report in response to this.

8.4 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.

9. LIST OF APPENDICES INCLUDED

Appendix 1 – Corporate Peer Challenge Action Plan summary. Updated Q3 2025/26

Appendix 2 – Corporate Peer Challenge Detailed Actions

Additional Item requested by the Overview and Scrutiny (Performance & Growth) Panel – Corporate Peer Challenge – What difference has it made.

10. BACKGROUND PAPERS

Council 16th October 2024 – Local Government Association Corporate Peer Challenge

Local Government Association Corporate Peer Challenge, item 40. PDF 109 KB

Appendix 1 - Corporate Peer Challenge Action Plan, item 40. PDF 89 KB

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Huntingdonshire DISTRICT COUNCIL

CORPORATE PEER CHALLENGE:

Appendix 1: Action Plan summary

Updated Q3 2025/26

Introduction

Since receiving the corporate peer challenge (CPC) report in July 2024, we have:

- Developed an action plan setting out how we will address the eight formal and other informal recommendations in the report.
- Appropriate officers have been identified to ensure appropriate responsibility for delivery and governance, and a lead Member to aid with political accountability and ownership (whilst the overall response to the CPC remains within the remit of the Leader and Chief Executive).
- The action plan contains **27 actions** linked to the **eight recommendations**.
- The CPC Team completed a progress review in March 2025 with 3 actions linked to additional suggestions.
- There are now **10 actions** linked to the **additional suggestions.**

Overview of the Action Plan

27 Actions linked to 8 Formal Recommendations

- 8 recommendations have been completed and fully met

Recommendation	Number of completed actions	Number of action in progress	Total actions	Status (Fully met or In progress)
One	1		1	**Fully met**
Two	5		5	**Fully met**
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Four	5		5	**Fully met**
Five	6		6	**Fully met**
Six	3		3	**Fully met**
Seven	2		2	**Fully met**
Eight	3		3	**Fully met**
Total	**27**		27	

10 Actions linked to Additional Suggestions

Number of completed actions	Number of action in progress	Total actions
10	0	10

Formal Recommendations and Additional Suggestions fully met

Recommendation one

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

STATUS
Fully met

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder	Accountable Officer
Clear governance and leadership accountability ensure Recommendation One remains embedded. The Chief Executive oversees the organisational structure, aligning finance and workforce with political priorities. The Senior Leadership Team restructure and leadership development programme strengthens collaboration and partnership working, providing ongoing assurance that these arrangements support the delivery of council priorities.	Executive Leader, Executive Councillor for Place	HDC Chief Executive

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC001 Review organisational structure** A consultation with senior staff was conducted on restructuring the senior leadership team. Following the closure of the consultation in December 2024, the final proposal presented on 17th January 2025. ➢ The new structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities, and clear alignment between finance and services. ✓ **Evidence**: CPC001 Senior Leadership Team consultation outcome January 2025	Mar 25	Chief Executive has ongoing ownership of organisational structure	HDC Chief Executive

Recommendation one

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

STATUS

Fully met

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC029 Create and communicate key points of entry into the council for partners and stakeholders.** Simplify the reporting arrangements and responsibilities through Senior Team restructure. The new structure has been fully implemented and communicated to all staff. ✓ Evidence: CPC029 Senior Leadership Team consultation outcome January 2025	Mar 25	The new structure can be found on the intranet and is in the Welcome handbooks for new staff.	HDC Chief Executive
➢ **CPC030 Facilitating the development of top team would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning.** The Chief Executive has appointed team development coaches to work with CLT and HoS. CLT team coaching commenced in December and HoS commenced in March. ✓ Evidence: CPC030 Development training and coaching programme for Senior Leadership Team	Mar 25	Chief Executive to oversee leadership development	HDC Chief Executive
➢ **CPC028 To meet the council's ambitions for enhanced partnership working, review the skills and capacity needed to support this work with senior stakeholders and partners**. A partnership maturity tool has been approved and applied, creating a register of key partnerships for council priorities.. ✓ Evidence: CPC028 Presentation of proposed model to senior leadership team Sept 25 and initial register of key partnerships presented to CLT 17th Dec 25	Dec 25	The register will be reviewed annually and aligned with LGR preparation	Interim Place Strategy and Climate Lead

Recommendation two **Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.**	**STATUS** **Fully met**

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	**Portfolio holder**	**Accountable Officer**
The council's engagement approach has been strengthened by learning from past successes and embedding a consistent, corporate-wide approach that puts residents and customers at the heart of decision-making. Governance has been enhanced with senior leadership oversight and additional resources to ensure a managed approach to communications. A network of engagement champions meets quarterly to share best practice, review lessons learned, and plan future activities. Governance arrangements provide assurance of ongoing learning and good practice, with the approach continuously reviewed and strengthened through closer alignment to the service planning process.	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance	Head of Communications, Engagement & Public Affairs

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC002 Policy decision about Communications being accountable for engagement.** The new Senior Leadership structure has been fully implemented. Heads of Service are now meeting portfolio holders and internally there is clear governance for leadership direction in setting priorities for Communications and engagement. ✓ **Evidence**: CPC002 Senior Leadership Team consultation outcome January 2025 ➢ **CPC003 Community Health and Wealth building – co-design.** Three co-production workshops were held in August and September 2024 to reflect diverse community voices. Additional focus groups engaged seldom heard groups, including young people, low-income households, rural communities, and ethnic minorities. ✓ **Evidence**: CPC003 Overview and Scrutiny Panel 5 June 2025, item 8. Community Health and Wealth Building	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs

Continued….

Recommendation two

Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.

STATUS

Fully met

Huntingdonshire DISTRICT COUNCIL

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC005 Champions.** A network of communications champions has been established with services across the council to provide more co-ordinated communications messages, share learning and develop key campaigns. ✓ **Evidence**: CPC005 The Communication Network Champions officer group meet quarterly to update activity pipeline	March 25	The Communications Team continue to deliver on the engagement principles.	Head of Communications, Engagement & Public Affairs
➢ **CPC006 Focussed resources to support delivery of engagement events** The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council. ✓ **Evidence:** CPC006 Corporate Consultation Schedule	Aug 25	A resource has been recruited to maintain the schedule and publish updates on the Staffing intranet.	Head of Communications, Engagement & Public Affairs
➢ **CPC004 Policy decision to strengthen internal approach.** A fixed-term post has been recruited to align engagement activity with Cabinet's 2023 published principles, working closely with service users and managers following the Senior Team restructure. To continue developing the engagement approach and aligning to the service planning process and governance of approval through Corporate Leadership. ✓ **Evidence**: CPC004 Communications and Engagement Coordinator job description ✓ **Evidence:** CPC004 HDC engagement principles published on council's website	Sept 25	Regular meetings with Corporate Leadership and services to align engagement activity.	Head of Communications, Engagement & Public Affairs

Recommendation three

Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.

STATUS
Fully met

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder	Accountable Officer
A comprehensive Communications Strategy and supporting Action Plan have been developed and endorsed by Cabinet, providing a clear approach for consistent messaging and engagement for promoting the council's brand. A new corporate narrative has been established and is actively being embedded across the organisation, supported by an elevator pitch to ensure clarity and alignment in all communications. This approach strengthens the council's brand and ensures strategic coherence in internal and external communications.	Executive Leader, Executive Councillor for Place Executive Councillor for Resident Services and Corporate Performance	Head of Communications, Engagement & Public Affairs

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC007 A Communications Strategy** and supporting Communications Action Plan has been developed and shared with Cabinet. **Evidence**: CPC007 The development of a Communications Strategy 2024-28 ➢ **CPC008 A new corporate narrative** has been developed, and work is now underway to embed this across the organisation. An additional action was suggested by Peer Review Team in March 2025; to produce an elevator pitch for the Corporate Narrative. This was completed in June 2025. ✓ **Evidence**: CPC008 The Corporate Narrative has been completed	Dec 24	The communications team continue to embed the corporate narrative across the organisation.	Head of Communications, Engagement & Public Affairs

Recommendation three

Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.

STATUS

Fully met

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPCU1 Produce a short punchy statement to accompany corporate narrative.** Communicate to staff and members and use this narrative statement for internal and external communication. An elevator pitch was produced to provide a brief and introduction for the corporate narrative document. This is available on the intranet for all officers to see. ✓ Evidence: CPCU1 The elevator pitch has been uploaded to the intranet alongside the Corporate Narrative.	Jun 25	The elevator pitch is available to all officers on the intranet page.	Head of Communications, Engagement & Public Affairs

Recommendation four

Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met

Huntingdonshire DISTRICT COUNCIL

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	**Portfolio holder**	**Accountable Officer**
The council has embedded strong governance to ensure priorities are delivered within the planning policy framework. A Planning Service Peer Review informed the development of an action plan, monitored through the Development Management Committee. Local Plan consultations and compliance with national requirements are ongoing. Regular member briefings, strategic boards, and lessons learned processes provide oversight, while continuous improvement is driven through the council-wide service planning framework and transformation programme.	Executive Councillor for Planning	Head of Planning, Infrastructure & Public Protection

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC009 A Planning Service Peer Review** was completed, recommendations provided, and an action plan developed to take into 2025/26. Draft report received and comments fed back with action plan linked to service planning for 2025/26. ✓ **Evidence**: CPC009 Development Management Committee 19 May 2025, item 7 – Planning Service Peer Review ➢ **CPC010 A Local Plan consultation** on issues and options was conducted December 2024. And in March 2025 a response to the Government's National Planning Policy Framework expectations to produce an updated Local Development Scheme plan was completed and submitted to MHCLG. ✓ **Evidence**: CPC010 Consultation for 'Further Issues and Options Paper' Local Plan November 2024.	Mar 25	The Planning Peer Review Action Plan is reported regularly to the Development Management Committee. Consultation is ongoing and continues to inform the development of the Local Plan.	Head of Planning, Infrastructure & Public Protection

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met

Huntingdonshire DISTRICT COUNCIL

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC011 Engagement with the team**. From Nov 24, monthly member briefings are being used to encourage a holistic view to delivering the Council's growth and development ambitions. These are embedded as part of the wider approach to information sharing and council decision making. Further work will continue with Planning specifically, alongside the action plan for this service. ✓ Evidence: CPC011 The May 2025 Member Briefing	. Mar 25	Monthly member briefings with the Planning team will continue	Head of Planning, Infrastructure & Public Protection
➢ **CPC012 Delivery board, strategic board and lessons learnt** at both the tactical project level, and the sponsor level, to inform future HDC delivery of significant change programs requiring planning. The recommendations from an independent project review were endorsed in January 2025, identifying lessons learnt for earlier engagement with Planning Services ✓ **Evidence**: CPC012 An independent review of the major project at Hinchingbrooke Park identified lessons learnt.	Feb 25	Any identified improvements and lessons learnt, will be captured in the Planning Service improvement programme.	
➢ **CPC013 The Council wide continuous improvement journey** was one of the key objectives for the Council-wide Service Planning process rolled-out early 2025. All Services submitted actions and projects focused on continuous improvement and transformation efficiency and change. This continued focus across the Council is linked into the budget setting process, regular review of service plan projects and actions, and identified audits and external reviews. ✓ **Evidence**: CPC013 Presentation to Service Managers early 2025, with service plans submitted March 2025	Mar 25	The Service Planning review process is scheduled to take place twice a year. Mid review for 2025/26 commenced in Oct 25	

Recommendation four – continued

Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.

STATUS

Fully met

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPCU2 Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations.** An action plan has been developed for implementing the16 PAS recommendations. These actions have been included in the Planning Improvement Programme which aligns to the council's Transformation Programme with monthly monitoring of progress in place. To date four of the recommendations have been completed with the remaining 12 recommendations underway. This action plan was also brought to the DMC in August 2025. ✓ Evidence: CPCU2 The report has been approved and work on the 16 recommendations has now started, with four being completed.	Sep 25	The Planning Improvement Programme remains ongoing and will deliver all of the PAS recommendations.	Head of Planning, Infrastructure & Public Protection

Recommendation five

Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS
Fully met

Huntingdonshire DISTRICT COUNCIL

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder	Accountable Officer
The Workforce Strategy is being delivered at pace, with a prioritised action plan approved by the Employment Committee and monitored through quarterly reporting. Key measures include implementing robust policies to support team performance, progressing a staff pay review, introducing a new Employee Assistance Programme, and introducing a Health and Wellbeing strategy. Continuous policy review and national recognition for recruitment innovation demonstrate the council's commitment to addressing staff concerns and improving organisational resilience.	Executive Councillor for Climate, Transformation & Workforce	Head of HR, OD & Health and Safety

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC014 to CPC019 An action plan**, which includes a schedule of prioritised actions, timeframes and resources, was approved by Employment Committee, and is now underway with regular quarterly reports being provided. ➢ This includes: • Awareness of impacts to team performance and absence with implementation of robust policies and practices. • Development of an employee value proposition is scheduled between January to March 2025, which will feed into the corporate narrative. • Staff pay review is underway. • A new provider in place to provide Employee Assistance Programme to support wellbeing for staff. • A review of policy and practice is continuously ongoing. • Shortlisted for an LGC Workforce 2024 award for the 'best innovation in recruitment' category ✓ **Evidence**: CPC014 to CPC019 Employment Committee 25 Feb 2025, item 6 Workforce Strategy Update	Between Dec 24 and Mar 25	Delivery of the workforce strategy remains in flight. Progress is updated regularly to Employment Committee	Head of HR, OD & Health and Safety

Recommendation five

Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

STATUS
Fully met

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC032 Consideration should be given to undertaking a full staff survey**. A full staff survey was completed in September. Results have been reported to CLT with any concerns raised with relevant Managers. ✓ Evidence: CPC032 A review will happen in September 2025 to assess whether a further survey is required.	Sep 24	The results of the survey have been analysed and are being used to inform future decision making.	Head of HR, OD and Health & Safety
➢ **CPCU3 Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and renumeration in the future.** Further communications for staff have been provided regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and renumeration process. ✓ Evidence: CPCU3 April saw the launch of the new 121 process, to positive feedback, and works on incremental progression are set to be completed within the set timescales. ✓ Pay review completed with Council on NJC for negotiated pay settlement	Sep 25	Human Resources to continue communicating with staff	Head of HR, OD and Health & Safety

Recommendation six

Continue to strengthen the council's approach to governance, compliance and risk.

STATUS

Fully met

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	**Portfolio holder**	**Accountable Officer**
Governance arrangements have been strengthened through the recruitment of key officers, a comprehensive member training programme, and a Constitution Review Working Group. These measures ensure robust officer compliance, member awareness of effective risk management, and enhanced decision-making across the council.	Executive Councillor for Governance & Democratic Services	Head of Democratic Services & Monitoring Officer

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **Recruitment of a Monitoring and Deputy Monitoring Officer** to follow completion of the Senior Team restructure ✓ Evidence: CPC021 Monitoring officer is now fully embedded at HDC full time. ➢ **The development of a full program of Member training** to help develop and upskill our members. ✓ Evidence: CPC022 A full training program is now established and ongoing, with Democratic services logging completed sessions. Members briefings and special LGR briefings are also available periodically. ➢ **A Constitution Review Working Group** has been established, with six meetings scheduled to address key focus areas. The sixth meeting, held on 4th September 2025, fulfilled the original commitment set out in the CPC action plan. With this milestone achieved, the action will now transition to business-as-usual, with further meetings planned for 23 October 2025 and 8 January 2026. ✓ Evidence: CPC020 4th September 2025 Report of the Constitution Working Group	Jun 25 Sept 25	Officer now in post A training program is now established and ongoing. Continued group meetings scheduled for Oct 25 and Jan 26	Head of Democratic Services & Monitoring Officer

Recommendation seven

Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS
Fully met

Huntingdonshire DISTRICT COUNCIL

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder	Accountable Officer
Improvements to scrutiny processes and agenda planning have been implemented, supported by best practice training and a forward plan for member development. These process changes and further improvements identified by members will continue to develop the member led scrutiny work to ensure it adds value and support mitigation of risks. .	Councillor for Governance & Democratic Services	Head of Democratic Services & Monitoring Officer

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC023 Agendas and future plans**. The process and approach to briefings has been reviewed and developed in partnership with the Member Development Group. A best practice guide and topic submission form are now in place. The agendas have been reformed and are published ahead of time, with the Chairs Briefings including the future plan for meetings and action tracking. ➢ **Evidence**: CPC023 Future agenda items are readily available and are shared with both panels ahead of time.	June 25	Future agendas are published ahead of time, and plans shared with both panels	Head of Democratic Services & Monitoring Officer

Recommendation seven

Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.

STATUS
Fully met

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC024 Best practice**: Training has been provided by the EELGA regarding self-scrutiny and Member Development Groups supporting best practice and topic submission. The following improvements have also been identified: • Ensure less pre-decision scrutiny and less of information items • Develop a clearer forward plan of items for scrutiny consideration; making use of service plan actions • Identify additional topics outside of service plan scope • Identify policy development involvement • Identify agenda items following monthly member briefings • Identify external partners to present to panel to strengthen partnership working ✓ **Evidence**: CP024 Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programs. This has been shared with members.	Dec 24	The improvements identified will continue to take place going forwards.	Head of Democratic Services & Monitoring Officer

Recommendation eight

Define and communicate your approach to transformation/ continuous improvement.

STATUS
Fully met

Huntingdonshire DISTRICT COUNCIL

Ongoing oversight to ensure the recommendation is upheld as part of business-as-usual (BAU) activities	Portfolio holder	Accountable Officer
A new transformation approach has been introduced, replacing the previous annual delivery plans and productivity plans with a single programme focused on efficiency and change. The programme aims to deliver financial efficiency and opportunities through streamlined processes and governance, ensuring the sustainable delivery of council priorities. Data maturity assessments and improved data management processes underpin risk-based decision-making. Progress is monitored through established governance arrangements, providing continued assurance that transformation remains aligned with organisational priorities.	Executive Councillor for Climate, Transformation & Workforce	Head of Policy, Performance and Emergency Planning

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC025 Annual Delivery Plan and cross cutting themes**. Action identified to combine the outputs from the Annual Delivery Plan process with the three cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place. The Corporate Transformation and Service Planning framework was presented to Cabinet and Leadership Team, including clear objectives to bring a holistic approach for transformation. ➢ Evidence: CPC025 Cabinet Away Day Briefing Jan 2025 Service Planning ➢ Evidence: CPC025 Framework was approved by CLT in February 2025. ➢ Evidence: CPC025 A new appointment to the role of Business Performance and Transformation Manager, with the Improvement Team becoming the Transformation Team	Feb 25	Service Plan reviews are scheduled twice a year, with the second due to commence Oct 25.	Interim Head of Transformation and Corporate Reporting

Recommendation eight
Define and communicate your approach to transformation/ continuous improvement.

STATUS

Fully met

Huntingdonshire DISTRICT COUNCIL

Formal actions agreed for implementing recommendation and supporting evidence	Action fully met by	**Ongoing business as usual (BAU)**	**Responsible Officer for BAU**
➢ **CPC027 Data management improvements** are underway, supported by a completed data quality audit and LGA Data Maturity Self-Assessment. The council scored 3.1 out of 5, indicating developing capability. Next steps include creating an action plan with input from the Chief Digital and Information Officer to strengthen data-driven decision-making. ✓ Evidence: CPC027 Copy of the LGA Data Maturity Self-Assessment report and presentation to Management Team Sept 25 ✓ Evidence: CPC027 Appointment of a new Chief Digital Information Officer across the shared IT service reporting to the Chief Executives to drive focus change.	Sept 25	Officer group in place for continued actions and planning	Interim Head of Transformation and Corporate Reporting
➢ **CPC026 Transformation approach** A new approach to service planning has been established, approved by CLT, and launched for 2025/26 in December 2024 to generate a single Transformation Approach and Programme focused on change projects (replaces the Annual Delivery Plan and Productivity Plan). This has a shared ambition of a 15% net reduction in expenditure through efficiency savings and/or increased income/commerciality. The approach and governance was approved by CLT and Heads of Service (Aug 25), with and Transformation Framework and Programme Report presented to Overview and Scrutiny Committee for comment and to Cabinet for approval (Nov 25). ✓ Evidence: CPC026 Transformation Report O&S 5th November 2025 and Approved by Cabinet in November	Nov 25	The Transformation Plan and updated transformation programme for 2026/27 will be presented to O&S Cmmt in July 26.	Interim Head of Transformation and Corporate Reporting

Recommendation eight

Define and communicate your approach to transformation/ continuous improvement.

STATUS

Fully met

Huntingdonshire DISTRICT COUNCIL

Additional suggestions identified and supporting evidence	Action fully met by	Ongoing business as usual (BAU)	Responsible Officer for BAU
➢ **CPC031 Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process.** The updated and simplified service planning process for 2025/26 requires all services to undertake a SWOT analysis to be the basis of the actions for change in the next three years for each service area. This is linked to the Contextual Information for Huntingdonshire established in 2024/25 as part of the Council's Performance Management Framework. ✓ Evidence: CPC031 New approach rolled-out across the Council and service planning process including looking ahead three years.	Mar 25	Services can access contextual performance measures and SWOT guidance on the intranet.	Interim Head of Transformation and Corporate Reporting
➢ **CPC033 The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils' priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful**. A review of the New Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented. ✓ Evidence: CPC033 Delivery Board Presentation (20th May)	May 25	The actions from the review are being implemented PMO processes and governance	Interim Head of Transformation and Corporate Reporting
➢ **CPC034 Suggestion: The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities.** Additional procurement resources in place. Monthly Procurement Board oversees contract register and drives value for money. Corporate Transformation Approach approved by CLT (Feb 2025), adopting a hybrid model. Service-led improvements embedded through service planning. Service plans reviewed and agreed as the Corporate Transformation Programme for 2025/26, presented to O&S Committee (Nov 2025). Mid-year review of programme began Oct 2025 to align with the council's budget cycle, ensuring continued focus on efficiencies and value for money ✓ Evidence: CPC034 Terms of reference for Procurement Board and Transformation Board	Nov 25	Governance arrangements in place to ensure VFM and delivery of priorities with the officer-led Procurement Board and Transformation Board	Interim Head of Transformation and Corporate Reporting

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App 2 HDC Peer Review 2024 - Detailed action plan

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC001	**Recommendation 1**	**Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.**	A single narrative needs developing and communicating so that everyone is clear what the priorities are, how they are being delivered and what the timescales are for this. The council needs to ensure its officer structure enables delivery of the political priorities, that officer capacity is directed to the priority areas and the finances are aligned	A restructure of Senior Leadership Team to be launched for consultation in October 2024	Michelle Sacks	Mar-25	**Complete**	Complete	Evidence: Senior Leadership Team consultation outcome, January 2025.
CPC002	**Recommendation 2**	**Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.**	Building on the good practice shown in consulting on Huntingdonshire Futures, develop different engagement mechanisms to gain the views of residents/service users on their experience of the council and how these can be responded to.	Policy decision about whether Comms is accountable for engagement across the organisation to be agreed	Michael Hann	Mar-25	**Complete**	Complete	Evidence: Senior Leadership Team consultation outcome, January 2025 Note: not showing as completed on the summary as linked to action 006 for completion by recruiting a resource.
CPC003	Recommendation 2			Community health and wealth building - resident workshops to co-deliver a strategy. This is the start of the live engagement opportunities available to our residents	Michael Hann/ John Taylor	Dec-24	**Complete**	Complete	Evidence – Link for Overview and Scrutiny Panel 5 June 2025 item 8. Community Health and Wealth Building
CPC004	Recommendation 2			Options paper created for different engagement events and approval from Informal Cabinet once completed. Depending on the option chosen there will be a likely budget identified but there will be a need for BAU coordinator resource to facilities and advice on service specific engagement activities	Michael Hann	Sep-25	**Complete**	Complete	A full-time resource has now been successfully hired and has been in post since September 2025. This new resource, accountable to the Head of Communications, Engagement and Public Affairs, has now begun working more closely with service users and managers to better align engagement activity with the key principles adopted by Cabinet in 2023. This will be perpetuated through continued meetings with service managers, heads of service and the corporate leadership team. Evidence: A full-time resource is now in post and is working with services to ensure they follow the council's engagement principles.
CPC005	Recommendation 2			Network of Communications Champions established within HDC to share learning and key campaigns, in order to provide coordinated comms and key messaging	Michael Hann	Jan-25	**Complete**	Complete	The Engagement Group meet quarterly. Evidence – The Communication Network Champions internal group has been meeting once a quarter with an updated list of pipeline activity.
CPC006	Recommendation 2			Creation of a corporate consultation schedule to a managed approach to consultation. This will include corporate consultations e.g.: on budget setting as well as service specific consultations e.g.: Local Plan	Michael Hann	Aug-25	**Complete**	Complete	The corporate consultation schedule for 2025/26 has been established and is now being utilised by the Communications team to ensure a consistent and managed approach to communications across the council. A full-time resource has been successfully hired to update and maintain this schedule. This resource will also be published on the intranet for all officers to access and reference.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC007	**Recommendation 3**	**Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.**	Promote the services the council delivers. Don't undersell the impact being made in the community by leisure, parks and open spaces and operational services. Ensure everyone knows these are delivered by HDC. Be clear about who leads external communications to prevent confusion of messages and brands.	Communications strategy for the year ahead being refreshed and being approved by Informal Cabinet	Michael Hann	Dec-24	**Complete**	Complete	Evidence: The development of a Communications Strategy 2024-28.
CPC008	Recommendation 3			LGA commissioned to create the HDC narrative and develop a comms and engagement strategy to deliver individual campaigns. Within the campaign plans will be a resource and budget profile	Michael Hann	Dec-24	**Complete**	Complete	Evidence - Yes Evidence: The Corporative Narrative and elevator pitch (short, persuasive summary) have been completed.
CPC009	**Recommendation 4**	**Review the planning service to ensure that within the planning policy framework the council's priorities are being delivered, for example climate, environment and inclusive growth.**	Create understanding across all council services that there needs to be a holistic approach to deliver the councils growth and development ambitions. The planning service is a major contributor to fulfilling the longer-term outcomes of the council, but the results will benefit and impact on the whole council and it is important the service is appropriately positioned and supported to deliver these ambitions	Undertake a Peer review challenge on the Planning department through engagement with the LGA to agree timeframes. The review will then provide recommendations and an action plan to take into 25/26	Clara Kerr	Mar-25	**Complete**	Complete	Evidence - Yes Development Management Committee 19 May 2025 item 7 - Planning Service Peer Review
CPC010	Recommendation 4			Local Plan consultation on issues and options. Activities and findings to be presented SLT, Management team, Strategic Board, Members	Clara Kerr	Mar-25	**Complete**	Complete	Evidence no. Consultation for 'Further Issues and Options Paper' Local Plan November 2024
CPC011	Recommendation 4			Cultural issue to take an holistic view - want to have monthly briefings on topics for Informal Cabinet and Management team about what's going on and why it's important.	Mike Gildersleeves	Mar-25	**Complete**	Complete	Evidence - May 2025 member briefing
CPC012	Recommendation 4			Delivery board, Strategic Board and lessons learnt at both the tactical project level and the sponsor level to inform future HDC delivery of significant change programmes requiring planning	Mike Gildersleeves	Feb-25	**Complete**	Complete	Evidence - An independent review of the major project at Hinchingbrooke Park identified lessons learnt
CPC013	Recommendation 4			Facilitation of the continuous improvement journey - that as an organisation we need the peer reviews over a number of different services and not just planning	Mike Gildersleeves	Mar-25	**Complete**	Complete	All Services, including Planning, when submitting their Annual Service Planning actions and projects, focused on the need for continuous improvement, transformation efficiency and change. Action complete. Evidence: Presentation to Leadership and Service Managers early 2025, with service plans submissions completed in March 2025

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC014	**Recommendation 5**	**Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.**	The extensive consultation on the new strategy has raised awareness and staff have high expectations of what it will deliver. Ensure the strategy addresses the inconsistency in policy and practice and brings services together to support a one council approach, where best practice is shared across services and fairness and equity is at its core.	Action plan to be prioritised and then presented at SLT, Informal Cabinet and then Employment Committee for approval. Will include a scheduled plan to show prioritised actions, timeframes and resources. Employment committee - will be monitoring the WFS action plan alongside established KPIs e.g.: sickness, staff turnover.	Leanne Harfield	Dec-24	**Complete**	Complete	Evidence - Yes Evidence CPC Recommendation 5 - Evidence Workforce Strategy Action Plan A4 Updated Feb 2025.
CPC015	Recommendation 5			Impacts to performance and absence likely to occur in team and services with the introduction of robust implementation of policies and practices - needs to be considered against the KPIs to give context.	Leanne Harfield	Mar-25	**Complete**	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC016	Recommendation 5			Employee value proposition to be developed, which will feed into the corporate narrative	Leanne Harfield	Mar-25	**Complete**	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC017	Recommendation 5			Staff pay review undertaken	Leanne Harfield	Mar-25	**Complete**	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC018	Recommendation 5			Well being for staff review undertaken	Leanne Harfield	Mar-25	**Complete**	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC019	Recommendation 5			Policy and practice review undertaken	Leanne Harfield	Mar-25	**Complete**	Complete	Evidence: Link for Employment Committee 25 Feb 2025 item 6 Workforce Strategy Update
CPC020	**Recommendation 6**	**Continue to strengthen the council's approach to governance, compliance and risk.**	To support the council's improved governance approach: Review the council's constitution	Establish a Constitution Review Working Group - constitutional review, supported by Association of Democratic Services Officers (ADSO) for 6 meetings. An opportunity for Members say what they are concerned with and work up proposal to address. Paper will go to Governance committee and then full council for approval	Anita O'Malley	Sep-25	**Complete**	Complete	The working group has continued to meet, most recently on Sept 4th, and is reviewing the council's procedure rules, a potential substitute policy and the potential for opposition budget proposals. Full Council on 17 Dec 25 approved the changes to the procedure rules and inclusion of a substitute policy. The working group meetings continue to be supported by the ADSO and CfGS (Centre for Governance and Scrutiny). Additional meetings are scheduled for 23 Oct 2025 and 6 Jan 2026. The Sept meeting marked the 6th since the CPC report was published in Jul 2024. Completion of this action is now met with the establishment of the group and the 6th meeting taking place, after which it will transition to BAU with ongoing meetings planned.
CPC021	Recommendation 6		Provide additional capacity for MO and DMO roles	Recruitment for MO and DMO roles to ensure dedicated resource for each individual council in the shared services partnership.	Lydia Morrison	Jun-25	**Complete**	Complete	Evidence: Our new Monitoring Officer commenced working for the council full-time on 30th June.
CPC022	Recommendation 6		Ensure sufficient investment and resource for member development	Full programme of member training to identify concerns of Peer review and from Members. Certain number of session already delivered to the Cabinet, about how officers and Members work together. Ways of working can be optimised with LGA training	Lydia Morrison	Jun-25	**Complete**	Complete	The training completed is being logged and is available from Democratic Services. Members also benefit from specialist Members' Briefings and LGR Briefings to help develop them in the fields. Evidence: A Training programme exists, and a log is available from Democratic Services. Due to its ongoing nature, this action has moved to BAU.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC023	**Recommendation 7**	**Support and develop a member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.**	Ensure there is adequate time between Overview and Scrutiny Committees and Cabinet for members to add value to the process. Support them to shape agendas and work plans and contribute to policy development.	Agendas changed for the meeting - chairs briefing also includes the future plan for meetings In September update on priority one to partnership O&S panel (quarterly) - OM	Mike Gildersleeves	Jun-25	**Complete**	Complete	Future agendas are now published ahead of time and are readily available. These plans are shared with both panels ahead of time and are not split by topic or remit.
CPC024	Recommendation 7			Centre for Governance & Scrutiny to come in and do a review - to help understand best practice and steps we can undertake to improve our scrutiny panels	Lydia Morrison	Dec-24	**Complete**	Complete	Evidence: Reflection on the training has resulted in an agreed Overview and Scrutiny process map for how topics are requested, considered and decided upon for future work programmes. This has been shared with members.
re	**Recommendation 8**	**Define and communicate your approach to transformation/continuous improvement.**	Put in place the cross-cutting foundations (technology, workforce, structures, culture, communications) to prepare the organisation for holistic service transformation rather than reinforcing some silos and risk services continuing their own custom and practice.	Combine the outputs from the Annual Delivery Plan process with the 3 cross-cutting service reviews; customer, leisure, planning - with appropriate governance in place (through Delivery Board)	John Taylor	Jan-25	**Complete**	Complete	Evidence: Cabinet Away Day Briefing 2025 Service Planning
CPC026	Recommendation 8			Play back to SLT the update from the continuous improvement/transformation approach to confirm strategic activities and prioritisation	John Taylor	Nov-25	**Complete**	Complete	Papers were taken to CLT and Heads of Service in August and were approved. A report was presented to O&S 5th Nov for comment, and approved by Cabinet. .
CPC027	Recommendation 8			Improvements to data will be managed on a risk-based approach in order to manage workloads and impacts across the organisation	John Taylor	Sep-25	**Complete**	Complete	The Data Maturity Assessment has been completed, with the findings presented back to Leadership in September 2025. There were a total of 50 respondents, and an overall score of 3.1, being Level 3 - Organisations that are developing their capacity and capabilities in terms of data. The priority areas of focus and improvement have been identified. The next step is to develop the implementation action plan, with additional input on this work from the Council's Chief Digital and Information Officer (the CDIO). This is ensuring that ICT & Digital considerations feature in our plans.
	Additional comments and actionable activities								
CPC028	Additional comments		To meet the council's ambitions for enhanced partnership working, peers recommend the council reviews the skills and capacity needed to support this work with senior stakeholders and partners.	Identify a partnership maturity assessment tool, and develop proposals for how it is used. With supporting training and action plan.	Harriet Robinson	Dec-25	**Complete**	Complete	The options report for the Partnership Maturity Assessment was presented to CLT and Heads of Service in September 2025, with a clear agreement on the model of assessment to be used. The model was rolled-out with Heads of Service, with an initial partnership list presented to CLT 17th Dec 25. Ongoing activity to embed a working model with an annual review.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC029	Additional comments		Creating and communicating key points of entry into the council for partners and stakeholders would significantly help the council to develop its partnerships and generate opportunities to enable and influence.	Simplify the reporting arrangements and responsibilities through Senior Team restructure.	Michelle Sacks	Mar-25	Complete	Complete	The new structure has been fully implemented and completed by March 2025. Further key points of entry to be addressed by the maturity assessment tool for Partnership working and the implemented action plan.
CPC030	Additional comments		Peers advise some facilitated top team development would assist the new team in building relationships, understanding leadership styles and create space for strategic visioning.	Implementation of Senior Team development following restructure.	Michelle Sacks	Mar-25	Complete	Complete	
CPC031	Additional comments		Further work is needed with service managers to improve horizon scanning and feed this into the budget setting process.	Service planning to include horizon scanning and inform transformation, aligning to budget cycle.	John Taylor	Mar-25	Complete	Complete	
CPC032	Additional comments		Consideration should also be given to undertaking a full staff survey.	Pulse survey being undertaken in August Full staff survey will be delivered as part of the WFS Action plan dates and resources TBC	Leanne Harfield	Sep-24	Complete	Complete	
CPC033	Additional comments		The Ideas Board should be taking a more strategic approach to reviewing requests for funding, making sure any bids are aligned to the councils' priorities and clearly drive innovation. There also needs to be consideration given to how any projects funded on a trial basis could be sustained in the longer term if deemed successful.	Review the Ideas Process to focus on transformation, simplification, deliver more focussed support to develop outline business cases for consideration including financial benefits realisation and/or process to project initiation Revise terms of reference and governance to reflect a transformation focus, council wide view on change projects.	John Taylor	May-25	Complete	Complete	A review of the Ideas process was completed in May 2025, with actions to improve the process and controls identified and implemented
CPC034	Additional comments		The council to continue driving efficiencies and value for money across the organisation through service improvement and contract management to enable focused delivery on political priorities	Revise Council's approach to transformation and contract management.	Lucy Aston	Nov-25	Complete	Complete	**Transformation - In progress** As previously reported, the Corporate Transformation Approach was approved by CLT in Feb 25, with a hybrid transformation approach agreed. Service-led transformation and improvement to be driven through service planning. Since Feb 25 the Service Plans have been collated, reviewed and scrutinised by Leadership Team, resulting in an agreed Corporate Transformation programme for the council. The Corporate Transformation Framework and programme was presented to O&S Perf Cmmt Nov 25. This will conclude this action here as completed. The council now has a clear approach for continued driving of efficiencies and VFM, with the next phase being the the mid-year review of Service Planning and Transformation Programme which commenced Oct 25 to align with the councils budget cycle. **Contract Management - Completed Feb 25** Additional resource are now employed in Procurement to support contract management, and the monthly Procurement Board to oversee the contracts register and contract management and VFM.

Unique ref	Recommendation number	Recommendation	Definition	Action description	Assigned to owner	Month due to be completed	Action delivery status	In progress RAG	Progress comments for 2025/26 Qrt3
CPC.update.1	Additional comments		Relating to Recommendation 3 Produce a short punchy statement to accompany corporate narrative. Communicate to staff and members, and use this narrative statement for internal and external communication	New action from March 2025 revisit. To produce an elevator pitch to provide a brief and introduction for the corporate narrative document.	Michael Hann	Jun-25	**Complete**	Complete	Evidence: The corporate Elevator pitch has been added to the intranet, alongside Corporate Narrative, for all staff to access.
CPC.update.2	Additional comments		Relating to Recommendation 4 Develop the PAS review action plan and utilise the Councils scrutiny functions to oversee the action plan and implementation of recommendations	New action from March 2025 revisit. To develop the PAS review action plan and to develop appropriate member oversight.	Clara Kerr	Sep-25	**Complete**	Complete	Four recommendations are completed, with the remaining 12 underway and at various stages of progress. The action plan was seen by the portfolio holder and the opposition spokesperson in August, and all members of DMC at the September meeting, with the opportunity taken for questions to be asked and feedback to be taken on board. The Planning Improvement Programme, including PAS recommendations, is included in the council's Transformation Plan for ongoing monthly monitoring of progress.
CPC.update.3	Additional comments		Relating to Recommendation 6 Peer suggest further communication on the process and timeline for how reviewing the 121 processes, working with Unison looking at performance management and L&D will be linked to pay increments and renumeration in the future	New action from March 2025 revisit. To provide further communications for staff regarding the expectations of the 121s for managing performance and development, and how this aligns to the pay increment and renumeration process.	Leanne Harfield	Sep-25	**Complete**	Complete	The new one-to-one form was launched on 1 April 2025 and communicated to all staff and managers. A module was included as part of the Leadership Development programme to support managers in carrying out these conversations. Communication has also been shared with all staff about the link between one-to-one conversations and incremental progression. The new form has been shared with all staff before the submission window opens on January 26.

Corporate Peer Challenge - 'What difference has this made' summary

Following the Overview and Scrutiny (Performance & Growth) meeting on January 21st, 2026, a further summary document was requested to outline the 'so what'; what difference has Corporate Peer Challenge recommendations made.

Recommendation One

Align finance and workforce to deliver the agreed political priorities including a review of organisational structure.

Ref	Action	What difference did it make	
CPC001	Review organisational structure.	**What we did:** Implemented a revised senior leadership structure with clearer alignment between finance, workforce, and political priorities.	**So what?** This has strengthened resilience with addressing operational challenges and risks. The new structure continues to embed, with the recent appointment of the remaining three Heads of Service – two of those being internal promotions.
CPC028	Review skills and capacity for partnership working	**What we did:** To support leadership, a partnership maturity framework has been developed and implemented with a rolling review programme.	**So what?** This ensures we have the right skills and capacity to collaborate more effectively with partners, supporting LGR requirements and improving strategic collaboration.
CPC029	Create clear points of entry for partners	**What we did:** Clarified how partners and stakeholders interact with the council following the leadership restructure.	**So what?** Collaboration is now easier and more coordinated, leading to stronger cross-agency partnerships, as exemplified by the work with health partners within the Communities and Leisure spaces.

CPC030	Develop senior leadership team	**What we did:** Delivered coaching and development for the senior leadership team.	**So what?** Leadership cohesion has improved, enabling stronger strategic direction and better collaborative decision-making across the organisation. This continues to be developed, including Heads of Service as the collective leadership team for the Council.

Recommendation Two Strengthen the internal approach to engagement which ensures the voice of residents/service users are at the heart of decision making.			
Ref	**Action**	**What difference did it make**	
CPC002	Communications accountable for engagement.	**What we did:** Established a structured governance approach with a clear policy decision for communications and engagement.	**So what?** Leadership can now prioritise engagement more effectively, ensuring decisions are influenced by consistent, well-managed communication activity
CPC003	Community Health & Wealth Building co-design. (CHAWS)	**What we did:** Collaborated directly with local communities by running workshops, outreach sessions and focus groups — including targeted engagement with seldom-heard groups — to co-design the CHAWS strategy with residents at its centre.	**So what?** The strategy now reflects real community experiences and priorities, creating a more inclusive, trusted, and resident-led approach. The pilot fund has launched, and the full scheme is open for applications that clearly demonstrate measurable community impact.
CPC004	Strengthen internal communications approach.	**What we did:** Recruited full-time resource for engagement and service-user support, bringing stronger alignment with the Council's principles.	**So what?** Engagement is now more coordinated and far-reaching, as demonstrated by the success of "Make January Happen."
CPC005	Communications champions.	**What we did:** Established a champions group to share best practice.	**So what?** Engagement activities are now more consistent and better aligned across services, with key details captured through the service planning process. This has strengthened cross-council collaboration and improved the way teams work together.
CPC006	Focussed resources for engagement events.	**What we did:** Created an annual consultation schedule with planned resources to ensure a consistent approach for all major events.	**So what?** Engagement activity is better planned and more consistent, enabling high-quality consultations such as the Local Plan. This new approach for the Local Plan attracted strong levels of public comments and participation - significantly higher than those typically achieved by other councils.

Recommendation Three Develop a resourced Communications and Engagement Strategy which defines the HDC brand and strategic narrative.			
Ref	**Action**	**What difference did it make**	
CPC007	Communications Strategy.	**What we did:** Launched a Communications Strategy detailing the service plan actions for the year.	**So what?** Staff and Members now have a clear roadmap for communications priorities and delivery clearly aligned to Corporate Plan outcomes.
CPC008	Corporate Narrative.	**What we did:** Implemented a Corporate Narrative endorsed by Cabinet.	**So what?** The organisation now has a unified way to articulate the Corporate Plan purpose, priorities, and value.
CPCU1	Short 'punchy' Corporate Narrative.	**What we did:** Created and published for staff an elevator pitch to support Corporate Narrative.	**So what?** Staff can easily understand and communicate the council's mission and direction

Recommendation Four Review the planning service to ensure that within the planning policy framework the Council's priorities are being delivered, for example climate, environment, and inclusive growth.			
Ref	**Action**	**What difference did it make**	
CPC009	Planning service peer review.	**What we did:** Completed the Planning Peer Review, presented the action plan to Development Management Committee, and began implementing changes — including updated processes for handling amendments to planning applications.	**What difference this made:** These improvements have increased transparency, strengthened oversight, and supported a more consistent and efficient Planning service. Performance indicators are now routinely published for Members.
CPC010	Local Plan consultation.	**What we did:** The Local Plan consultation on issues and options was held in 2024, and a response to the National Planning Policy Framework was submitted to MHCLG in early 2025. Consultation on the Local Plan continues as a result of the preferred issues and options, with further to follow.	**So what?** This has generated strong engagement and detailed feedback from residents and stakeholders. Their input is leading to higher-quality insights and actively shaping the Local Plan.
CPC011	Wider engagement with the team.	**What we did:** Introduced monthly member briefings.	**So what?** Members' understanding of planning policies and procedures has strengthened, which is essential to a key function of the council.
CPC012	Share lessons learned with Officer-led strategic boards.	**What we did:** Shared Hinchingbrooke Country Park independent project review and lessons learnt with officer-led strategic boards.	**So what?** Projects are now managed more holistically and consistently across all services, centrally overseen by the Transformation Board oversight, improving assurance and cross-council coordination.

CPC013	Continuous improvement journey.	**What we did:** The service planning approach was refreshed to place greater focus on continuous improvement, and a series of financial and operational efficiencies were delivered within the Planning Service. This included introducing a fee for amendments to live plannings applications, which is forecast to raise an additional £50k in income in 2025/26. Other projects are progressing automation opportunities and ways of working and strengthening performance management across the service.	**So what?** These changes have improved the consistency and reliability of planning processes, generated additional income, and created capacity for further enhancements. They have also strengthened the service's contribution to the wider transformation programme by embedding a more initiative-taking and improvement-focused culture.
CPU2	PAS action plan and oversight	**What we did:** Developed action plan as a part of the Planning peer review and strengthened oversight and governance. Regular updates are provided to the Development Management Committee.	**So what?** Improvements are being delivered and are tracked more transparently, ensuring accountability and consistent progress.

Recommendation Five

Deliver the imminent Workforce Strategy at pace – including addressing staff concerns.

Ref	Action		What difference did it make
CPC014	Workforce Strategy action plan.	**What we did:** Launched an action plan for the Workforce Strategy.	**So what?** Staff experience, clear policy expectations and performance management, pay, wellbeing and organisational culture have improved through clearer processes and enhanced support. Key actions undertaken from the Workforce Strategy include: - A new provider is in place to provide the Employee Assistance Programme. - A review of policy and practice is continuously ongoing. - The Council has moved to the NJC terms for Pay negotiation, which has seen a 98% uptake. - A formalised increment process has been implemented for 2025/26. - Electric car salary sacrifice schemes were launched. - Open engagement with staff on proposed changes has resulted in hybrid working pods and improved coffee shop.
CPC015	Performance and absence impacted.	**What we did:** Explored how team performance and absence may be impacted by the introduction of robust policies and practices.	
CPC016	Employee value proposition.	**What we did:** Enhanced the employee value proposition.	
CPC017	Review staff pay.	**What we did:** Undertook a staff pay review.	
CPC018	Review staff wellbeing.	**What we did:** Undertook a staff wellbeing review.	
CPC019	Review policy and practice.	**What we did:** Undertook a policy and practice review.	
CPC032	Staff survey.	**What we did:** Completed a full staff survey and applied the findings.	**So what?** Improvements were identified and incorporated into the workforce strategy, delivering tangible changes such as the leadership development programme and strengthened internal communications—directly addressing staff feedback on wishing to feel better informed.
CPCU3	1-1 framework	**What we did:** Implemented and communicated a new 1-1 framework and increment process.	**So what?** The links between staff development, exceptional performance and pay progression are now clearer and more consistent. Incremental progression will take place this year for staff who are exceptional.

Recommendation Six Continue to strengthen the Council's approach to governance, compliance, and risk.			
Ref	**Action**		**What difference did it make**
CPC020	Constitution review working group.	**What we did:** Established a working group and review programme.	**So what?** The group reviewed key governance processes, including procedure rules, options for opposition budget proposals, and a substitutes policy. These updates have modernised governance, reduced risk, and improved overall transparency.
CPC021	Monitoring Officer recruitment	**What we did:** Recruited a Monitoring Officer and Deputy.	**So what?** Governance is now more resilient, with stronger legal and compliance oversight.
CPC022	Member training.	**What we did:** Developed a Member development programme.	**So what?** Members have been developed in key council areas and are now better equipped to scrutinise, challenge, and contribute effectively.

Recommendation Seven Support and develop a Member led scrutiny work programme and prioritise areas where they can add value and help mitigate risk – SLT support.			
Ref	**Action**		**What difference did it make**
CPC023	Review agendas and future plans.	**What we did:** Reformed agenda setting, chairs briefings and forward plans.	**So what?** Members have greater control, receive information earlier, and can shape scrutiny more proactively. For example, the O&S panel for Communities, Environment and Partnerships, at their instruction, have scrutinised the Community Health & Wealth Strategy – a direct example of member led scrutiny.
CPC024	Review scrutiny best practice.	**What we did:** Members completed EELGA training and agreed a revised scrutiny process map. Identified improvements; • clearer forward planning, • reducing pre-decision and information items, • broader topic generation, • increased policy development involvement, • use of monthly briefings, • and engagement with external partners.	**So what?** Scrutiny is now more structured, informed, aligned with strategic risk, and driven by best practice. Improving Member capability, strengthening partnership working, and enabling more effective, outcome-driven scrutiny.

Recommendation Eight

Define and communicate your approach to transformation / continuous improvement.

Ref	Action	What difference did it make	
CPC026	Transformation approach	**What we did:** Implemented a new service planning process aligned through to the Transformation Approach and Programme. Members approved a supporting Framework confirming the approach.	**So what?** Services are clearer on how their work contributes to transformation and improvement. Members also have a greater level of oversight due to the annual Transformation Report.
CPC027	Data improvement	**What we did:** Completed a Data Maturity Assessment (scoring 3.2/5.0) and implementing an action plan.	**So what?** The assessment has identified areas where data can be used more effectively. Acting on these findings will improve data driven decision making, boosting efficiency, and ensuring that service delivery is better informed.
CPC031	Horizon scanning and service planning	**What we did:** Introduced a SWOT analysis into the service planning process.	**So what?** Risk awareness and future planning have improved, making budget setting more robust, and enhancing the identification of transformation and continuous improvement opportunities.
CPC033	Review of Ideas Panel	**What we did:** Strengthened the governance and documentation of the Ideas Panel process and Transformation Board oversight.	**So what?** New ideas are assessed more strategically and aligned to transformation objectives and governance, ensuring benefits are being consistently captured.
CPC034	Drive efficiencies and VFM	**What we did:** Additional procurement capacity and strengthened Procurement Board governance were introduced to oversee the contract register and improve value for money. A new Transformation Framework and service-planning approach were implemented, incorporating mid-year reviews aligned to the budget cycle	**So what?** These steps have strengthened oversight, improved value for money, and created a clearer, more aligned transformation programme. The council is now better positioned to drive efficiencies and maintain focus on key priorities.

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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Huntingdonshire
DISTRICT COUNCIL

CORPORATE PLAN
2023 - 2028

Do - Enable - Influence

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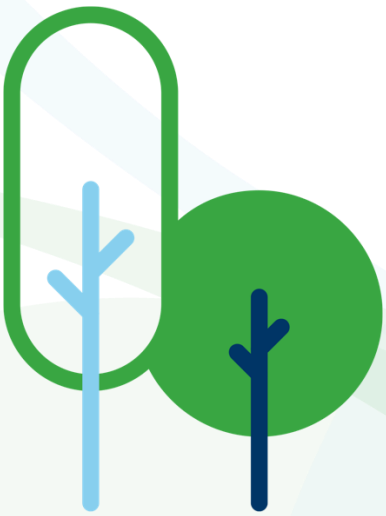


FOREWORD

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

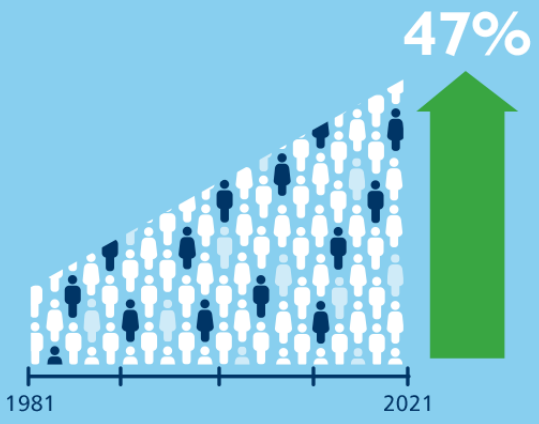
Councillor Sam Wakeford
Assistant Executive Leader

GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE

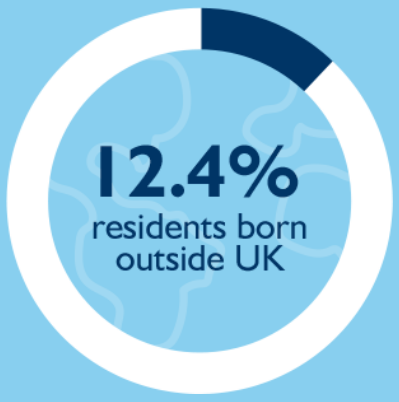
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots**, **Huntingdon** and **St Ives**.

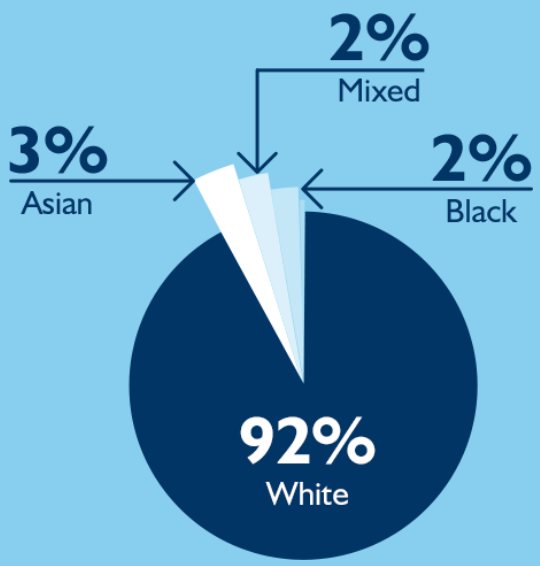
With an estimated **191,285 residents and 85,275 residential properties** in early 2026, the population has grown significantly over recent decades (up by 47% from 1981 to 2021).



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**.

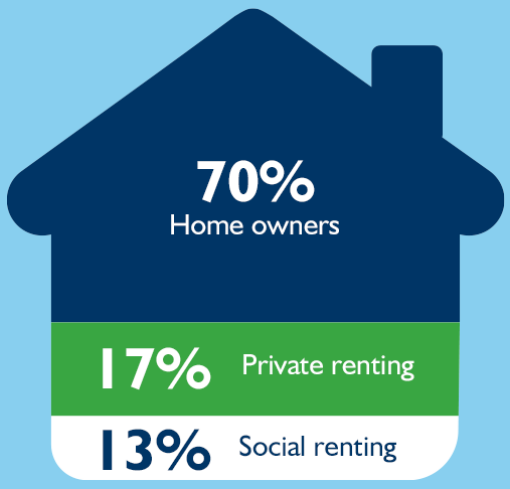




Most people in the district identified their ethnic group within the 'White' category (92%) in 2021. Around 3% identified their ethnic group within the 'Asian, Asian British or Asian Welsh' category, 2% within the "Mixed or Multiple" category, 2% within the 'Black, Black British, Black Welsh, Caribbean or African' category and the remaining 1% identified their ethnic group within 'other ethnic groups'.

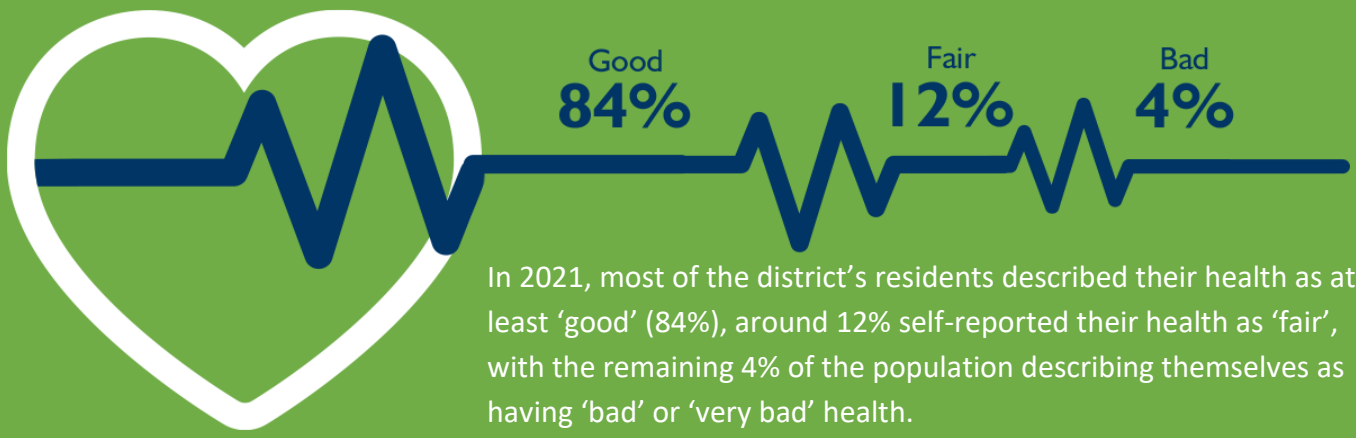
Population data was sourced from Cambridgeshire & Peterborough Insight.

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



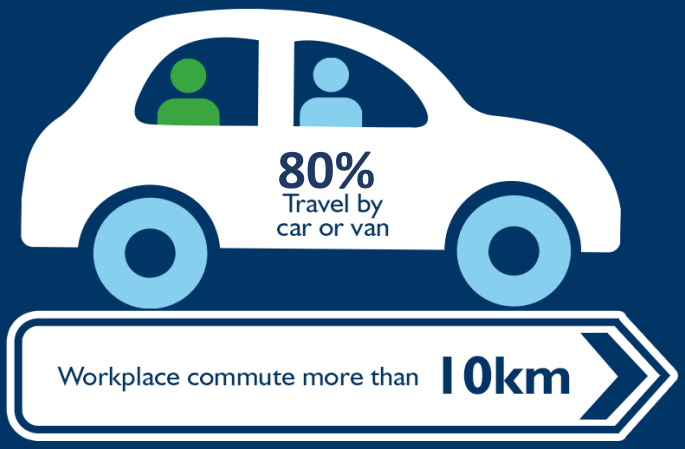
In 2021, most of the district's residents described their health as at least 'good' (84%), around 12% self-reported their health as 'fair', with the remaining 4% of the population describing themselves as having 'bad' or 'very bad' health.

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

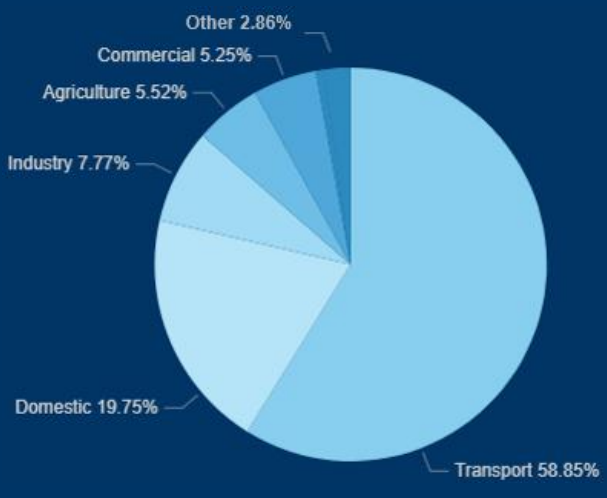


The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents travelled to work on foot (11%).**

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 CO_2e were emitted across Huntingdonshire. Transport remains the single largest source, making up over 58% of the total.



Source: unless otherwise stated, all data in this section is from the 2011 and 2021 Census © Office for National Statistics, 2025/26.

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

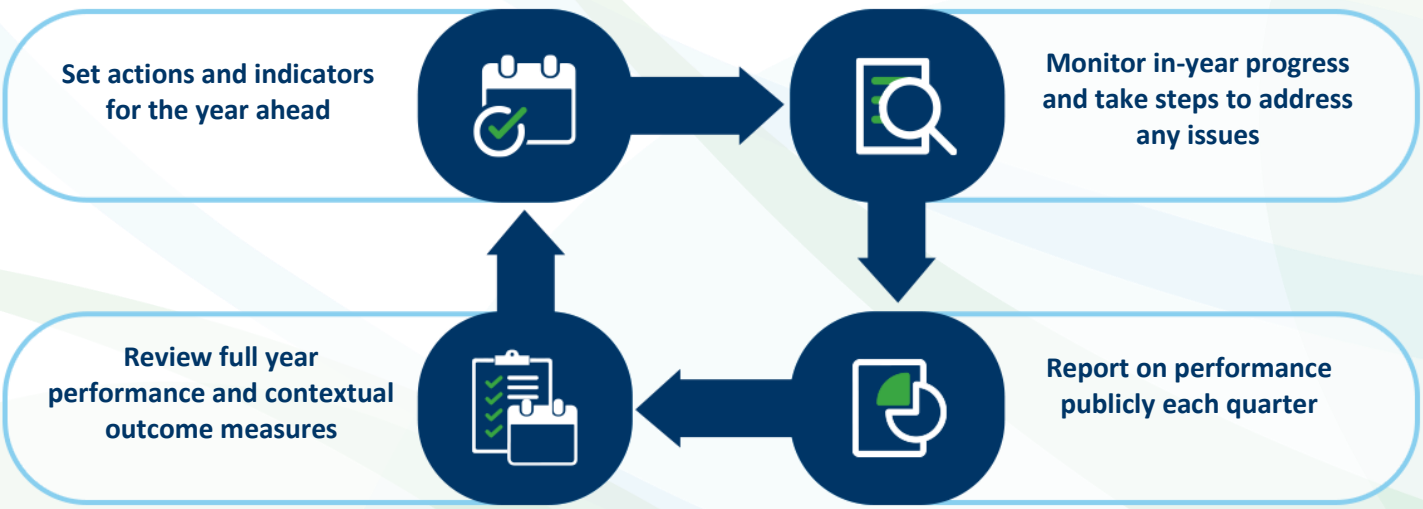
We will stand accountable for performance against these priorities through an annual action plan and performance measures. These will be refreshed yearly to reflect work completed and the development of new approaches informed by ongoing engagement with partners and residents.

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?**



PRIORITY

Improving quality of life for local people

OUTCOME

Improving the happiness and wellbeing of residents

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

PRIORITY

Improving quality of life for local people

OUTCOME

Improving the happiness and wellbeing of residents

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.

PRIORITY

Improving quality of life for local people

OUTCOME

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

PRIORITY

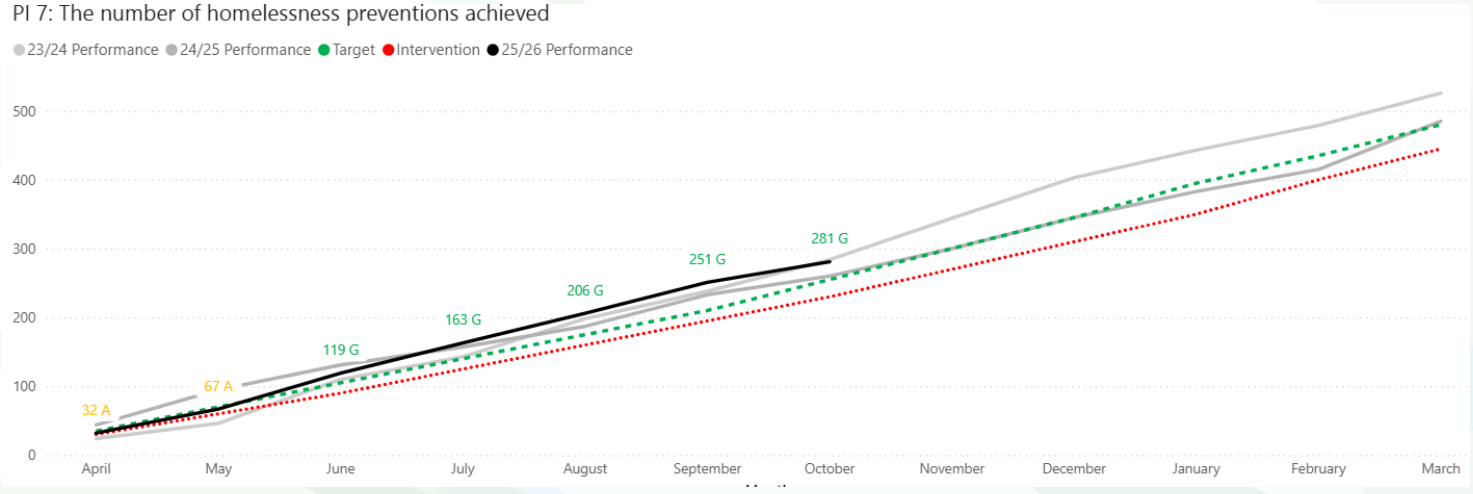
Improving quality of life for local people

OUTCOME

Keeping people out of crisis

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.



PRIORITY

Improving quality of life for local people

OUTCOME

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

PRIORITY

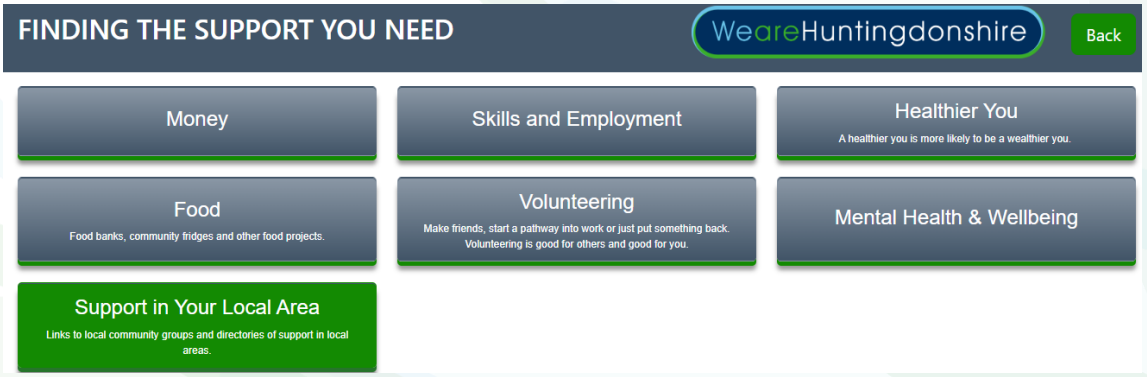
Improving quality of life for local people

OUTCOME

Helping people in crisis

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.



PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

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

PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

Improving Housing

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.

PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

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

PRIORITY

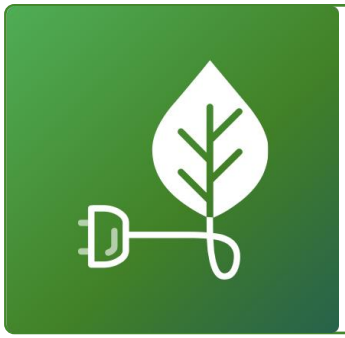
Creating a better Huntingdonshire for future generations

OUTCOME

Forward-thinking economic growth

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.



PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

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

PRIORITY

Creating a better Huntingdonshire for future generations

OUTCOME

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

PRIORITY

Doing our core work well

OUTCOME

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

PRIORITY

Doing our core work well

OUTCOME

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 • Collaborative • Accountable • Enterprising • Respectful

icare

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

November 2025 – Performance Team

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.

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 Current Intervention: 58,500 2026/27 Target: ~65,000* 2026/27 Intervention: ~58,500*	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.
Number of One Leisure Facilities admissions (excluding Burgess Hall, Sawtry & school admissions)	One Leisure	Stretch to Target and Intervention	Current Target: 1,518,380 Current Intervention: 1,442,461 2026/27 Target: ~1,600,000* 2026/27 Intervention: ~1,520,000*	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.

** 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
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 Current Intervention: 180 2026/27 Target: 200* 2026/27 Intervention: 180*	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.
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 Current Intervention: 31 weeks 2026/27 Target: 24 weeks* 2026/27 Intervention: 31 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

** 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
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.

** 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
7. The number of homelessness preventions achieved	Housing Needs	No proposed change	Current Target: 480 Current Intervention: 445 2026/27 Target: ~480* 2026/27 Intervention: ~445*	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.
8. The number of households housed through the Housing Register and Home-Link scheme	Housing Needs	No proposed change	Current Target: 685 Current Intervention: 616 2026/27 Target: ~685* 2026/27 Intervention: ~616*	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.

** 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
9. The number of households in temporary accommodation	Housing Needs	No proposed change	Current Target: 135 Current Intervention: 148 2026/27 Target: ~135* 2026/27 Intervention: ~148*	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.
10. Net change in the number of homes with a council tax banding.	Revenues & Benefits	No proposed change	Current Target: 968 Current Intervention: 871 2026/27 Target: 968* 2026/27 Intervention: 871*	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.
11. The number of affordable houses delivered	Housing Strategy	No proposed change	Current Target: 444 Current Intervention: 344 2026/27 Target: 444 2026/27 Intervention: 344	This metric is aligned with the 10-year housing strategy goal of 4440 affordable homes across the district.

** 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
12. The percentage of planning applications processed on target – Major (within 8 weeks or agreed extended period)	Planning & Infrastructure	No proposed change	Current Target: 82% Current Intervention: 72% 2026/27 Target: 82%* 2026/27 Intervention: 72%*	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.
13. The percentage of planning applications processed on time – Minor (within 8 weeks or agreed extended period)	Planning & Infrastructure	No proposed change	Current Target: 82% Current Intervention: 77% 2026/27 Target: 82%* 2026/27 Intervention:77%*	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.

** 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
14. The percentage of planning applications processed on target – Household Extension (within 8 weeks or agreed extension period)	Planning & Infrastructure	No proposed change	Current Target: 87% Current Intervention: 82% 2026/27 Target: 87%* 2026/27 Intervention: 82%*	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.
15. The cumulative footfall in our market towns	Economic Development	Stretch to Target and Intervention	Current Target: 15,719,143 Current Intervention: 14,147,229 2026/27 Target: ~15,876,334* 2026/27 Intervention: ~14,288,701*	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

** 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.

** 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
18. The percentage of household waste reused / recycled / composted (excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 51% Current Intervention: 48% 2026/27 Target: 51%* 2026/27 Intervention: 48%*	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.

** 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
19. The collected household waste per person (Kilograms, excluding Food Waste collections)	Waste Minimisation	No proposed change	Current Target: 360kg	This metric is not forecasted to differ from current year performance, so no change is proposed.
			Current Intervention: 370kg	
			2026/27 Target: 360kg*	
			2026/27 Intervention: 370kg*	
20. The residual waste collected per household (Kilograms)	Waste Minimisation	No proposed change	Current Target: 354kg	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.
			Current Intervention: 416kg	
			2026/27 Target: 354kg*	
			2026/27 Intervention: 416kg*	

** 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
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.

** 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
23. The number of flytips reported	Street Cleansing	No proposed change	Current Target: 3000 Current Intervention: 3150 2026/27 Target: ~3000* 2026/27 Intervention: ~3150*	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
24. The number of sanctions against environmental crimes and anti-social behaviour	Community Action	Stretch to Target and Intervention	Current Target: 96 Current Intervention: 84 2026/27 Target: 138* 2026/27 Intervention: 120*	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.

** 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
25. The number of programmed food safety inspections undertaken	Environmental Health	Adjust Target and Intervention to newly forecasted figures	Current Target: 612 Current Intervention: 581 2026/27 Target: ~636* 2026/27 Intervention: ~600*	This figure has been forecasted by accounting for the inspections that are due to completed in 2026/27 whilst also considering additional inspections for new and changing businesses.
26. The percentage of calls to the Contact Centre answered	Customer Services	No proposed change	Current Target: 85% Current Intervention: 80% 2026/27 Target: 85%* 2026/27 Intervention: 80%*	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 remain for 2026/27.

** 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
27. The average wait time for customers calling the Contact Centre (seconds)	Customer Services	Stretch to Intervention	Current Target: 180s	With a higher volume of calls expected to be received by the Contact Centre in 2026/27, the current high Target is proposed 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.
			Current Intervention: 300s	
			2026/27 Target: 180s*	
			2026/27 Intervention: 240s*	
28. Customer Satisfaction when contacting our Contact Centre	Customer Services	Target and Intervention to be confirmed	Current Target: TBC	This metric is due to start reporting in Q4 2025/26. This will be updated as more data becomes available.
			Current Intervention: TBC	
			2026/27 Target: TBC	
			2026/27 Intervention: TBC	

** 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
29. The Council Tax collection rate	Revenues & Benefits	No proposed change	Current Target: 98.09% Current Intervention: 97.79% 2026/27 Target: ~98.09%* 2026/27 Intervention: ~97.79%*	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.
30. The Business Rate collection rate	Revenues & Benefits	No proposed change	Current Target: 98.79% Current Intervention: 98.29% 2026/27 Target: ~98.79%* 2026/27 Intervention: ~98.29%*	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.

** 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
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	Current Target: 3 days Current Intervention: 3.5 days 2026/27 Target: 3.5 days* 2026/27 Intervention: 3.75 days*	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	Current Target: 5 days Current Intervention: 5.5 days 2026/27 Target: 5 days* 2026/27 Intervention: 5.5 days*	There is no expected change to long-term sickness days in 2026/27, and the current Target and Intervention are proposed to remain.

** 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
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

** Please note that this figure is subject to change as additional information may become available before the end of the financial year.*

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 Current Intervention: 10 Q2 Performance: Red	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