



A meeting of the **OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH)** will be held in **CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON PE29 3TN** on **WEDNESDAY, 1 JULY 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. MINUTES (Pages 5 - 10)

To approve as a correct record the Minutes of the Overview and Scrutiny Panel (Performance and Growth) meeting held on 3rd June 2026.

Contact Officer: L Adams
01480 388234

2. MEMBERS' INTERESTS

To receive from Members declarations as to disclosable pecuniary and other interests in relation to any Agenda item.

Contact Officer: L Adams
01480 388234

3. OVERVIEW AND SCRUTINY WORK PROGRAMME (Pages 11 - 26)

a) The Panel are to receive the Overview and Scrutiny Work Programme and the notices of Key Executive decisions 1st July 2026 to 31st October 2026

b) Members to discuss future planning of items for the Work Programme

Contact Officer: L Adams
01480 388234

4. TREASURY MANAGEMENT OUTTURN REPORT 2025/26 (Pages 27 - 68)

The Overview and Scrutiny Panel is invited to comment on The Treasury Management Outturn Report 2025/26 attached.

Contact Officer: S Beard
Sandra.Bear@huntingdonshire.gov.uk

5. FINANCIAL PERFORMANCE REPORT 2025-26 (QUARTER 4) (Pages 69 - 98)

The Overview and Scrutiny Panel is invited to comment on 2025/26 Finance Performance Report.

Contact Officer: S Beard
Sandra.Bear@huntingdonshire.gov.uk

6. CORPORATE PLAN REFRESH 2026/27 (Pages 99 - 180)

The Panel is invited to endorse the refreshed Corporate Plan.

Contact Officer: B Clifton-Atfield
Ben.CliftonAttfield@huntingdonshire.gov.uk

7. COMBINED AUTHORITY MAYORAL CAR PARKING SUBSIDY (Pages 181 - 194)

The Panel are invited to comment on the Combined Authority Mayoral Car Parking Subsidy Cabinet Report.

Contact Officer: G McDowell
01480 388386

24 day of June 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 Miss Lauren Adams, Democratic Services Officer, Tel No. 01480 388234/e-mail Lauren.Adams@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.

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HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (PERFORMANCE AND GROWTH) held in Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Wednesday, 3 June 2026.

PRESENT: Councillor A Wood – Chair.

Councillors L Ascroft, A Blackwell, S Bywater, S Cawley, S W Ferguson, R Ioannides, R Martin, S Smith, W Smith, H Tobias and T Tomlinson.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors I D Gardener.

SUBSTITUTES: Councillor S Bywater substituted for Councillor I D Gardener.

4. MINUTES

The Attendees from the meeting held on 1st April 2026 were amended to reflect the presence of Councillor C Tevlin and the apologies of Councillors J Catmur, B Chapman and S Corney.

Whereupon the Minutes of the meetings held 1st April 2026 and 21st May 2026 were approved as a correct record and signed by the Chair.

5. MEMBERS INTERESTS

No declarations were received.

6. OVERVIEW AND SCRUTINY– REMIT, ROLES AND STUDIES

By means of a report by the Democratic Services Officer (a copy of which was appended in the Minute Book) the Overview and Scrutiny – Remit, Roles and Studies report was presented to the Panel.

Errors in the Appendix were brought to the attention of the Officers who confirmed these would be corrected and circulated ahead of the next meeting.

7. WORK PROGRAMME

With the aid of a report by the Democratic Services Officer (Scrutiny) (a copy of which is appended in the Minute Book) the Overview and Scrutiny Work Programme was presented to the Panel.

Members raised queries in relation to the Parking Strategy Refresh. An update on its current progress was requested, including information about the costs associated. They also wanted

confirmation of when the Strategy would be presented to the Panel and the wider impact on the Town centre's vitality.

Members queried the absence of Civil Parking Enforcement from the Forward Plan and requested that an update be provided in relation to this matter.

A request was made for the establishment of a Task and Finish Group to consider Corporate Performance and associated indicators. Members expressed a desire to contribute to the development of these indicators, ensuring they reflect areas considered meaningful for scrutiny, rather than being predetermined.

8. CORPORATE PERFORMANCE REPORT 2025/26 (QUARTER 4)

By means of a report by the Business Intelligence and Performance Manager (a copy of which was appended in the Minute Book), the Corporate Performance 2025/26 Quarter 4 Report was presented to the Panel.

A query was raised regarding the RAG status within the report, particularly in relation to amber and red ratings. It was suggested that the inclusion of time-bound actions would be beneficial, enabling clearer timeframes for monitoring progress against these items.

The Panel commended the report, noting that the 80% targets were on track. Concerns were raised regarding Business Rates, specifically the reported £1.2 million shortfall out of £78 million. The Member queried the impact this was having on the Organisation, as well as the actions being taken to address it.

The Committee noted that the current economic climate is reflected in the collection rates for Council Tax and Business Rates. It was further observed that the rising levels of homelessness are, in part, attributable to an insufficient supply of new housing. Overall, Members recognised that residents are experiencing increasing financial pressures.

The Panel was advised that the Council operates as a collecting authority; therefore, the shortfall does not represent a loss solely to Huntingdonshire District Council. Members were informed that efforts to recover the outstanding amount are ongoing. It was further noted that the shortfall is attributed to the challenging economic climate and fluctuations within the Business Rates system. The Panel also heard that the Organisation is working closely with recovery partners to support the collection of this debt.

Members sought further clarification on the financial impact for the Council and residents.

Assurance was provided that the administration remains financially competent, although the specific local impact figures were not immediately available and would be provided separately. It was acknowledged that wider economic factors are contributing to current collection challenges.

After a question regarding Homelessness prevention, Members were informed that Places for People manages a significant proportion of social housing in Huntingdonshire. The Home-Link performance metric fell below target during the quarter, largely due to a disposal scheme involving properties deemed uneconomical to retain, for reasons such as poor energy efficiency and investment requirements.

The Council, while not directly managing housing stock, was engaged in the process and has raised concerns regarding the impact on affordable housing supply. It was noted that the Council will continue to work with, and where appropriate challenge, Places for People to minimise further losses.

Current performance was considered stable, although subject to fluctuations in housing delivery, and will be kept under close review.

The issue of affordable housing was raised and Members sought further clarifications on the actions being taken by the Council to reduce reliance on large-scale developments that are subject to delay. The Panel wondered how the Council intends to prioritise its resources to address internal challenges, including staff sickness and housing outcomes.

In response, the Panel were advised that housing delivery remains a key element of Council policy; however, it was noted that this is an area over which the Council has relatively limited direct control.

Members raised concerns regarding staff sickness levels, particularly those attributed to personal stress, and queried whether the newly appointed occupational health provider offered targeted interventions.

It was confirmed that a new provider is in place and offers additional services, including cognitive behavioural therapy, although these are subject to additional cost and are currently being reviewed by HR to determine how best to utilise them. Members were also reminded of existing support mechanisms, including the Employee Assistance Programme, which provides access to counselling and other support. In cases of stress-related absence, return-to-work plans are implemented collaboratively between staff and managers to support recovery and mitigate recurrence.

Concern was expressed in relation to Performance Indicator 7 (PI7) for Homelessness Prevention. It was noted that the indicator appeared as 'green', which it was felt may be attributable to the Council having cleared rent arrears for residents. It was suggested that this could potentially distort the true position of the indicator and assurance was sought that the scheme was cost-effective and implemented for appropriate reasons.

In response, the Panel was advised that, whilst PI7 had at times been reported as 'amber', it had been recorded as 'green' for the majority of the year.

It was further suggested that it would be beneficial to receive a breakdown of the 528 cases, distinguishing between unique cases and those involving repeat assistance to the same residents, as this would provide greater insight into the underlying data.

Members sought clarification on service protection measures in the

context of Local Government Reorganisation (LGR), particularly in light of anticipated efficiency savings.

It was emphasised that maintaining service delivery and workforce stability remains a key priority during the transition period. The Council will continue to operate as normal until April 2028, with services delivered in line with the Corporate Plan and Medium-Term Financial Strategy. Provision has been made within reserves to support LGR-related activity, with future costs shared across partner organisations. Members were advised that arrangements for ongoing scrutiny of the LGR programme are being developed, with updates to be provided to relevant panels and Full Council.

A request was made for regular, potentially quarterly, updates on LGR progress to be incorporated into the work programme.

The Panel noted the increasing figures in Staff sickness. It was queried why patterns in the reasons for sickness were only now being reviewed. It was emphasised the importance of staff wellbeing in ensuring the Organisation is able to meet its performance targets. It was confirmed that the Council has appointed a new Occupational Health provider, which presents opportunities to better support employees in the workplace and assist in maintaining staff attendance.

The Panel referred to the Council's reliance on Places for People, expressing the view that this had contributed to the negative performance of Performance Indicators 7, 8 and 9. They suggested that the concerns be escalated to senior representatives at Places for People, highlighting the impact that the sale of housing stock is having on residents, and stating that the level of service being received was not acceptable.

In response, it was agreed that the matter should be escalated, and it was noted that the Organisation is actively sharing the associated impacts with Places for People. Members were also invited to reach out to Places for People to engage with them directly as this would be a good opportunity to build relationships with them.

Attention was drawn to PI 32, short-term staff sickness and The Panel requested further analysis of the figures, noting that the current level represents a 15-year high. It was also suggested that additional detail be provided in relation to PI 16, particularly regarding "down days", as enhanced comparative information would be beneficial in explaining the indicator's current amber status.

Members questioned the explanations provided for recycling rates and fly-tipping performance being below target, particularly where attributed to seasonal and weather-related factors, and sought clarity on any operational measures being implemented to mitigate these impacts.

It was noted that garden waste forms part of the recycling metric and is therefore influenced by seasonal variations. While overall performance was considered satisfactory, officers highlighted the ongoing work of the Waste Minimisation Team in promoting behavioural change and supporting improvements.

Members emphasised the need to identify proactive operational responses to known risks and requested that this be considered further.

In response to a query on benchmarking, it was requested that a report be brought to a future meeting outlining the methodology, priority service areas, and comparative unit cost data. It was advised this request will be reviewed for feasibility.

Members also noted that Contact Centre performance indicators were positive; however, satisfaction data was not yet available due to competing priorities. It was confirmed that data collection will commence from July 2026, with reporting expected in the Quarter 2 performance report.

In relation to the Contact Centre data, it was suggested that a more detailed breakdown of calls received be included within the Key Performance Indicators (KPIs) to provide greater insight. The Panel were advised that the KPIs are established through the Corporate Plan. It was further explained that calls are categorised as avoidable and unavoidable contact. The suggestion to enhance the Contact Centre metrics was welcomed.

It was noted that PIs 13 and 23 appeared to be consistently achieving a green status and queried whether these indicators should be reviewed. Further clarity was sought regarding the presentation of data in PIs 30 and 31, particularly in relation to the thresholds and variances between red, amber, and green ratings.

The Panel was advised that the targets would be reviewed, and that additional information on the variances would be incorporated into future reports.

Members sought reflections on future priorities for performance reporting.

The Portfolio Holder advised that the portfolio is in a strong position and that discussions with officers are ongoing to refine priorities. Any changes to reporting and KPIs are expected to be incremental, with a continued focus on maintaining core service delivery alongside LGR.

After a question from the Panel, it was confirmed that projects such as Universal Studios would be added to Outcome 5, Economic Growth.

It was noted that uptake of the new Council Tax Portal was currently at 3% and further information was requested regarding how the service is being promoted.

It was confirmed that the Portfolio Holder would be meeting with the Head of Service to discuss this matter further.

Chair

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NOTICE OF EXECUTIVE KEY DECISIONS INCLUDING THOSE TO BE CONSIDERED IN PRIVATE

Prepared by: Councillor Sarah Conboy, Executive Leader of the Council
Date of Publication: 15 June 2026
For Period: 1 July 2026 to 31 October 2026

Membership of the Cabinet is as follows:-

Councillor Details		Councillor Contact Details
Page 11	Councillor S J Conboy	Executive Leader of the Council and Executive Councillor for Place
		c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 01480 414900 / 07831 807208 E-mail: Sarah.Conboy@huntingdonshire.gov.uk
	Councillor L Davenport-Ray	Executive Councillor for Climate, Transformation and Workforce
		c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN E-mail: Lara.Davenport-Ray@huntingdonshire.gov.uk

Councillor L Dewey-Beckett	Executive Governance Services Councillor for and Democratic	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Email: Liam.Dewey-Beckett@huntingdonshire.gov.uk
Councillor J Harvey	Executive Councillor for Finance & Resources	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07441 392492 E-mail: Jo.Harvey@huntingdonshire.gov.uk
Councillor N Hunt	Executive Councillor for Resident Services and Corporate Performance	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07525 987460 E-mail: Nathan.Hunt@huntingdonshire.gov.uk
Councillor J Kerr	Executive Councillor for Parks and Countryside, Waste and Street Scene	c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN Tel: 07906 899425 E-mail: Julie.Kerr@huntingdonshire.gov.uk

Councillor B Mickelburgh	Deputy Executive Leader and Executive Councillor for Economy, Regeneration and Housing	<p>c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN</p> <p>Tel: 07762 109210 E-mail: Brett.Mickelburgh@huntingdonshire.gov.uk</p>
Councillor D Mickelburgh	Executive Councillor for Communities, Health and Leisure	<p>c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN</p> <p>Tel: 01733 794510 E-mail: Debbie.Mickelburgh@huntingdonshire.gov.uk</p>
Councillor T Sanderson	Executive Councillor for Planning	<p>c/o Huntingdonshire District Council Pathfinder House St Mary's Street Huntingdon Cambridgeshire PE29 3TN</p> <p>Tel: 01480 436822 E-mail: Tom.Sanderson@huntingdonshire.gov.uk</p>

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Notice is hereby given of:

- Key decisions that will be taken by the Cabinet (or other decision maker)
- Confidential or exempt executive decisions that will be taken in a meeting from which the public will be excluded (for whole or part).

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Agendas may be accessed electronically at the [District Council's website](#).

Formal notice is hereby given under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that, where indicated part of the meetings listed in this notice will be held in private because the agenda and reports for the meeting will contain confidential or exempt information under Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. See the relevant paragraphs below.

Any person who wishes to make representations to the decision maker about a decision which is to be made or wishes to object to an item being considered in private may do so by emailing Democratic.Services@huntingdonshire.gov.uk or by contacting the Democratic Services Team. If representations are received at least eight working days before the date of the meeting, they will be published with the agenda together with a statement of the District Council's response. Any representations received after this time will be verbally reported and considered at the meeting.

Paragraphs of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 (as amended) (Reason for the report to be considered in private)

1. Information relating to any individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the Financial and Business Affairs of any particular person (including the Authority holding that information)
4. Information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations that are arising between the Authority or a Minister of the Crown and employees of or office holders under the Authority
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
6. Information which reveals that the Authority proposes:-
 - (a) To give under any announcement a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an Order or Direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Huntingdonshire District Council
Pathfinder House
St Mary's Street
Huntingdon PE29 3TN.

- Notes:-
- (i) Additions changes from the previous Forward Plan are annotated ***
 - (ii) Part II confidential items which will be considered in private are annotated ## and shown in italic.

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
<p>Combined Authority Mayoral Car Parking Subsidy***</p> <p>To provide details of the request made by the Mayor of Cambridgeshire & Peterborough Combined Authority (CPCA) to the Council. This request asks that the Council implement 'free after 4pm' parking Monday to Friday from 1st October 2026 until 31st March 2028. This would represent a reduction in chargeable hours. The request is accompanied by a funding offer to mitigate the budget impact to the Council.</p>	<p>Cabinet</p>	<p>14 Jul 2026</p>		<p>George McDowell, Parking and Markets Manager Tel: (01480) 388386 or email George.McDowell@huntingdonshire.gov.uk</p>		<p>J Kerr</p>	<p>Performance & Growth</p>

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Corporate Plan*** This report presents Members with the refreshed Corporate Plan, which includes revised lists of key actions and performance indicators for 2026/27.	Cabinet	14 Jul 2026		Ben Clifton-Attfield, Project Manager Email: Ben.CliftonAttfield@huntingdonshire.gov.uk		S Conboy	Performance & Growth
Local Plan*** To present the pre-submission Local Plan to 2046 for approval for publication for statutory consultation under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 and subsequent submission to the Secretary of State for examination in public.	Cabinet	Sep 2026		C Bond, Planning Policy Team Leader Tel: (01480) 387104 or email Clare.Bond@huntingdonshire.gov.uk		T Sanderson	Performance & Growth

Matter for Decision Description of Decision	Decision Maker	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Reasons for the report to be considered in private (paragraph no.)	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
<p>Car Parking Strategy***</p> <p>To provide details and seek endorsement of a new off-street parking strategy following a significant local change with the introduction of Civil Parking Enforcement in 2025. It is envisaged that the new strategy reflects on the current position and use of car parks, whilst informing and providing clear direction for the service and guiding future courses of action.</p>	<p>Cabinet</p>	<p>15 Sep 2026</p>		<p>George McDowell, Parking and Markets Manager Tel: (01480) 388386 or email George.McDowell@huntingdonshire.gov.uk</p>		<p>J Kerr</p>	<p>Performance & Growth</p>

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Overview and Scrutiny Work Programme 2026-27 - Performance and Growth

Forward Agendas

Meeting Date	Pre-Scrutiny	Scrutiny Review
1 st July	<ul style="list-style-type: none"> • Combined Authority Mayoral Car Parking Subsidy • Corporate Plan Refresh 2026/27 • Financial Performance Report 2024-25 (Quarter 4) • Treasury Management Outturn Report 2025/26 	•
2 nd September	<ul style="list-style-type: none"> • Corporate Performance Report 2026/27 (Quarter 1) • Car Parking Strategy • Local Plan 	•
30 th September	<ul style="list-style-type: none"> • Strategic CIL Funding allocation 	<ul style="list-style-type: none"> • Transformation Update
4 th November	<ul style="list-style-type: none"> • Corporate Performance Report 2026/27 (Quarter 2) 	
2 nd December	<ul style="list-style-type: none"> • 	
3 rd February	<ul style="list-style-type: none"> • 2027/28 Revenue Budget & Medium-Term Financial Strategy, including the Capital Programme 	
3 rd March	<ul style="list-style-type: none"> • Strategic CIL Funding Allocation 	

	<ul style="list-style-type: none"> Corporate Performance Report 2026/27 (Quarter 3) 	
31 st March	<ul style="list-style-type: none"> 	

Unscheduled Agenda Items

Item	Notes	Progress
Places for People	<ul style="list-style-type: none"> Want to understand the contractual agreement between the Council and the organisation, whether this is exclusive and when it is due for renewal. Looking to confirm provisional numbers, how to prevent the offloading of stock Potential request for the Organisation to attend a further meeting and Councillors would like to explore questions to put to them. Noted that any reports and discussion on the item would have a focus on strategic elements and not casework (which would be inappropriate for Scrutiny and public session). Suggestion that an introductory paper be brought by HDC Officers in the first instance following which further scoping of the subject can be undertaken if deemed necessary. 	DSO to gauge appropriate timeframes with relevant Officers to move to the agenda plan.

O&S Topics Identified For Further Consideration

Subject	Brief	Status
Huntingdonshire Evening Economy	<ul style="list-style-type: none"> • Huntingdonshire's Evening Economy - supporting the night-time economy across our District • How HDC currently supports the evening economy across our market towns and rural areas (possibly across financial/business support, safety, growth, CCTV service, rural rates relief policies), as well as how we can influence our partners to provide further support for this strategic sector (including wider economic support, skills and employment). 	More info and scoping requested from Cllrs to refine the request
Climate Strategy	<ul style="list-style-type: none"> • Contractors costs from the Climate Strategy. • Advised that the Annual Climate Report will be seen at O&S (E,C&P) Panel in September which may satisfy the request <p>NOTE This item will be moved to the O&S E,C&P Work Programme</p>	DSO to review with Councillors following the September meeting that questions have been answered or to seek further clarity on the request.
Corporate Enforcement Policy	<ul style="list-style-type: none"> • Requesting an update on Planning Enforcement – how will this work with the new policies. • Requesting an update on Licensing Enforcement 	<ul style="list-style-type: none"> • DSO to schedule an update on Planning Enforcement for the All Member Briefings • DSO to consult Chair of Licensing and relevant Officers to consider whether this Policy requires further discussion.

Commercial Portfolio	<ul style="list-style-type: none"> Request for more transparency on the Commercial Investment Portfolio. 	More info and scoping requested from Cllrs to refine the request
Great Ouse Valley Trust	<ul style="list-style-type: none"> Request to call in stakeholders to discuss a way forward Want to protect this without becoming the owners Papers on this subject were seen at the April 2026 meetings of O&S (P&G) and Cabinet. The resulting Cabinet decisions can be seen here 	DSO to review with Councillors whether this satisfies the request or if further clarity on the request is to be sought.
Housing Strategy	<ul style="list-style-type: none"> What is the cost to the Taxpayer? Homes that require adjustments Complaints in Housing Noted that HDC has both a Housing Strategy and a Homelessness Strategy in place alongside metrics within the Corporate Plan on this topic. Also noted that HDC does not own Local Authority Housing Stock. 	More info and scoping requested from Cllrs to refine the request
Skills Audit	<ul style="list-style-type: none"> To gain an understanding on how the Skills Audit is undertaken and how often. Noted that this matter falls under the Employment Committee 	DSO to liase with the Employment Committee Chair to investigate whether the Committee wish to investigate the topic.

Employee Sickness	<ul style="list-style-type: none"> • How much is employee sickness costing the Council? • One year update of the Workforce Strategy • Noted that this matter falls under the Employment Committee who receive a regular report on the matter 	DSO to liase with the Employment Committee Chair to investigate whether the Committee wish to investigate the topic further than the current report.
Civil Parking Enforcement	<ul style="list-style-type: none"> • Request to see and understand the performance of CPE • Operational Delivery • How is this performing against expectations? • Previously agreed that an annual review would be brought to Members to show findings from the first year of CPE 	DSO to schedule into the All Member Briefings calendar at an appropriate date once 12 months of CPE has elapsed and the data is available.
Land to Develop	<ul style="list-style-type: none"> • Request to invite Capital Centric to present to the Panel • Request to discuss the Blue Light Scheme • Whether there is scope for a Working Group 	DSO to arrange a meeting between the relevant Councillor and Officer for initial discussions and develop actions following this if deemed necessary.
Community Infrastructure Levy	<ul style="list-style-type: none"> • What is the broad support for Town and Parish Councils? • Concern that applications are digital and that there is a generational technology barrier to access this • Does CIL favour bigger communities? • Smaller Parishes have less resources to submit applications do they loose out to bigger parishes? • What will happen to CIL reserves with the integration following LGR? 	DSO to share CIL information to Members and to arrange inclusion on the matter within a future All Member Briefing.

Procurement	<ul style="list-style-type: none"> • How is this adding good social value? • Would like to understand how the Council are optimising this. • Understanding from Officers that this is about wider social value and the impact on communities. Also noted that Corporate Governance Committee cover procurement compliance. 	<p>DSO advises that an update on the Community Health and Wealth Strategy will be brought to the July meeting of O&S (E,C&P). DSO to review whether this satisfies the request or if further clarity on the request is to be sought.</p>
KPIs	<ul style="list-style-type: none"> • Possibly a change in behaviour • Maybe don't use just averages • Need more performance, satisfactory and customer processes • Possibility of scrutinising best practice • Would like more detail on what causes failures and how to improve • Scope to set up a Working Group to look at the matter. • Suggested consideration of: <ul style="list-style-type: none"> ○ The wider reporting network of metrics across the public sector ○ The Government's plans for the Local Outcomes Framework and HDC's preparedness for this ○ The approved HDC Performance Management Framework ○ Assessment of metrics that could add value – alongside assessing the work needed to create them and time to value with the LGR timescales 	<p>DSO to set up a Working Group to look at the topic and establish a Terms of Reference</p>

One Leisure	<ul style="list-style-type: none">• Request for more information• Noted that One Leisure is covered by O&S (E,C&P) Panel as well as the One Leisure Shadow Leisure Board. <p>NOTE This item will be moved to the O&S E,C&P Work Programme</p>	More info and scoping requested from Cllrs to refine the request
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Overview and Scrutiny Panel (P&G) – 1st July 2026

Cabinet – 16th July 2026

Council – 16th December 2026

Report by: Head of Finance

Lead Cllr: Cllr J E Harvey

Executive Councillor for Finance and Resources



Wards	Open / Exempt	Key Decision?
ALL wards	Open	No

Treasury Management Outturn Report 2025/26

1. Recommendations

The Overview and Scrutiny Panel is invited to review and comment on;

The Treasury Management Outturn Report 2025/26 attached. This report sets out the treasury management activity from 1st April 2025 to 31st March 2026, and the prudential and treasury indicators as at 31st March 2026.

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Overview and Scrutiny Panel (P&G) – 1st July 2026

Cabinet – 16th July 2026

Council – 16th December 2026

Report by: Head of Finance

Lead Cllr: Cllr J E Harvey
Executive Councillor for Finance
and Resources



Wards	Open / Exempt	Key Decision?
ALL wards	Open	No

Treasury Management Outturn Report 2025/26

Executive Summary:

Best practice and prescribed treasury management guidance requires Members to be kept up to date in respect of treasury management activity for the first half of the year, including investment and borrowing activity and treasury performance.

The Council's 2025/26 Treasury Management Strategy was approved by the Council on the 26th February 2025 and this report sets out the treasury performance for period between 1st April 2025 and 31st March 2026.

The main purpose of Treasury Management is to.

- Ensure the Council has sufficient cash to meet its day to day obligations.
- Invest surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest.
- Borrow when necessary to fund capital expenditure, including borrowing in anticipation of need when rates are low.

The key market Treasury Management issues during 2025/26 influencing the Council's decision-making were.

- During 2025/26 inflation rates fell from 3.5% in April 2025 to 3.4% at the end of 2025/26.
- The Bank of England Bank Rate was at 4.5% at the start of the financial year and had fallen to 3.75% by March 2026. Although this fall was less

than forecasts had initially predicted prior to 2024/25

- Market interest rates fell during the year, although not as quickly as previously forecast, even though inflation had eased. The Council's average investment rate was 3.75% (2024/25 4.45%).
- **The Council's responses to the key issues were.**
- When the Council has surplus funds, these were primarily invested on a short-term basis, in the Debt Management Office, money market funds and bank deposits.
- Where possible to take a higher return without sacrificing liquidity which may be required for cashflow purposes.
- No new borrowing was undertaken.
- Where necessary information is provided by the Council's treasury adviser – MUFG Corporate Markets, so that counterparty creditworthiness can be monitored.

The Council's Commercial Investment Strategy (CIS)

The Commercial Investment Strategy commenced in 2015/16. Indicators relating to the investments are shown in **Section 13, and also Appendix 5.**

These investments generated a net income of £2.5m for the Council in 2025/26 after taking account of direct costs.

Recommendations

The Cabinet is recommended to

1. Comment on the treasury management performance for 2025/26 and to recommend the report to Council for consideration.

Key Corporate Plan Priorities

1

Delivering good quality, high value for money services with good control and compliance with statutory obligations.

Place Strategy Priorities

1

Inclusive economy

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1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update councillors on the Council's treasury management activity during 2025/26, including investment and borrowing activity and treasury performance.

2. BACKGROUND & CONTEXT

- 2.1 It is best practice and prescribed treasury management practice, that Members are kept up to date with treasury management activity.
- 2.2 The Council approved the 2025/26 Treasury Management Strategy at its meeting on 26th February 2025.
- 2.3 All treasury management activity undertaken during 2025/26 complied with the CIPFA Code of Practice and relevant legislative provisions.
- 2.4 The investment strategy is to invest any surplus funds in a manner that balances low risk of default by the borrower with a fair rate of interest. The Council's borrowing strategy permits borrowing for cash flow purposes and funding current and future capital expenditure over whatever periods are in the Council's best interests.

3. COMMENTS OF OVERVIEW & SCRUTINY

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

4. IMPLICATIONS OF THE DECISION

4.1 Council Key Priorities and Performance

Delivering good quality, high value for money services with good control and compliance with statutory obligations.

Refer to sections **8.0** and **9.0** of the outturn report, for details of the stewardship and returns of the council's investments and borrowing.

4.2 Financial Implications

The attached outturn report summarises the financial position in relation to;

- Capital expenditure and funding (Section 4.0)
- Investments, and investment returns (Section 6.0)
- Borrowing and borrowing costs (Section 8.0)
- Commercial Investment Strategy indicators (Section 13.0)

In addition the performance indicators add context to expenditure and income during 2025/2026 by comparison with past and future years;

- Proportion of Financing Costs to Net Revenue Stream (Section 5.0)
- Proportionality of Investments (Section 9.0)
- Net Income from Commercial and Service Investments (Section 13.0)

4.3 Policy Implications

N/A

4.4 Legal & Constitutional Implications

The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2025/26. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

4.5 Community Impact

N/A

4.6 Environment & Climate Change Implications

The council's investments take account of the UN Principles for Responsible Banking (in particular Principle 1) and the UN Principles for Responsible Investments.

4.7 Equality & Diversity Implications

The council's investments take account of the UN Principles for Responsible Banking and the UN Principles for Responsible Investments (through ESG {Environmental, Social, Governance} principles).

4.8 Implications on Resources

As this report is for information and retrospective there are no implications for resources in future years, where any changes to financial resources occur these will be updated in the quarterly monitoring reports and future budgets and MTFS.

There are no direct implications on other resources, such as staffing or property.

4.9 Health & Wellbeing Implications

N/A

4.10 Local Government Reorganisation (LGR) Implications

This report is retrospective and therefore has limited impact on LGR implications.

5. RISK MANAGEMENT

Risk management considerations are set out in the annual Treasury Management Strategy, this is followed throughout the year when considering investment counterparties.

For specific risk measures please refer to section 10.0 of the attached report.

6. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Document List	Custodian	File Location
Cash management spreadsheets	Finance Team	Finance shared drive
Quarterly monitoring reports	Finance Team	Finance shared drive
Treasury Management Strategy	Finance Team	Finance shared drive
Treasury and Performance indicators calculation spreadsheet	Finance Team	Finance shared drive
Fixed Asset Register spreadsheet	Finance Team	Finance shared drive
Capital Financing Requirement Note	Finance Team	Finance shared drive

Treasury Management Outturn Report 2025/26

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Appendix 6 Glossary

1.0 Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2025/26. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2025/26 the reporting requirements were that the Full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 26/02/2025)
- a mid-year treasury update report (Council 17/12/2025)
- an annual review following the end of the year describing the activity compared to the strategy, (this report)

In addition, this Cabinet has received quarterly treasury management update reports on the following dates 16/09/2025 and 10/02/2026 .

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

2.0 Executive Summary

During 2025/26, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and treasury indicators	2024/25 Actual £m	2025/26 Current Budget £m	2025/26 Actual £m
Capital Expenditure	16.851	26.687	18.227 ⁽¹⁾
Lease Liability			1.130 ⁽⁴⁾
Capital Financing Requirement⁽²⁾	72.855	90.101	74.682
Gross Borrowing	34.27	34.25	34.25
Investments			
Less than 1 year	65.12		65.71
Longer than 1 year ⁽³⁾	5.98		5.98
Total	71.10		71.69
Net Investing	36.83		37.44

⁽¹⁾ Further details of capital expenditure can be found in the Finance Performance Report Provisional Outturn 2025/26

⁽²⁾ The detailed Capital Financing Requirement is available in the Statement of Accounts 2025/26.

⁽³⁾ CCLA Property Fund and Loans to Urban & Civic.

⁽⁴⁾ Lease adjustment for Phoenix Court

Other prudential and treasury indicators are to be found in the main body of this report. The Corporate Director (Finance and Resources) also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

3.0 Introduction and Background

This report summarises the following:-

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed investment activity.

4.0 The Council's Capital Expenditure and Financing

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions), which has no resultant impact on the Council's borrowing need; or

- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

General Fund	2025/26 Original Budget £m	2025/26 Current Budget⁽¹⁾ £m	2025/26 Actual £m
Capital expenditure	14.527	27.687	18.227
Lease Liability			1.130
Financed in year	11.293	17.544	13.666 ⁽²⁾
Unfinanced capital expenditure	3.234	10.143	5.692

⁽¹⁾Includes rephased expenditure from 2025/26

⁽²⁾Excludes Minimum Revenue Provision contribution

5.0 Council's Overall Borrowing Need

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2025/26 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLB], or the money markets), or utilising temporary cash resources (eg reserves not yet used) within the Council.

Reducing the CFR – the Council's (General Fund) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a provision for repaying loan principals. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR, as the CFR includes on expenditure and funding items such as grants and capital receipts.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts and funding); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2025/26 MRP Policy, (as required by MHCLG Guidance), was approved by Council as part of the Treasury Management Strategy Report for 2025/26 on 26/02/2025.

The Council's CFR for the year is shown below, this is a key prudential indicator. It includes leases on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against lease schemes as a borrowing facility is included in the contract.

CFR (£m): General Fund	2025/26 Original Budget	2025/26 Current Budget ⁽¹⁾	2025/26 Actual
Opening balance	76.724	72.855	72.855
Add unfinanced capital expenditure (as above)	6.418	10.143	5.692
Less MRP	3.184	2.861	2.865
Closing Balance	79.958	80.137	75.682

⁽¹⁾Includes rephased expenditure from 2025/26

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Gross borrowing and the CFR - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2025/26) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31.3.25 Actual £m	Movement £m	31.3.26 Actual £m
Gross borrowing position	34.27	(0.02) ⁽¹⁾	34.25
CFR	72.86	2.82	75.68
Underfunding of CFR	38.59	2.84	41.43

⁽¹⁾ A repayment was made on the Salix loan, the PWLB borrowing is paid off at maturity.

Although capital expenditure cannot be 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.

Proportion of Financing Costs to Net Revenue Stream	2024/25 Actual £000s	2025/26 Actual £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Net revenue stream	26,058	25,624	27,715	27,316	28,284
Financing Costs ⁽¹⁾	3,795	3,837	4,322	4,915	5,087
Proportion of net revenue stream	15%	15%	16%	18%	18%

⁽¹⁾ MRP and interest paid (PWLB), interest received is not included.

The authorised limit - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2025/26 the Council has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of 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.

Authorised Limit and Operational Boundary⁽¹⁾	2025/26 £m
Authorised limit	135.00
Maximum gross borrowing position during the year	34.26
Operational boundary	115.00
Average gross borrowing position	34.255
Financing costs as a proportion of net revenue stream	15%

⁽¹⁾ These limits are set in the Treasury Management Strategy each year, and approved at Council.

6.0 The Treasury Position as of 31st March 2026

The Council's treasury management debt and investment position is organised in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices (Procedure Notes). At the end of 2024/25 the Council's treasury position was as follows:-

DEBT PORTFOLIO	31.3.25 £m	Weighted Average Rate	Average Life yrs	31.3.26 £m	Weighted Average Rate	Average Life yrs
Fixed rate funding:						
-PWLB	34.25	2.84%	19.5	34.25	2.84%	18.5
-Salix	0.01	0%	0.9	0.00		
Total debt	34.26	2.84%	19.5	34.25	2.84%	18.5
CFR	72.86			75.68		
Over / (under) borrowing	38.60			41.43		
Total investments⁽¹⁾	69.11	4.5%	81 days	69.70	3.75%	51 days
Net debt						

(1) Treasury investments includes bank deposits, Money Market Funds, DMO deposits, CCLA property fund.

The maturity structure of the debt portfolio was as follows:

	31.3.25 Actual	2025/26 Upper Limit	31.3.26 actual
Under 12 months ⁽¹⁾	0.02%	80%	0%
12 months and within 24 months	0.0%	80%	0%
24 months and within 5 years	0.0%	80%	0%
5 years and within 10 years	0.0%	100%	0%
10 years and within 20 years ⁽²⁾	70.79%	100%	71%
20 years and above ⁽²⁾	29.19%	100%	29%
Total	100.0%		100.0%

(1) Salix

(2) PWLB

INVESTMENT PORTFOLIO	31.3.25 Actual £m	31.3.25 Actual % ⁽¹⁾	31.3.26 Actual £m	31.3.26 Actual % ⁽¹⁾
Treasury investments				
Banks	0.333	2.50	0.223	2.00
DMADF DMO (HM Treasury)	47.750	4.45	46.300	3.70
Money Market Funds	17.030	4.51	19.180	3.77
Property Fund	4.000	4.50	4.000	4.20

TOTAL TREASURY INVESTMENTS	69.113	4.45	69.703	3.75
Non-Treasury investments				
Loans to Other Organisations	1.986	7.85	1.986	6.93
TOTAL INVESTMENTS	71.099	7.85	71.689	6.93

⁽¹⁾Weighted return - based on the rate of return and the investments held as at 31/03/2025.

The maturity structure of the investment portfolio was as follows:

Maturity	31.3.25 Actual £m	31.3.26 Actual £m
Investments		
Up to 1 year ⁽¹⁾	65.115	65.703
Longer than 1 year ⁽²⁾	5.984	5.986
TOTAL	71.099	71.689

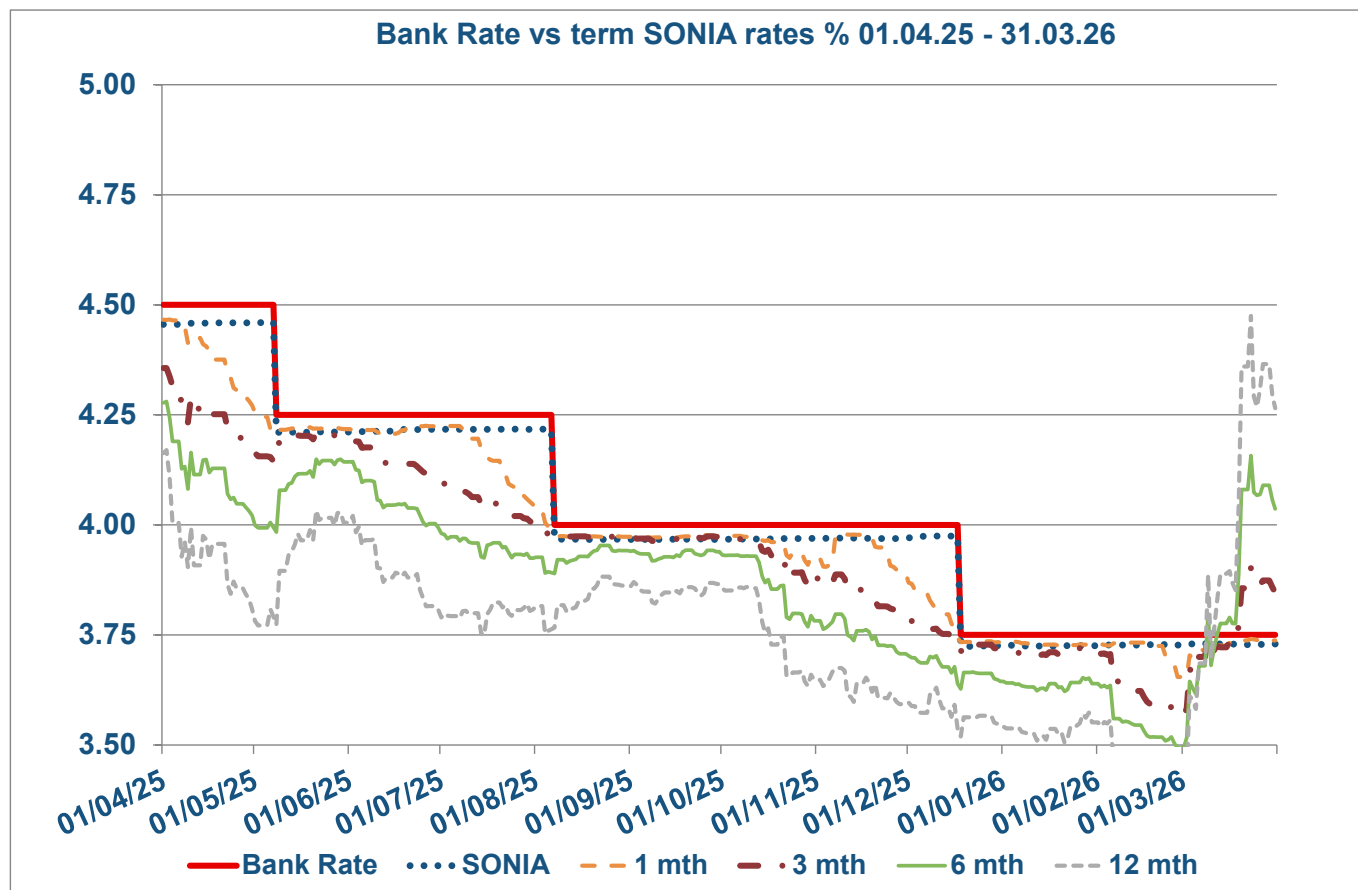
⁽¹⁾Bank deposits, Money Market Funds, DMO deposits, Somersham PC loan.

⁽²⁾CCLA Property Fund, Urban and Civic Loan.

7.0 The Treasury Strategy for 2025/26

7.1 Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Term) 2025/26



FINANCIAL YEAR TO QUARTER ENDED 31/03/2026						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.47
High Date	01/04/2025	07/05/2025	03/04/2025	02/04/2025	02/04/2025	23/03/2026
Low	3.75	3.72	3.65	3.57	3.49	3.40
Low Date	18/12/2025	22/12/2025	27/02/2026	27/02/2026	27/02/2026	27/02/2026
Average	4.04	4.01	3.98	3.94	3.87	3.77
Spread	0.75	0.74	0.81	0.79	0.79	1.08

Investment returns remained robust throughout 2025/26 despite Bank Rate reducing steadily through the course of the financial year (three 0.25% rate cuts in total), and at the end of March the yield curve had turned positive, reflecting inflation concerns emanating from the on-going conflict in the Middle East.

Bank Rate reductions of 0.25% occurred in May, August and December, bringing the headline rate down from 4.50% to 3.75%. Two of the Bank Rate cuts occurred in the same month as the

Bank of England publishes its Quarterly Monetary Policy Report, therein providing a clarity over the timing of potential future rate cuts.

As of early April 2026, market sentiment has been heavily influenced by the Middle East conflict. Commentators anticipate a growing risk of inflation, meaning interest rates will not be cut for some time, and may increase to counteract inflationary pressures arising from steepening energy costs. Growth will also be impacted in many regions of the world. UK GDP is projected by the Office for Budget Responsibility (3 March 2026) to be 1.1% in 2026 before picking up to 1.6% in 2027 and 2028. But the likelihood is that there is downside risk to this forecast given events in the Middle East through March and still on-going.

Looking back through 2025/26, investors were able to achieve returns generally in a range of 4.5% - 5% for periods ranging from 1 month to 12 months in the spring of 2025. By the end of March 2026 deposit rates were somewhat volatile, regaining some traction as the Middle East conflict suggested energy driven inflation may lead to higher interest rates than would otherwise have been the case. Where liquidity requirements were not a drain on day-to-day investment choices, extending duration through the use of "laddered investments" paid off.

Heading into 2026/27, UK inflation is likely to increase to over 4% in the coming months as oil prices, for example, remain close to \$100 per barrel, over 50% higher than before the Middle East conflict started.

7.2 Borrowing strategy and control of interest rate risk

During 2025/26, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as near-term investment rates have generally been lower than medium to long-term borrowing costs. The latter are expected to fall a little through 2026 and 2027 in the light of economic growth concerns and the eventual dampening of inflation. The Authority has sought to minimise the taking on of long-term borrowing at elevated levels (>5%) and has focused on a policy of internal and temporary borrowing, supplemented by short-dated borrowing (<5 years on a maturity loan structure/ <10 years on an EIP loan structure) as appropriate.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Director of Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks (*please adapt this outline to what you actually did in the year*):

- if it had been felt that there was a significant risk of a sharp FALL in long and short-term rates, (e.g., due to a marked increase of risks around a relapse into recession or of risks of deflation), then long-term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short-term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, perhaps arising from the stickiness of inflation in the

major developed economies, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

Interest rate forecasts initially suggested gradual reductions in short, medium and longer-term fixed borrowing rates during 2025/26. Bank Rate did reduce to 3.75% as anticipated, but the initial expectation of significant rate reductions across the whole curve did not transpire, primarily because inflation concerns were very elevated in March 2026. At the start of April 2026, the market expected Bank Rate to increase over the coming months to 4% or 4.25%, from 3.75%, whilst all parts of the curve have also risen substantially through March. A significant fall in inflation will be required to underpin any material movement lower in the longer part of the curve.

MUFG Corporate Markets Interest Rate View 11.11.24													
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

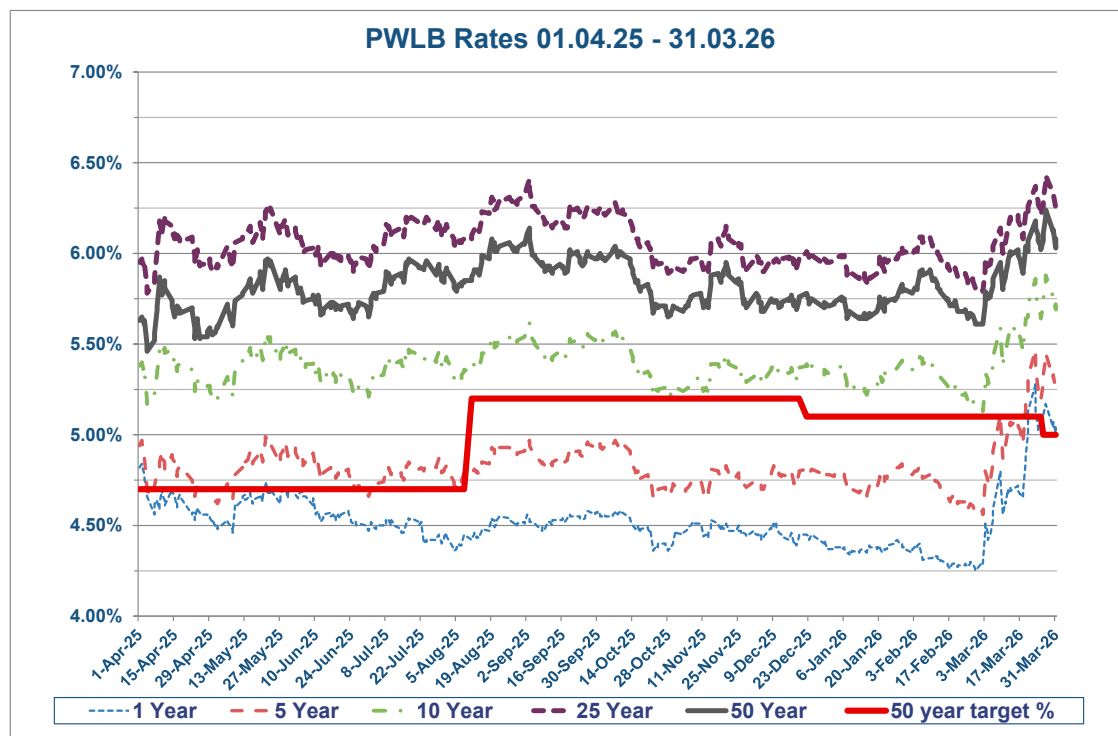
MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.60	4.50

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	3.75	3.75	3.50	3.50	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.30	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.30	3.40	3.50	3.60	3.60	3.60
5 yr PWLB	4.70	4.50	4.40	4.30	4.30	4.30	4.20	4.20	4.20	4.20	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60
25 yr PWLB	5.90	5.70	5.70	5.50	5.50	5.50	5.40	5.40	5.30	5.30	5.30	5.20	5.20
50 yr PWLB	5.60	5.40	5.40	5.30	5.30	5.30	5.20	5.20	5.10	5.10	5.00	5.00	5.00

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 Corporate Markets Interest Rate View 25.03.26													
	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	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	
3 month ave earnings	4.00	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30	
6 month ave earnings	4.20	4.10	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	
12 month ave earnings	4.60	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80	
5 yr PWLB	5.00	5.00	4.90	4.80	4.60	4.40	4.20	4.20	4.10	4.10	4.10	4.10	
10 yr PWLB	5.50	5.50	5.40	5.30	5.10	4.90	4.70	4.70	4.60	4.60	4.60	4.60	
25 yr PWLB	6.00	6.00	5.90	5.80	5.60	5.40	5.20	5.20	5.20	5.20	5.10	5.10	
50 yr PWLB	5.80	5.80	5.70	5.50	5.40	5.20	5.00	5.00	5.00	5.00	4.90	4.90	

7.3 PWLB Rates



HIGH/LOW/AVERAGE PWLB RATES FOR 2025/26

	1 Year	5 Year	10 Year	25 Year	50 Year
Low	4.25%	4.56%	5.13%	5.78%	5.46%
Date	27/02/2026	27/02/2026	02/03/2026	04/04/2025	04/04/2025
High	5.28%	5.47%	5.88%	6.43%	6.24%
Date	23/03/2026	23/03/2026	27/03/2026	27/03/2026	27/03/2026
Average	4.52%	4.82%	5.38%	6.06%	5.81%
Spread	1.03%	0.91%	0.75%	0.65%	0.78%

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid; then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. In particular, rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. More recently, the Middle East conflict is likely to see inflation spike higher from late spring 2026 through to early 2027

Gilt yields have been volatile through 2025/26. The low point for long-term rates of 25 and 50 years' duration was reached early in April 2025 whilst the low points for short and medium dated rates were reached in early 2026, prior to the outbreak of the Middle East conflict.

At the close of 31 March 2026, the 1-year PWLB Certainty rate was 5.04% whilst the 5, 10, 25 and 50 year rates were 5.28%, 5.72%, 6.29% and 6.08% respectively.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps) – available through the National Wealth Fund
- **HRA Borrowing rate** is gilt plus 40 basis points (G+40bps)

As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.

8.0 The Borrowing Outturn

Treasury Borrowing

Due to significant cash balances, there was no need to undertake any borrowing during the year.

Borrowing in advance of need

The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

Rescheduling

No rescheduling was done during the year as the approximate 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

9.0 The Investment Outturn

Investment Policy – the Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 26/02/2025. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties ie meeting cash outflows. Investments have been in bank deposits (Natwest), money market funds, and the Debt Management Office.

Resources – the Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources (£m)	31.3.25	31.3.26
Capital Financing Requirement	72.9	75.68
Less Debt Liabilities ⁽¹⁾	(0.5)	(1.73)
External Borrowing (PWL B mainly)	(34.3)	(34.3)
Internal Borrowing	38.1	38.1
Balance Sheet Resources ⁽²⁾	(109.1)	(109.1)
Investments	(71.0)	(71.7)

⁽¹⁾This relates to Phoenix Court

⁽²⁾Includes from the balance sheet as at 31/03/2026 debtors, stock, long term debtor, cash and overdraft, creditors, capital grants received in advance, provisions, and usable reserves.

Investments held by the Council

- The Council maintained an average balance of £71.6m of internally managed funds.
- The treasury investments earned an average rate of return of 3.77%.
- Total investment income was £3.2m compared to a budget of £1.3m

The Authority is dependent on profit 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 Authority is dependent on achieving the expected net profit from investments over the lifecycle of the Medium-Term Financial Strategy

Proportionality of Investments	2024/25 Actual £000s	2025/26 Actual £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Gross service expenditure	88,527	88,585	86,598	88,106	90,480
Net Investment income ⁽¹⁾	3,409	2,781	3,755	3,796	3,780
Proportion	4%	3%	4%	4%	4%

⁽¹⁾This is Commercial Estates net income, CCLA Property Fund and Loan to Other Organisations.

10 Performance Measurement

One of the key requirements in the Code is the formal introduction of performance measurement relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide, (as incorporated in the table in section 6). The Council's performance indicators were set out in the annual Treasury Management Strategy Statement.

This service has set the following performance indicators

Investment Benchmarking⁽¹⁾

Benchmarking	Portfolio Risk Score ⁽²⁾	Average Credit Rating	Weighted Average Maturity (days) ⁽³⁾	Rate of Return %
31.03.2025	1.02	AA-	19	4.45
31.03.2026	1.01	AA-	18	3.72

⁽¹⁾ DMO, banks and MMFs.

⁽²⁾ This score works on a scale of 1 to 7, with 7 the highest risk.

⁽³⁾ WAM at execution

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Rating	31.3.26 Actual	2025/26 Target
Portfolio average credit rating	AA-	A-

⁽¹⁾ Credit ratings (Fitch, investment grade) are in descending order AAA, AA+, AA, AA-, A+, A, A-, BBB+, BBB, BBB-.

Liquidity

The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

	30.3.26 Actual £m	2025/26 Target £m
Total cash available within 3 months	65.7	15

Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest were:

Interest rate risk indicator	31.3.26 Actual	2025/26 Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£453,457 (Net Income)	£600,000 (Income)
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	£453,457 (Net Expenditure)	£600,000 (Expenditure)

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at the same amount. This risk is being managed by the use of fixed interest loans from the PWLB. The total interest earned in 2025/26 was £3.2m (2024/25 £3.6m) and total interest paid £1.0m (2024/25 £1.0m).

Long Term Treasury Management Investments

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments.

Price risk indicator	2025/26 Limit £m	2025/26 Actual £m
Limit on principal invested beyond year end (CCLA Property Fund)	12	4

11.0 The Economy and Interest Rates

UK Economy

As with 2024/25, UK inflation has proved somewhat stubborn throughout 2025/26. Having started the financial year at 3.5% y/y (April), the CPI measure of inflation peaked at 3.8% from July to September, before dipping to 3% in January and February. Core inflation picked up to 3.2% in February, from 3.1%, and the recent upward pressure on energy costs could see CPI inflation breach 4.5% later this year.

Against this backdrop, the continued lack of progress in ending the Russian invasion of Ukraine, and the potentially negative implications for global growth as a consequence of the implementation of US tariff policies, Bank Rate reductions look limited for the remainder of 2026 (as they do in the euro-zone). Bank Rate currently stands at 3.75%.

Moreover, borrowing has become more expensive in 2025/26. Gilt yields have risen materially in March 2026, more than reversing the falls earlier in the financial year. Additionally, the public finances have remained under pressure. The higher-than-expected public net sector borrowing of £14.3bn in February was £2.2bn above last February's outturn. But that borrowing overshoot was mainly due to timing effects relating to the £13.0bn government debt interest payment. That came in as the highest payment since June 2025, causing a 12.3% y/y jump in spending. On the flip side, sitting at £8.1bn, tax revenues were also higher than last February, largely on the back of solid growth in self-employment incomes in 2024/25, boosting self-assessment income tax receipts and stronger capital gains tax receipts.

However, the combination of some energy price support and pressures from higher inflation amid the ongoing energy price shock, higher interest rates and a weaker economy will ultimately put borrowing on an upward trend. With the rise in energy prices possibly pushing the Retail Prices Index inflation up to a peak of 5.7%, debt interest repayments will increase by about £10bn. A weaker growth profile, higher inflation, higher interest rates and gilt yields could erode about £11bn of the Chancellor's £23.6bn headroom.

The loosening in the labour market continues to bear down on wage growth. The 3myy growth rate of average earnings including bonuses slowed from 4.2% in December to 3.9% in January. Meanwhile, excluding bonuses, private earnings growth continued to fall from 3.4% to 3.3%.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies driven largely by the US administration.

	UK	Eurozone	US
Bank Rate	3.75%	2.0%	3.5%-3.75%
GDP	0.1%q/q Q4 (1.0%y/y)	+0.2%q/q Q4 (1.2%y/y)	0.7% Q4 Annualised
Inflation	3.0%y/y (Feb)	1.9%y/y (Feb)	2.4%y/y (Feb)
Unemployment Rate	5.2% (Jan)	6.2% (Jan)	4.4% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 3.75% by a vote of 9-0, but suggesting rates may need to rise if inflation picks up markedly.

The vote could best be described as moderately hawkish. The MPC stated it “stands ready to act as necessary” and “is alert to the increased risk of domestic inflationary pressures through second-round effects in wage and price-setting”. Even so, we suspect the committee is likely to put equal weight on higher inflation and weaker growth, particularly the poor macroeconomic backdrop prior to the energy shock, keeping interest rates at 3.75% this year.

10-year Gilt yields have been exceptionally volatile in the final weeks of 2025/26, troughing at around 4.23% in late February before shooting up to 5.00% (and well through that on an intraday basis). That spike was driven by the outbreak of war in the Middle East, which prompted a dramatic reassessment of investors’ Bank of England policy rate expectations. Having been pricing in rate cuts in late-February, as many as four rate *hikes* were discounted by late-March. The 10-year yield ended the quarter at 4.92% with around 65bp of rate hikes priced in over the coming year. In addition to more hawkish monetary policy expectations, part of this increase in yields probably reflected an increase in term premia amid concerns that the government may react by loosening the fiscal purse strings.

As for equity markets, the FTSE 100 experienced another volatile quarter, surging to an all-time high of around 10,900 in late February, leaving it up 10% from the start of 2026, before giving back most of those gains in March after the outbreak of the Middle East conflict. That pullback leaves the index at around 10,176 at the end of the quarter. For context it was at 8,582 at the start of April. The £ has stayed relatively resilient also at \$1.33, strengthening from \$1.29 back in April.

US Economy

Despite a weak finish to 2025, the US economy has generally been the strongest among the developed economies, but with uncertainties growing surrounding President Trump’s central economic tenet of being able to apply tariffs on an ad-hoc basis, and bend the FOMC Fed Funds rate decision-making to his will, there is something of a stalemate in place at present over when, and if, rates will be cut further in 2026.

Inflation is currently stuck at around 2.5%, unemployment is only a little above 4%, and tax refunds are in the process of being facilitated for many households. But will those refunds be – at least partially – offset by higher gasoline prices?

The S&P500 started April 2025 at 5,633 and finished March 2026 at 6,528 having peaked at just over 7,000. The 10-year Treasury yield finished March at 4.30% having been 4.17% back at the start of April, and during the year has been both above 4.50% and below 4.00%.

EZ Economy

The Eurozone economy has run pretty much in parallel with that of the UK. A slightly stronger finish to 2025 (GDP of 0.2% q/q) than that of the UK cannot hide the fact that the economy has been negatively impacted by German economic stagnation until late in 2025. France has also struggled against a difficult political backdrop, but managed to post GDP growth of 0.3% q/q for October to December.

With Eurozone headline inflation close to 2%, the ECB has been able to reduce its Deposit Rate to 2%. Whether it rises from that low point will very much be driven by how energy prices trend

over the coming months. The Euro has appreciated against the dollar from 1.08 at the start of April 2025 to 1.16 at the end of March.

12.0 Other Treasury Management Issues

A. IFRS 9 fair value of investments

Following the consultation undertaken by the Ministry of Housing, Communities and Local Government [MHCLG] on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2029, with the exception of any new pooled investments from 1st April 2024. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency. The unusable reserve is called the Financial Instruments Revaluation Reserve.

The Council's CCLA Property Fund investment falls in this category.

B. Non-treasury management investments.

The commercial property is dealt with in paragraph 13 and appendix 5. Also the Finance Performance Report Provisional Outturn 2025/26 will cover income and expenditure arising from the commercial properties.

C. Changes in risk appetite

The risk appetite remained unchanged during the year. However the investing limits with local authorities was increased from £4m to £20m for the year 2026/27.

D. Sovereign limits

The sovereign lower limit has remained at AA- if any investments were to be made. The UK remains a special case if it were to fall below AA-.

E. IFRS 16

All lessee (leased in) assets are now (from 2024/25) considered finance leases (ie no longer operational leases). In practice the number of assets leased by the Council at a commercial rate is minimal, so has not impacted the balance sheet significantly. In part because some leased assets are already on balance sheet and revalued regularly.

13.0 Commercial Investment Strategy

The council has adopted voluntary indicators for the Commercial Investment Strategy properties.

Indicator	2025/26 Forecast	2025/26 Actual	2026/27 Forecast
Interest Cover Ratio	1.9	1.6	2.0
Loan to Value Ratio	107.5%	115.4%	107.5%
Gross Rent Multiplier	13.8	17.2	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. The reduction in 2024/25 is due to the vacant units at Fareham, Stonehill and Rowley Arts Centre. 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 currently 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.

The net income from Commercial Properties was £2.5m for 2025/26.

Net Income from Commercial and Service Investments

Net Income from Commercial and Service Investments	2024/25 Actual £000s	2025/26 Actual £000s	2026/27 Budget £000s	2027/28 Budget £000s	2028/29 Budget £000s
Net income from Commercial and Service Investments ⁽¹⁾	3,409	2,781	3,755	3,796	3,780
Net revenue stream	26,058	25,624	27,715	27,316	28,284
Proportion	13%	11%	14%	14%	13%

⁽¹⁾CCLA Property Fund, loans to organisations, Commercial Estates net income.

Appendix 1: Prudential and treasury indicators

1. PRUDENTIAL INDICATORS	2024/25	2025/26	2025/26
Extract from the budget report	Actual	Original	Actual
	£'000	£'000	£'000
Capital Expenditure			
General Fund	16,851	14,527	18,227
Lease Liability			1.130
TOTAL	13,408	14,527	19,357
Ratio of financing costs to net revenue stream			
General Fund	15%	16%	15%
Gross borrowing requirement General Fund			
brought forward 1 April	72,341	76,724 ⁽¹⁾	72,855
carried forward 31 March	72,855	79,958	75,682
in year borrowing requirement	514	3,234	2,827
Gross debt	34,263	34,255	34,255
CFR			
General Fund	72,855	79,958	75,682
TOTAL	72,855	79,958	75,682
Annual change in Capital Financing Requirement			
General Fund	514	3,234	2,827
TOTAL	514	3,234	2,827

⁽¹⁾ The actual expenditure for 2024/25 is not known at the time the budget is assembled, so the opening CFR is based on the 2024/25 forecast expenditure.

2. TREASURY MANAGEMENT INDICATORS	2024/25	2025/26	2025/26
	actual	original	actual
	£'000	£'000	£'000
Authorised Limit for external debt -			
Borrowing (including other long-term liabilities)	95,000	95,000	95,000
Loans to other Organisations	15,000	15,000	15,000
CIS ⁽¹⁾	25,000	25,000	25,000
TOTAL	135,000	135,000	135,000
Operational Boundary for external debt -			
Borrowing (including other long-term liabilities)	75,000	75,000	75,000
Loans to other Organisations	15,000	15,000	15,000
CIS ⁽¹⁾	25,000	25,000	25,000
TOTAL	115,000	115,000	115,000
Actual external debt	34,260	34,250	34,250

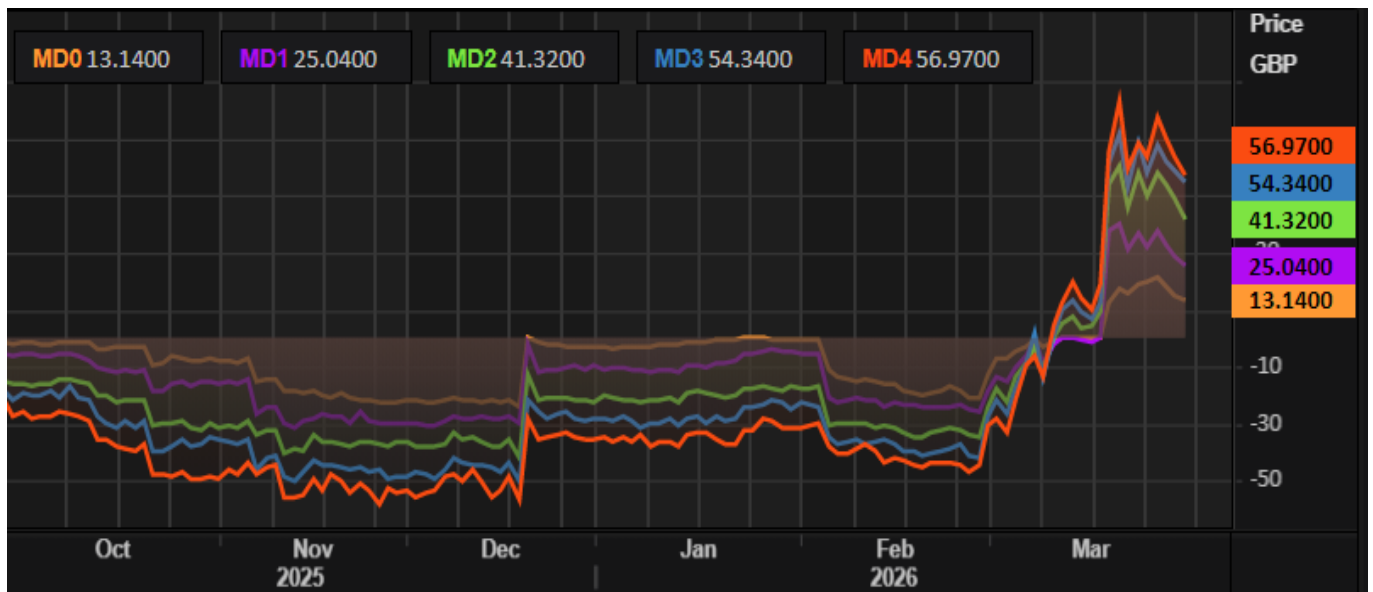
⁽¹⁾To allow for previously purchased assets

Maturity structure of fixed rate borrowing during 2025/26	Upper limit	Lower limit	Actual
under 12 months	80%	0%	0%
12 months and within 24 months	80%	0%	0%
24 months and within 5 years	80%	0%	0%
5 years and within 10 years	100%	0%	0%
10 years and within 20 years	100%	0%	71%
20 years and above	100%	0%	29%
Maturity structure of investments during 2025/26	Upper limit	Lower Limit	Actual
Longer than 1 year	£12m	£0	£4m
Total			

Appendix 2: Graphs – Economy

Interest Rate, GDP and Earnings Graphs

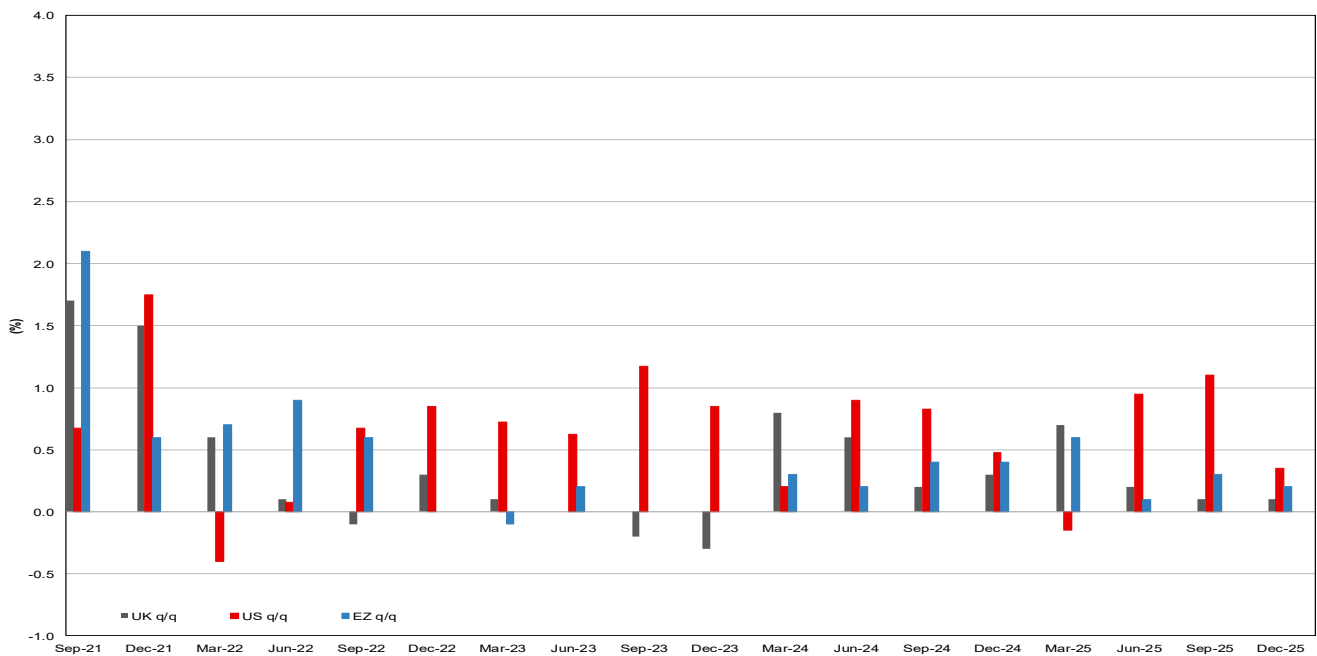
Market Expectations for Future Increases in Bank Rate (1st April 2026)



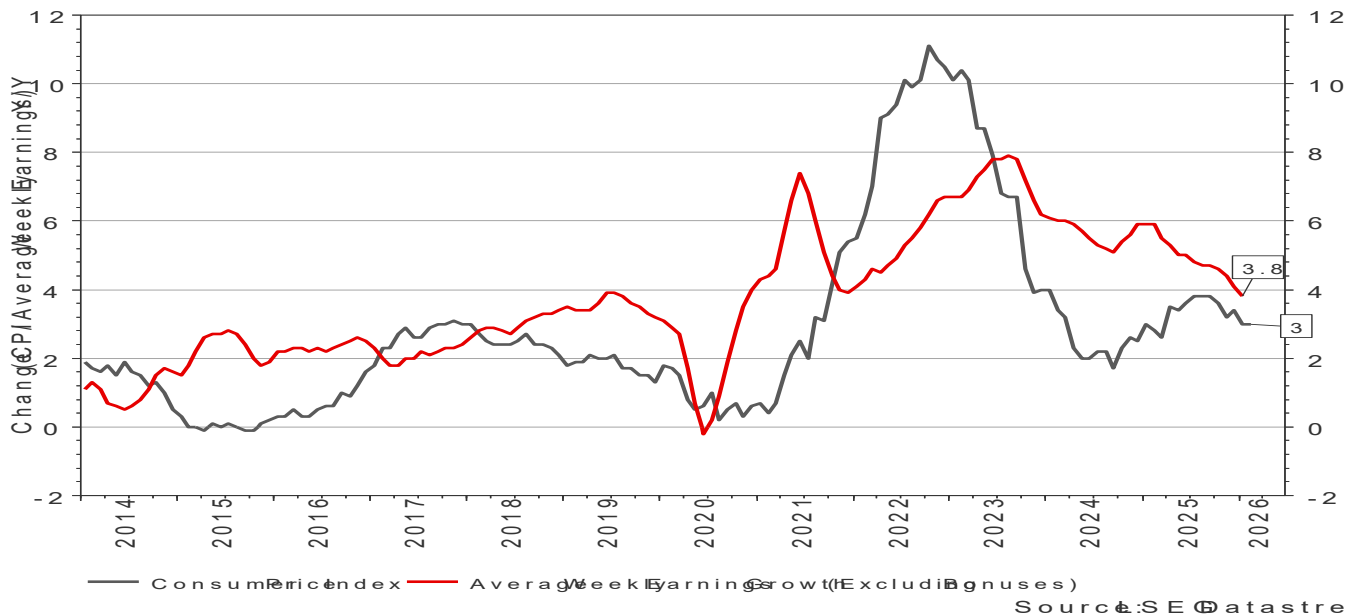
Source: Reuters Eikon

*MD0 = Change in Bank Rate expected at MPC meeting to be held April-26, MD1 = Jun-26, MD2 = Jul-26, MD3 = Sept-26, MD4 = Nov-26.

UK, US and EZ Quarterly GDP



CPI v Average Weekly Earnings Growth



Appendix 3: Investment Portfolio

Investments held as of 31st March 2026 compared to the counterparty list:

	31.3.26 Actual £m	2025/26 Limit £m
Deposit Accounts		
NatWest	0.222	4.00
Barclays	0.001	4.00
Government and LAs		
Debt Management Office (DMO) - HMG	46.300	unlimited
Money Market Funds		
Aberdeen Liquidity Fund	2.780	5.00
BlackRock Institutional sterling liquidity Fund	2.775	5.00
CCLA Public Sector Deposit Fund	2.600	5.00
Federated Short Term Prime Fund	2.950	5.00
HSBC ESG	2.900	5.00
Insight Liquidity Funds	1.200	5.00
Invesco	2.775	5.00
Legal & General Sterling Liquidity Fund	1.200	5.00
Total	65.703	
Long-term Investments		
CCLA Property Fund	4.00	5.00
Total	69.703	

Appendix 4: Approved countries for investments as of 08.04.25

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 shown) and also, (except - at this time - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the MUFG Corporate Markets creditworthiness service.

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.

Below recommended rating

A+

- *Belgium*
- *France*

THIS LIST IS AS AT 01.04.26

Appendix 5 Commercial Investment Property Listing

Commercial Investment Property	31/03/2023	Gain/(Loss)	31/03/2024	Gain/(Loss)	31/03/2025	Gain/(Loss)	31/03/2026
	Value	Additions	Value	Additions	Value	Additions	Value
	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Legacy Properties;							
Huntingdon							
Cinema and Shops	540	12	552	(5)	547	0	547
Oak Drive Shops	977	134	1,111	(52)	1,059	(434)	625
Mayfield Road Shops	750	(8)	742	(62)	680	130	810
Pub Site Sapley Square	193	0	193	0	193	0	193
Oak Tree Health Centre	11,786	0	11,786	0	11,786	0	11,786
Clifton Road Industrial Units	1,825	0	1,825	(79)	1,746	(7)	1,739
Alms Close Industrial Units	1,453	102	1,555	86	1,641	(32)	1,609
Land Clifton Road	144	0	144	0	144	0	144
Land St Peters Road	2,930	0	2,930	0	2,930	0	2,930
Land Redwongs Way	380	5	385	0	385	0	385
Phoenix Court Units	621	(252)	369	479	848	(432)	416
	21,599	(7)	21,592	367	21,959	(775)	21,184
St Ives							
Library Row Shops	532	29	561	0	561	0	561
Enterprise Centre	883	0	883	79	962	109	1,071
	1,415	29	1,444	79	1,523	109	1,632
St Neots							
Queens Gardens Shops	430	78	508	17	525	69	594
Naseby Gardens Shops	273	0	273	0	273	0	273
Leys Road Shops	117	9	126	0	126	0	126
Cambridge Street Shops	140	(8)	132	0	132	0	132
Cambridge Street Warehouse and Yard	719	0	719	0	719	0	719
Levellers Lane Industrial Units	5,220	(115)	5,105	32	5,137	112	5,249
Caravan Site Rush Meadows	257	0	257	0	257	0	257
Café Riverside Park	158	0	158	0	158	0	158
	7,314	(36)	7,278	49	7,327	181	7,508
Total	30,328	(14)	30,314	495	30,809	(485)	30,324
CIS Properties							
2 Stonehill, Huntingdon	2,481	(205)	2,276	0	2,276	189	2,465
80 Wilbury Way, Hitchin	1,873	35	1,908	0	1,908	282	2,190
Shawlands Retail Park, Sudbury	6,055	(273)	5,783	(232)	5,551	606	6,157
Parkway Fareham	4,037	0	4,037	0	4,037	(132)	3,905
Rowley Arts Centre, St Neots	6,641	(98)	6,543	(644)	5,899	(1,092)	4,807
Little End Road, St Neots	3,321	(33)	3,288	1,977	5,265	146	5,411
Tri-link, Wakefield	14,748	(62)	14,686	1,264	15,950	1,601	17,551
Alms Close, Huntingdon	1,447	2	1,449	57	1,506	0	1,506
	40,603	(634)	39,970	2,351	42,392	1,600	43,992
Total	70,931	(648)	70,284	2,847	73,201	1,115	74,316

Appendix 6 Glossary

Bail in Risk

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

Bank Equity Buffer

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

Bank Rate

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

Bank Stress Tests

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

Basis Point

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

Bonds

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

Call Account

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

Capital Financing Requirement (CFR)

The CFR is a measure of the capital expenditure incurred historically but has yet to be financed; 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, was called Link Group.

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.

Overview and Scrutiny Panel (P&G) – 1st July 2026

Cabinet – 16th July 2026

Council – 16th December 2026

Report by: Head of Finance

Lead Cllr: Cllr J E Harvey

Executive Councillor for Finance
and Resources



Wards	Open / Exempt	Key Decision?
ALL wards	Open	No

2025/26 Finance Performance Report – Provisional Outturn

1. Recommendations

The Overview and Scrutiny Panel is invited to review and comment on;

The 2025/26 Finance Performance Report – Provisional Outturn, including Appendix 1 & 2 - Revenue Provisional Outturn and Appendix 3 - Capital Provisional Outturn.

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Overview and Scrutiny Panel (P&G) – 1st July 2026
Cabinet – 16th July 2026
Council – 16th December 2026

Report by: Head of Finance

Lead Cllr: Cllr J E Harvey
Executive Councillor for Finance and
Resources



Wards
ALL wards

Open / Exempt
Open

Key Decision?
No

2025/26 Finance Performance Report – Provisional Outturn

Executive Summary:

This report sets out the provisional outturn for the financial year 2025/26 for both revenue and capital.

REVENUE PROVISIONAL OUTTURN

The current net revenue budget for 2025/26 is £26.678m (Original budget of £26.464m plus brought forward budgets of £0.308m, less carried forward budgets of £0.094m). The provisional net outturn expenditure for 2025/26 is £22.306m, this is a provisional outturn underspend of £4.372m.

The significant variations that contribute to the provisional are as follows:

REVENUE UNDERSPENDS

The significant variations that contribute to the provisional are as follows:

Chief Digital and Information Officer - underspend of £0.07m, as a result of: staff saving due to delayed restructure, offset by lower income from partners.

Head of Planning, Infrastructure and Public Protection - underspend of £1.6m, as a result of: Additional income from Planning Performance Agreements, planning fees, licencing fees and grant income. Additional expenditure on agency staff, but savings from currently vacant posts, electricity costs and less empty homes expenditure.

Head of Environmental Services - underspend of £1.1m, 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 riverbank works, but savings from vacant posts, sewer ditch works and St Ives Park.

Head of Human Resources and Officer Development – underspend of £0.06m, as a result of: Additional income from partners

Head of Finance - underspend of £2.5m, 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. Offset by overtime, LGR reserve contribution and collection fund support.

Customer Change Director - underspend of £0.9m as a result of: Additional income from Housing Benefit subsidy and Homelessness grants. Also, reduction in benefits paid and salary savings, additional costs as a result of rough sleeping post and bed and breakfast costs.

Head of Policy, Performance and Emergency Planning – underspend of £0.07m as a result of: Additional income from joint funding, saving from work not yet commenced and vacant posts.

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 £0.04m, as a result of: Lower income from car parks and markets. There were also savings on business rates, salaries and partner payments.

Head of Leisure, Health and Environment – overspend of £0.3m as a result of: Lower income at One Leisure sites, additional employee costs, offset by additional Active Lifestyles income, lower expenditure on utilities, vacant posts and climate projects.

Head of Property and Facilities - overspend of £0.8m, as a result of: Reduced rental income due to vacant properties but increase in feed in tariffs. Savings on utilities, and repairs, but increased costs of consultants and business rates.

Head of Democratic Services and Monitoring Officer - overspend of £0.4m, as a result of: Additional expenditure as a result of new posts, legal costs, election costs and costs to cover vacant posts. There has been additional income to cover elections.

Head of Communications, Engagement and Public Affairs overspend of £0.1m as a result of: Additional expenditure on corporate campaigns, on standby allowances, staff equipment and print costs.

CAPITAL PROVISIONAL OUTTURN

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasing's 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 provisional outturn for 2025/26 is £18.227m, an in-year underspend of £9.460m. A total rephase to 2026/27 of £11.694m is requested. This is higher than the underspend as some schemes are overspent.

The significant variations that contribute to this provisional underspend are as follows;

CAPITAL IN-YEAR UNDERSPENDS

Market Town Programme £5.0m, Community Infrastructure Levy grants £2.2m, Hinchingsbrooke Country Park £2.2m, Estates and Properties £1.3m, vehicle replacements £1.4m, ICT projects £0.5m. CCTV £0.3m, Company Investment £0.1m.

CAPITAL OVERSPENDS

Civil Parking Enforcement works £0.5m, Solar Canopy and Panels £0.5m (Funded), Disabled Facilities Grants £0.3m (Partly funded), One Leisure Huntingdon Hub and Improvements £1.9m, Huntingdon Multi-Storey Car Park lifts £0.1m.

Recommendations

- 1.1 Cabinet is **invited to consider and comment** on the revenue financial performance for the financial year 2025/26, as detailed in **Appendix 1 and Appendix 2**.
- 1.2 Cabinet is **invited to consider and comment** on the capital financial performance for 2025/26, as detailed in **Appendix 3**.
- 1.3 Cabinet is asked to **consider and comment** on the requested rephasing of capital budgets from 2025/26 to 2026/27 as detailed in **Appendix 3**.

Key Corporate Plan Priorities

1

Delivering good quality, high value for money services with good control and compliance with statutory obligations.

Report Author(s)

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1. PURPOSE OF THE REPORT

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

- Revenue provisional outturn underspend of **£4.372m**.
- Capital provisional outturn in-year underspend of **£9.460m**.

2. BACKGROUND & CONTEXT

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 provisional outturn is attached at Appendix 1 for revenue, and Appendix 2 for capital.

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. FINANCIAL PERFORMANCE

4.1 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 £26.678m (original budget £26.464m plus budgets brought forward from 2024/25 of £0.308m and budget carried forward of £0.94m), the provisional outturn net expenditure is £22.306m, taking into account contributions from reserves of £1.094m this is a provisional underspend of £4.372m (£26.678 less £22.306m is £4.372m).

Capital

The approved gross capital programme for 2025/26 is £14.527m, this total included budgeted rephasing's 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).

4.2 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	Original budget £000	Budget b/fwd £000	Budget c/fwd £000	Current budget £000	Q3 forecast £000	Actuals to 31 March £000	Contribution to/from reserves £000	Provisional outturn £000	Variance to budget £000	Variance to forecast £000	Comments
Chief Executive Officer	1,021	-	-	1,021	1,409	1,395	-	1,395	374	(14)	Additional costs relating to the NUC pay bargaining and s151 Officer interim cover costs. Increased income from sponsorship.
Chief Digital & Information Officer	3,090	-	-	3,090	3,118	3,034	(13)	3,021	(69)	(65)	Savings from delay in restructure and salary savings. Income from partners lower than expected.
Head of Economy, Regeneration & Housing	(195)	43	-	(152)	178	145	(259)	(114)	38	(39)	Lower income from car parks and markets. Savings on business rates, salaries and partner payments.
Head of Planning, Infrastructure & Public Protection	2,801	65	-	2,866	2,266	1,706	(466)	1,239	(1,627)	(530)	Increased income from Planning Performance Agreements, planning fees, licencing fees and grants. Salary savings, lower electricity costs, empty homes costs and churchyard maintenance.
Head of Environmental Services	4,397	40	-	4,437	3,743	3,012	375	3,387	(1,050)	(275)	Additional income from Waste and Recycling Collections, Grounds Maintenance, and Street Cleansing. Saving on expenditure from vacant posts, sewer ditch work, St Ives Park. Additional expenditure on agency staff, vehicle hire, and weekend working, also on alternative fuel reports and fleet management restructure.
Head of Leisure, Health & Environment	1,077	20	(49)	1,049	2,680	1,124	188	1,312	263	158	Additional income in Active Lifestyles, but lower income at OL sites. Additional employee costs, offset by lower utilities tariffs, PV installations, vacant posts and climate project delays.
Head of Property & Facilities	(2,221)	40	(40)	(2,221)	(1,344)	(1,467)	-	(1,467)	754	(124)	Reduction in rental income, increase in feed in tariff receipts. Savings on utilities and repairs, but additional consultants costs and business rates on empty premises.
Head of Human Resources & Officer Development	984	-	-	984	1,080	1,024	(101)	923	(61)	(60)	Additional income from partners, less expenditure on consultants.
Head of Finance	7,618	-	-	7,618	6,287	3,727	1,343	5,069	(2,549)	(1,065)	Increased income from investment interest, grants and NDR pool. Underspend on Minimum Revenue Provision, offset by overtime, LGR reserve contribution and collection fund support.
Head of Democratic Services & Monitoring Officer	1,744	100	-	1,844	1,977	2,004	205	2,209	365	77	Additional income for election costs. Overspend on legal costs, new posts and election costs. Additional costs to cover vacant posts.
Customer Change Director	4,945	-	-	4,945	4,593	4,142	(55)	4,087	(858)	(477)	Increase in grants received. Underspend as a result of reduction in benefits paid and salary savings. Additional costs as a result of rough sleeping post, bed and breakfast costs and grant funding.
Head of Communications, Engagement & Public Affairs	247	-	-	247	343	360	-	360	113	18	Increased expenditure on corporate campaigns, additional posts, standby allowance, equipment for new starters and printing.
Head of Policy, Performance & Emergency Planning	955	-	(5)	950	1,041	1,006	(123)	883	(67)	(25)	Extra income from joint funding. Savings from work not commenced and vacant posts.
Service Total	26,464	308	(94)	26,678	27,373	21,212	1,094	22,306	(4,372)	(2,440)	
LGR Reserve	-	-	-	-	-	-	2,847	2,847	2,847	2,847	Delivered underspend moved to LGR Reserve
Enterprise Zone Reserve	-	-	-	-	-	-	471	471	471	471	Delivered underspend moved to EZ Reserve
Budget Surplus Reserve	-	-	-	-	-	-	2,096	2,096	2,096	2,096	Delivered underspend moved to Budget Surplus Reserve
Total	26,464	308	(94)	26,678	27,373	21,212	6,508	27,720	1,042	2,974	

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.

4.3 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). A provisional in-year underspend of £9.460m.

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

Head of Service	Original Budget £000s	Year End Rephase £000s	Net Rephase ⁽¹⁾ £000s	Current Budget £000s	Actual Expenditure £000s	Over/(Under) Spend £000s	Rephase to 2026/27 £000s	Comment on Significant Variances and Reason for Rephase
Chief Digital and Information Officer	740	593	328	1,068	575	(493)	131	Completed projects include Data Centre racks, EastNet Replacement, Windows 10 replacement, and Public Switched Network. Hardware and Server projects require rephasing to complete. Overspend on Civic Suite audio visual equipment.
Customer Services	0	50	50	50	0	(50)	0	Voice Bots and Data Warehouse projects are currently delayed and under review
Facilities	0	0	0	0	580	580	0	Solar Canopy and One Leisure Roof Mounted solar funded from external grants and reserves. Additional expenditure on meeting pods at Pathfinder House and Eastfield House.
Environmental Services	4,994	713	590	5,584	4,501	(1,083)	1,484	Underspend on vehicles and plant, CCTV equipment and bins. Overspend on food waste collections and civil parking enforcement.
Community Services	1,650	10	(40)	1,610	1,977	367	10	Additional expenditure on Disabled Facilities Grants, partly covered by additional grant.
Parks, Countryside & Climate	2,224	2,493	332	2,556	464	(2,092)	2,299	Hinchingbrooke Country Park works are underway and rephase to 2026/27 is required to complete the works. Other smaller projects, including water safety signs, St Ives Park and Godmanchester Recreation Ground grant are still in progress.
Finance	50	111	111	161	0	(161)	0	Legacy projects, funding no longer required
Economy, Regeneration and Housing Delivery	80	10,439	10,359	10,439	5,444	(4,995)	4,506	Works on many market town projects complete. Major works still underway at the Priory Centre St Neots.
Leisure and Health	1,386	63	42	1,428	3,304	1,876	0	Includes £1.4m of Huntingdon Hub expenditure funded from reserves, in addition work has been required on buildings to maintain compliant standards, pitch resurface at One Leisure St Neots and One Leisure Sawtry plant and equipment works.
Planning	2,706	496	496	3,202	1,075	(2,128)	2,128	Projects have been delayed, but expected to complete in future year.
Property and Facilities	697	893	893	1,590	308	(1,282)	1,136	Underspend on Pathfinder House and Eastfield House refresh. Commercial property projects expected to complete in future years.
Total	14,527	15,860	13,160	27,687	18,227	(9,460)	11,694	
⁽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								

4.4 Council Tax and Business Rates Collection

The Council Tax collection rate at the end of quarter 4 (98.05%) is slightly lower than the previous year (98.09%). The Business Rates collection rate at the end of quarter 4 (98.25%) is lower than the previous year (98.79%).

The number of working age Council Tax Support claimants at the end of quarter 4 was 5,323 which is 221 more than at the end of quarter 4 in 2024/25 (5,102). The number of pensioner Council Tax Support claimants was 2,797 at the end of quarter 4 in 2025/26, compared to 2,822 for the same period last year.

4.5 Miscellaneous Debt Update

The table below shows the debtor analysis as at 31st March 2026.

Service	Debtor Aged Days Q4							Total Debt Q3
	Current	<90	91 to 180	181 to 365	>365	Future	Total Debt	
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	
3C Shared Services	8	0	(13)	(13)	7	1,588	1,577	109
Business Improvement District	0	1	101	1	9	4	116	131
Community Infrastructure Levy	102	0	61	0		2967	3,130	3,871
Commercial Rent	76	18	(3)	31	403	407	932	528
Community	5	1	1	3	4	60	74	41
Corporate	0	0	0	0	0	0	0	44
Environmental	0	0	0	0	3	0	3	3
Finance	4	0	2	16	19	2	43	37
Housing Benefit Overpayment	0	0	2	0	21	0	23	23
Hinchingbrooke Country Park	0	0	47	0	1	0	48	57
Housing	20	10	9	24	279	100	442	423
Licensing	11	2	0	3	0	6	22	31
Markets	1	0	0	0	0	2	3	3
Mobile Home Park	0	1	1	1	0	101	104	38
Moorings	0	0	0	0	0	1	1	5
One Leisure	89	2	3	1	(1)	136	230	93
Operations	12	10	24	32	10	876	964	143
Other	0	0	0	0	0	0	0	0
Paxton Pits	1	0	0	0	0	0	1	0
Planning	49	36	15	0	0	4	104	309
Private Sector Housing	0	2	0	0	0	7	9	2
Section 106	0	0	0	115	0	237	352	115
Trade Waste	0	10	6	5	(2)	236	255	26
Total	378	93	256	219	753	6,734	8,433	6,032

4.6 Update on the Commercial Investment Strategy and Investment Properties

4.6.1 The implementation of the CIS was seen as a key means by which the council can generate income to assist in funding service expenditure.

4.6.2 For 2025/26 the budget and provisional outturn for the CIS and investment properties is;

CIS Investments	Budget £000s	Provisional Outturn £000s	Variance £000s
Cash Investments			
CCLA Property Fund Dividend Income	(162)	(167)	(5)
Total Cash Investments	(162)	(167)	(5)
Property Rental Income	(5,030)	(4,253)	777
Loan Interest (On CIS related borrowing)	581	581	0
Total Property Investments	(4,449)	(3,672)	777
TOTAL	(4,611)	(3,839)	772
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

4.7 Policy Implications

N/A

4.8 Legal & Constitutional Implications

Effective budget monitoring is a requirement of the Council's constitution and financial regulations. It is a requirement of sound overall financial management, as well as a key component in identifying developing financial issues.

4.9 Community Impact

N/A

4.10 Environment & Climate Change Implications

Note the impacts from levels of expenditure in climate and environment related budgets, in particular in the Parks service.

4.11 Equality & Diversity Implications

N/A

4.12 Implications on Resources

As this report is for information and retrospective there are no implications for resources in future years, where any changes to financial resources occur these will be updated in the quarterly monitoring reports and future budgets and MTFS.

There are no direct implications on other resources, such as staffing or property.

4.13 Health & Wellbeing

N/A

4.14 Local Government Reorganisation (LGR) Implications

This report is retrospective has limited impact on LGR implications.

5. RISK MANAGEMENT

Risk is managed by the individual service risk registers.

6. LIST OF APPENDICES

Appendix 1 – Financial Performance for revenue provisional outturn 2025/26.

Appendix 2 – Financial Performance for capital provisional outturn 2025/26.

7. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Document List	Custodian	File Location
Transactional expenditure and income records held in the finance system	Finance Team	Finance shared drive
Budgets for expenditure and income held in the finance system	Finance Team	Finance shared drive
Spreadsheet containing the revenue monitoring report table including budget, forecast, actual expenditure, and comments	Finance Team	Finance shared drive
Spreadsheet containing the capital monitoring report table including budget, forecast, actual expenditure, and comments	Finance Team	Finance shared drive

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Provisional Outturn 2025/26 - Head of Service

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

Provisional Outturn 2025/26 - Head of Service

Head of Service	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To (From) Reserves	Outturn Contribution To (From) Reserves	Variance to Reserve Movement	Provisional Outturn (Including Reserves)	Variance to Current Budget	Comments	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
Head of Human Resources & Officer Development														
Income	0	0	0	0	(2)	(33)	(31)	0	0	0	(33)	(33)	0	Income: Additional income from charges to partners.
Expenses	984	0	0	984	1082	1057	(25)	(98)	(101)	(3)	956	(28)	(4)	Expenditure: Reduced expenditure on consultants.
Net	984	0	0	984	1080	1024	(56)	(98)	(101)	(3)	923	(61)	(6)	
Head of Finance														
Income	(1827)	0	0	(1827)	(3203)	(4194)	(990)	0	0	0	(4194)	(2367)	(125)	Income: Increased income from interest on investments, grants and NDR pool contribution.
Expenses	9445	0	0	9445	9490	7920	(1570)	(153)	1343	1496	9263	(182)	7	Expenditure: Underspend on Minimum Revenue Provision due to capital programme underspends. Offset by contribution to LGR reserve, overtime and collection fund support.
Net	7618	0	0	7618	6287	3727	(2560)	(153)	1343	1496	5069	(2549)	(34)	
Head of Democratic Services & Monitoring Officer														
Income	(234)	0	0	(234)	(626)	(721)	(96)	97	139	42	(583)	(349)	(148)	Income: Additional income to cover costs of elections.
Expenses	1978	100	0	2078	2602	2726	123	60	67	7	2792	714	242	Expenditure: Overspend on legal costs, new monitoring officer post, and election costs. Also additional costs of agency staff to cover procurement manager role, staff development costs, risk management and audit cover. Underspend from vacant posts in audit.
Net	1744	100	0	1844	1977	2004	28	156	205	49	2209	365	20	
Customer Change Director														
Income	(21684)	0	0	(21684)	(23664)	(24219)	(556)	(30)	(55)	(26)	(24275)	(2591)	(117)	Income: Increase in Housing Benefits subsidy and Homelessness prevention grant, rough sleeping grant and improved recovery of bed and breakfast costs.
Expenses	26629	0	0	26629	28257	28361	104	0	0	0	28361	1733	378	Expenditure: Underspend as a result of reduction in benefits paid and salaries savings. Additional costs as a result of new rough sleeping post, bed and breakfast costs and grant funding to the homelessness.
Net	4945	0	0	4945	4593	4142	(451)	(30)	(55)	(26)	4087	(858)	(17)	
Head of Communications, Engagement & Public Affairs														
Income	0	0	0	0	0	0	0	0	0	0	0	0	0	Income:
Expenses	247	0	0	247	343	360	18	0	0	0	360	113	46	Expenditure: Increased expenditure on corporate campaigns, additional posts, standby allowance, equipment for new starters and printing.
Net	247	0	0	247	343	360	18	0	0	0	360	113	46	
Head of Policy, Performance & Emergency Planning														
Income	(125)	0	0	(125)	(7)	(16)	(10)	(132)	(123)	9	(139)	(14)	2	Income: Extra income from joint funding.
Expenses	1080	0	(5)	1075	1048	1022	(25)	0	0	0	1022	(53)	(21)	Expenditure: Savings from work not commenced and vacant posts.
Net	955	0	(5)	950	1041	1006	(35)	(132)	(123)	9	883	(67)	(7)	
Service Total	26464	308	(94)	26678	27373	21212	(6161)	(2627)	1094	3721	22306	(4372)	(16)	
Earmarked Reserves														
LGR Reserve	0	0	0	0	0	0	0	0	2847	2847	2847	2847	0	Delivered underspend moved to LGR Reserve
Enterprise Zone Reserve	0	0	0	0	0	0	0	0	471	471	471	471	0	Delivered underspend moved to EZ Reserve
Budget Surplus Reserve	0	0	0	0	0	0	0	0	2096	2096	2096	2096	0	Delivered underspend moved to Budget Surplus Reserve
Net	0	0	0	0	0	0	0	0	5414	5414	5414	5414	0	
Total	26464	308	(94)	26678	27373	21212	(6161)	(2627)	6508	9135	27720	1042	4	

	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To (From) Reserves	Outturn Contribution To (From) Reserves	Variance to Reserve Movement	Provisional Outturn (Including Reserves)	Variance to Current Budget	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%	
Income	(58022)	0	0	(58022)	(64138)	(66492)	(2354)	(463)	213	676	(66279)	(8257)	(14)
Expenses	84486	308	(94)	84700	91511	87704	(3807)	(2164)	6295	8458	93999	9299	861
Total	26464	308	(94)	26678	27373	21212	(6161)	(2627)	6508	9135	27720	1042	4

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping														
Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To // (From) Reserves	Outturn Contribution To // (From) Reserves	Variance to Reserve Movement	Outturn (Including Reserves)	Variance to Current Budget	Commentary On (Under)/Overspend
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Chief Executive Officer	Directors													
	Income	0	0		0	0	(8)	(8)	0	0	0	(8)	(8)	0
	Expenses	1021	0		1021	1409	1404	(6)	0	0	0	1404	382	38
	Net Impact	1021	0	0	1021	1409	1395	(14)	0	0	0	1395	374	37
	HoS Total	1021	0	0	1021	1409	1395	(14)	0	0	0	1395	374	37
Chief Digital & Information Officer	ICT Shared Service													
	Income	0	0		0	10	19	10	0	0	0	19	19	0
	Expenses	0	0		0	14	7	(6)	0	0	0	7	7	0
	Net Impact	0	0	0	0	23	26	3	0	0	0	26	26	0
		3C ICT Shared Service												
	Income	(6148)	0		(6148)	(6108)	(6039)	69	0	0	0	(6039)	109	2
	Expenses	9238	0		9238	9204	9047	(157)	(13)	(13)	0	9034	(204)	(2)
Net Impact	3090	0	0	3090	3095	3008	(88)	(13)	(13)	0	2995	(95)	(3)	
	HoS Total	3090	0	0	3090	3118	3034	(85)	(13)	(13)	0	3021	(69)	(2)

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping															
Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To // (From) Reserves	Outturn Contribution To // (From) Reserves	Variance to Reserve Movement	Outturn (Including Reserves)	Variance to Current Budget	Commentary On (Under)/Overspend	
		£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000	%	
Head of Economy, Regeneration & Housing	Economic Development														
	Income	(74)	0		(74)	(12)	(5)	7	0	0	0	(5)	69	93	Income: (£68k) was budgeted to offset salary budget to recognise efficiencies. Therefore, this is offset by underspend on salaries where vacancies are held to offset this. Salary vacancies exceed predicted efficiency by c(£6k). Expenses: Defence cluster absorbed £24k of costs, previously forecasted on Economic Development. Creating, together with vacancy savings, an underspend of (£31k).
	Expenses	424	43		467	417	366	(50)	0	0	0	366	(100)	(22)	
	Net Impact	350	43	0	393	405	361	(43)	0	0	0	361	(31)	(8)	
	Housing Strategy														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	325	0		325	327	325	(2)	0	0	0	325	0	0	
	Net Impact	325	0	0	325	327	325	(2)	0	0	0	325	0	0	
	Markets														
	Income	(96)	0		(96)	(101)	(105)	(3)	0	0	0	(105)	(9)	(9)	Income: Additional income (trader rent) was achieved against the budget Expenditure: The Council took ownership of St Neots Market Charter becoming owner and operator, removing the requirement to make payment to a third party owner. The service saw increased in year expenditure relating to contract changes (compensation payments) which has seen staff move to new contracts.
	Expenses	239	0		239	191	214	24	0	0	0	214	(25)	(10)	
	Net Impact	143	0	0	143	89	110	20	0	0	0	110	(34)	(24)	
	Car Parks - Off Street														
	Income	(2832)	0		(2832)	(2521)	(2538)	(17)	0	0	0	(2538)	294	10	Income: Parking income shows an overspend against budget (less income realised). An in year decision was taken to not increase tariffs (previously within agreed budget) and lower levels of PCN income linked to delays in the implementation of Civil Parking Enforcement (CPE). Expenditure: Reduction in spend is linked to business rates payable being less than budgeted, and CPE (Civil Parking Enforcement) costs lower than budget and lower payments to third parties (supermarkets).
	Expenses	1768	0		1768	1695	1696	1	(120)	(121)	(1)	1574	(194)	(11)	
	Net Impact	(1063)	0	0	(1063)	(825)	(842)	(17)	(120)	(121)	(1)	(963)	100	9	
	Car Park - On Street														
	Income	0	0		0	(2)	(7)	(5)	0	0	0	(7)	(7)	0	
	Expenses	0	0		0	1	9	8	0	0	0	9	9	0	
	Net Impact	0	0	0	0	(1)	2	4	0	0	0	2	2	0	
	Market Towns														
Income	(162)	0		(162)	(264)	(167)	97	(132)	(137)	(5)	(304)	(142)	(88)	Reserves: Market Towns Reserve is released to offset salary costs as budgeted. 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	213	0		213	447	355	(92)	0	0	0	355	142	67		
Net Impact	51	0	0	51	183	188	5	(132)	(137)	(5)	51	(0)	0		
HoS Total															
		(195)	43	0	(152)	178	145	(33)	(252)	(259)	(6)	(114)	38	25	

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping

Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To // (From) Reserves	Outturn Contribution To // (From) Reserves	Variance to Reserve Movement	Outturn (Including Reserves)	Variance to Current Budget	Commentary On (Under)/Overspend	
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%		
Head of Planning, Infrastructure & Public Protection	Building Control														
	Income	0	0		0	0	0	0	0	0	0	0	0	Expenditure: HDC contribution required is £20k lower than budget as confirmed by lead partner	
	Expenses	165	0		165	163	145	(17)	0	0	0	145	(20)		(12)
	Net Impact	165	0	0	165	163	145	(17)	0	0	0	145	(20)		(12)
	Planning Policy														
	Income	(461)	0		(461)	(1247)	(1230)	17	(150)	0	150	(1230)	(769)	(167)	Agency staff required to address existing vacancies and to maintain existing PPA's (Planning Performance Agreements) which resulted in higher than expected income in 25/26 and to deliver the additional PPA income as projected within the 26/27 budget. Higher than anticipated planning fee income due to larger applications (in scale), including renewable energy and economic development, in year than expected. Total number of applications similar to prior years.
	Expenses	1467	65		1532	1757	1585	(172)	(347)	(358)	(10)	1227	(305)	(20)	
	Net Impact	1006	65	0	1071	509	354	(155)	(497)	(358)	140	(3)	(1075)	(100)	
	Development Management														
	Income	(1963)	0		(1963)	(2283)	(2637)	(354)	0	0	0	(2637)	(674)	(34)	Higher than anticipated planning fee income due to larger applications (in scale), including renewable energy and economic development, in year than expected. Total number of applications similar to prior years.
	Expenses	1904	0		1904	2426	2302	(124)	(35)	(33)	2	2270	366	19	
	Net Impact	(59)	0	0	(59)	143	(335)	(478)	(35)	(33)	2	(367)	(309)	(523)	
	Environmental Health Admin														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	Expenditure & Income: Service performing within budget.
	Expenses	50	0		50	47	48	0	0	0	0	48	(2)	(5)	
	Net Impact	50	0	0	50	47	48	0	0	0	0	48	(2)	(5)	
	Licensing														
	Income	(386)	0		(386)	(430)	(423)	7	0	0	0	(423)	(37)	(10)	Income: £37k overachievement of income on Premise licenses due to increase in new applications as a result of compliance work undertaken by the team. Expenses: £57k underspend on licensing Common Costs due to £57k underspend for Licensing manager vacancy (post now filled).
	Expenses	388	0		388	354	330	(23)	0	0	0	330	(57)	(15)	
	Net Impact	2	0	0	2	(76)	(92)	(16)	0	0	0	(92)	(94)	(4962)	
	Community Resilience														
Income	(209)	0		(209)	(289)	(237)	52	45	28	(17)	(209)	(0)	0	Income: Performed within budget. Expenses: £18k underspend due to reduction in electricity costs as a result of national fall in energy costs. Reserves: £10k of income from Environmental Enforcement to be moved to reserves so it can be reinvested next year to support the delivery of the service. £18k to be transferred to the Mobile Home Park Renewals Fund for mobile home park maintenance and improvement.	
Expenses	539	0		539	542	521	(21)	0	0	0	521	(18)	(3)		
Net Impact	330	0	0	330	253	283	30	45	28	(17)	312	(18)	(6)		
Communities															
Income	(390)	0		(390)	(584)	(554)	30	0	0	0	(554)	(164)	(42)	Income: £164k higher income 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. Expenses: £164k higher costs due to an increase in payments for the Homes for Ukraine scheme, this is offset by increase in income. Reserves: £65k contribution from reserves for Community Health and Wealth Fund as well as £81k contribution from reserves to cover the residents advice Team costs	
Expenses	803	0		803	985	1125	140	(10)	(153)	(143)	972	169	21		
Net Impact	412	0	0	412	400	571	170	(10)	(153)	(143)	418	5	1		

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping															
Head of Service	Service Grouping	Original Budget	Budget B/Fwd from 2024/25 & Virements	Budget C/Fwd to 2026/27	Current Budget	Q3 Forecast (Excluding Reserves)	Outturn (Excluding Reserves)	Variance to Forecast (Excluding Reserves)	Q3 Forecast Contribution To // (From) Reserves	Outturn Contribution To // (From) Reserves	Variance to Reserve Movement	Outturn (Including Reserves)	Variance to Current Budget	Commentary On (Under)/Overspend	
		£000	£000	£000	£000	£000	£000	£000		£000	£000	£000	£000		%
	Environmental Health Services														
	Income	(69)	0		(69)	(69)	(141)	(72)	0	49	49	(92)	(23)	(33)	Income: Additional £19k of income for costs recovered for Burials under the Health act, due to nature of service there can be a delay in incurring costs to recovering these costs.
	Expenses	964	0		964	896	873	(23)	0	0	0	873	(91)	(10)	Expenses: £30k underspend caused by no anticipated spend for Empty homes as well as £45k overall underspend for vacancies and maternity leave partially offset by agency costs. £10k underspend for budgeted maintenance of closed church yards as requested by parochial church council, no requests for maintenance this year.
	Net Impact	895	0	0	895	827	732	(95)	0	49	49	780	(114)	(13)	
	HoS Total	2801	65	0	2866	2266	1706	(561)	(497)	(466)	31	1239	(1627)	(57)	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Head of Environmental Services	Environmental Protection Team													
	Income	0	0		0	0	0	0	0	0	0	0	0	0
	Expenses	0	0		0	0	2	2	0	0	0	2	2	0
	Net Impact	0	0	0	0	0	2	2	0	0	0	2	2	0
	CCTV													
	Income	(117)	0		(117)	(121)	(121)	0	0	0	0	(121)	(4)	(3)
	Expenses	0	0		0	1	4	4	0	0	0	4	4	0
	Net Impact	(117)	0	0	(117)	(120)	(117)	4	0	0	0	(117)	1	1
	CCTV Shared Service													
	Income	(496)	0		(496)	(1553)	(1522)	30	0	0	0	(1522)	(1027)	(207)
	Expenses	775	0		775	1817	1805	(12)	0	0	0	1805	1030	133
	Net Impact	279	0	0	279	264	282	18	0	0	0	282	3	1
	Head of Operations													
	Income	0	0		0	12	30	18	0	0	0	30	30	0
	Expenses	121	0		121	121	106	(15)	0	0	0	106	(15)	(12)
	Net Impact	121	0	0	121	133	136	3	0	0	0	136	15	12
	Green Spaces													
	Income	(187)	0		(187)	(227)	(281)	(53)	(81)	(86)	(5)	(366)	(179)	(96)
	Expenses	1365	0		1365	1336	1442	106	0	0	0	1442	77	6
	Net Impact	1178	0	0	1178	1109	1162	53	(81)	(86)	(5)	1076	(102)	(9)
	Street Cleansing													
Income	(11)	0		(11)	(37)	(39)	(2)	0	0	0	(39)	(28)	(255)	
Expenses	1265	0		1265	1367	1397	29	0	0	0	1397	132	10	
Net Impact	1254	0	0	1254	1331	1357	27	0	0	0	1357	104	8	
Waste Management														
Income	(5839)	0		(5839)	(6954)	(7510)	(555)	0	461	461	(7048)	(1210)	(21)	
Expenses	7176	40		7216	7578	7371	(208)	0	0	0	7371	155	2	
Net Impact	1337	40	0	1377	624	(139)	(763)	0	461	461	323	(1054)	(77)	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		%
	Fleet Management														
	Income	(39)	0		(39)	(20)	(83)	(63)	0	0	0	(83)	(44)	(114)	Income: Collaboration with Blue light services has resulted in increased income through hydrotreated vegetable oil sales
	Expenses	384	0		384	423	411	(12)	0	0	0	411	27	7	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.
	Net Impact	345	0	0	345	403	327	(76)	0	0	0	327	(18)	(5)	
	HoS Total	4397	40	0	4437	3743	3012	(731)	(81)	375	456	3387	(1050)	(24)	

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		%
Head of Leisure, Health & Environment	Head of Leisure & Health														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	110	0		110	118	117	(1)	0	0	0	117	7	7	
	Net Impact	110	0	0	110	118	117	(1)	0	0	0	117	7	7	
	One Leisure Active Lifestyles														
	Income	(545)	0		(545)	(545)	(526)	18	(80)	(62)	18	(589)	(44)	(8)	
	Expenses	700	0		700	805	809	4	0	0	0	809	110	16	
	Net Impact	155	0	0	155	261	283	22	(80)	(62)	18	221	66	42	
	One Leisure Facilities														
	Income	(8132)	0		(8132)	(7512)	(7419)	93	0	0	0	(7419)	714	9	
	Expenses	7391	0		7391	6800	6913	113	96	96	0	7009	(382)	(5)	
	Net Impact	(742)	0	0	(742)	(711)	(506)	206	96	96	0	(410)	332	45	
	Parks and Open Spaces														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	2	0		2	2	2	(0)	0	0	0	2	(0)	(10)	
	Net Impact	2	0	0	2	2	2	(0)	0	0	0	2	(0)	(10)	
	Parks, Countryside and Climate														
	Income	(441)	0		(441)	(889)	(881)	7	0	0	0	(881)	(440)	(100)	
	Expenses	1528	20	(49)	1500	1919	1866	(53)	(45)	(74)	(29)	1792	292	20	
	Net Impact	1087	20	(49)	1058	1030	984	(46)	(45)	(74)	(29)	910	(148)	(14)	
Sawtry Leisure Centre															
Income	0	0		0	0	(5)	(5)	0	0	0	(5)	(5)	0		
Expenses	0	0		0	18	12	(6)	0	0	0	12	12	0		
Net Impact	0	0	0	0	18	7	(12)	0	0	0	7	7	0		

Provisional Outturn 2025/26 - Service Detail

Monitoring Report - Service Grouping

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		%
	One Leisure Projects														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	465	0		465	1963	236	(1727)	(1498)	229	1727	465	0	0	
	Net Impact	465	0	0	465	1963	236	(1727)	(1498)	229	1727	465	0	0	
	HoS Total	1077	20	(49)	1049	2680	1124	(1556)	(1527)	188	1715	1312	263	25	
Head of Property & Facilities	Energy & Sustainability Mgt														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	48	0		48	51	48	(2)	0	0	0	48	0	0	
	Net Impact	48	0	0	48	51	48	(2)	0	0	0	48	0	0	
	Public Conveniences														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	
	Expenses	0	0		0	1	1	0	0	0	0	1	1	0	
	Net Impact	0	0	0	0	1	1	0	0	0	0	1	1	0	
	Facilities Management														
	Income	(525)	0		(525)	(620)	(625)	(4)	0	0	0	(625)	(99)	(19)	Income: Feed in tariff payments have now been received after being indentified that the account was on hold.
	Expenses	1594	40	(40)	1594	1739	1564	(175)	0	0	0	1564	(30)	(2)	Expenditure: £40K was carry over to complete repairs which unfortunately have not been able to be completed and in the process of completing planning permission to complete repairs. Savings with utility costs as we are not currently running air source heat pumps due to needing repair and budget had been based on previous year usage. There was a miscoding for business rates which has now been reallocated.
	Net Impact	1069	40	(40)	1069	1118	939	(180)	0	0	0	939	(130)	(12)	
	Commercial Estates														
	Income	(5030)	0		(5030)	(4269)	(4253)	17	0	0	0	(4253)	777	16	Income: General reduction in income throughout the portfolio with a higher level of voids at Levellers Lane, St Neots and Phoenix Court, Huntingdon, as well as the number of outstanding rent reviews. Fareham property has seen slow lettings due to market conditions and Stonehill, Huntingdon is not generating income due to damage. The Rowley Centre, St Neots income is also down partly due to Cineworld income being reduced following restructuring.
Expenses	1692	0		1692	1756	1797	42	0	0	0	1797	105	6	Expenditure: There are currently vacant posts within the Estates team which has seen employee costs fall, but there has been an increase in the cost of consultancy fees to deal with the level of vacancies and outstanding jobs. Negotiations are ongoing regarding the Phoenix Court Huntingdon rent review. Additional expenditure occurred from business rates payments for empty spaces at the Fareham property.	
Net Impact	(3338)	0	0	(3338)	(2514)	(2455)	58	0	0	0	(2455)	882	26		
	HoS Total	(2221)	40	(40)	(2221)	(1344)	(1467)	(124)	0	0	0	(1467)	754	34	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Head of Human Resources & Officer Development	Corporate Health & Safety													
	Income	0	0		0	0	0	0	0	0	0	0	0	0
	Expenses	66	0		66	65	66	0	0	0	0	66	(1)	(1)
	Net Impact	66	0	0	66	65	66	0	0	0	0	66	(1)	(1)
	Human Resources													
	Income	0	0		0	(2)	(33)	(31)	0	0	0	(33)	(33)	0
Expenses	918	0		918	1017	991	(25)	(98)	(101)	(3)	890	(27)	(3)	
Net Impact	918	0	0	918	1015	958	(57)	(98)	(101)	(3)	857	(61)	(7)	
HoS Total	984	0	0	984	1080	1024	(56)	(98)	(101)	(3)	923	(61)	(6)	
Head of Finance	Corporate Finance													
	Income	(1827)	0		(1827)	(3147)	(4113)	(966)	0	0	0	(4113)	(2286)	(125)
	Expenses	7842	0		7842	7662	6061	(1601)	0	1500	1500	7561	(281)	(4)
	Net Impact	6015	0	0	6015	4514	1948	(2567)	0	1500	1500	3448	(2567)	(43)
	Finance													
	Income	0	0		0	(56)	(80)	(24)	0	0	0	(80)	(80)	0
	Expenses	892	0		892	1120	1151	31	(153)	(157)	(4)	994	102	11
	Net Impact	892	0	0	892	1065	1071	7	(153)	(157)	(4)	914	22	2
	Corporate Insurance													
	Income	0	0		0	0	0	0	0	0	0	0	0	0
Expenses	711	0		711	708	708	(0)	0	0	0	708	(3)	(0)	
Net Impact	711	0	0	711	708	708	(0)	0	0	0	708	(3)	(0)	
HoS Total	7618	0	0	7618	6287	3727	(2560)	(153)	1343	1496	5069	(2549)	(34)	

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		%
Head of Democratic Services & Monitoring Officer	Legal														
	Income	0	0		0	(2)	(3)	(1)	0	0	0	(3)	(3)	0	Income: Performed within budget.
	Expenses	278	0		278	232	352	120	0	0	0	352	74	27	Expenditure: £74k overspend for HDC contribution for 3C Legal as confirmed by Lead partner. This is driven by indirect costs as direct quarterly consumption of this service has reduced every quarter under new HoS despite LGR pressures
	Net Impact	278	0	0	278	230	348	119	0	0	0	348	70	25	
	Democratic & Elections														
	Income	(234)	0		(234)	(624)	(718)	(94)	97	139	42	(580)	(346)	(148)	Income: £470k of non budgeted income forecasted for Local and Mayoral Elections to cover election costs. £130k to be moved to reserves
	Expenses	1269	100		1369	1692	1686	(6)	60	67	7	1753	384	28	Expenses: £83.5k 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 £400k of costs for Local and Mayoral Elections to cover elections being covered by additional income. Reserves: £70k 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, plus £30k of surplus income from the FY2024/25 PCC election to be moved to the general election reserve. 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 £17k to be drawn down for Member Training.
	Net Impact	1035	100	0	1135	1068	968	(100)	156	205	49	1173	38	3	
	Audit														
	Expenses	192	0		192	294	346	52	0	0	0	346	154	80	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. Plus additional £33k for investigation commissioned by the previous S151 Officer, undertaken by Fraud Solutions team. Plus an additional £8k for additional days required to complete audit.
	Net Impact	192	0	0	192	294	346	52	0	0	0	346	154	80	
	Procurement														
	Income	0	0		0	0	0	0	0	0	0	0	0	0	Expenditure: £79k overspend on Agency costs for Procurement Manager, this has reduced from a forecasted £136k as contract was ended by new Head of Service.
	Expenses	204	0		204	275	284	8	0	0	0	284	79	39	
Net Impact	204	0	0	204	275	284	8	0	0	0	284	79	39		
Risks & Control															
Income	0	0		0	0	0	0	0	0	0	0	0	0	Expenditure: £15k for staff development and training as a result of new legislation as well as £20k 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). Partly offset by salary underspend from vacancies	
Expenses	34	0		34	110	58	(52)	0	0	0	58	24	69		
Net Impact	34	0	0	34	110	58	(52)	0	0	0	58	24	69		
HoS Total	1744	100	0	1844	1977	2004	28	156	205	49	2209	365	20		

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000		%
Customer Change Director	Council Tax Support														
	Income	(232)	0		(232)	(247)	(254)	(7)	0	0	0	(254)	(22)	(9)	Income: National non-domestic rates cost of collection based on NNDR1 2025-26 form, this is a Central Government formula
	Expenses	0	0		0	0	1	1	0	0	0	1	1	349	
	Net Impact	(232)	0	0	(232)	(247)	(252)	(5)	0	0	0	(252)	(21)	(9)	
	Housing Benefits														
	Income	(20374)	0		(20374)	(21492)	(21918)	(427)	36	36	0	(21882)	(1508)	(7)	Income: A review of HB claims in relation to Temporary & Supported Accommodation increased the amount of subsidy that was able to be claimed in 25/26. Additional £675k from the Homelessness Prevention Grant (HPG) funding was transferred from the Housing Advice budget to reduce the impact of subsidy loss. It should be noted however, that due to changes the way funding is provided by Central Government, HPG was incorporated into the overall settlement for 2026/27 and no breakdown was provided. Details of this emerged after the 26/27 budget had been prepared and so this area will be overspent in the coming year as a similar transfer of funding is unavailable. Expenditure: Variances occurred as a result of fluctuations in Housing Benefit expenditure, which are difficult to predict. Printing and Postage costs were also higher than originally forecast. Reserve: Funding is received from Cambridgeshire County Council in respect of the Cambridgeshire Counter-Fraud Initiative. Underspend in this area will be moved to a reserve to be used in 2026/27 as the funding is ringfenced for this specific purpose.
	Expenses	22916	0		22916	24017	23979	(38)	0	0	0	23979	1063	5	
	Net Impact	2542	0	0	2542	2525	2061	(465)	36	36	0	2097	(445)	(18)	
	Housing Needs														
	Income	(972)	0		(972)	(1924)	(2044)	(121)	0	0	0	(2044)	(1072)	(110)	Income: £255k higher grant funding received from Ministry of Housing, Communities and Local Government (MHCLG) for Homelessness which helps to offset £44k of funded posts. £335k better recovery of Bed & Breakfast (B&B) accommodation costs plus additional £135k rough sleep grant. Higher income is reflected in higher expenses as this income is funding homelessness prevention activity. Expenses: £44k higher for additional costs of new posts funded by Rough Sleeping Winter pressures, plus £365k of grant funding moved to support the Housing Team. As well as £500k more B&B payments as a result of additional funding received for this activity
	Expenses	2286	0		2286	2998	3138	140	0	0	0	3138	851	37	
	Net Impact	1314	0	0	1314	1074	1093	19	0	0	0	1093	(221)	(17)	
	Customer Services														
	Income	(105)	0		(105)	(2)	(3)	(2)	(66)	(91)	(26)	(95)	11	10	Income: Transfer from earmarked reserves higher than budgeted due to completion of customer change project for Revenues & Benefits software change. 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 Reserve: £91k transfer from reserves for the Customer Change Director salary costs and NEC Revenues & Benefits software project.
	Expenses	1274	0		1274	1097	1089	(8)	0	0	0	1089	(186)	(15)	
	Net Impact	1169	0	0	1169	1095	1086	(10)	(66)	(91)	(26)	994	(175)	(15)	
	Document Centre														
Income	0	0		0	0	0	0	0	0	0	0	0	0		
Expenses	151	0		151	146	155	9	0	0	0	155	3	2		
Net Impact	151	0	0	151	146	155	9	0	0	0	155	3	2		
HoS Total	4945	0	0	4945	4593	4142	(451)	(30)	(55)	(26)	4087	(858)	(17)		

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		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Head of Communications, Engagement & Public Affairs	Communications & Information													
	Income	0	0		0	0	0	0	0	0	0	0	0	0
	Expenses	247	0		247	343	360	18	0	0	0	360	113	46
	Net Impact	247	0	0	247	343	360	18	0	0	0	360	113	46
	HoS Total	247	0	0	247	343	360	18	0	0	0	360	113	46
Head of Policy, Performance & Emergency Planning	Emergency Planning													
	Income	0	0		0	0	0	0	0	0	0	0	0	0
	Expenses	128	0		128	127	121	(7)	0	0	0	121	(7)	(6)
	Net Impact	128	0	0	128	127	121	(7)	0	0	0	121	(7)	(6)
	Transformation													
	Income	(125)	0		(125)	0	0	0	(132)	(123)	9	(123)	2	2
	Expenses	646	0		646	653	644	(9)	0	0	0	644	(2)	(0)
	Net Impact	521	0	0	521	653	644	(9)	(132)	(123)	9	521	(0)	0
	Strategic Insight & Delivery													
	Income	0	0		0	(7)	(16)	(10)	0	0	0	(16)	(16)	0
	Expenses	306	0	(5)	301	267	258	(9)	0	0	0	258	(43)	(14)
	Net Impact	306	0	(5)	301	260	241	(18)	0	0	0	241	(59)	(20)
	HoS Total	955	0	(5)	950	1041	1006	(35)	(132)	(123)	9	883	(67)	(7)
Earmarked Reserves	Service Total	26464	308	(94)	26678	27373	21212	(6161)	(2627)	1094	3721	22306	(4372)	(16)
	LGR Reserve	0	0	0	0	0	0	0	0	2847	2847	2847	2847	0
	Enterprise Zone Rserve	0	0	0	0	0	0	0	0	471	471	471	471	0
	Budget Surplus Reserve	0	0	0	0	0	0	0	0	2096	2096	2096	2096	0
	Net Impact	0	0	0	0	0	0	0	0	5414	5414	5414	5414	0
	Total	26464	308	(94)	26678	27373	21212	(6161)	(2627)	6508	9135	27720	1042	4

2025/26 Capital Programme

Expenditure and Grant Outturn

Service Area	Project Name	Project Manager	Current Budget £000s	Actual £000s	Underspend(/)Overspend £000s	Rephase to 2026/27 £000s	Funding £000s	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Comments on Variance
Chief Digital and Information Officer	Hardware Replacement	Peter Holmes/Tony Allen	132	100	(32)	32		Y	Apr-25	Ongoing	Amber	Carry Forward to ensure ongoing project can be completed before LGR.
	Telephony Replacement	Peter Holmes/Tony Allen	8	0	(8)	0		N		Mar-26	Green	Project closed, no budget needed
	No2 Server & SQL Server 2012 Migration	Peter Holmes/Tony Allen	20	0	(20)	20		Y	Apr-25	Oct-27	Amber	Carry Forward to ensure project can be completed in FY27
	Datacentre Racks	Peter Holmes/Tony Allen	299	53	(246)	0		Y	May-25	Oct-25	Green	Project closed, no further spend in relation to this project.
	Windows 2012 Server Replacement	Peter Holmes/Tony Allen	0	3	3	0		Y	Sep-25	Oct-23	Green	The project closed in prior years, this is final spend that service didn't realise was outstanding
	EastNet Replacement	Peter Holmes/Tony Allen	250	0	(250)	0		Y	Sep-24	Oct-25	Green	Do not carry forward, project closed.
	Server 2016/2019 Migration	Peter Holmes/Tony Allen	99	20	(79)	79		Y	Sep-25	Dec-26	Amber	Carry Forward to ensure project can be completed in FY27
	Windows 10 End of Life	Peter Holmes/Tony Allen	20	155	135	0		N		Mar-26	Green	Do not carry forward, project closed.
	Public Switched Telephone Network	Peter Holmes/Tony Allen	81	5	(76)	0		Y	May-25	Mar-26	Green	Do not carry forward, project closed.
	Replacement Income Management Software	Peter Holmes/Tony Allen	19	19	(0)	0		Y	Apr-25	Jun-26	Green	Project closed, no budget needed
	AV Equipment	Peter Holmes/Tony Allen	60	0	(60)	0		Y	Jan-26	Mar-26	Green	Overspend was agreed with Previous S151 Officer to ensure quality of delivery. This was discussed at Star Chamber Sep-25 with Corporate Leadership Team present.
	Civic Suite Audio Visual Equipment	Peter Holmes/Tony Allen	80	204	124	0		Y	Jan-26	Mar-26	Green	Do not carry forward, project closed.
Legal Case Management Software	Peter Holmes/Tony Allen	0	16	16	0		Y	Mar-26	Mar-26	Green	Do not carry forward, project closed.	
Total			1,068	575	(493)	131	0					
Customer Services	Voice Bots	Michelle Greet	34		(34)			N		TBC	Red	Project delayed and under review
	Data Warehouse	Michelle Greet	16		(16)			N		TBC	Red	Project delayed and under review
	Total		50	0	(50)	0	0					
Facilities	Solar Canopy	Matt Raby	0	185	185	0	(191)	Y	Oct-24	Apr-25	Green	This project is fully funded Swim England
	OL Roof Mounted Solar	Matt Raby	0	335	335	0	(335)	Y	Apr-25	Jun-25	Green	Project has budget £412k which fully funded from Capital Reserves (this was approved by Cabinet in Nov 24)
	Pathfinder House Meeting Pods	Matt Raby	0	50	50	0		Y	Dec-25	Dec-25	Green	Approved by CLT, relates to hybrid working policy
	Eastfield House Meeting Pods	Matt Raby	0	10	10	0		Y	Dec-25	Dec-25	Green	Approved by CLT, relates to hybrid working policy
	Total		0	580	580	0	(526)					
Environmental Services	Wheeled Bins	Andy Rogan	254	145	(109)	0	(78)	Y	Apr-25	Ongoing	Green	Extra income from developers
	Vehicle Fleet Replacement	Andy Rogan	2,731	1,400	(1,331)	1,331		Y	Apr-25	Ongoing	Green	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.
	Food Waste Collection	Andy Rogan	1,802	1,985	183	0	(1,802)	Y	Apr-25	Complete	Green	Capital spend completed
	Chipper Fleet	Andy Rogan	35	39	4	0		Y	Apr-25	Complete	Green	Chipper purchased, completed in 25/26. A vehicle was part exchanged as part of the purchase bringing the actuals below budget
	Trail Mower	Andy Rogan	45		(45)	0		Y	Apr-25	Complete	Green	This is included within vehicle replacement programme. Completed
	Environmental Improvement Team Vehicle	Andy Rogan	70	38	(32)	0		Y	Apr-25	Complete	Green	The van and plant equipment cost less than originally budgeted
	Litter Bin Replacements	Andy Rogan	28	10	(18)	18		Y	Apr-25	Ongoing	Green	£18k to be carried forward into 2026/27 as bin replacement is ongoing
	CCTV Generator	Neil Howard	135		(135)	135		N		31/03/2027	Amber	This project will be rolled into 26/27 due to the delay in confirming size of generator required.
	CCTV Upgrade	Neil Howard	240	116	(124)	0		Y	Apr-25	Complete	Green	Completed in 25/26
	Civil Parking Enforcement	George McDowell	244	769	525	0		Y	Nov-24	May-26	Green	Increased expenditure on highways lining which was highlighted in the April 2024, the council entered into agency agreement which required the council to fund the anticipated overspend.
Total			5,584	4,501	(1,083)	1,484	(1,880)					
Community Services	Disabled Facilities Grants	Claudia Deeth	1,600	1,977	377	0	(1,799)	Y	Apr-25	Ongoing	Green	Increased spend for Home Improvements due to clearing of previous backlog, mostly offset by increase in grant income.
	Mobile Devices	Claudia Deeth/David Pope	10		(10)	10		N		31/03/2027	Amber	Project delayed due to software implementation issues.
	Total		1,610	1,977	367	10	(1,799)					
	Fencing	Kirsty Drew	13	13	(0)	0		Y	Apr-25	Mar-26	Green	

Service Area	Project Name	Project Manager	Current Budget £000s	Actual £000s	Underspend(/)O verspend £000s	Rephase to 2026/27 £000s	Funding £000s	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Comments on Variance
Parks, Countryside & Climate	Water Safety Signs	Kirsty Drew	20		(20)	20		N		Mar-27		A risk assessment for Hen Brook is in the process of being carried out with a view to looking at signage where necessary in 26/27. Signage on further sites will follow once this is complete.
	Biodiversity	Nick Massey	0	125	125	0	(125)	Y	Apr-25	Jan-26		Project completed in October 2025 and Final claim submitted in January 2026. Full actuals have been claimed, so project is fully funded
	St Neots Riverside Park Toilets	Nick Massey	0	15	15	0	(250)	Y	Apr-26	Jun-26		Residual costs following the project closure in 24/25.
	St Neots Riverside Park Path/Cycle Imps	Nick Massey	0	5	5	0		Y	Apr-26	Jun-26		Remaining funding was applied in 25/26.
	Play Equipment	Kirsty Drew	35	33	(2)	2		Y	Apr-25	Mar-26		Residual costs following the project closure in 24/25.
	St Ives Park	Kirsty Drew	80		(80)	80		N		Mar-27		The council have not yet formally taken responsibility for Berman Park.
	Hinchingbrooke Country Park	Katie Wren	2,378	211	(2,167)	2,167		Y	2021	Mar-27		A Letter of Intent is now finalised. This allows a six-week window of works to progress improvements to the park access road and establish the contractor's welfare compound. During this period, the Countryside Centre design will also be developed to RIBA Stage 5. The contractor commenced works on site on 13 April 2026. Funding and Programme Additional funding has been confirmed, enabling the final schedule of works to be agreed with the contractor. This is expected to be finalised w/c 11 May to ensure continuity of works on site.
	Godmanchester Recreation Ground Works Grant	Nick Massey	30		(30)	30		N		May-26		Head Of Service to authorise spend to Godmanchester Town Council as part of wider handover and ownership of Godmanchester Recreation Ground to GTC, no longer under HDC ownership- Carry forward to 26/27
	Natural Flood Defences	Nick Massey	0	42	42	0	(42)	Y	Mar-26	Complete		This project was funded by the CPCA and HDC delivered 13 Leaky Dams in Fox Brook, Loves Farm. There was more funding for natural flood defence projects as part of this work, but the team were unable to identify suitable locations for the interventions.
Paxton Pits	Nick Massey	0	21	21	0	(20)	Y	Sep-25	Complete		Paxton Pits excavator purchased by HDC, but Friends Of Paxton Pits reimbursed the cost due to work undertaken with the excavator.	
Total			2,556	464	(2,092)	2,299	(437)					
Finance	Company Investment	Sandra Beard	100		(100)	0		N				Not needed. To be removed from the capital programme.
	VAT Partial Exemption	Sandra Beard	50		(50)	0		N				Not needed. To be removed from the capital programme.
	Capita Upgrade	Sandra Beard	11		(11)	0		N				Not needed. To be removed from the capital programme.
Total			161	0	(161)	0	0					
Page 96 Economy, Regeneration & Housing Delivery	Future High Streets	Sam Caldbeck	7,126		(7,126)	3,063		Y	2021	Nov-26		
	Market Towns Programme	Sam Caldbeck	1,081		(1,081)	0		Y	2021	Mar-26		Interlinked projects within future highstreets. Priory Centre project still outstanding, to be completed by December 2026.
	Wayfinding and Information	Sam Caldbeck	0	67	67	0	(67)	Y	2024	Mar-26		Project complete, and claims received from CPCA, within budget. However there are remaining commitments for management of Digital Screens for another 2 years.
	Market Town St Ives	Sam Caldbeck	0		0	0						
	RPF Grants to Business	Sam Caldbeck	0	375	375	0	(287)	Y	Apr-25	Jan-26		This project is complete. There is an overspend for which funding arrangements are currently being developed and will be resolved by June 2026.
	UK Shared Prosperity Fund Projects	Sam Caldbeck	65	150	85	0	(150)	Y	Apr-25	Mar-26		Project complete and claims submitted to CPCA. Project overspend funded from claims.
	REPF Digital Infrastructure	Sam Caldbeck	0	(102)	(102)	0		Y	2023	Mar-26		Associated costs recognised in 24/25 did not materialise in 25/26
	REPF Capacity Building	Sam Caldbeck	0	(4)	(4)	0						Associated costs recognised in 24/25 did not materialise in 25/26
	Ramsey Public Realm	Sam Caldbeck	1,677	234	(1,443)	1,443	(234)	Y	2024	Nov-26		1st phase (Ramsey Public Realm) (£295k) is complete. Phase 2 (LGF Funded) is in delivery (£1,158,525)
	St Neots Masterplan Phase 1	Sam Caldbeck	178		(178)	0		Y	2023	Apr-25		Project complete - No more claims to be made // Total funding from CPCA has been spent full.
	Huntingdon and St Ives Future Schemes	Sam Caldbeck	4	12	8		(11)					Project Complete
	Moores Walk Improvement	Sam Caldbeck	3		(3)							Project Complete - Moores Walk Improvement commencement in 2023 allocation of £20K of HDC open spaces.
	Smarter Towns	Sam Caldbeck	0	4	4	0	(4)	Y	2022	Mar-25		Project complete in 24/25, delay in costs being recognised
	Old Falcon	Sam Caldbeck	0	116	116	0	(116)	Y	2022	Sep-25		Project active stage is complete. In monitoring phase. Scheme to be delivered by third-party property owner.
	Priory Centre & QTR	Sam Caldbeck	0	2,630	2,630	0	(2,208)	Y	2022	Jan-27		Project in delivery, construction work underway. Project is expected to be over budget, funding arrangements are currently being developed and will be resolved by June 2026.
	Market Towns Ramsey St Ives Huntingdon	Sam Caldbeck	0	123	123		(124)					Project complete and claims submitted to CPCA for Total Expenditure (Majority from £802K CPCA grant funding)
	Transport Project	Sam Caldbeck	0	1,311	1,311	0	(1,311)	Y	2022	Sep-25		Project complete. Total spend of £7,098,000. Funded from FHFSF, CPCA, National Highways and S106.
	Housing Fund	Pam Scott	305	475	170	0	(821)	Y	2022	26-Mar		Project complete in March 2026. Total original budget spent of £2,480,058. Further budget received in 24/25 of £204,937 returned as unable to identify further Properties.
	MSCP Lift Replacement	George McDowell / Matt Raby	0	53	53	0		Y	2025	Apr-26		Works became necessary on MSCP lifts and therefore undertaken as an urgent matter.
Total			10,439	5,444	(4,995)	4,506	(5,333)					

Service Area	Project Name	Project Manager	Current Budget £000s	Actual £000s	Underspend(/)Overspend £000s	Rephase to 2026/27 £000s	Funding £000s	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Comments on Variance
Leisure and Health	One Leisure Improvements	Leigh Allaker	300	377	77	0		Y	Apr-25	Mar-26		<p>Work on leisure centre facilities to maintain operationally compliant buildings. Overspend due to more jobs needed regarding age of facilities.</p> <p>Architecture, Legal and Project Support costs relating to the Huntingdon Sport & Health Hub project funded from Leisure Facilities Reserve as per One Leisure Programme. Planning application paid and submitted for the development in February 2026.</p> <p>Huntingdon changing room refurbishment as per the One Leisure Programme. Delivered in Aug 2025 in-line with the gym refurbishment to enhance visitors experience and sales.</p> <p>New equipment/stations required at St Ives & St Neots due to increased usage and demand following the initial gym refurbishments.</p> <p>Completed on time and within capital allocation/tolerance</p> <p>Additional £13k funded from One Leisure Programme Fund (Leisure Facilities Reserve)</p> <p>Huntingdon refurbishment delivered in Aug 2025 slightly over budget by £35k following additional requirements to Box 12 approx. £15k the remaining £20k was for building works and fees. Trade-out income received used against the project budget, but allocated elsewhere for year-end closure.</p> <p>Ramsey was delivered in Nov 2025 slightly over budget by £10k due to unforeseen electrical works.</p> <p>To note that there was an agreement to be able to use £45k from the leisure programme reserve (Reimbursed VAT fund).</p> <p>Meridian Trust requesting HDC use capital to contribute towards their overall larger car park expansion scheme. Cost and plan to be finalised and sent to the Head of Property for consideration and request for approval.</p> <p>Budget will need to be carried forward into 26/27</p> <p>Sawtry Leisure Centre opened in March 2026 following plant installation and pool & site refurbishments.</p> <p>Pitch resurface was delivered early March 2026 with bookings at capacity following the work completion. Circa additional £20k a year revenue.</p> <p>Approved in-year overspend for the St Neots 3G Pitch.</p>
	Huntingdon Sport & Health Hub		0	1,447	1,447		(1,447)					
	OLSIO - 3G Pitch (2026)		0	3	3		(3)					
	Huntingdon Changing Rooms Refurbishment		0	122	122		(122)					
	OL St Neots and St Ives Fitness Equipment and Refresh	Leigh Allaker	25	38	13	0	(13)	Y	May-25	Aug-25		
	One Leisure Refurbishment and Refresh	Leigh Allaker	1,040	550	(490)	0	(48)	Y	Jul-25	Nov-25		
	Ramsey Car Park	Leigh Allaker	63		(63)			N		TBC		
	Plant Reinstall	Leigh Allaker	0	594	594	0	(457)	Y	Sep-25	Mar-26		
OL St Neots Synthetic Pitch		0	173	173								
Total			1,428	3,304	1,876	0	(2,090)					
Planning	Community Infrastructure Levy Projects	Claire Burton	3,202	1,075	(2,128)	2,128	(1,075)	Y	Apr-25	Mar-26		<p>Projects have been delayed but are within contract terms, however spend is funded from CIL Capital Receipts reserve, so will only be spent and funded in a future year, based on the CIL programme.</p> <p>Details of projects sent to Cabinet - March 2026 - https://democracy.huntingdonshire.gov.uk/moderngov/documents/s143935/Community%20Infrastructure%20Levy%20Spend%20Allocation.pdf</p>
	Total		3,202	1,075	(2,128)	2,128	(1,075)					
Property and Lettings	Stonehill Refurbishment	Simon Messervy	300		(300)	300		Y	Dec-25	Mar-27		<p>Feasibility work is currently undergoing, the project will roll forward into 26/27</p> <p>Estimate used for bid was provided by one of the tenders. Upon receiving the bids, the were drastically lower than the estimate used.</p> <p>Estimate used for bid was provided by one of the tenders. Upon receiving the bids, the were drastically lower than the estimate used.</p> <p>Change in staffing within the Estates team means that this project is on hold until 26/27. projects being evaluated.</p> <p>Change in staffing within the Estates team means that this project is on hold until 26/27. Initial EPC review completed and work project being evaluated</p> <p>Change in staffing within the Estates team means that this project is on hold until 26/27. project being evaluated and this will be ongoing to improve HDC investment returns.</p> <p>Change in staffing within the Estates team means that this project is on hold until 26/27. project being evaluated and this will be ongoing to improve HDC investment returns.</p> <p>Ongoing work to identify projects based on new lettings</p>
	Eastfield House Refresh	Matt Raby	102	71	(31)	0		Y	Apr-25	Complete		
	Pathfinder House Refresh	Matt Raby	295	180	(115)	0		Y	Apr-25	Complete		
	Health and Safety Works - Commercial Properties	Simon Messervy	51		(51)	51		N		Mar-27		
	Energy Efficiency - Commercial Properties	Simon Messervy	62		(62)	62		Y	Jan-26	Mar-27		
	Estates Roofs	Simon Messervy	130		(130)	130		N		Mar-27		
	Reletting Works	Simon Messervy	500	57	(443)	443		Y	Oct-25	Mar-27		
	Reletting Incentives	Simon Messervy	150		(150)	150		N	Oct-25	Mar-27		
Total		1,590	308	(1,282)	1,136	0						
Grand Total			27,687	18,227	(9,460)	11,694	(13,146)					

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Committee/Panel – Overview & Scrutiny (Performance & Growth), 1st July 2026.
 Cabinet – 14th July, 2026
 Council – 15th July, 2026

Report by: Ben Clifton-Attfield (Project Manager)
 Gregory Moore (Data Analyst)

Lead Cllr: Sarah Conboy, Executive Leader and Executive Councillor for Place



Wards	Open / Exempt	Key Decision?
All	Open	Yes

Corporate Plan Refresh 2026/27

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.

Recommendations

Overview and Scrutiny (Performance and Growth) is recommended to:

- 1.1. The Panel is invited to endorse the refreshed Corporate Plan

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Committee/Panel – Overview & Scrutiny
(Performance & Growth), 1st July 2026.
Cabinet – 14th July, 2026
Council – 15th July, 2026

Report by: Ben Clifton-Attfield (Project Manager)
Gregory Moore (Data Analyst)

Lead Cllr: Sarah Conboy, Executive Leader and
Executive Councillor for Place



Wards	Open / Exempt	Key Decision?
All	Open	Yes

Corporate Plan Refresh 2026/27

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Recommendations

Cabinet is recommended to:

- 1.1. Endorse the refreshed Corporate Plan to Council (Appendix A)
- 1.2. Endorse the Key Performance Indicators to Council (Appendix D)

Council is recommended to:

- 1.3. Endorse the refreshed Corporate Plan (Appendix A)
- 1.4. Endorse the Key Performance Indicators to Council (Appendix D)

Report Author(s)

Ben Clifton-Attfield, Project Manager (ben.cliftonattfield@huntingdonshire.gov.uk)
Gregory Moore, Data Analyst (gregory.moore@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

- 1.1** This report updates Members on the refresh of the Corporate Plan for 2023-2028 and presents the actions and performance indicators for 2026/27 to Council for approval.

2. BACKGROUND & CONTEXT

- 2.1** The Corporate Plan outlines the Councils priorities, desired outcomes, and strategies. The action plan and key performance indicators will be 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.

2.2 Priorities and Outcomes

- 2.2.1** The revised Corporate Plan (Appendix A) seeks to achieve the same outcomes as the previous administration (2022-2026). This 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.”

- 2.2.2** 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 Councils 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.

2.3 Actions

- 2.3.1** The refreshed Corporate Plan 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. This refresh includes 29 new actions and 27 that were carried forwards. Thirty-three actions from the 2025/26 plan have been completed, or are scheduled to be completed, and are not carried forward.
- 2.3.2** The Corporate Plan actions for 2026/27 consist of 27 actions we will Do, 11 actions we will Enable and 18 actions we will Influence to be delivered.
- 2.3.3** Appendix B sets out the Corporate Plan Actions for 2025/26, highlighting which are completed or carried forward. The Council’s end of year performance for 2025/26 was presented to Overview and Scrutiny and Cabinet in June 2026.
- 2.3.4** Appendix C sets out the details of the Corporate Plan Actions for 2026/27, identifying those that are carried forward, revised or are new.

2.4 Operational Performance Measures

2.4.1 Pages 28 through 30 of the Corporate Plan (Appendix A) lists the Key Performance Indicators proposed for 2026/27.

2.4.2 The proposed targets and tolerances are outlined in Appendix D. They were drafted with key stakeholders, taking into consideration past performance, available resources, and any known issues or challenges, as well as relevant benchmarking data where applicable. Feedback from the members briefing in December 2025 and from the Overview and Scrutiny (Performance & Growth) meeting on January 21st, 2026 have also been taken into account.

2.4.3 In summary:

	2025/26 Total	2026/27 Total	2026/27 Target Stretched	2026/27 Target Relaxed	2026/27 Subject to Change
Number of KPIs	35	35	9	3	4

2.4.4 Metrics within the Operational Performance Measures are aligned with the Local Outcomes Framework – a new framework which enables outcomes-based performance measurement against key national priorities delivered at the local level. The framework has 127 outcome metrics and outcome metric placeholders across 16 priority outcomes which link directly back to the safety and wellbeing of residents. Councils are responsible for the monitoring and reporting this metrics for the launch of a national digital tool in 2026. Therefore, it is important that Huntingdonshire District Council is cognisant of the emerging reporting requirements and ensures appropriate governance and data quality are in place to support compliance. Doing this will create an opportunity for greater transparency with residents.

2.4.5 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.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 Option 1: Redesign of the Corporate Plan.

3.1.1 This option would involve a full redesign of the Corporate Plan, including revising the Councils priorities and outcomes.

3.1.2 This option was not recommended as the existing Corporate Plan continues to provide a clear and appropriate strategic framework, and the current refresh is intended to update delivery rather than redefine direction. A full

redesign would also require significant additional time and resources which is not considered necessary at this stage.

3.1.3 Risks of this approach include delaying the implementation of the updated actions and performance measures, reducing organisational focus and causing a disruption to delivery. There is also a substantive resource pressure associated with undertaking a comprehensive review without clear justification.

3.2 Option 2: Do Nothing

3.2.1 This option would retain the existing Corporate Plan without updating the action plan, priorities or performance indicators.

3.2.2 This option was not recommended as the Corporate Plan was designed to be reviewed annually to ensure it remains aligned with current priorities, emerging challenges and resident feedback. The refresh conducted in early 2026 was designed to allow business as usual work to continue and to provide stability to officers during the election period.

3.2.3 Risks with taking this approach include the lack of clarity and transparency around priorities, impacting delivery. There is also an increased risk that resources will not be aligned to the most pressing needs of our residents and the district.

4. COMMENTS OF OVERVIEW & SCRUTINY

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

4.1 Text

5. POST-DECISION IMPLEMENTATION

5.1 Following approval by Council, the refreshed Corporate Plan and associated action plan will be implemented effective immediately.

5.2 The approved actions and performance indicators will be embedded within service planning processes across the organisation, ensuring that delivery is aligned to the Council's strategic priorities. Service teams will take ownership of individual actions and will be responsible for progressing delivery in line with agreed milestones and timescales.

5.3 Performance against the Corporate Plan will be monitored through the Council's established performance management framework. Progress will be reported on a quarterly basis to the Overview and Scrutiny Panel (Performance and Growth) and Cabinet, providing Members with regular assurance on delivery,

performance trends, and emerging risks. This will enable appropriate challenge and intervention where required.

5.4 The action plan and performance indicators will remain subject to ongoing review to ensure they continue to reflect changing priorities, operational learning, and external factors, including financial pressures and wider sector developments such as Local Government Reorganisation. The Overview and Scrutiny panel for Performance and Growth will continue to challenge the metrics and performance targets, and if amendments are proposed these will be considered by Cabinet.

5.5 A further formal refresh of the Corporate Plan will be undertaken as part of the annual reporting cycle in 2027, at which point Members will have the opportunity to review progress to date, consider any necessary amendments, and approve the next iteration of actions and performance measures.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

6.1.1 The Corporate Plan will establish the Council's key priorities, as well as the actions and performance metrics to be measured.

6.2 Financial Implications

6.2.1 The Corporate Plan does not, in itself, introduce any new financial commitments. All actions and projects contained within the Plan have been developed in line with the Council's existing budget setting process and are reflected within the Medium Term Financial Strategy (MTFS). This ensures that delivery of the Corporate Plan is aligned with available resources and long-term financial planning, with any future financial implications being considered through established governance and budget-setting arrangements.

6.3 Policy Implications

6.3.1 The Corporate Plan provides the Council's overarching strategic framework and does not introduce new standalone policy requirements. Instead, it consolidates and aligns existing policies, strategies, and service plans to ensure a coherent and consistent approach to delivery. Where actions within the Corporate Plan result in the need for new or amended policies, these will be developed and brought forward through the Council's established governance and approval processes.

6.4 Legal & Constitutional Implications

6.4.1 The Corporate Plan forms part of the Council's strategic policy framework and supports the effective discharge of its statutory duties. The proposed refresh does not introduce any direct legal implications; however, it provides the overarching direction within which services operate to ensure compliance with relevant legislation and regulatory requirements.

6.5 Community Impact

6.5.1 The Corporate Plan sets out the Council's priorities and action plan, which are designed to deliver positive outcomes for residents, communities, and businesses across Huntingdonshire. By aligning services and resources to key priorities, the Plan aims to improve quality of life, support economic growth, protect the environment, and ensure that residents are able to access high-quality, value-for-money services.

6.6 Environment & Climate Change Implications

6.6.1 The Corporate Plan supports the Council's commitment to environmental sustainability and addressing climate change by embedding consideration of environmental impacts across its priorities, actions, and decision-making. The refreshed Plan includes activities that contribute to reducing carbon emissions, protecting the natural environment, and promoting sustainable growth. Environmental and climate implications will continue to be considered as part of the development and delivery of individual actions, ensuring alignment with the Council's wider climate ambitions and statutory responsibilities.

6.7 Implications on Resources

6.7.1 Delivery of the Corporate Plan will be met from within existing resources. The actions and projects identified have been developed through the Council's service planning and budget-setting processes and are aligned to available staffing and operational capacity. Any changes to resource requirements arising from the delivery of specific actions will be managed through existing governance arrangements, including service planning, workforce management, and the Medium Term Financial Strategy.

6.8 Local Government Reorganisation (LGR) Implications

6.8.1 The Corporate Plan has been developed with recognition of the potential impact of Local Government Reorganisation and provides a stable strategic framework to guide the Council during this period of change. The refreshed Plan maintains a focus on delivering priorities for Huntingdonshire's residents while remaining sufficiently flexible to respond to emerging proposals and structural changes. Should reorganisation progress, actions and priorities within the Corporate Plan may require review to ensure alignment with the evolving governance and delivery arrangements, and this will be managed through established monitoring and refresh processes.

7. RISK MANAGEMENT

7.1 The delivery of the Corporate Plan is supported by the Council's established risk management framework, with risks identified, monitored, and mitigated through service planning, performance reporting, and governance processes. Regular reporting to Overview and Scrutiny Panel (Performance and Growth) and Cabinet

will provide ongoing oversight of progress, performance, and emerging risks, enabling timely intervention where required.

7.2 The ability to deliver all identified actions within available resources and timescales may be impacted by competing priorities, capacity constraints, or external factors. This risk will be managed through robust prioritisation, performance monitoring, and regular review of actions.

7.3 There is a risk that the outcome of the LGR proposals, expected in July, may require amendments to the Corporate Plan to ensure alignment with any new governance structures, responsibilities, or strategic direction. This will be mitigated by maintaining flexibility within the Plan and utilising the established annual refresh and monitoring processes to review and update actions and priorities as required.

8. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

8.1

Document List	Custodian	File Location
Corporate Plan Refresh 2026 – Placeholder report ahead of the election to enable reporting to continue until a new administration could draft a plan.	Huntingdonshire District Council Joint Administration	Issue details - CORPORATE PLAN REFRESH 2026/2027 - Huntingdonshire.gov.uk



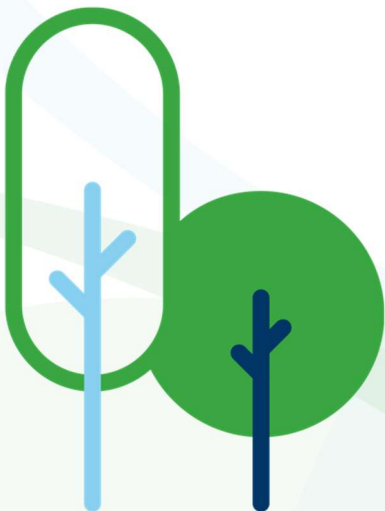
CORPORATE PLAN
2023 - 2028

Stability - Confidence - Trust



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FOREWORD

We all want to live somewhere that offers the very best quality of life—a place that attracts people, creates a sense of belonging, and inspires ambition. A place where everyone feels included and proud to call home.

The period from 2026 to 2028 represents a defining chapter for our council and the communities we serve. With Local Government Reorganisation (LGR) now imminent, we are entering a time of significant change - but also real opportunity.

As a joint administration, our priority is clear: to ensure the council is in the strongest possible position ahead of transition. We are committed to maintaining sound financial management and delivering reliable, and high-quality and value-for-money services. We also aim to strengthen our organisational resilience so that we are ready for the changes ahead.

This Corporate Plan sets out how we will continue to deliver for residents and businesses while preparing for LGR. We will focus on what matters most - protecting essential services, supporting our communities, and working closely with partners.

We remain committed to being open, collaborative, and forward-looking and will work constructively with neighbouring authorities, government, and local stakeholders to support our communities and help shape new arrangements that reflect the needs and aspirations of our area.

Above all, our ambition is to ensure continuity and confidence for our residents. Throughout this transition, we will remain focused on delivering value-for-money, driving improvement, and supporting our communities. With this in mind, our Corporate Plan outlines **three key priorities that will shape our work:**

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.

We recognise that the years ahead will require innovation, partnership and sound stewardship. Through this plan, we reaffirm our determination to listen to our communities, work collaboratively with partners, and deliver on our promises.

Together, we will ensure Huntingdonshire remains a place where people can thrive—now and for generations to come.

To deliver these priorities, we must be a council that listens carefully and understands where support is most needed to make a meaningful difference in people's lives.

Through the Community Health and Wellbeing Strategy, the council will work with health partners, voluntary organisations, and communities to proactively improve residents' happiness and wellbeing. This includes addressing social health inequalities and building stronger, more resilient communities. The Leisure and Wellbeing Strategy will complement this by providing accessible facilities, activities, and outreach programmes that encourage physical activity, social connection, and overall wellbeing. Our Local Plan will shape environments that support healthier living through access to green spaces, active travel, and inclusive community infrastructure. The Local Plan will also enable high-quality, affordable housing and support forward-thinking economic growth, ensuring development is well-designed and responsive to community needs.

Across all services, the council will maintain a strong focus on delivering high-quality, value-for-money outcomes, underpinned by robust governance, effective resource management, and compliance with statutory obligations. Together, these approaches will ensure that Huntingdonshire remains a thriving, sustainable place where current and future residents can live, work, and prosper.

Whilst we plan and prepare for the forthcoming structural changes through LGR; we will also be carefully balancing other activities including our Capital Programme, to ensure that we deliver projects which will continue to benefit our communities in the short and longer-term. Our aim is to leave the council's assets in a robust way for the future arrangements. We will also continue to work with public-sector partners who are going through similar arrangements and continue to support them where necessary to meet the needs of our residents, businesses and visitors.

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 at the heart of how we serve our communities. This Corporate Plan reaffirms our commitment not only to deliver services, but to enable others - supporting people and places to thrive. We cannot achieve this alone. We cannot do this *to* communities. We must achieve it in partnership with them. By working together, we can ensure Huntingdonshire remains a place where individuals and families can live and work well and make the most of the opportunities available to them.

As we prepare for Local Government Reorganisation, we will work collaboratively with partners, communities and stakeholders to continue delivering high-quality, reliable services and uphold the standards our communities expect and deserve. This is about more than sustaining excellence today - it is about shaping a strong and lasting legacy for tomorrow, together. By creating a culture of shared responsibility, integrity, innovation and responsiveness, we can ensure our collective efforts leave a positive and enduring impact - regardless of structural change.

It is by doing these things that we will create a place people are proud to call home.



Councillor Sarah Conboy
Executive Leader



Councillor Julie Kerr
Executive Councillor for Parks
and Countryside, Waste and
Street Scene

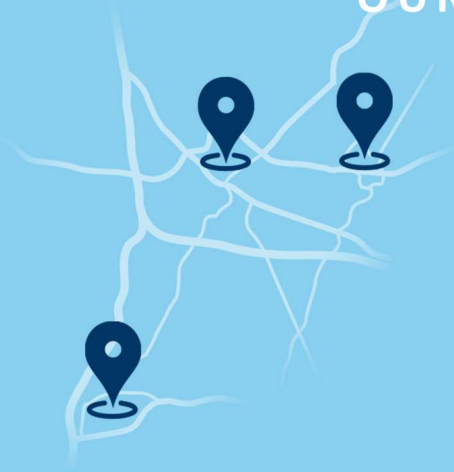


Councillor Lara Davenport-Ray
Executive Councillor for
Climate, Transformation and
Workforce

Group Leaders of the Joint Administration

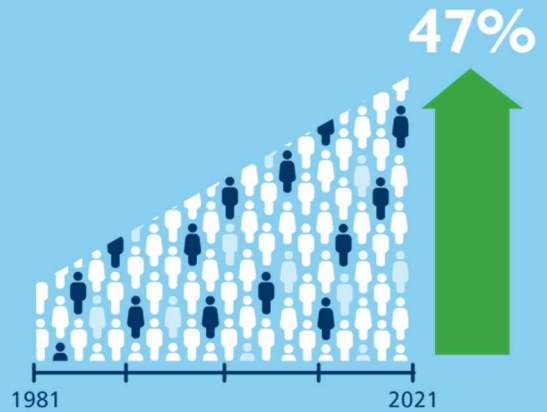
GETTING TO KNOW HUNTINGDONSHIRE

OUR PEOPLE AND PLACE



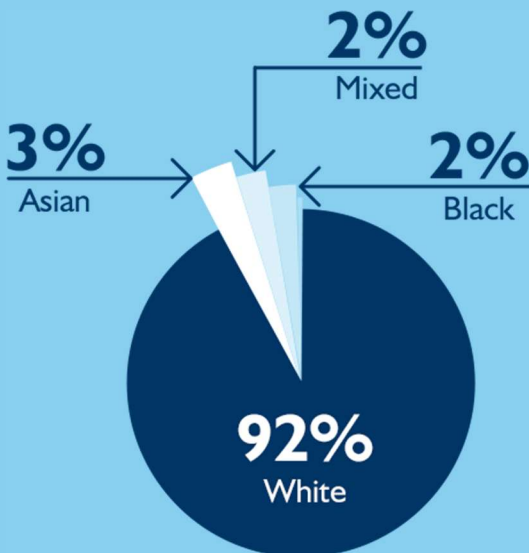
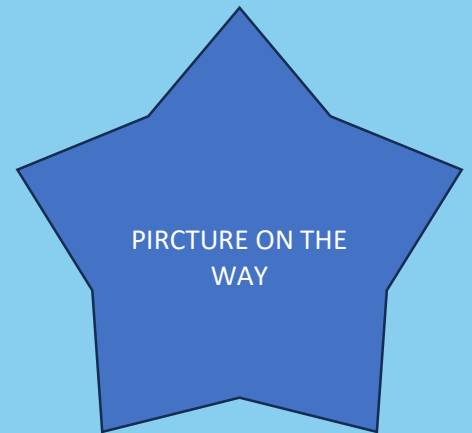
Huntingdonshire is a large (900 square kilometres) and predominantly rural area. However over 40% of the population live in our three largest market towns of **St Neots, Huntingdon** and **St Ives**.

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).



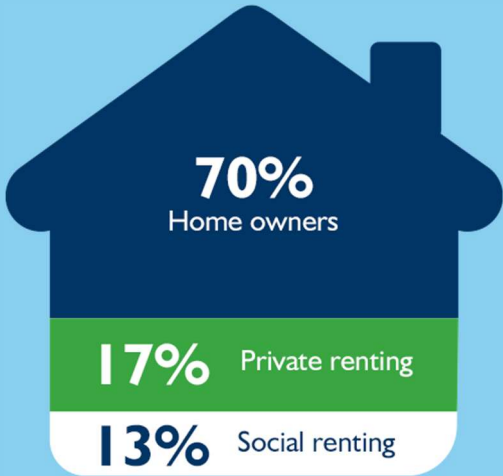
The district has an **ageing population** with 40,530 residents aged 65 plus in early 2026, with the number **up by 33%** between 2011 and 2021 alone.

The latest estimates indicate that the majority of residents in the district are of a **working age**, with roughly 111,000 residents being between the ages of 20 and 64 (**58% of all residents**). An additional 22% of all residents are **young people**, aged 19 and below.



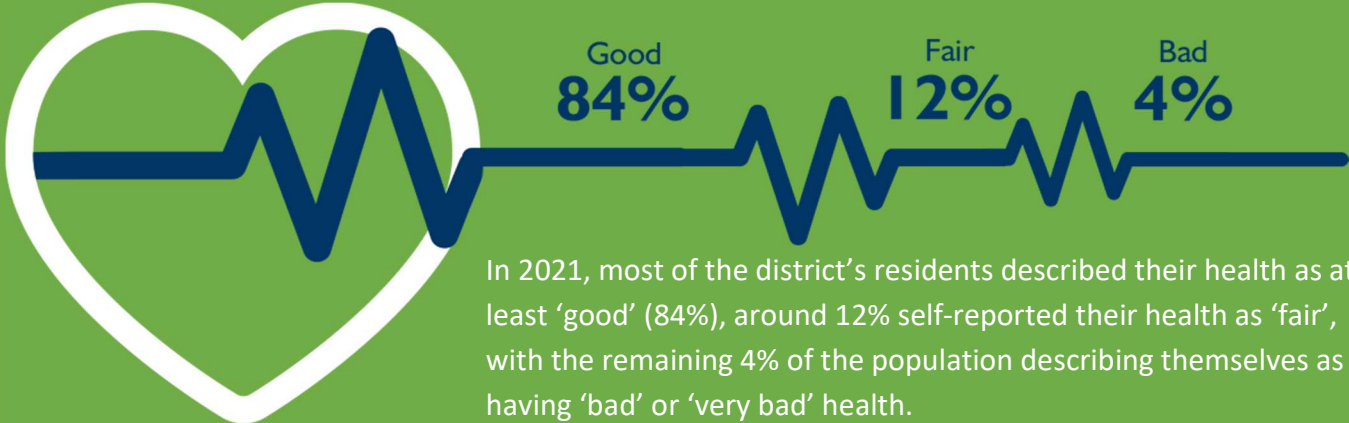
Roughly 45,000 residents in Huntingdonshire of a working age are qualified to an **RQF level 4 or above**, with 3.3% of the population having no recognised RQF qualifications.

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.**



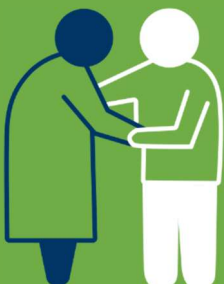
70% of households in Huntingdonshire owned their home in 2021, just over one in six (17%) rented their accommodation privately and 13% of Huntingdonshire households lived in a socially rented property. **2% of the area's occupied households had fewer bedrooms than required (overcrowded).**

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 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



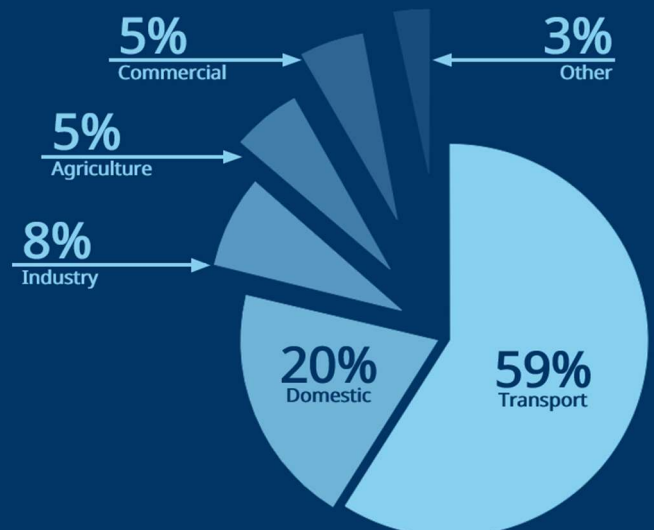
The majority of Huntingdonshire residents in 2021 travelling to a workplace or depot travelled **more than 10 kilometres** (51%) and **80%** of those who travelled to work were **drivers or passengers in a car or van**. Just over **6,000 residents** travelled to **work on foot** (11%).

Across Huntingdonshire, **33%** 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 34%. However, 16% had no qualifications, also lower than the England average of 18%. Apprenticeships were the highest qualification for 6% 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 (62% of those aged 16+)** are both higher than the national average.

Since 2005, the Huntingdonshire region has **reduced its carbon emissions by over 27%**, with Domestic and Industrial emissions seeing the largest reduction. However, this is lower than the East of England average reduction of 35%. In 2022, over 1400 tonnes of CO₂e were emitted across Huntingdonshire. Transport remains the single largest source, making up over 58% of the total.



OUR PRIORITIES

What sits behind our priorities is a desire to focus the efforts of the council on the big priorities that matter to our residents, whilst not neglecting the performance of the day-to-day services that they rely on.

What we do is important, but how we achieve our goals is critical. We must deliver services and places that support our communities to take the decisions in their own long-term interests, and work with partners to deliver joined up services that make sense to residents. 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

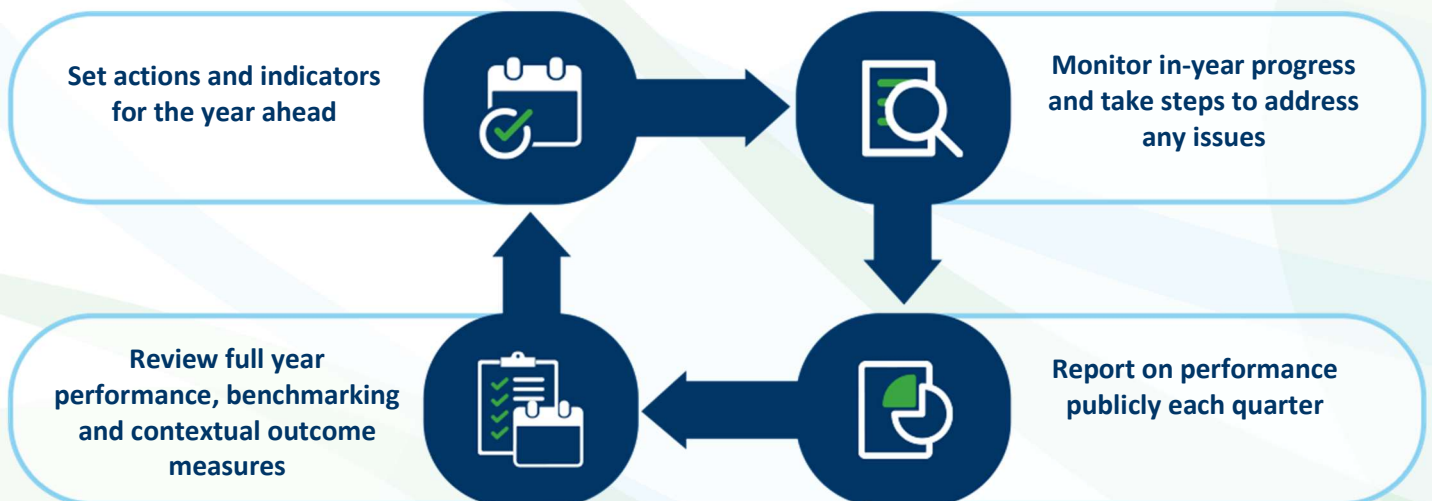
We stand accountable for performance against our priorities through an annual action plan and performance measures. These will be refreshed yearly to be transparent about the work completed and the development of new approaches informed by ongoing engagement with partners and residents.

In reporting on our progress and achievements, we will be transparent about what we can be held to account for but we will also set out how we will measure success – especially 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.

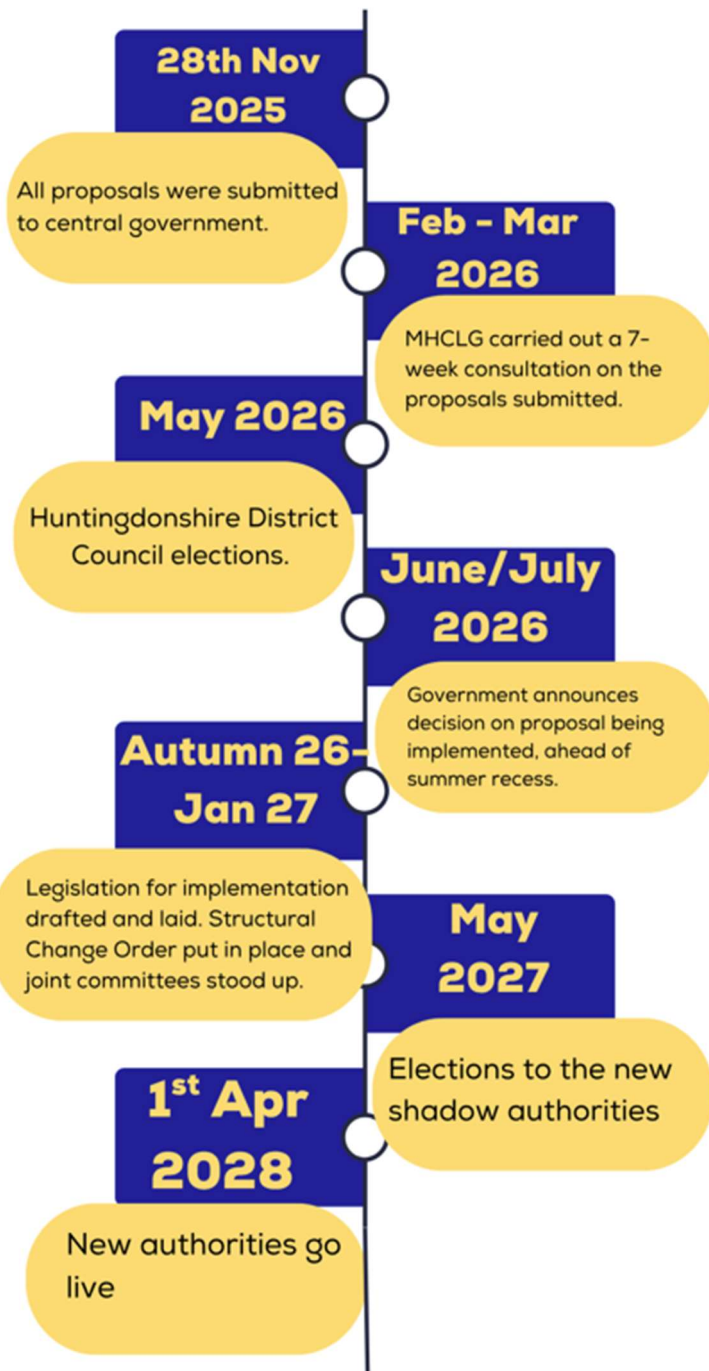
Operational Performance Indicators: We will measure the performance of our services, and their contribution to our priorities, through the operational performance indicators on pages 30 and 32, with quarterly updates published to show performance against targets and provide commentary on progress made 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?**



LOCAL GOVERNMENT REORGANISATION

Local Government Reorganisation (LGR) will fundamentally change how local government operates across Cambridgeshire and Peterborough. It will replace the current two-tier structure of district and county councils with a smaller number of new unitary authorities.



What is LGR?

This change is being led by Government and aims to simplify local government structures, strengthen decision-making and ensure services remain financially sustainable and responsive to communities.

Huntingdonshire District Council has worked closely with partners across the region to develop proposals for new arrangements, including the submission of Option E (a unitary authority built on Huntingdonshire’s existing boundaries), which reflects local geographies, economic links and community identities.

Throughout this period of change, the Council will remain focused on delivering high-quality services, supporting communities and ensuring that Huntingdonshire continues to benefit from strong, effective local leadership. The Corporate Plan provides a stable framework to guide the Council through this transition, balancing ongoing delivery with preparation for future arrangements

Staying Informed

LGR is a significant change for residents, communities and local services. The council is committed to keeping people informed as plans develop and ensuring information is clear, accessible and easy to understand.

Residents can find the latest updates, frequently asked questions and further information through the council’s website and dedicated Local Government Reorganisation pages. These resources will be updated regularly as more detail becomes available. There will also be opportunities for residents, businesses and community groups to engage with the process, share views and help shape future of Huntingdonshire.



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Improving the happiness and wellbeing of residents

DO

- 1. New - Deliver the £30 million investment** in One Leisure Huntingdon to create a Sport & Health hub that supports residents to be more active, through access to a high-quality, modern leisure facility that meets the needs of growing communities.
- 2. New - Deliver** high-quality, accessible and sustainable green spaces that support health and wellbeing for the whole of Huntingdonshire, delivered through targeted investment and the Parks and Open Spaces Commercial Sustainability Plan.
- 3. New** – Develop proposals and deliver the Play Sufficiency Scheme, blending capital investment and external funding to improve and enhance children’s play facilities across Huntingdonshire, ensuring they meet the needs of local communities.
- 4. Improve our evaluation** of how we make a difference to local people, ensuring we become even better at demonstrating impact.
- 5. New - Embed the priorities of Huntingdonshire Futures** across the Council’s services, decision-making, and partnership activity, ensuring a coordinated place-based approach that enables communities, partners and stakeholders to contribute to shared outcomes.

ENABLE

- 6. Help local people get quality jobs** by working with key partners, including ARU, CRC and industries, to join the gap between skills and employment - including establishing programmes that directly address the evolving needs of our key sectors.
- 7. 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, including working with health partners to unlock opportunities for co-located health and wellbeing services alongside our leisure services.

INFLUENCE

8. Embed the priorities of Huntingdonshire Futures across the work of the Council and Partners whilst influencing and enabling communities to do the same.

9. Continue to work with statutory partners to secure improvements to transport options for Huntingdonshire, including active travel.

10. New - Work with key relevant partners to explore the benefits of an Anchor Partnership for Huntingdonshire which will benefit our local communities.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

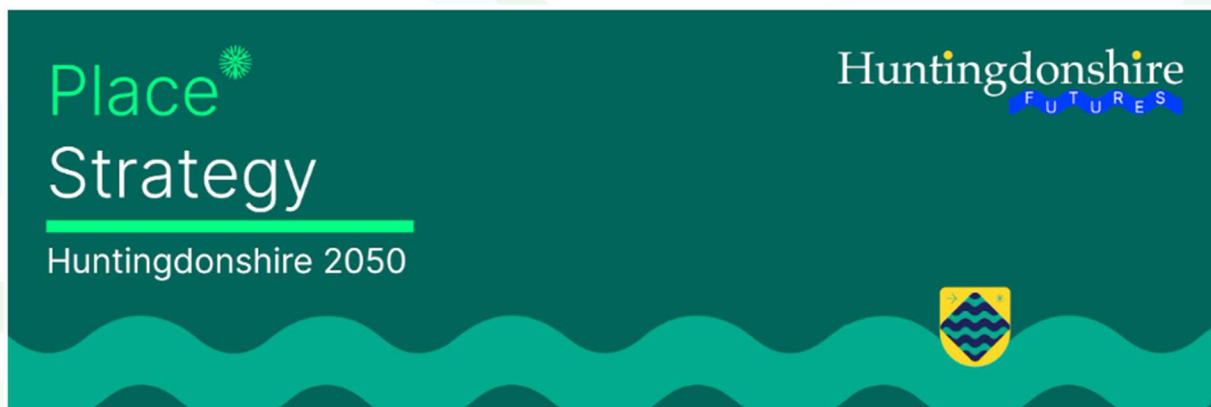
Improving quality of life for local people

O U T C O M E

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 our One Leisure sites benefiting from capital investments to fund upgrades to our gyms and changing room facilities.
- ✓ Our One Leisure Active Lifestyles and Sports Development programmes continuing to see high levels of attendance, with programmes offering preventative interventions targeted at specific groups/health conditions and the wider population.
- ✓ Higher numbers of people using our One Leisure Facilities in Huntingdon, Ramsey, St Ives and St Neots, with over 1 million admissions recorded from April to November 2025, a 9% increase compared to the same period last year.
- ✓ The 2025 Huntingdonshire Futures grant scheme received 35 applications, closing early due to high demand. Grants totalling £40,000 were then awarded to 19 organisations across the district supporting initiatives fostering Pride in Place.





P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Keeping people out of crisis

DO

11. New - Deliver the core components of the Community Health & Wealth Fund, moving from successful pilots to embedded delivery that make a difference for residents and demonstrate a social impact return on investment through the Social Value Engine tool.

12. New - Work with town and parish councils and local flood groups to support community preparedness for flooding, enabling local action and building resilience to flood risk across Huntingdonshire.

13. New - Enhance support for care leavers by updating council policies and procedures to treat care experience as if it was a protected characteristic.

ENABLE

14. New - Explore opportunities with public and private sector partners to secure additional investment in the Community Health and Wealth Fund, supporting the delivery of improved outcomes for Huntingdonshire's communities.

15. 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

16. New - While not the lead flood authority, we will convene and work with key partners to host water management forums and engagement activity, influencing coordinated approaches to flood risk management within the district.

17. New - Strengthen partnership working with the Voluntary Sector to maximise collective impact and support a more preventative approach.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

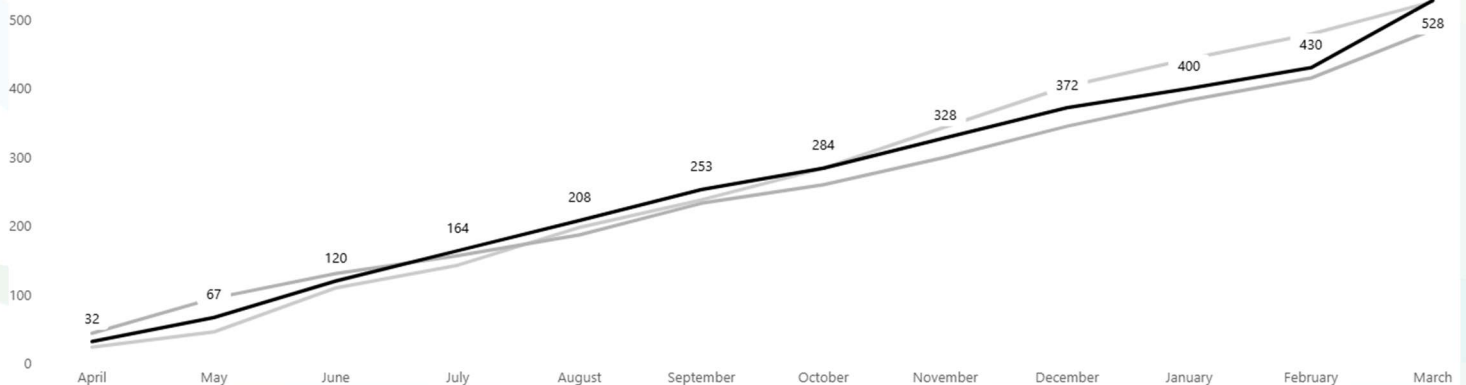
Keeping people out of crisis

Examples of achievements related to this outcome include:

- Relaunching our Council Tax Support Scheme, offering higher levels of financial support to approximately 5,000 lowest-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 per month back into the workplace.

PI 7: The number of homelessness preventions achieved

● 23/24 Performance ● 24/25 Performance ● 25/26 Performance





P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Helping people in crisis

DO

18. Continue to support refugees and other guests, seeking to support good community relations and smooth transition into long-term residency or return home.

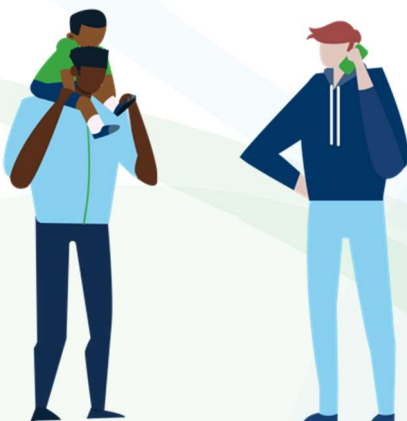
19. New - Work with the County Council and other key partners to embed the LIFT project in Huntingdonshire. The project seeks to identify and ensure that residents are accessing relevant benefits and support to help their overall wellbeing.

INFLUENCE

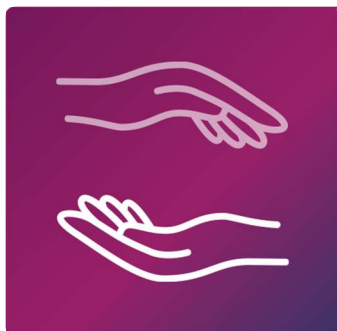
20. Be an active partner working with others within health and social care to make sure projects and new initiatives are delivered within Huntingdonshire and maximise the positive impact felt locally.

21. New - Work with key partners, particularly Cambridgeshire County Council, to maximise the impact of the Poverty Commission's work and deliver improved outcomes for residents across Huntingdonshire.

22. New – Work with Cambridgeshire County Council and other key partners to ensure that funding from the Government's Crisis Resilience Fund delivers meaningful support and improved outcomes for residents in Huntingdonshire.



WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Improving quality of life for local people

O U T C O M E

Helping people in crisis

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 recommendations to improve the process. This has enabled 150 residents to live at home between April and November 2025, which is an increase of over 20% compared to the same period last year.
- ✓ Targeting interventions to those most in need, for example through our One Leisure Concessionary Membership Scheme which encourages take-up of physical activity.
- ✓ Launching the WeAreHuntingdonshire website, which consolidates the different support options available to our residents, helping to direct those most in need to the support available.

FINDING THE SUPPORT YOU NEED [WeareHuntingdonshire](#) [Back](#)

Money	Skills and Employment	Healthier You <small>A healthier you is more likely to be a wealthier you.</small>
Food <small>Food banks, community fridges and other food projects.</small>	Volunteering <small>Make friends, start a pathway into work or just put something back. Volunteering is good for others and good for you.</small>	Mental Health & Wellbeing
Support in Your Local Area <small>Links to local community groups and directories of support in local areas.</small>		



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Improving Housing

DO

23. Continue to work with Amplus and Inspired to bring forward surplus Council-owned sites to deliver affordable housing.

24. New - Develop our Empty Homes service provision to help bring private sector empty homes back into use, including the implementation of the Empty Homes strategy.

25. Develop policy to support the use of civil penalties with regard to private sector housing enforcement to support improvements to private sector housing and ensure good standards of accommodation for residents.

26. Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations, improving the quality of housing within the district.

ENABLE

27. Maintain or improve the level of new housing delivery in Huntingdonshire through working with all relevant stakeholders, including the type of home and tenure (open market and affordable housing).

INFLUENCE

28. Continue to work with our registered providers (including Places for People) to improve conditions in existing accommodation and where appropriate consider regeneration schemes (e.g. the Suffolk House regeneration scheme).



WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

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 of applications over 26 weeks in duration 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.
- ✓ Developed a revised Housing Strategy, which will include a Housing Needs assessment. This will ensure that we deliver the right number of houses in the right places, as well as the right type of housing, to ensure that we meet the needs of our residents.





P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Forward-thinking economic growth

DO

- 29. 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.
- 30. New - Focus** on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by working with the MOD, the wider supply chain, partners and residents across the region, to help shape opportunities for innovation, investment and skills development.
- 31. Deliver the Regeneration Programme** to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements. Continue to work with partners, including Capital and Centric, to consider, explore and deliver Regeneration Opportunities.
- 32. 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, moving towards submission to the Planning Inspectorate.
- 33. New - Progress** the development of a parking strategy that informs our approach to the management of our car parks; and move to implement the adopted strategy and associated actions.

ENABLE

- 34. Continue** to work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives and enhance town centre vitality across all market towns.
- 35. Work** with partners, including the CPCA, and visitor economy businesses to deliver the Tourism Growth Plan, to support SMEs, Huntingdonshire's nighttime economy and to maximise opportunities linked to major regional attractions such as Universal Bedford.
- 36. New - Continue** to strengthen the role of markets in our market towns as vibrant hubs for residents, visitors and local businesses
- 37. New - Continue** to support and encourage economic and housing growth, in line with the CPCA Local Growth Plan and the HDC Economic Growth Strategy, to enable access to a range of jobs, homes and supporting infrastructure that underpin the future prosperity of our communities.

INFLUENCE

38. Continue to work with commercial developers and agents to build relationships, understand the demand and gaps for investment opportunities, and drive growth in Huntingdonshire.

39. New - Continue to promote and raise the profile of Huntingdonshire as a destination for investment, highlighting the district's opportunities within the context of the wider region, including the Ox-Cam Supercluster.

40. Ensure the delivery of key infrastructure that supports economic growth and housing delivery by influencing major schemes (including East West Rail, A428, A141 Strategic Outline Business Case and Alconbury Weald Railway Station) and working with partners to bring forward coordinated, investable and deliverable solutions.

41. New - Engage with and work in partnership with the CPCA on the development of the Spatial Development Strategy for the region, including engagement and input into its supporting documents and evidence bases.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

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.



House of Commons Defence Investment Event, 2025.



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

Do

42. New - Deliver energy efficiency improvements across Council assets and community buildings to reduce energy costs and carbon emissions – including through the fleet renewal and Infrastructure Engagement Strategy.

43. New - Work with partners to maximise the uptake of Warm Homes and similar retrofit schemes, improving the energy efficiency of homes across Huntingdonshire and saving residents money.

44. New - Deliver the Habitat Banking Programme across Council-owned sites to improve biodiversity and generate Biodiversity Net Gain units, whilst enhancing accessible open spaces for residents and creating opportunities for education and community engagement.

45. New - Enhance Huntingdonshire's natural environment and biodiversity by delivering tree planting initiatives across the district, enabling communities, partners and landowners to contribute to greener, more sustainable places.

INFLUENCE

46. Support businesses to improve their net-zero ambitions through green tools and resources.

47. New - Work with critical partners, including National Grid and the CPCA, to influence the development of long-term sustainable energy solutions within the district.

48. Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Creating a better Huntingdonshire for future generations

O U T C O M E

Lowering carbon emissions

Examples of achievements related to this outcome include:

- ✓ Hosted our third annual Climate Conversation, bringing together key stakeholders in the district to discuss reducing our carbon emissions, promoting waste minimisation and green business growth.
- ✓ Trialled and implemented the use of Hydrotreated Vegetable Oil as an alternative fuel for our operations fleet, reducing our net CO2 emissions by over 80%.
- ✓ Completed the Net Zero Villages project, which saw £250k of CPCA grant funding allocated to Parish and Community applicants to deliver projects contributing to the UK's target of net zero emissions by 2050.
- ✓ Received an improved score of 27% (up from 0% in 2021) from an independent review of our Climate Action by Climate Emergency UK. This demonstrates the immediate impact of our Climate Strategy and Action Plan (adopted in February 2023). However this does not yet reflect the impact of our most recent climate work completed since March 2024.





P R I O R I T Y

Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

DO

49. New - Ensure the continuity and quality of frontline services throughout Local Government Reorganisation, delivering core services well and minimising disruption for residents and communities.

50. New - Maintain the existing work on the Workforce Strategy to ensure that we support and retain the workforce required to deliver frontline services effectively during organisational change.

51. New - Engage with residents, businesses and key stakeholders to deliver clear, consistent and timely communication throughout organisational change, aligning with wider engagement activity across Cambridgeshire and Peterborough.

52. New - Ensure that Huntingdonshire's good practice and effective service delivery are embedded within the future LGR operating model, while proactively adopting and implementing proven approaches from other councils locally where a clear business case exists.

53. Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent.

54. Continue our Customer Experience Programme to ensure that our customers are always at the heart of what we do.

55. Deliver the enhancements to visitor facilities at Hinchingsbrooke Country Park.

Enable

56. Continue to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets.

Influence

57. Our well-run Council will act as a model for our peers.

WE SAID, WE DID 2025 / 2026



P R I O R I T Y

Doing our core work well

O U T C O M E

Delivering good quality, high value-for-money services with good control and compliance with statutory obligations

Examples of achievements related to this outcome include:

- ✓ Adopted a revised Performance Management Framework and improving the format of the corporate performance reports we publish each quarter to make them more accessible.
- ✓ Engaging with staff on the development of a new Workforce Strategy, which will give us a framework linking people management and development practices to the council's long-term goals as an employer, helping to position the organisation as an "employer of choice" to improve both recruitment and retention
- ✓ Refreshed our Commercial Investment Strategy, outlining the framework we will use to govern our commercial investments in order to generate sustainable income streams, economic growth and enhance public services.
- ✓ Drive continuous improvement and best-in-class service delivery, resulting in our Refuse collection team winning the Best Performer award at the APSE Performance Network Awards 2025, and our Street Cleansing team being nominated for Best Performer too.



OPERATIONAL PERFORMANCE MEASURES 2026 / 2027

Priority 1: Improving quality of life for local people

MEASURES

1. Number of attendances at One Leisure Active Lifestyles & Sports Development activities (cumulative year to date)
2. Number of One Leisure Facilities admissions – swimming, Impressions, fitness classes, sports hall and pitches (excluding Burgess Hall, Sawtry and school admissions) (cumulative year to date)
3. The number of residents enabled to live safely at home and prevented from requiring care or a prolonged stay at hospital via a Disabled Facilities Grant (DFG) (cumulative year to date)
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)
5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)
6. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)
7. Number of homelessness preventions achieved (cumulative year to date)
8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)
9. Number of households in Temporary Accommodation (snapshot at end of each period)

Priority 2: Creating a better Huntingdonshire for future generations

MEASURES

10. Net change in the number of homes with a Council Tax banding (cumulative year to date)
11. Number of new affordable homes delivered (cumulative year to date)
12. Percentage of planning applications processed on target – major (within 8 weeks or agreed extended period) (cumulative year to date)
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)

- 14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)
- 15. The number of planning applications over 16 weeks old with no current extension in place
- 16. The cumulative footfall in our market towns (cumulative year to date)
- 17. The total number of business engagements by the Economic Development team (cumulative year to date)
- 18. The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service

Priority 3: Doing our core work well

MEASURES

- 19. Percentage of household waste reused/recycled/composted (excluding food waste collections) (cumulative year to date)
- 20. Collected household waste per person (kilograms, excluding food waste collections) (cumulative year to date)
- 21. Residual waste collected per household (kilograms) (cumulative year to date)
- 22. Number of missed bins (excluding food waste collections) (cumulative year to date)
- 23. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, Flyposting, or weed accumulations (cumulative year to date)
- 24. Number of fly tips reported (cumulative year to date)
- 25. Number of sanctions against environmental crime and anti-social behaviour (cumulative year to date)
- 26. The number of programmed food safety inspections undertaken (cumulative year to date)
- 27. Percentage of calls to Call Centre answered (cumulative year to date)
- 28. Average wait time for customers calling the Call Centre (seconds) (cumulative year to date)
- 29. Customer satisfaction when contacting our Contact Centre
- 30. Council Tax collection rate (cumulative year to date)
- 31. Business Rates collection rate (cumulative year to date)

- 32.** Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 33.** Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)
- 34.** Percentage staff turnover (per individual month)
- 35.** 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.



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	Ongoing
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 & Ongoing

		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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing
23	Do	Implement the government's new Supported Housing (Regulatory	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing

		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	Ongoing
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	Ongoing
26	Influence	Work with Registered Providers to improve conditions in existing accommodation through regeneration schemes.	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
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	Ongoing
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 & Ongoing
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 & Ongoing
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	Ongoing
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	Ongoing

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 & Ongoing
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 & Ongoing
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 & Ongoing
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 & Ongoing
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	Ongoing
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	Ongoing
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	Ongoing

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	Ongoing
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 Hinchbrooke 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	Ongoing
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	Ongoing
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	Ongoing
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	Ongoing

		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	Ongoing
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	Ongoing

Appendix C

Corporate Plan Actions 2026/27

CP Action Number	Action Type	Action	Priority	Outcome	Status
1	Do	Deliver the £30 million investment in One Leisure Huntingdon to create a Sport & Health hub that supports residents to be more active, through access to a high-quality, modern leisure facility that meets the needs of growing communities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Addition
2	Do	Deliver high-quality, accessible and sustainable green spaces that support health and wellbeing for the whole of Huntingdonshire, delivered through targeted investment and the Parks and Open Spaces Commercial Sustainability Plan.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Addition
3	Do	Develop proposals and deliver the Play Sufficiency Scheme, blending capital investment and external funding to improve and enhance children's play facilities across Huntingdonshire, ensuring they meet the needs of local communities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Addition
4	Do	Improve our evaluation of how we make a difference to local people, ensuring we	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Ongoing

		become even better at demonstrating impact.			
5	Do	Embed the priorities of Huntingdonshire Futures across the Council's services, decision-making, and partnership activity, ensuring a coordinated place-based approach that enables communities, partners and stakeholders to contribute to shared outcomes.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Addition
6	Enable	Help local people get quality jobs by working with key partners, including ARU, CRC and industries, to join the gap between skills and employment - 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	Ongoing
7	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, including working with health partners to unlock opportunities for co-located health and wellbeing services alongside our leisure services.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Ongoing
8	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	Ongoing

		Partners whilst influencing and enabling communities to do the same.			
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	Ongoing
10	Influence	Work with key relevant partners to explore the benefits of an Anchor Partnership for Huntingdonshire which will benefit our local communities.	Improving quality of life for local people	Improving the happiness and wellbeing of residents	Addition
11	Do	Deliver the core components of the Community Health & Wealth Fund, moving from successful pilots to embedded delivery that make a difference for residents and demonstrate a social impact return on investment through the Social Value Engine tool.	Improving quality of life for local people	Keeping people out of crisis	Addition
12	Do	Work with town and parish councils and local flood groups to support community preparedness for flooding, enabling local action and building resilience to flood risk across Huntingdonshire.	Improving quality of life for local people	Keeping people out of crisis	Addition
13	Do	Enhance support for care leavers by updating council policies and procedures to treat care experience as if it was a protected characteristic.	Improving quality of life for local people	Keeping people out of crisis	Addition
14	Enable	Explore opportunities with public and private sector partners to secure additional	Improving quality of life for local people	Keeping people out of crisis	Addition

		investment in the Community Health and Wealth Fund, supporting the delivery of improved outcomes for Huntingdonshire's communities.			
15	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	Ongoing
16	Influence	While not the lead flood authority, we will convene and work with key partners to host water management forums and engagement activity, influencing coordinated approaches to flood risk management within the district.	Improving quality of life for local people	Keeping people out of crisis	Addition
17	Influence	Strengthen partnership working with the Voluntary Sector to maximise collective impact and support a more preventative approach.	Improving quality of life for local people	Keeping people out of crisis	Addition
18	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	Ongoing
19	Do	Work with the County Council and other key partners to embed the LIFT project in Huntingdonshire. The project seeks to ensure that residents are accessing	Improving quality of life for local people	Helping people in crisis	Addition

		relevant benefits and support to help their overall wellbeing.			
20	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	Ongoing
21	Influence	Work with key partners, particularly Cambridgeshire County Council, to maximise the impact of the Poverty Commission's work and deliver improved outcomes for residents across Huntingdonshire.	Improving quality of life for local people	Helping people in crisis	Addition
22	Influence	Work with Cambridgeshire County Council and other key partners to ensure that funding from the Government's Crisis Resilience Fund delivers meaningful support and improved outcomes for residents in Huntingdonshire.	Improving quality of life for local people	Helping people in crisis	Addition
23	Do	Continue to work with Amplus and Inspired to bring forward surplus Council-owned sites to deliver affordable housing.	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
24	Do	Develop our Empty Homes service provision to help bring private sector empty homes back into use, including the implementation of the Empty Homes strategy.	Creating a better Huntingdonshire for future generations	Improving Housing	Addition

25	Do	Develop policy to support the use of civil penalties with regard to private sector housing enforcement to support improvements to private sector housing and ensure good standards of accommodation for residents.	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
26	Do	Implement the government's new Supported Housing (Regulatory Oversight) Act, review of supported exempt accommodation in the area and introduce licensing regulations, improving the quality of housing within the district.	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
27	Enable	Maintain or improve the level of new housing delivery in Huntingdonshire through working with all relevant stakeholders, including the type of home and tenure (open market and affordable housing).	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
28	Influence	Continue to work with our registered providers (including Places for People) to improve conditions in existing accommodation and where appropriate consider regeneration schemes (e.g. the Suffolk House regeneration scheme).	Creating a better Huntingdonshire for future generations	Improving Housing	Ongoing
29	Do	Continue to promote Huntingdonshire as a destination for high-value inward investment; support and advance our key sectors and sub-sectors, including SMEs;	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing

		and support delivery of the CPCA Local Growth Plan ambitions.			
30	Do	Focus on unlocking the North Huntingdon Growth Cluster and build on the potential defence cluster by working with the MOD, the wider supply chain, partners and residents across the region, to help shape opportunities for innovation, investment and skills development.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition
31	Do	Deliver the Regeneration Programme to stimulate economic growth and social activity, while ensuring robust monitoring and evaluation in line with funding requirements. Continue to work with partners, including Capital and Centric, to consider, explore and deliver Regeneration Opportunities.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing
32	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, moving towards submission to the Planning Inspectorate.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing
33	Do	Progress the development of a parking strategy that informs our approach to the management of our car parks; and move to implement the adopted strategy and associated actions.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition

34	Enable	Continue to work with our partners, including town councils and retail groups, to create a stronger partnership and to deliver joint initiatives and enhance town centre vitality across all market towns.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing
35	Enable	Work with partners, including the CPCA, and visitor economy businesses to deliver the Tourism Growth Plan, to support SMEs, Huntingdonshires night time economy and to maximise opportunities linked to major regional attractions such as Universal Bedford.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing
36	Enable	Continue to strengthen the role of markets in our market towns as vibrant hubs for residents, visitors and local businesses	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition
37	Enable	Continue to support and encourage economic and housing growth, in line with the CPCA Local Growth Plan and the HDC Economic Growth Strategy, to enable access to a range of jobs, homes and supporting infrastructure that underpin the future prosperity of our communities.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition
38	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	Ongoing

39	Influence	Continue to promote and raise the profile of Huntingdonshire as a destination for investment, highlighting the district's opportunities within the context of the wider region, including the Ox-Cam Supercluster.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition
40	Influence	Ensure the delivery of key infrastructure that supports economic growth and housing delivery by influencing major schemes (including East West Rail, A428, A141 Strategic Outline Business Case and Alconbury Weald Railway Station) and working with partners to bring forward coordinated, investable and deliverable solutions.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Ongoing
41	Influence	Engage with and work in partnership with the CPCA on the development of the Spatial Development Strategy for the region, including engagement and input in to its supporting documents and evidence bases.	Creating a better Huntingdonshire for future generations	Forward-thinking economic growth	Addition
42	Do	Deliver energy efficiency improvements across Council assets and community buildings to reduce energy costs and carbon emissions - including through the fleet renewal and Infrastructure Improvement Strategy.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Addition
43	Do	Work with partners to maximise the uptake of Warm Homes and similar retrofit schemes, improving the energy efficiency of homes across Huntingdonshire and saving residents money.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Addition
44	Do	Deliver the Habitat Banking Programme across Council-owned sites to improve biodiversity and generate Biodiversity Net Gain units, whilst enhancing accessible	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Addition

		open spaces for residents and creating opportunities for education and community engagement.			
45	Do	Enhance Huntingdonshire's natural environment and biodiversity by delivering tree planting initiatives across the district, enabling communities, partners and landowners to contribute to greener, more sustainable places.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Addition
46	Influence	Support businesses to improve their net-zero ambitions through green tools and resources.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Ongoing
47	Influence	Work with critical partners, including National Grid and the CPCA, to influence the development of long-term sustainable energy solutions within the district.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Addition
48	Influence	Expand positive climate action support for local businesses, celebrating best practices and sharing knowledge.	Creating a better Huntingdonshire for future generations	Lowering Carbon Emissions	Ongoing
49	Do	Ensure the continuity and quality of frontline services throughout Local Government Reorganisation, delivering core services well and minimising disruption for residents and communities.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Addition
50	Do	Maintain the existing work on the Workforce Strategy to ensure that we support and retain the workforce required to deliver	Doing our core work well	Delivering good quality, high value-for-money services with good control	Addition

		frontline services effectively during organisational change.		and compliance with statutory obligations	
51	Do	Engage with residents, businesses and key stakeholders to deliver clear, consistent and timely communication throughout organisational change, aligning with wider engagement activity across Cambridgeshire and Peterborough.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Addition
52	Do	Ensure that Huntingdonshire's good practice and effective service delivery are embedded within the future LGR operating model, while proactively adopting and implementing proven approaches from other councils locally where a clear business case exists.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Addition
53	Do	Delivery of the Workforce Strategy Action Plan equipping the workforce with skills for the future whilst attracting, retaining and nurturing talent.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Ongoing
54	Do	Continue our Customer Experience Programme to ensure that our customers are always at the heart of what we do.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Ongoing
55	Do	Deliver the enhancements to visitor facilities at Hinchingsbrooke Country Park.	Doing our core work well	Delivering good quality, high value-for-money services with good control	Ongoing

				and compliance with statutory obligations	
56	Enable	Continue to support and enable our volunteers, along with exploring other volunteering opportunities, that will improve the quality of our environmental assets.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Ongoing
57	Influence	Our well-run Council will act as a model for our peers.	Doing our core work well	Delivering good quality, high value-for-money services with good control and compliance with statutory obligations	Ongoing

Appendix D: 2026-27 Operational Performance Measures

July 2026 – Performance Team

Foreword

This document is to highlight all of the Operational Performance Measures, or Key Performance Indicators (KPIs), for the 2026/27 financial year.

Please note, due to some data not being available at the time of the report, some targets and interventions are still subject to change pending a review. These metrics are noted within this document, and any changes to them will be approved through the usual governance cycle, including Overview & Scrutiny.

Executive Leader and Executive Councillor for Place – Cllr Sarah Conboy

Deputy Leader Executive Councillor for Economy, Regeneration and Housing – Cllr Brett Mickelburgh

Executive Councillor for Planning – Cllr Tom Sanderson

Executive Councillor for Climate, Transformation and Workforce – Cllr Lara Davenport Ray

Executive Councillor for Governance and Democratic Services – Cllr Liam Dewey-Beckett

Executive Councillor for Resident Services and Corporate Performance – Cllr Nathan Hunt

Executive Councillor for Parks and Countryside, Waste and Street Scene – Cllr Julie Kerr

Executive Councillor for Finance and Resources – Cllr Jo Harvey

Executive Councillor for Communities, Health and Leisure – Cllr Debbie Mickelburgh

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
1. Number of attendances at One Leisure Active Lifestyles & Sports Development activities (cumulative year to date)	Cllr Debbie Mickelburgh	Active Environments Operation Manager	65,000	58,500	This metric has performed extremely positively in 2025/26, however due to changes in circumstances regarding the expected frequency of some active lifestyles classes, the attendances of classes is expected to reduce. Therefore, the stretch target from 2025/26 of 65,000 attendances will remain in place for 2026/27.
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)	Cllr Debbie Mickelburgh	Leisure & Operations Manager	1,605,065	1,558,316	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.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
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)	Cllr Nathan Hunt	Head of Communities & Operational Housing	200	180	This metric is extremely unpredictable due to multiple external organisations having significant roles in supporting residents with the Disabled Facilities Grant. The proposed target is aligned with previous year data and forecasting forward with expected results.
4. Average time (in weeks) between date of referral and practical completion of jobs funded through Disabled Facilities Grants (cumulative year to date)	Cllr Nathan Hunt	Head of Communities & Operational Housing	24 weeks	31 weeks	This metric is extremely unpredictable due to multiple external organisations having significant roles in supporting residents with the Disabled Facilities Grant. The proposed target is aligned with previous year data and forecasting forward with expected results.
5. Average number of days to process new claims for Housing Benefit and Council Tax Support (cumulative year to date)	Cllr Nathan Hunt	Revenues and Benefits Manager	22 days	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. Average number of days to process changes of circumstances for Housing Benefit and Council Tax Support (cumulative year to date)	Cllr Nathan Hunt	Revenues and Benefits Manager	4 days	6 days	The Target and Intervention currently in place for this metric are challenging for the Revenues & Benefits service to meet, as it is better than the national average, but also ensures that quality services are constantly being provided to the residents of Huntingdonshire.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
7. Number of homelessness preventions achieved (cumulative year to date)	Cllr Nathan Hunt	Housing Needs & Resources Manager	TBC	TBC	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 affordable new build delivery programme is released. Targets will be set following its release.
8. Number of households housed through the housing register and Home-Link scheme (cumulative year to date)	Cllr Nathan Hunt	Housing Needs & Resources Manager	TBC	TBC	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 affordable new build delivery programme is released. Targets will be set following its release.
9. Number of households in Temporary Accommodation (snapshot at end of each period)	Cllr Nathan Hunt	Housing Needs & Resources Manager	TBC	TBC	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 affordable new build delivery programme is released. Targets will be set following its release.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
10. Net change in the number of homes with a Council Tax banding (cumulative year to date)	Cllr Brett Mickelburgh	Head of Regeneration, Economy & Housing Delivery	968	871	Although this metric has previously struggled, due to technical adjustments at the Valuations Office Agency, this metric will remain as a proxy for the number of houses delivered. This metric considers the backlog currently caused by the Valuations Office Agency and estimated housing delivery.
11. Number of new affordable homes delivered (cumulative year to date)	Cllr Brett Mickelburgh	Policy and Enabling Officer	480	360	This metric is aligned with the Huntingdonshire Local Housing Needs Assessment target of an average of 480 affordable homes delivered each year.
12. Percentage of planning applications processed on target – major (within 8 weeks or agreed extended period) (cumulative year to date)	Cllr Tom Sanderson	Planning Services Manager	85%	75%	Due to extremely positive performance in this metric in 2025/26, and to continually strive for high performance, the target and intervention have been stretched.
13. Percentage of planning applications processed on target – minor or other (within 8 weeks or agreed extended period) (cumulative year to date)	Cllr Tom Sanderson	Planning Services Manager	80%	75%	Due to extremely positive performance in this metric in 2025/26, and to continually strive for high performance, the target and intervention have been stretched.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
14. Percentage of planning applications processed on target – household extensions (within 8 weeks or agreed extended period) (cumulative year to date)	Cllr Tom Sanderson	Planning Services Manager	90%	85%	Due to extremely positive performance in this metric in 2025/26, and to continually strive for high performance, the target and intervention have been stretched.
15. The number of planning applications over 16 weeks with no current extension in place	Cllr Tom Sanderson	Planning Services Manager	10	13	To ensure that the service continues to maintain the low number of planning applications that are significantly delayed, the target has been maintained.
16. The cumulative footfall in our market towns (cumulative year to date)	Cllr Brett Mickelburgh	Economic Development Manager	15,876,336	14,288,702	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.
17. The total number of business engagements by the Economic Development team (cumulative year to date)	Cllr Brett Mickelburgh	Economic Development Manager	700	600	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 ~67%.
18. The efficiency of vehicle fleet driving – Energy Efficient Driving Index Score for the waste service	Cllr Julie Kerr	Waste Minimisation and Performance Officer	81%	75%	To ensure that the council is continuously striving to reduce carbon emissions, the Target and Intervention proposed to remain the same as in 2025/26.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
19. Percentage of household waste reused/recycled/composted (excluding food waste collections) (cumulative year to date)	Cllr Julie Kerr	Waste Minimisation and Performance Officer	51%	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.
20. Collected household waste per person (kilograms, excluding food waste collections) (cumulative year to date)	Cllr Julie Kerr	Waste Minimisation and Performance Officer	360kg	370kg	To ensure that a continuous effort is made in the pursuit of minimising residential waste, a target which would be an improvement on the national APSE average (34kg per month) for this metric is proposed.
21. Residual waste collected per household (kilograms) (cumulative year to date)	Cllr Julie Kerr	Waste Minimisation and Performance Officer	354kg	416kg	The Target and Intervention is proposed to remain the same as the Waste Minimisation service ensures the efficient implementation of the food waste service into BAU. This target would be an improvement compared to the national APSE average (47kg per month).

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
22. Number of missed bins (excluding food waste collections) (cumulative year to date)	Cllr Julie Kerr	Waste Minimisation and Performance Officer	3360	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. This target would be an improvement compared to the national APSE average (0.076%).
23. Percentage of sampled areas which are clean or predominantly clean of litter, detritus, graffiti, Flyposting, or weed accumulations (cumulative year to date)	Cllr Julie Kerr	Street Cleansing Manager	95%	92.5%	This Target is to be stretched by 2.5% to align with the exceptional performance of this metric in 2025/26, and to ensure that the service continues to strive towards the top quartile nationally, in which they consistently rank.
24. Number of fly tips reported (cumulative year to date)	Cllr Julie Kerr	Street Cleansing Manager	3000	3150	This target was initially set as a stretch target to strive beyond the national average of 4262 flytips per month. To continuously strive towards prevent flytips, a target of 3000 is proposed.
25. Number of sanctions against environmental crime and anti-social behaviour (cumulative year to date)	Cllr Debbie Mickelburgh	Community Resilience Manager	138	120	After a positive year of sanctions in 2025/26, the target for this metric is proposed to be stretched by over 43%. The community resilience service continues to work on both preventative and reactive approaches to prevent environmental crime and anti-social behaviour.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
26. The number of programmed food safety inspections undertaken (cumulative year to date)	Cllr Nathan Hunt	Public Protection Manager – Environmental Health	720	612	This figure has been stretched by 17.6% due to an expected increase in inspections to be completed in 2026/27. This was calculated by accounting for the inspections that are due to completed in 2026/27 and considering additional inspections for new and changing businesses.
27. Percentage of calls to Call Centre answered (cumulative year to date)	Cllr Nathan Hunt	Customer Service Manager	85%	80%	This target is in line with the CCMA (Call Centre Management Association) average for all contact centres around the UK to ensure that Huntingdonshire continues to provide residents with high quality services.
28. Average wait time for customers calling the Call Centre (seconds) (cumulative year to date)	Cllr Nathan Hunt	Customer Service Manager	180 seconds	300 seconds	The target for this metric is calculated using CCMA (Call Centre Management Association) data and historic Huntingdonshire District Council data to ensure the organisation is striving towards higher standards for its residents.
29. Customer satisfaction when contacting our Contact Centre	Cllr Nathan Hunt	Customer Service Manager	TBC	TBC	This metric will measure customer satisfaction when contacting our Contact Centre. Data will begin to be published for the month of July onwards. Data will be collected for a data baseline so a realistic yet stretch target can be set.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
30. Council Tax collection rate (cumulative year to date)	Cllr Nathan Hunt	Revenues and Benefits Manager	98.05%	97.75%	To better align with the current economic climate while still setting an achievable target that ensures a high collection rate of Council Tax, a reduction of 0.04% is proposed.
31. Business Rates collection rate (cumulative year to date)	Cllr Nathan Hunt	Revenues and Benefits Manager	98.25%	97.75%	To better align with the current economic climate while still setting an achievable target that ensures a high collection rate of Business Rates, a reduction of 0.54% is proposed.
32. Staff short-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	Cllr Lara Davenport-Ray	Human Resources Manager	3.5 days	3.75 days	As the organisation continues to follow the national trend of an increasing number of sickness days, especially in short term sickness, a relaxing of the target is proposed to align with national averages in both the public and private sector for this metric.
33. Staff long-term sickness days lost per full time equivalent (FTE) (rolling 12-month total)	Cllr Lara Davenport-Ray	Human Resources Manager	5 days	5.5 days	Despite rising national trends in both the private and public sector, this metric is proposed to remain consistent with the 2025/26 stretch target.

2026/27 Operational Performance Measures

Performance Indicator	Portfolio Holder	Responsible Officer	Target	Intervention	Justification
34. Percentage staff turnover (per individual month)	Cllr Lara Davenport-Ray	Human Resources Manager	1.25%-1.75%	0.75%-2.25%	This metrics target is proposed at this level of turnover per month as it represents healthy turnover within a company – too little turnover suggests a lack of new ideas however too high a turnover indicates difficulty to retain talent and experience.
35. The average length of staff service (years) (per individual month)	Cllr Lara Davenport-Ray	Human Resources Manager	7.9 years	7.5 years	The target for this metric is proposed at 7.9 years to attempt to maintain the current level of experience within the organisation, as it suggest a healthy blend of new talent to the organisation combined with experiences staff.

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Date:
 O&S (P&G) - 1st July 2026
 Cabinet - 14 July 2026

Report by:
 Head of Economy, Regeneration & Housing Delivery
 Operations Manager, Parking & Markets Services

Lead Cllr:
 Cllr J Kerr - Executive Councillor for Parks and
 Countryside, Waste & Street Scene

Wards	Open / Exempt	Key Decision?
All	Open	Yes

Mayoral Car Parking Offer

Executive Summary: This report provides information on the grant proposal made by the Mayor of Cambridgeshire & Peterborough Combined Authority (CPCA) to the Council that asks for the implementation of ‘free after 4pm’ parking Monday to Friday. This would represent a reduction in chargeable hours. The proposed scheme would operate from 1st October 2026 until 31st March 2028. By return, the Mayor has proposed a grant (£370,000 p/a (pro rata)) to the Council to offset any loss of income that the Council would ordinarily have expected to receive.

The report summarises the offer, its implications, and puts forward a series of recommendations should Members wish to move forward with accepting the proposal.

Recommendations

The Overview & Scrutiny Panel is:

1. Invited to comment on the Cabinet Report

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Date:
O&S (P&G) - 1st July 2026
Cabinet - 14 July 2026

Report by:
Head of Economy, Regeneration & Housing Delivery
Operations Manager, Parking & Markets Services

Lead Cllr:
Cllr J Kerr - Executive Councillor for Parks and
Countryside, Waste & Street Scene

Wards
All

Open / Exempt
Open

Key Decision?
Yes

Mayoral Car Parking Offer

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The report summarises the offer, its implications, and puts forward a series of recommendations should Members wish to move forward with accepting the proposal.

Recommendations

Cabinet is recommended in respect of the funding proposal to:

1. Note the proposal for grant funding which has been made by the Mayor of Cambridgeshire & Peterborough Combined Authority (CPCA); and
2. Note that sufficient powers exist for Officers to accept said grant funding in consultation with the relevant Portfolio Holder; and
3. Endorse that Officers, on behalf of the Council, should undertake steps to formally accept the funding – including formalising necessary grant agreements and payment profiles etc.

Cabinet is recommended in respect of the deployment of the funding and implementation of a ‘free after 4pm parking Monday to Friday’ scheme to:

4. Agree to the use of the grant funding to implement a ‘free after 4pm parking Monday to Friday’ scheme based on the recommended option (at section 3) as set out within this paper.
5. Delegate responsibility for the implementation of the aforementioned scheme to the Corporate Director (Place) in consultation with the Executive Councillor for Parks and Countryside, Waste and Street Scene as necessary including:

- a) To make and confirm necessary changes to the Parking Places Orders where required and to make and confirm the Notice of Variation required to implement the agreed charges; and;
- b) To make and confirm necessary changes to the Parking Places Orders where required and to make and confirm the Notice of Variation to reinstate the current (until 1800 Monday to Friday) chargeable hours from 1st April 2028 or sooner if the operation of the scheme results in unintended or unforeseen detrimental impacts including but not limited to financially impacting the Council (e.g. where loss of income exceeds the grant contribution), or other detrimental impact occurs to people, place or the Council as a consequence of operation; and;
- c) To undertake any other activities necessary to implement, vary or cease the scheme including any necessary changes and reinstatement works.

Key Corporate Plan Priorities

- 1 *Improving quality of life for local people*
- 2 *Creating a better Huntingdonshire for future generations*

Place Strategy Priorities

- 1 *Supporting economic growth*
- 2 *Boosting town centre vitality and Improving accessibility*

Report Author(s)

Author 1, Head of Economy, Regeneration & Housing Delivery
 Author 2, Operations Manager, Parking & Markets Services

1. PURPOSE OF THE REPORT

- 1.1** The purpose of this report is to provide details of the grant proposal made by the Mayor of Cambridgeshire & Peterborough Combined Authority (CPCA) to the Council.
- 1.2** This proposal asks the Council to consider a 'free after 4pm parking Monday to Friday' scheme from 1st October 2026 until 31st March 2028. This would represent a reduction in chargeable hours. The scheme proposal is accompanied by a grant funding offer to mitigate the budget impact to the Council to offset any loss of income that the Council would ordinarily have expected to receive.
- 1.3** The report summarises the grant proposal, its implications, and puts forward a series of recommendations should Members wish to move forward with accepting the grant.

2. BACKGROUND & CONTEXT

- 2.1** An approach was made by the office of the Mayor of the Cambridgeshire & Peterborough Combined Authority (CPCA) to the Council following the elections in 2025 to discuss options for a CPCA-funded free parking scheme focussed on St Neots.
- 2.2** The CPCA did not provide the Council with a budget envelope to work within. It was discussed what a scheme might look like (e.g. a free day, free after a particular time) so that officers of the Council could calculate initial costs.
- 2.3** The Council communicated to the CPCA that the grant proposal should:
 - Cover a period up to Local Government Reorganisation (LGR) being enacted and new authorities being created.
 - Backfill in full, the equivalent loss of income based on the modelling information provided.
 - Be a whole Huntingdonshire district solution (not just St Neots).
 - Be a scheme which focuses timing on the evening economy as this approach would align with our Economic Growth Strategy.
- 2.4** Refined were developed by officers of the Council to inform the grant proposal that has now been made to the Council.
- 2.5** The Mayor believes this scheme will attract more visitors, support city centre businesses and attractions, help local traders compete with out-of-town and online retailers, and strengthen the evening economy. It is contingent on the CPCA to measure and document any economic benefit to the scheme they have chosen to fund.
- 2.6** Members will be aware that the Council's current Car Parking Strategy was adopted in 2018 and applied until 2023. During this time, it was agreed that the Council

would deviate from this strategy enabling the pursuit of Civil Enforcement in Huntingdonshire. Key principles included *implementing technology that positively assists our car park users* which led to the installation of equipment that facilitated card and contactless payment, along with *promoting environmental sustainability by supporting alternative fuel and travel methods* that supported our installation of cycle shelters and our early works implementing EV charge points.

- 2.7** Members are also aware that the Joint Administration have committed to refreshing the aforementioned strategy following significant local change with the introduction of Civil Parking Enforcement in 2025. It is envisaged that the new strategy reflects the current position and car park usage data, whilst informing and providing clear direction for the service and guiding future courses of action. The strategy review commenced in early October 2025 following a procurement exercise. An updated parking strategy is expected to be presented to members for their review at Overview & Scrutiny on 2nd September 2026. This work is being undertaken by Ethos, who are experienced consultants operating in this sector.

3. RECOMMENDED OPTION

- 3.1** The grant proposal made by the CPCA to the Council is for a scheme which:

- Operates 1st October 2026 until 31st March 2028.
- Reduces the chargeable hours in all Council pay and display car parks so that they conclude at 1600 (4pm) instead of the current 1800 (6pm) for 5 days of the week (Monday to Friday).
- Makes no changes to the chargeable hours on Saturday (remaining chargeable until 1800).

- 3.2** The CPCA proposed scheme is accompanied by a grant funding offer of £370,000 p/a (pro rata) discussed in Financial Implications (8.2).

4. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

- 4.1** A request from the CPCA was made for information to inform options as initially no budget envelope had been assigned to the implementation of a scheme. The early focus was to provide estimates which could then be refined to ensure that the grant proposal returned to the Council is fully funded.

- 4.2** The information provided by the Council to CPCA included:

- **Free after X.** Information provided explored the costs of operating a 'Free after x' scheme, with the start time for operation being 3, 4 and 5pm. Figures were provided for individual and all days.
- **Free hour(s).** This looked at the option to provide a free 1 hour (or 2 hour) parking session to users on selected days of the week.

- 4.3** The Council may choose not to accept this grant proposal and continue to operate the current chargeable hours.

5. COMMENTS OF OVERVIEW & SCRUTINY

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

6. POST-DECISION IMPLEMENTATION

- 6.1** Should the proposed scheme and matching grant funding be approved, the Parking Service will undertake the actions to facilitate the implementation which is supported by the recommendations. These actions include:

- A review of the Off-Street Parking Places Order (the Order) and development of the 'Notice of Variation'. The Order is the basis for enforcing restriction and for confirming the charges and hours/days that they apply.
- Updates to car park signage to confirm the chargeable hours and ensure that these are communicated to car park users.
- Changes to the configuration of payment methods to ensure that these align to what is agreed. Changes are required for both the pay & display equipment and to the mobile payment system (MiPermit) and will take approximately 10-12 weeks.

- 6.2** Officers of the Council in the Parking & Economic Development Services Teams are working with CPCA officers to understand what data sources we may be able to provide access to so that CPCA officers can review the effectiveness of the scheme and assess any economic benefit to the scheme they have chosen to fund.

7. POST IMPLEMENTATION

- 7.1** Whilst enforcement will be mostly unchanged, should the scheme be approved and implemented, the Parking Service will monitor feedback and concerns. This is necessary because operation of the scheme may lead to prolonged dwell in short stay locations impacting turnover of spaces and reducing access to these locations. Enforcement officers may be utilised to undertake periodic checks to alleviate these issues.

- 7.2** Should the proposal be approved and implemented, the Economic Development service would explore opportunities to maximise the impact of the initiative and encourage additional footfall within Huntingdonshire's market town centres.

- 7.3** Whilst free parking after 4pm may help reduce barriers to visiting town centres later in the day, experience elsewhere suggests that parking incentives are most effective when combined with activities that encourage people to spend more time within town centres and support local businesses.

- 7.4 Subject to available resources, partner engagement and future funding opportunities, the Council could consider working with local businesses, Huntingdon Business Improvement District, Town Councils and community organisations to explore complementary initiatives. These may include coordinated late-opening periods, town centre events and markets, promotional campaigns supporting local businesses, seasonal activities, environmental enhancements, and initiatives designed to strengthen the evening economy. Any future interventions would be developed in consultation with stakeholders and aligned with the Council's Economic Growth Strategy, with activity focussed on supporting vibrant, attractive and commercially sustainable market town centres across Huntingdonshire.
- 7.5 At this stage no additional programmes or financial commitments are proposed as part of this decision. Any future initiatives would be subject to separate consideration, funding availability and appropriate approvals.
- 7.6 It is contingent on the CPCA to measure and document any economic benefit to the scheme they have chosen to fund.

8. IMPLICATIONS OF THE DECISION

8.1 Council Key Priorities and Performance

There is currently no evidence base to suggest a direct causal link between free parking and increased local retail spend or growth in night-time economy. Therefore, the effects of this proposal on Council policies are untested and uncertain.

The **Council's Corporate Plan** would support boosting the night-time economy of our market towns:

- Improving quality of life for local people - a locally focussed parking scheme could encourage local shopping, helping create livelier, more inclusive places where people feel connected and enjoy spending time
- Creating a better Huntingdonshire for future generations - a parking scheme could lead to an increase in town centre usage driving higher footfall to local businesses which could see more businesses choose our towns in the future ensuring thriving town centres that remain economically viable and attractive over time.

The **Huntingdonshire Futures Place Strategy** aims to make town centres more attractive, accessible and economically active, specifically by:

- Boosting town centre vitality and Improving accessibility - reducing costs of visiting our towns could encourage residents to shop local and help to maintain vibrant high streets which is especially important for our rural communities who rely on car ownership, due to limited public transport options.
- Supporting economic growth – should the scheme lead to an increase in visitor numbers, the benefit will be seen by retailers, hospitality businesses and local

services therefore making Huntingdonshire's towns more competitive with out of town retail locations.

Our **Economic Growth Strategy** has ambitions to increase access to town centres, encourage visitor spending and creating a more attractive environment for businesses to grow and invest specifically by;

- Supporting local businesses – the scheme could encourage more people to shop in the town rather than out of town retail centres.
- Boosting the Visitor Economy – the scheme could make it more affordable for people to visit our towns for attractions and events and thereby supporting the Tourism Growth Strategy

The **Local Plan** includes objectives to improving access to town centres and provide support for local businesses including opportunities for retail development which could benefit from the introduction of a parking scheme.

The implementation of the 'free after 4pm parking Monday to Friday' scheme could also support the aims of the **CPCA Corporate Plan** in helping to create conditions for growth and providing support for high streets. The **CPCA Local Growth Plan** has key objectives around connectivity, supporting businesses, attracting investment and enabling economic activity which *could* equally benefit from the scheme introduction.

8.2 Financial Implications

8.2.1 The council depends on income from its car parks to help fund other important public services. For that reason, any potential loss of income was assessed and calculated before proposals were developed. Several options were explored and costed using actual 2024/25 income figures and available parking transaction data.

8.2.2 The method of calculation considers the 'direct losses' associated with tickets purchased after the commencement time (4pm) and the payment required by users arriving before the commencement time (4pm) which would be reduced to reflect the change in chargeable hours.

	Mon	Tue	Wed	Thu	Fri	Sat	All
Start After 4pm	28,245	30,030	31,187	31,983	39,110	32,472	193,027
Before 4pm, End 4-5	16,753	16,299	15,793	16,805	20,266	24,334	110,250
Before 4pm, End 5-6	10,705	11,031	10,397	11,445	13,975	18,084	75,637
By Day (Total)	55,703	57,360	57,377	60,233	73,351	74,890	378,914

8.2.3 The calculated figures do not include losses that may arise due to behavioural changes in instances where users may

- Arrive prior to the commencement of the free period who may delay arrival to avoid payment (e.g. users arriving at 3pm may wait until 4pm).
- Changes to the day of the week visits are made impact income received elsewhere within the week (mitigated if an all-days scheme is implemented).

8.2.4 The council will incur implementation and reversal costs for the various elements to implement the scheme which includes signage works and equipment configuration costs.

8.2.5 The estimated loss of income received through parking charges is £152,012 in 2026/27 and £304,024 in 2027/28. This loss of income is offset by the CPCA's proposed grant to the Council

	2026/27	2027/28	2028/29
Parking Charges (CPCA)	152,012	304,024	<i>no change</i>
CPCA Grant	(185,000)	(370,000)	<i>no change</i>
Implementation/Reversal	17,500	17,500	
Contingency	+15,488	+48,476	

8.2.6 The value of the grant exceeds the direct parking income losses. This allows grant funds to be allocated to the costs of implementation and provides a contingency that may be used to accommodate any impact of behavioural changes.

8.3 Policy Implications

8.3.1 The proposal is considered to be in alignment with the Councils agreed policy framework.

8.4 Legal & Constitutional Implications

8.4.1 The Council's established Financial Regulations within the Constitution provide powers to budget managers to take advantage of or receive grants, where such arrangements will deliver additional or improved services, consistent with their service plan without creating any current or future commitment to net expenditure they may do so, subject to:

- the relevant Head of Service or Assistant Director being satisfied that the project funding meets with corporate objectives and that the resource required to produce the bidding documents is reasonable.
- the funds being dependent upon a particular project or service being provided but, in the case of S106/CIL agreements, the location or some other aspect is at the Council's discretion.
- informing the RFO of the details.
- consulting the relevant Executive Councillor(s) if the proposal exceeds £30,000 revenue or £50,000 capital in any one year with any capital having been previously agreed with the MTFs or any discretionary element of a S106/CIL agreement.

The proposed grant funding from CPCA is considered to accord with these requirements. As such, no formal authority is required to accept the grant funding in this case.

- 8.4.2** The Council's Interim Corporate Director (Finance and Resources) and Section 151 Officer is aware of and has reviewed the proposals and is in agreement, as is the council's Corporate Director of Place who has overall responsibility for the relevant directorate, and the Head of Economy, Regeneration and Housing Delivery who is responsible for the relevant service area.
- 8.4.3** Given the sensitivity of the matter at hand, the Cabinet is requested to review the grant funding proposal and are asked to endorse the proposal as recommended within the report. This provides assurance of Member oversight of the proposals, and alignment with the ambitions of Council and the Joint Administration as set out in the Corporate Plan, Place Strategy etc.
- 8.4.4** Necessary delegations are however required to enable the efficient and effective implementation of the scheme, including powers to amend, vary, or cease the scheme. Along with powers to reverse the charging situation and implement formal changes through legal processes. These have been clearly set out and are reflective of the principles of Officers being empowered to action the will of Members.
- 8.4.5** The Monitoring Officer and S151 have both been consulted on the decision-making route and the proposals themselves and have no adverse comments to make.
- 8.4.6** Subject to the recommendations in the report, it will be necessary for the Council to enter into a legal contract/grant funding agreement with the CPCA – which we have experience of from other funding schemes – and also take other legal steps in connection with implementation. Where necessary, Officers will take appropriate legal advice, in order to provide overall assurance.
- 8.4.7** The use of the Notice of Variation has been confirmed by the Council's Legal services as a means to amend the Parking Orders with a draft example to make the changes as per the grant having been reviewed.
- 8.4.8** There are therefore no legal or constitutional implications which should prevent this matter from proceeding.

8.5 Community Impact

- 8.5.1** Please see section 7 for information relating to Economic Development.

8.6 Environment & Climate Change Implications

- 8.6.1** There is currently no evidence base to suggest a direct causal link between free parking and increased footfall or local retail spend.
- 8.6.2** The proposed scheme reduces the chargeable hours for the Council's car parks which might change driver behaviour and might see an overall increase in vehicles being used to access our local towns. Those who perceive parking charges as a

barrier, who currently opt to travel further to free out of town retail areas, might increase their local retail spending.

8.6.3 Increased town centre vehicle usage might result in increased air pollution in town centres from the tail pipe emissions of internal combustion engines.

8.6.4 Increased use of private vehicles to visit town centres might reduce public transport usage. This could jeopardise the ability to document demand or the viability of expanding bus and rail services for local people.

8.7 Equality & Diversity Implications

8.7.1 N/A

8.8 Implications on Resources

8.8.1 The scheme directly impacts the parking budget, however, is offset by the external grant funding. The service will monitor the impact and may utilise the delegated authority to revert the scheme if required.

8.8.2 Implementation:

- The delivery of operational elements will be undertaken by the Parking Services Team, including coordination with suppliers.
- Support from the Communications Team will be required as part of the messaging linked to the implementation.
- Support from 3C ICT to make changes to the website to communicate correct information to users.

8.8.3 The works to enable the operation of the scheme will be undertaken by the Parking Service.

8.8.4 Post-Implementation:

- The Economic Development Team will consider undertaking the activities as per section 7.
- Services in the Council (Parking / Economic Development) will be required to support the CPCA with the provision of information so that CPCA officers can review the effectiveness of the scheme. This will use data that is readily available and will not require additional undertakings for the Council. Should additional data be required by the CPCA this will need to be considered, discussed and agreed separately to ensure HDC officer capacity to undertake. It would also need to be funded by the CPCA where this exceeds our current planned scope.

8.9 Health & Wellbeing Implications

- 8.9.1** Supports access to town centres by reducing cost to visit which may be a barrier to some members of the community.

8.10 Local Government Reorganisation (LGR) Implications

- 8.10.1** If pursued, the scheme would end prior to the commencement of the new authority. The recommendations support the reversal of the scheme prior to the new authority.

9. RISK MANAGEMENT

- 9.1** The costing of the options considers the direct costs of the scheme with the grant providing additional revenue that might accommodate the behavioural changes that may occur.
- 9.2** The recommendations allow the Council to reinstate the previous chargeable hours should the scheme result in unintended or unforeseen detrimental impacts.
- 9.3** Whilst enforcement will be mostly unchanged, should the scheme be approved and implemented, the Parking Service will monitor feedback and concerns. This is necessary because operation of the scheme may lead to prolonged dwell in short stay locations impacting turnover of spaces and reducing access to these locations. Enforcement officers may be utilised to undertake periodic checks to alleviate these issues.
- 9.4** The Council was clear in discussion with the CPCA that implementation would take up to 12 weeks from the Council's decision. The CPCA wish is that the scheme starts in October 2026, which may not allow sufficient time for all reprogramming to take place. The Council can advise car park users of the requirement to 'not pay' after 4pm utilising on site signage as has been done during previous scheme operation. This will enable the scheme to commence in October 2026.

10. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

- 10.1** N/A

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