A meeting of the **CABINET** will be held in the **CIVIC SUITE (LANCASTER/STIRLING ROOMS), PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 17 NOVEMBER 2026** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. **MINUTES** (Pages 7 - 12)

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

   Contact Officer: Democratic Services - (01480) 388169

2. **MEMBERS' INTERESTS**

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

   Contact Officer: Democratic Services - (01480) 388169

3. **REPORT IN RESPONSE TO OVERVIEW AND SCRUTINY PANEL REQUEST** (Pages 13 - 18)

   To receive a report responding to the resolution of the Overview and Scrutiny (Performance and Growth) Panel on 4th November 2026 and explaining the proposed arrangements for Cabinet to consider the Capital & Centric Gateway 1 Report at the earliest practicable opportunity.

   Executive Councillor: S Conboy

   Contact Officer: L Gardner - Lee.Gardner@huntingdonshire.gov.uk

4. **COUNCIL TAX SUPPORT 2027/28** (Pages 19 - 36)

   To receive a report providing an update on the Local Council Tax Support Scheme that was implemented in April 2024, along with a recommendation to maintain the existing scheme for 2027-28.

   Executive Councillor: N Hunt

Contact Officer: K Kelly
(01480) 388151

5. **HOMELESSNESS & ROUGH SLEEPING STRATEGY 2026-2031** (Pages 37 - 66)

To receive a report seeking approval to consult widely on the Homelessness & Rough Sleeping Strategy prior to formal adoption.

Executive Councillor: N Hunt

Contact Officer: J Collen
Jon.Collen@huntingdonshire.gov.uk

6. **SAFEGUARDING CHILDREN, YOUNG PEOPLE AND ADULTS AT RISK OF HARM POLICY REVIEW** (Pages 67 - 90)

To receive presenting the updated Safeguarding Children, Young People and Adults at Risk of Harm Policy.

Executive Councillor: S Claffey

Contact Officer: P Corley
Pete.Corley@huntingdonshire.gov.uk

7. **FINANCE PERFORMANCE REPORT Q2** (Pages 91 - 130)

To receive a report presenting details of the Council's financial performance for quarter 2 (end September 2026) 2026/2027 and providing a forecast outturn for 2026/27, based on the half year delivery of the General Fund revenue budget and the Capital Programme.

Executive Councillor: J Harvey

Contact Officer: O Colbert - Oliver.Colbert@huntingdonshire.gov.uk
S Beard - Sandra.Beard@huntingdonshire.gov.uk

8. **TREASURY MANAGEMENT 6 MONTH PERFORMANCE REVIEW 2026/27** (Pages 131 - 170)

To receive a report setting out the treasury management performance included in the Treasury Management 6 Month Performance Review (Appendix 1), for the first 6 months of 2026/27.

Executive Councillor: J Harvey

Contact Officer: O Colbert - Oliver.Colbert@huntingdonshire.gov.uk
S Beard - Sandra.Beard@huntingdonshire.gov.uk

9 day of November 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

Filming, Photography and Recording (including Live Streaming) at Council Meetings

This meeting will be filmed for live and/or subsequent broadcast on the Council's YouTube site. The whole of the meeting will be filmed, except where there are confidential or exempt items. If you make a representation to the meeting you will be deemed to have consented to being filmed. By entering the meeting you are also consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If you have any queries regarding the streaming of Council meetings, please contact Democratic Services on 01480 388169.

The District Council also permits filming, recording and the taking of photographs at its meetings that are open to the public. Arrangements for these activities should operate in accordance with guidelines agreed by the Council.

Please contact Democratic Services, Tel No: (01480) 388169 / e-mail: Democratic.Services@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

Agenda and enclosures can be viewed on the District Council's website.

Emergency Procedure

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

Attending Council and Committee Meetings

Huntingdonshire District Council welcomes members of the public to attend meetings that are open to the public.

Members of the public may attend, film, photograph, and report on meetings that are open to the public. *

In some circumstances, a meeting may resolve to exclude the public and press to consider confidential or exempt information. Where this occurs, members of the public and press will be asked to leave the meeting room for that part of the meeting.

Most public meetings are webcast live, and recordings are available afterwards. This means you do not need to attend in person to follow proceedings.

The council permits public speaking at the Development Management Committee (planning) meetings.

View further information about **public speaking at Development Management Committees [PDF, 0.5MB]**

The council permits public questions at full council meetings. View further information about **submitting a question [PDF, 0.1MB]**.

Public access and seating

Meetings that are open to the public can be attended by anyone.
Seating in public areas is limited. Where demand exceeds the number of seats available, admission will be managed on a first-come, first-served basis, with priority given in the following order:

1. People who live, work or own property within the Huntingdonshire District
2. Other interested members of the public.

This means that attendees within each priority group will be admitted in the order they arrive, subject to the number of seats available.

Reserved seating

Council Meetings - If you have registered in advance to ask a public question at a meeting of Full Council in accordance with the Council's **Constitution [PDF, 1.5MB]**, a seat will be reserved for you.

Development Management, Licensing and Other Regulatory Hearings - If you have registered to speak or make representations in relation to an application or matter being considered by the Committee, a seat will be reserved for you.

You do not need to arrive early to secure your place.

When seating is full

Once all public seats are occupied, no further admission will be possible.
Standing is not permitted in meeting rooms. Additional seating cannot normally be provided, except where required as a reasonable adjustment for accessibility needs, including carers or support workers.
For meetings of the Development Management Committee, Licensing Committee and other regulatory hearings, priority will be given to applicants, objectors, registered speakers and other parties directly involved in agenda items.

Arrival, sign-in and security

All visitors must sign in on arrival.

If attendance is expected to exceed capacity, you may be asked to provide evidence that you live, work or own property within the Huntingdonshire District so that seating priority can be allocated fairly. In these circumstances, we would request a photographic ID and evidence of your address or work premises
We recommend bringing only essential items.

Bags and personal belongings may be subject to security checks. Where necessary, security staff may also conduct further searches.

These arrangements apply equally to all public attending and are intended to help ensure meetings can take place safely and without disruption.

Any personal information collected as part of the sign-in process will be used only for meeting management and safety purposes in accordance with the **Council's Privacy Notice**. Information will be retained no longer than is necessary.

Items not permitted

- Placards, banners, flags or similar items
- Knives, scissors or other sharp objects
- Whistles, air horns, loudhailers or other noise-making devices
- Bottles or other containers containing liquids, except drinking water intended for personal use during the meeting
- Any item that security staff reasonably believe could compromise safety or disrupt the meeting.

If you wish to bring large or specialist equipment into the meeting, such as recording equipment, please contact **Democratic Services** in advance via email to help avoid delays when entering the meeting.

Behaviour at meetings

Everyone attending a meeting is expected to treat others with courtesy and respect. Any form of verbal or physical abuse will not be tolerated. Anyone presenting such behaviour will be asked to leave immediately.

Accessibility

If you have any accessibility requirements, it would be helpful to contact **Democratic Services** before the meeting so we can fully support you.

Speaking at a meeting or asking a question

Members of the public may ask questions at meetings of Full Council.

Members of the public may also speak or make representations at meetings of the Development Management Committee, Licensing Committee, and other regulatory hearings where public participation arrangements apply.

Please note that this must be arranged in advance in accordance with the Council's Constitution.

Feedback

If you have concerns about how these arrangements were applied at a meeting, please contact **Democratic Services**.

Legal framework

*Public access to meetings, and the right to film, photograph, record and report proceedings, are governed by legislation including the Local Government Act 1972, Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, Local Audit and Accountability Act 2014 and Openness of Local Government Bodies Regulations 2014.

HUNTINGDONSHIRE DISTRICT COUNCIL

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

PRESENT: Councillor S J Conboy – Chair.

Councillors S Claffey, L Dewey-Beckett, J E Harvey, N J Hunt, J E Kerr, B A Mickelburgh, D L Mickelburgh and T D Sanderson.

28. MINUTES

The Minutes of the meeting held on 15th September 2026 were approved as a correct record and signed by the Chair.

29. MEMBERS' INTERESTS

No declarations were received.

30. STRATEGIC CIL FUNDING ALLOCATION

A report by the Funding Project Manager was submitted (a copy of which is appended in the Minute Book) inviting the Cabinet to consider recommendations relating to infrastructure projects seeking funding of more than £100,000.00 in whole or in part from an amount of the Community Infrastructure Levy (CIL) monies.

The Executive Councillor for Planning, Councillor Sanderson introduced the report, reflecting on the comments of the Overview & Scrutiny Panel (Performance & Growth).

The Cabinet noted the importance of ensuring infrastructure kept pace with growth, the value of sports and leisure facilities in promoting health and wellbeing, and the support and advice provided by officers to applicants throughout the funding process. Particular reference was made to the monitoring and collection of CIL payments and the distribution of funding to Parish and Town councils. The proposals were commended and officers were thanked for their work.

In response to comments from the Cabinet, the Executive Councillor for Planning referred to a planning application considered in Ramsey the previous evening, and highlighted the flexibility afforded by neighbourhood planning and local CIL spending priorities.

Whereupon, it was

RESOLVED

that

(1) the officer recommendation at Paragraphs 3.1-3.5 for funding for the remodelling of Ramsey Junior School, be agreed;

(2) officer recommendations at Paragraph 3.6-3.10 for funding for a community sports hub at Longsands School, St Neots, be agreed;

(3) the updates on delivery in relation to the projects previously allocated or in receipt of CIL funding commitments, be noted; and

(4) the new allocated CIL projects for £100,000.00 or less approved by delegation on 8th September 2026, be noted.

31. PROCUREMENT OUTCOMES - THE SOCIAL VALUE POLICY

A report by the Risk Manager was submitted (a copy of which is appended in the Minute Book) presenting a proposed Procurement Outcomes – Social Value Policy for approval.

The Executive Councillor for Climate, Transformation and Workforce, Councillor Claffey introduced the report, and made reference to the comments of the Overview & Scrutiny Panel (Environment, Communities & Partnerships). In recognising the Panel's recommendation to defer the approval of the Policy, he advised that following officer training in November, Members would be invited to a demonstration of the system, including worked examples, how commitments were measured, monitored and evidenced. He would also welcome the Policy returning through the Scrutiny process once there were actual procurement outcomes to report, so Members could assess whether the promised additional benefits were being delivered. However, having examined the evidence in detail, it was not believed that deferring the approval of the Policy was necessary, and he was satisfied that there was a sound framework upon which to proceed.

In response to questions from the Cabinet, the Executive Councillor for Climate, Transformation and Workforce advised that:

- the Policy would avoid creating unnecessary barriers for smaller and local businesses;
- local suppliers would not receive an automatic advantage but would be assessed against clear and fair criteria;
- social value outcomes would be monitored and evidenced through contract management arrangements;
- future reporting would enable Members to assess whether the Policy had delivered employment, skills and community benefits for Huntingdonshire residents; and
- suppliers would be required to demonstrate additional benefits beyond normal contractual obligations.

The Executive Councillor for Climate, Transformation and Workforce proposed that the reference to local supplier participation being within the "PE Postcode" on page 4 of the Policy, be amended to "based within the Huntingdonshire District boundary". The amendment was duly seconded and when put to a vote was carried unanimously.

Whereupon it was

RESOLVED

that the proposed Procurement Outcomes – Social Value Policy, as set out in Appendix 1 to the report, be approved, subject to the amendment to page 4 of the Policy, that local suppliers are defined as 'based within the Huntingdonshire District boundary'.

32. GIDDINGS, HAMERTON AND WINWICK NEIGHBOURHOOD PLAN EXAMINATION OUTCOME AND PROGRESSION TO REFERENDUM

A report by the Planning Policy Officer was submitted (a copy of which is appended in the Minute Book) seeking agreement to act upon the Examiner's report into the joint Giddings, Winwick and Hamerton Neighbourhood Plan leading to a referendum on whether or not it should be brought into force as part of the statutory development plan. It also set out a timetable for this process.

The Executive Councillor for Planning, Councillor Sanderson, introduced the report.

The Cabinet commended the work undertaken by the Parish Council, and encouraged residents to participate in the upcoming referendum.

Whereupon it was

RESOLVED

that the District Council should act upon the Examiner's report to accept the recommended modifications and progress the Neighbourhood Plan to referendum.

33. RAMSEY COMMUNITIES NEIGHBOURHOOD PLAN EXAMINATION OUTCOME AND PROGRESSION TO REFERENDUM

A report by the Planning Policy Officer was submitted (a copy of which is appended in the Minute Book) seeking agreement to act upon the Examiner's report into the Ramsey Communities Neighbourhood Plan leading to a referendum on whether or not it should be brought into force as part of the statutory development plan. It also set out a timetable for this process.

The Executive Councillor for Planning, Councillor Sanderson, introduced the report.

The Cabinet commended the Town Council and Steering Group, and highlighted that the Plan was an important tool for managing Ramsey's future development, and ensuring that residents could influence how growth would take place. Residents were encouraged to engage in the forthcoming referendum and have their say on the future of the Town. Furthermore, the protection of settlement gaps was highlighted, as well as enhancements to local green spaces contained within the plan.

Whereupon it was

RESOLVED

that the District Council should act upon the Examiner's report to accept the recommended modifications and progress the Neighbourhood Plan to referendum.

34. ALCONBURY NEIGHBOURHOOD PLAN EXAMINATION OUTCOME AND PROGRESSION TO REFERENDUM

A report by the Planning Policy Officer was submitted (a copy of which is appended in the Minute Book) seeking agreement to act upon the Examiner's report into the Alconbury Neighbourhood Plan leading to a referendum on whether or not it should be brought into force as part of the statutory development plan. It also set out a timetable for this process.

The Executive Councillor for Planning, Councillor Sanderson, introduced the report.

In discussing the report, the Cabinet gave consideration to:

- protecting Alconbury's identity as a distinct village;
- ensuring affordable and smaller homes were provided to meet local needs;
- supporting rural exception sites;
- addressing flood risk and preventing inappropriate development in remote locations; and
- the engagement with Anglian Tater who had been recommended as an addition to the list of relevant stakeholders.

The Cabinet welcomed the work undertaken by the Parish Council, and noted the Plan's emphasis on preserving village character, while meeting local housing needs.

Whereupon it was

RESOLVED

that the District Council should act upon the Examiner's report to accept the recommended modifications and progress the Neighbourhood Plan to referendum.

35. BRINGTON AND MOLESWORTH NEIGHBOURHOOD PLAN EXAMINATION OUTCOME AND PROGRESSION TO REFERENDUM

A report by the Planning Policy Officer was submitted (a copy of which is appended in the Minute Book) seeking agreement to act upon the Examiner's report into the Brington and Molesworth Neighbourhood Plan leading to a referendum on whether or not it should be brought into force as part of the statutory development plan. It also set out a timetable for this process.

The Executive Councillor for Planning, Councillor Sanderson, introduced the report.

The Cabinet commended the extensive work undertaken by local residents, and encouraged participation in the forthcoming referendum.

Whereupon it was

RESOLVED

that the District Council should act upon the Examiner's report to accept the recommended modifications and progress the Neighbourhood Plan to referendum.

Chair

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Cabinet – 17th November 2026

Report by: Interim Monitoring Officer

Lead Cllr: Executive Leader, Sarah Conboy

Wards	Open / Exempt	Key Decision?
Various – including Huntingdon, St Neots and St Ives	Open	No

Report in Response to Overview and Scrutiny Panel Request

Executive Summary: The Overview and Scrutiny (Performance and Growth) Panel has requested that Cabinet consider the Capital & Centric Gateway 1 Report, including its scope, findings, expenditure, value for money, implications for regeneration proposals and the Council's next steps. The Gateway 1 Report remains subject to factual accuracy and commercial sensitivity checks and is therefore not yet final. Officers consider that the timescale for the Cabinet meeting on 17th November 2026 does not allow sufficient time to finalise the report, complete governance checks and prepare a comprehensive Cabinet report. It is therefore recommended that an Extraordinary Cabinet meeting be held on 24th November 2026 at 7.00 pm.

Recommendations

1.1. Notes the resolution of the Overview and Scrutiny (Performance and Growth) Panel made on 4th November 2026;

1.2. Notes that the Capital & Centric Gateway 1 Report is not yet final and that the 17th November 2026 Cabinet meeting does not provide sufficient time to complete the necessary work and governance checks; and

1.3. Agrees that an Extraordinary Cabinet meeting be convened at 7.00 pm on 24th November 2026 to consider the report prepared in response to the Panel's resolution.

	Key Corporate Plan Priorities
1	*Doing our core work well.*
2	*Create a better Huntingdonshire for future generations.*

	Place Strategy Priorities
1	*Supports transparent and timely decision-making on place and regeneration matters.*

Report Author(s)

Lee Gardner, Interim Monitoring Officer (lee.gardner@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

1.1 This report responds to the resolution of the Overview and Scrutiny (Performance and Growth) Panel on 4th November 2026 and explains the proposed arrangements for Cabinet to consider the Capital & Centric Gateway 1 Report at the earliest practicable opportunity

2. BACKGROUND & CONTEXT

2.1 At its meeting on 4th November 2026, the Overview and Scrutiny (Performance and Growth) Panel resolved under Cabinet Procedure Rule 2.7 that Cabinet should consider the Capital & Centric Gateway 1 Report. The Panel requested consideration of the scope and deliverables, findings and recommendations, expenditure and value for money, implications for regeneration proposals in St Neots, St Ives and Huntingdon, and the Council's proposed next steps, including publication and public engagement.

2.2 Cabinet Procedure Rule 2.7 requires the Head of Paid Service to place an item on the agenda of the next available Cabinet meeting where requested by a relevant Overview and Scrutiny Panel or full Council. The Gateway 1 Report is currently being reviewed for factual accuracy, commercially sensitive information and compliance with publication requirements agreed with Capital & Centric. It is therefore not yet final.

2.3 The Overview and Scrutiny Panel resolution was made on 4th November 2026 and papers for 17th November Cabinet meeting were due to be published on 8th November 2026. This provides insufficient time to complete work with the external party, assess the report's implications and enable appropriate Officer advice to be incorporated, prepare a Cabinet report addressing all elements of the Panel's request and complete the required governance checks. It would in Officers professional opinion allow insufficient time for the proper consideration of the report, and to enable the relevant Officer input to enable the Cabinet to have due regard to proper advice and thus make an informed decision which respects established principles around good decision making and governance.

2.4 Officers therefore considered the next available scheduled Cabinet meeting would be 16th December 2026. However, to avoid unnecessary delay, convening an Extraordinary Cabinet meeting on 24th November 2026 at 7.00 pm is recommended.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 The option of submitting the item to Cabinet on 17th November 2026 was considered but is not recommended because the Gateway 1 Report is not final and the available preparation time would not allow completion of the required officer analysis and governance checks. Waiting until the scheduled Cabinet meeting on 16th December 2026 was also considered but would delay consideration unnecessarily. An Extraordinary Cabinet meeting on 24th November 2026 provides a proportionate balance between timely consideration and proper preparation.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview and Scrutiny (Performance and Growth) Panel resolved on 4th November 2026 that Cabinet should consider the Capital & Centric Gateway 1 Report and requested that it be published with the Cabinet papers, subject to necessary and legally justified redactions.

5. POST-DECISION IMPLEMENTATION

5.1 If the approach outlined is approved, officers will continue to liaise with Capital & Centric to finalise the Gateway 1 Report, identify any necessary and legally justified redactions, prepare a Cabinet report addressing the five matters identified by the Overview and Scrutiny Panel, and publish the papers for the Extraordinary Cabinet meeting in accordance with access to information requirements.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

6.1.1 The recommendation supports the Corporate Plan priority of "Doing our core work well" by ensuring that Cabinet considers the Overview and Scrutiny Panel's request through a transparent, constitutionally compliant and properly governed decision-making process. Convening an Extraordinary Cabinet meeting also supports timely member and public scrutiny of the Gateway 1 Report and contributes to the priority of "Creating a better Huntingdonshire for future generations" by enabling the implications for regeneration proposals in Huntingdon, St Ives and St Neots to be considered without unnecessary delay.

6.2 Financial Implications

6.2.1 The recommendation relates only to the timing and arrangements for Cabinet consideration of the Capital & Centric Gateway 1 Report. There are no direct capital or revenue implications arising from the recommendation. Any officer time and Democratic Services support required to arrange and service the Extraordinary Cabinet meeting will be met from existing approved budgets. No additional budget provision is requested and there is no impact on the Medium-Term Financial Strategy. The expenditure incurred on the Capital & Centric commission, including the assessment of value for money and any financial implications arising from future regeneration proposals, will be addressed in the substantive report to Cabinet.

6.3 Policy Implications

6.3.1 The recommendation concerns the timing and arrangements for Cabinet consideration. The substantive Gateway 1 Report will address any relevant policy implications.

6.4 Legal & Constitutional Implications

6.4.1 Cabinet Procedure Rule 2.7 requires an item requested by a relevant Overview and Scrutiny Panel to be placed on the agenda of the next available Cabinet meeting. Access to Information Procedure Rules 22.2 and 23.3 limit member

access to documents that remain in draft form and protect exempt or confidential information where applicable. Any redactions must be necessary, legally justified and applied in accordance with the Local Government Act 1972 and the Council's Constitution.

6.5 Community Impact

6.5.1 Timely publication and consideration will support transparency and enable councillors and residents to understand the work undertaken and the implications for Huntingdon, St Ives and St Neots.

6.6 Environment & Climate Change Implications

6.6.1 N/A at this stage. Any environmental or climate change implications arising from the substantive regeneration proposals will be addressed in the later Cabinet report.

6.7 Equality & Diversity Implications

6.7.1 No direct equality implications arise from the proposed meeting arrangements. Any equality implications associated with the Gateway 1 Report or future regeneration proposals will be assessed in the substantive Cabinet report.

6.8 Implications on Resources

6.8.1 Officer time will be required to finalise the Gateway 1 Report with Capital & Centric, assess its implications, prepare the Cabinet report and complete governance and publication checks. The Extraordinary Cabinet meeting will also require Democratic Services and other relevant officer support. Any additional costs should be identified and confirmed before publication of the final report.

6.9 Health & Wellbeing Implications

6.9.1 N/A at this stage. Any health and wellbeing implications arising from the substantive proposals will be addressed in the later Cabinet report.

6.10 Local Government Reorganisation (LGR) Implications

6.10.1 N/A. The recommendation relates to the timing of Cabinet consideration and has no direct Local Government Reorganisation implications.

7. RISK MANAGEMENT

7.1 The principal risks are premature publication of an unfinalised report, disclosure of commercially sensitive information, inadequate consideration of the Panel's requested matters, and avoidable delay. These risks will be mitigated by completing factual and sensitivity checks, obtaining appropriate legal and governance input, allowing sufficient preparation time and convening an Extraordinary Cabinet meeting on 24th November 2026.

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

8.1 Overview and Scrutiny (Performance and Growth) Panel resolution, 4th November 2026; Cabinet Procedure Rule 2.7; Access to Information Procedure Rules 22.2 and 23.3; Capital & Centric Gateway 1 Report, when finalised.

Document List	Custodian	File Location
Overview and Scrutiny (Performance and Growth) Panel resolution, 4th November 2026; Council Constitution rules cited in the report	Huntingdonshire District Council	Council records / Constitution

Agenda Item 4

Cabinet:	17th November 2026
Council:	16th December 2026
Report by:	Katie Kelly – Head of Customer Services, Revenues & Benefits
Lead Cllr:	Cllr N Hunt - Executive Councillor for Resident Services and Corporate Performance

Wards	Open / Exempt	Key Decision?
All	Open	Yes

Council Tax Support Scheme 2027/28

Executive Summary:

Whilst support for residents of pensionable age is determined by Central Government, schemes for working-age residents are set locally, with local authorities in England being required to administer their own Local Council Tax Support (CTS) schemes since the abolition of Council Tax Benefit in 2013. Local authorities are required to review their CTS schemes annually and decide whether to maintain their existing scheme or replace it.

The Council made significant amendments to the CTS scheme for 2024/25 to ensure that it provided additional support to low-income households across Huntingdonshire, in line with corporate priorities. This report provides an update on the operation of the scheme.

Recommendations

1.1. To note the contents of the report and endorse the recommendation to Council that the scheme principles remain the same for 2027/28.

	Key Corporate Plan Priorities
1	Assistance provided via the CTS Scheme directly supports the Council's Corporate Priorities to improve the quality of life for local people, and to deliver good quality, high value-for-money services.

	Place Strategy Priorities
1	The support provided to low-income households via the CTS scheme directly supports the Health Embedded journey by reducing financial hardship, a key determinant of health.

Report Author(s)

Katie Kelly, Head of Customer Services, Revenues and Benefits
(katie.kelly@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

1.1 Since 2013, the Council has been required to design and administer its own Council Tax Support (CTS) scheme for residents of working age. The scheme for pension-age residents is set by Central Government.

1.2 The Council is required to review the CTS scheme each year in accordance with Schedule 1A(5) of the Local Government Finance Act 1992 and decide whether to maintain or amend the scheme.

2. BACKGROUND & CONTEXT

2.1 CTS is a means-tested support scheme that reduces the amount of Council Tax payable by residents on low incomes. Whilst CTS rules for pension-age residents are prescribed by Central Government, local authorities are required to design and administer their own schemes to support residents of working age.

2.2 In December 2023, the Council decided to amend the CTS scheme for 2024/25, offering a simplified scheme intended to provide greater levels of support for those most in need, in line with our corporate priority to keep people out of crisis and support those in crisis.

2.3 The new scheme was designed to offer support of up to 100% Council Tax liability, an increase from the previous scheme which was capped for many at 80%. It also introduced weekly income bands linked to Universal Credit (UC) standard allowances to determine levels of support, making the scheme easier to understand.

2.4 The requirement for residents to make a separate claim for CTS when making a claim for UC was also removed, making it easier for residents to receive the support to which they are entitled.

2.5 The following impacts should be noted:

Intention	Impact
To increase support for low-income households	The number of households receiving 100% support is currently 3997, or 4.69% of households across the district. This is an increase of 56 since August 2025. In August 2024, this figure was 3,893.
To make the scheme easier to access	The removal of the requirement for residents to make a separate claim for CTS when claiming UC has supported more households to access the scheme, as it was previously noted that some residents receiving UC were not claiming the support to which they were entitled under the CTS scheme. In August 2024 there were 4,874 households in receipt of CTS. By August 2025 this had increased

	to 5,125, and in August 2026 this figure currently stands at 5,035, or around 5.92% of households across the district.
Improve administration and responsiveness	The updated scheme has enabled greater use of technology to support the automated processing of changes in circumstances. These changes have enabled the team to tolerate increases in caseload and work volumes within existing resources, whilst ensuring decisions continue to be reached in a timely manner. In the period April–August 2026, 71.44% of changes in circumstances were completed automatically, compared to 69.84% in the same period last year and 62.52% in 2024. The average number of days to process changes is currently 3.02, a slight increase from 2.86 in the same period last year. However, it should be noted that the number of changes processed during this period has increased by 5,400. The average number of days to process changes for the period April–August 2024 was 3.42. In the period April–August 2026, the average number of days taken to process new claims was 20.79. This is a slight increase on the previous year's figure of 18.8, but less than the figure of 22.7 days the year before.
Reduce the number of bills issued due to CTS	The introduction of income bands was intended to provide some stability for residents, so that not every change in circumstances would result in a change in the amount of support awarded. 2026 year-to-date figures show that 452 fewer bills have been issued as a result of CTS when compared to the previous year, despite the higher number of changes being processed. The trend of an overall reduction in volumes of non-payment reminders and summonses has also continued into the first five months of this financial year.

2.6 Analysis of the CTS scheme to date shows that it continues to operate as intended, delivering much-needed support to low-income households across the district within a responsive timeframe.

2.7 It is therefore recommended that the scheme remains the same for 2027/28, with the starting point for the income bands increased in line with annual uplifts in the standard allowances for Universal Credit when confirmed by DWP. An overview of the scheme principles can be found in Appendix A.

3. COMMENTS OF OVERVIEW & SCRUTINY

3.1 The Overview & Scrutiny (Environment, Communities & Partnerships) Panel discussed the report at its meeting on 5th November 2026.

3.2 In response to a question about how residents are supported to access the CTS scheme, it was explained that the scheme was designed to accept any successful Universal Credit claim as a claim for CTS, removing the need for a separate application, and that colleagues across services are proactive in promoting available support through their contact with residents.

3.3 It was noted that whilst difficult to quantify the impact of the scheme singular to other considerations, the Council's Performance reports illustrated relevant measures helping to build the bigger picture of support given to residents by the Council.

3.4 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report.

4. IMPLICATIONS OF THE DECISION

4.1 Council Key Priorities and Performance

4.1.1 The Corporate Plan for 2023-2028 outlines the Council's commitment to:

- improve the quality of life for local people;
- create a better Huntingdonshire for future generations; and
- deliver good quality, high value-for-money services.

4.1.2 The CTS scheme directly supports points 1 and 3, by ensuring that the requirement to pay Council Tax continues to be proportionate to the financial circumstances of residents by reducing or even eliminating the requirement for contributions from low-income households across the district.

4.1.3 Changes to the scheme have enabled improvements in service delivery, ensuring that residents receive decisions in a timely manner whilst reducing the risk of overpayments, and have enabled the team to manage an increased caseload within existing resources.

4.2 Financial Implications

4.2.1 CTS is a Council Tax discount and as such the cost of the scheme is calculated as a reduction to the Council Tax base. That is, the number of band D equivalent dwellings across the district from which Council Tax can be generated. As such, the cost of the scheme is shared proportionately across all precepting authorities, in line with the treatment for other discounts and exemptions.

4.2.2 A forecast of the Council Tax base is set each year, which includes estimates of new properties being added to the Council Tax list, along with a forecast of the impact of other discounts, exemptions and CTS. The current trend indicates that the tax-base impact of the CTS scheme remains broadly in line with forecast.

4.3 Legal & Constitutional Implications

4.3.1 The Council is required to review its Council Tax Support scheme each year in accordance with Schedule 1A of the Local Government Finance Act 1992.

4.4 Community Impact

4.4.1 The recommendation supports a continued positive community impact by maintaining levels of Council Tax Support for low-income households across the district, helping to reduce financial hardship and supporting the Council's priority to improve the quality of life for local people.

4.5 Equality & Diversity Implications

4.5.1 An Equalities Impact Assessment was completed prior to the 2024 scheme amendments being made, which is considered to remain relevant. Details can be found in Appendix B.

4.6 Implications on Resources

4.6.1 N/A

4.7 Health & Wellbeing Implications

4.7.1 The recommendation supports positive health and wellbeing outcomes by helping to reduce financial hardship for low-income households, recognising that financial stability is an important factor in residents' overall wellbeing.

4.8 Local Government Reorganisation (LGR) Implications

4.8.1 This report relates to the CTS scheme for 2027/28 only and so there are no LGR implications to consider as part of this report.

5. RISK MANAGEMENT

5.1 The Council is required to review the CTS scheme each year in accordance with schedule 1A (5) of the Local Government Finance Act 1992.

5.2 If the decision is not taken, the Council would not meet its statutory requirement to agree a CTS scheme for 2027/28, which would impact on its ability to support low-income households.

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

APPENDIX A – Scheme Principles 2027/28
APPENDIX B – Equalities Impact Assessment 2023

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APPENDIX A – CTS Scheme Principles 2027/28

1) Income Bands
The scheme is designed so that Band 1 figures align with Universal Credit allowances, followed by bands of £50. These are uprated annually in line with UC allowance uprating. The figures shown below are for 2026/27.

Band	Discount	Single Person (weekly net income)	Couple with no children (weekly net income)	Couple or Lone Parent with one child/young person (weekly net income)	Couple or Lone Parent with two children /young persons (weekly net income)	Couple or Lone Parent with three children /young persons (weekly net income)	Couple or Lone Parent with four or more children/young persons (weekly net income)
1*	100%	Less than £99.01	Less than £154.01	Less than £225.01	Less than £295.01	Less than £365.01	Less than £435.01
2	75%	£99.01 to £149.00	£154.01 to £204.00	£225.01 to £275.00	£295.01 to £345.00	£365.01 to £415.00	£435.01 to £485.00
3	50%	£149.01 to £199.00	£204.01 to £254.00	£275.01 to £325.00	£345.01 to £395.00	£415.01 to £465.00	£485.01 to £535.00
4	25%	£199.01 to £249.00	£254.01 to £304.00	£325.01 to £375.00	£395.01 to £445.00	£465.01 to £515.00	£535.01 to £585.00
5	0%	£249.01 +	£304.01+	£375.01+	£445.01+	£515.01+	£585.01+

2) The highest level of discount is equal to the maximum Council Tax liability (100%), Band 1, and all current applicants that are in receipt of a '*passported benefit' such as Employment and Support Allowance (Income Related) will receive maximum discount;

3) All other discount levels are based on the applicant's and partner's, (where they have one) net weekly income, and the scheme allows for variation in household size with the levels of income per band increasing where an applicant has a partner, and / or dependants.

4) Any changes are applied on a daily basis in line with Council Tax liability. Claims can be backdated up to a maximum of 12 months from the date of claim where circumstances show that the applicant would have been continuously eligible for the period in question had they applied at the time.

5) There are no reductions in CTS award levels where an applicant has non-dependants living with them.

6) To encourage work, a standard disregard of up to £50 per week is provided against all earnings.

7) Disability benefits such as Disability Living Allowance and Personal Independence Payment are disregarded, and a further disregard of £50 per week is applied to a customers' total income where one of those benefits are in payment.

8) Carer's Allowance and the Support Component of Employment and Support Allowance is disregarded to protect carers and those with additional support needs.

9) Childcare, child maintenance, and child benefit is disregarded, in order to support families.

10) Universal Credit is made up of different components dependant on the household circumstances. The following elements are disregarded within the scheme: housing element, limited capability for work, childcare, disabled child, and carer's element.

11) War pensions and war disablement pensions are disregarded.

12) The Capital limit is set at £10,000, and any applicant who has capital above that level will not qualify.

13) The CTS scheme makes provision for discretionary support to be sought on the grounds of exceptional hardship. Further details can be found within the Council Tax Discretionary Relief Policy.

14) The full technical scheme document is published on the website here

Huntingdonshire District Council Equality Impact Assessment (EIA)

Service area	Revenues and Benefits
Date of assessment	20/09/2023
Name of policy/service to be assessed	Council Tax Support Scheme (CTS) 2024-25
Is this a new or existing policy/service?	Redesign of existing scheme
Name of manager responsible for new or amended policy/service	Katie Kelly
Names of people conducting the assessment	Katie Kelly
Step 1 – Description of new or amended policy/service	
Describe the aims; objectives and purpose of the new or amended policy/service (include how it fits in to wider aims or strategic objectives).	Our Corporate plan for 2023-2028 outlines our commitment to: • Improve the happiness and wellbeing of residents by keeping people out of crisis and helping those in crisis; and • Deliver good quality, high value-for-money services A review of the CTS scheme was listed as an action within the corporate plan in furtherance of these aims. The Council is required to review its scheme for **working age** each year. There are issues with the current scheme that need to be addressed if the system is to continue to provide effective support to low-income taxpayers and to support the Council to provide the service in an efficient manner. The main issues are as follows: • The need to assist low-income households and assist in the collection

Huntingdonshire District Council Equality Impact Assessment (EIA)

	of Council Tax; • The introduction of Universal Credit for working age applicants; and • The need for a simplification of the scheme In view of the problems being experienced with the current scheme, it is proposed that an alternative approach be taken from 2024/25. The approach has been to fundamentally redesign the scheme to address all of the issues with the current scheme and in particular; (a) The level of support available to the poorest households: (b) The problems with the introduction of full-service Universal Credit; and (c) The significant increase in administration costs due to the high level of changes received in respect of Universal Credit. Pension age applicants for CTS will not be affected by this change
The Equality Act 2010 requires the Council to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations, the Council also needs to demonstrate its compliance with the Equality Duty. The Council therefore needs to understand how its decisions and activities impact on different people. An Equality Impact Assessment is the current method by which the Council can assess and keep a record of the impact of new or amended strategies, policies, functions or services. The council retains these duties even when outsourcing services or providing shared services. *Definition of Adverse Impact - occurs when a decision, practice, or Policy has a disproportionately negative effect on a protected group. Adverse Impact may be unintentional.*	
Are there any (existing) equality objectives of the new/amended policy/service	Improved support for working age applicants

Huntingdonshire District Council Equality Impact Assessment (EIA)

Who is intended to benefit from the new/amended policy/service and in what way?	Low income working age households who apply and qualify for Council Tax Reduction. The revised scheme will: (a) Provide more support to those on the lowest income (up to 100% of the Council Tax payable); (b) Be easier to understand and claim; and (c) Address the administration issues caused by the introduction of Universal Credit.
What are the intended outcomes of this new/amended policy/service?	Improved support for low-income households
Step 2 – Data	
What baseline **quantitative data (statistics)** do you have about the function relating to equalities groups (e.g. monitoring data on proportions of service users compared to proportions in the population), relevant to this new/amended policy/service? Huntingdonshire Statistics	Financial modelling has been conducted across the current working age caseload in order to assess any potential impacts. The current working age caseload is as follows: Total caseload: 4,121 Female: 67.8%, Male 32.2% split Age Range: 18-24 4.6% 25-34 20.5% 35-44 23.4% 45-59 36.4% 60+ 15.1 Proportion of cases with a disability premium: 43.4% Financial modelling has shown that 96% of caseload will be better off or will have no change to the levels of support awarded as a result of changes to the scheme. Around 4% may receive a reduced amount or nil

Huntingdonshire District Council Equality Impact Assessment (EIA)

	award. Where this occurs, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.
What **qualitative data (opinions etc)** do you have on different groups (e.g. comments from previous consumer satisfaction surveys/consultation, feedback exercises, or evidence from other authorities undertaking similar work), relevant to this new/amended policy/service?	The proposals have been subject to a statutory consultation process. A public consultation ran for 7 weeks from 21st July 2023. A consultation for major preceptors ran for 4 weeks from the same date. The responses received are contained within Appendix C of the report.
Age – this refers to the protected characteristic of age. A person belonging to a particular age (for example 32-year olds) or range of ages (for example 18 to 30-year olds). Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic? Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? For some services this should include consideration of impact in terms of safeguarding young people. What evidence do you have for your answer?	The proposed changes will affect working age applicants only. Pension age applicants will **not** be affected as their scheme is prescribed by Government. The majority of working age applicants will see an increase in support or maintain the same level of support. Inevitably with any change in scheme there may be some that received a reduced amount or nil award under the new scheme. Where this occurs, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.
Disability – this refers the protected characteristic of disability. A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.	The proposed change to the scheme will have **no** differential impact due to disability, the proposed scheme is designed to continue to protect the disabled by disregarding disability benefits such as Disability Living Allowance and Personal Independence Payments.

Huntingdonshire District Council Equality Impact Assessment (EIA)

Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	The scheme will also further protect disabled applicants as it will provide a further income disregard per week which will reduce the level of income taken into account when calculating any support. If a reduction in support occurs as a result of changes to the scheme, the applicant may apply for additional support under the Council's Exceptional Hardship scheme.
Gender reassignment – gender reassignment discrimination occurs when a person is treated differently because they are trans*. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer? *although the term gender reassignment and transsexual is in the Equality Act 2010, it is accepted that the preferred term is trans.	The proposed change to the scheme will have **no** differential impact due to gender or gender reassignment.
Marriage and civil partnership in the workplace; this refers the protected characteristic of marriage and civil partnership which is a union between a man and a woman or between a same-sex couple. Civil partnership is between partners of the same sex. Discrimination is when a person is treated differently at work because a person is married or in a civil partnership. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.	The proposed change to the scheme will have **no** differential impact due to marriage or civil partnership

Huntingdonshire District Council Equality Impact Assessment (EIA)

Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	
Are there concerns that the function could have a differential impact in terms of **pregnancy and maternity** in the workplace (e.g. pregnant or breast-feeding women). Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	The proposed change to the scheme will have **no** differential impact due to pregnancy or maternity
Race – this refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. Gypsy/Travellers are distinct group within this category Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic.	The proposed change to the scheme will have **no** differential impact due to race

Huntingdonshire District Council Equality Impact Assessment (EIA)

Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	
Religion and Belief in the workplace - refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	The proposed change to the scheme will have **no** differential impact due to religion or belief
Sex - this refers to the protected characteristic of sex which can mean either male or female, or a group of people like men or boys, or women or girls. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	The proposed change to the scheme will have **no** differential impact due to sex.

Huntingdonshire District Council Equality Impact Assessment (EIA)

Sexual orientation – this relates to whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes. Are there concerns that the new policy/service could have a differential impact on individuals with this protected characteristic. Are there any concerns that the policy/service amendments could have differential impact on individuals with this protected characteristic? What evidence do you have for your answer?	The proposed change to the scheme will have **no** differential impact due to sexual orientation
Are there concerns that the function could have a differential impact on **part time/full time** employees? What evidence do you have for your answer?	The proposed change to the scheme will have **no** differential impact due to part-time or full-time employees. The scheme treats earnings in the same way irrespective of hours worked.
Are there concerns that the function could have a differential impact in terms of specific characteristics of Huntingdonshire e.g. **Rural isolation**	The proposed change to the scheme will have **no** differential impact for any other reasons and in summary is more generous to working age applicants.

Findings
Pension age applicants will not be affected as their scheme is prescribed by Central Government. Other measures undertaken to mitigate any potential negative impact on other protected groups include consulting the public about the proposed changes and asking for their views on the proposals, the disregard of disability benefits and implementation of the Council's CTS Exceptional Hardship scheme.

Council Tax Support is widely publicised on the Council's website, through information with Council Tax bills, and via signposting by officers. The Council has good links with independent debt advice agencies across the district, some of which fed into the consultation, to where customers that may be struggling financially would be signposted for support.

Recommendations
It is recommended that the EIA is approved

O & S Panel (E, C & P) – 5th November 2026
Cabinet – 17th November 2026

Report by:
Housing Needs & Resources Manager

Lead Cllr:
Cllr N Hunt – Executive Councillor for Resident Services & Corporate Performance

Wards	Open / Exempt	Key Decision?
All	Open	Yes

Homelessness & Rough Sleeping Strategy 2026-2031

Executive Summary: This report sets out the statutory need to complete a review of homelessness and produce a strategy, explaining how the Council intends to address homelessness issues within the district. It is also a statutory requirement to consult widely before formally adopting a Strategy and the purpose of this report is to seek approval to consult on this Strategy before formal adoption.

The Strategy has four main purposes:

1. To address the causes of homelessness in the area;
2. To introduce initiatives to prevent homelessness wherever possible;
3. To ensure that the Council provides sufficient temporary accommodation for those households that are or may become homeless; and
4. To ensure that appropriate support is available for people who have previously experienced homelessness in order to prevent it happening again.

The Strategy identifies five main priorities that our work will focus on delivering. These are:

Priority 1: Prevent homelessness through earlier intervention and targeted support.

Priority 2: Provide high-quality, person-centred homelessness services.

Priority 3: Reduce rough sleeping and support recovery.

Priority 4: Increase access to safe, suitable and sustainable housing.

Priority 5: Develop strong partnerships and place lived experience at the heart of service delivery.

Recommendations

Cabinet is recommended to:

1.1. Approve the Homelessness & Rough Sleeping Strategy 2026-2031 as a consultation draft.

1.2. Delegate authority to the Corporate Director – Communities, in consultation with the Executive Councillor for Resident Services & Corporate Performance, to:

a) adopt the Homelessness & Rough Sleeping Strategy 2026 unless there are major issues raised at the consultation stage that require reconsideration by Cabinet.

b) make administrative or minor changes to the Strategy, within the life of the Strategy. To include amendments in response to changes in legislation or Government programmes that do not constitute a major shift in the Strategy's direction.

c) approve an annual Action Plan that accompanies the Strategy. The Action Plan being an operational plan that has actions linked to the approved strategic priorities.

	Key Corporate Plan Priorities
1	**Improving quality of life for local people**
	Keeping people out of crisis *Helping people in crisis*

Report Author(s)

Author 1, Housing Needs & Resources Manager, Jon.Collen@huntingdonshire.gov.uk

1. PURPOSE OF THE REPORT

1.1 The Homelessness & Rough Sleeping Strategy is a major policy item for the Council. It sets out the key role that the Council plays in preventing homelessness, assisting households where homelessness cannot be prevented and how homelessness can be resolved, primarily by ensuring that there are sufficient options in the private or social rented sectors to provide new homes.

1.2 The purpose of this report is to seek approval to consult widely on this Strategy prior to formal adoption.

2. BACKGROUND & CONTEXT

2.1 There is a statutory requirement for all housing authorities to publish a Homelessness Strategy every 5 years. The Council's last strategy was completed in 2021 and is therefore due again. It was timely to go through this process given that there have been a number of policy announcements and legislative changes from Government over the last 12 months.

2.2 The main policy drivers that have informed the Strategy are:

- the Government's National Plan to End Homelessness, published in December 2025, establishing a vision that homelessness should be rare, brief and non-recurring; and

- the national Rough Sleeping Programme launched in August 2026. The programme combines immediate provision for a route off the street for everyone before Christmas this year, with longer-term settled accommodation and intensive support for people who have experienced long-term rough sleeping.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 The Council must publish a revised Strategy every 5 years to fulfil its statutory duties. Having a current Strategy would mean that the Council is complying with the Homelessness Act 2002.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview & Scrutiny (Environment, Communities & Partnerships) Panel discussed the report at its meeting on 5th November 2026.

4.2 The Panel were advised that service personnel leaving the armed forces were not specifically mentioned within the strategy but that intervention and prevention was universal for all regardless of their circumstance and that there was provision for service personnel to gain priority through the housing register. Whilst acknowledging this, the Panel felt strongly that this group should be specifically identified, particularly due to the Council's commitment to the Armed Forces and it's Armed Forces Covenant. It was agreed by the Executive Councillor and Officers that this could and would happen and that the strategy would be updated to include this group prior to its consideration by Cabinet. The draft Strategy has been updated at paragraph 2.1 to reflect this commitment.

4.3 Whilst the good work of the Officers was noted, the Panel requested to have sight of the number of homelessness and homelessness prevention cases within the district, observing that this would allow residents and partners to make an informed decision when the Strategy moved to its public consultation stage. It was advised that this data was already being provided to the Ministry of Housing and some of the data was also reflected within the Corporate Performance Reports, it was also noted that the data could be broken down into detailed segments such as rough sleepers, homelessness prevention, families with children. It was agreed that a suitable vehicle would be found to provide this information to the Panel. The Panel heard that six new KPIs covering homelessness and rough sleeping were included in the Government's Local Outcomes Framework and that the new National Suite of data requirements would allow for consistency and benchmarking. It was also advised that all circumstances were recorded when homelessness presented in order to build a picture of household needs and that multiple factors were often involved rather than a solitary reason.

4.4 The Panel heard that the recently introduced multi year funding was welcomed but that in the main it was a combination of previously available grant funding schemes now packaged together, however the new system would allow for greater flexibility. It was advised that the Action Plan covered a year due to the fast changing pace of the area and would be developed as further direction from central government became available.

4.5 It was advised that Priority 4.2 of the Action Plan would address concerns relating to Private Landlords. It was further noted that work had previously been undertaken with private landlords and opportunities to reengage communications would be investigated, with the new national database of landlords being highlighted as a means to engage with landlords to review and develop potential incentives to help homeless households access the private rented sector. The Panel heard that affordability of rent was the greatest issue faced by residents facing homelessness.

4.6 The Panel were advised that there was a legal limit on length of stay in bed and breakfast accommodation for households with children and that the Council aimed to not use this type of accommodation for these households and in the instance of being unavoidable it was short-term.

4.7 The Panel heard that in the event of severe weather, including both hot and cold conditions, offers of temporary accommodation were made to rough sleepers under humanitarian responsibility. It was further advised that further to a recent government announcement, it was expected for all rough sleepers to have an offer of support before Christmas 2026. It was noted that there were seven known rough sleepers in the district at this time and that none were long term rough sleepers. It was noted that those with no recourse to public funds did not fall under the Council's responsibility but rather under the County Council's Social Care responsibility, although the humanitarian assistance could still be provided under the severe weather provision. It was noted that instances of this nature were very low in Huntingdonshire and that those who did present to the Council were signposted for housing needs as well as receiving further support from the Resident Support Team in the guise of support such as food banks and Citizens Advice.

4.8 It was noted that the Risk Assessment tool kit was currently being trialled nationally by a number of local authorities with a view to being rolled out by the Government, but that some aspects were already being utilised by the Council.

4.9 The issue of long-term rough sleepers who choose a nomadic lifestyle was acknowledged as well as the issue of magnet towns such as Bedford or Cambridge with Huntingdonshire then becoming a transitory destination between the two, however it was assured that work was undertaken to reconnect individuals in this situation. The unknown challenge of Local Government Reorganisation was acknowledged with the Panel being advised that work on developing this would begin once the new boundaries were established.

4.10 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report.

5. POST-DECISION IMPLEMENTATION

5.1 The Council is required to consult widely prior to adopting or modifying a homelessness strategy. Consultation with partners and the public will take place for an eight-week period prior to the draft Strategy being adopted, subject to any necessary changes arising from the consultation. Should the consultation give rise to the need to make any significant changes to the Strategy, it will be brough back before Cabinet to discuss and approve any such changes.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

The Strategy is aligned with the priorities within the Corporate plan.

Specifically, it aims to:

- Improve the quality of life for local people; by
    - Keeping people out of crisis
    - Helping people in crisis

Five additional metrics have been introduced by Government as part of the Local Outcomes Framework capturing: temporary accommodation, prevention and relief duties, and rough sleeping. The aim of including these outcome metrics is to encourage local authorities to change approaches and practice that will prevent and reduce homelessness and rough sleeping in their area. The Strategy and identified priorities align with these new metrics and performance against these will be captured as part of our annual performance report and the progress being made against the action plan.

6.2 Financial Implications

6.2.1 Preparation of the Strategy involves staffing resource that is met within existing budgets. The annual Action Plans that will be developed will commit the Council to exploring and delivering on various activities that are likely to have resource implications. Many of these will be met through business-as-usual activities but

where resource implications are identified they will be explored as part of the delivery against the Action Plan.

6.2.2 Government awards local housing authorities an annual revenue grant to support homelessness prevention activities and contribute to the cost of temporary accommodation. These grants have been reviewed in 2026/27, with Government announcing for the first time, a three-year revenue funding commitment to local authorities attached to the delivery of the National Plan to End Homelessness. This funding is intended to support councils to deliver the vision in the cross-government strategy on homelessness and rough sleeping, which the priorities within the Strategy mirror.

6.2.3 2026/27 is the first year of this allocation and so the Council has some certainty of funding through to 2028/29. This funding means that it is unlikely that any growth bids will be required through the Medium-Term Financial Planning process during this three-year period to deliver on activities within the action plan.

6.2.4 The new grant combines several grant schemes into one, now called the Homelessness, Rough Sleeping and Domestic Abuse Grant (HRSDAG). The purpose of the grant is to support local authorities to:

a. Discharge their duties under the Housing Act 1996, as set out in the Homelessness Code of Guidance for local authorities, and provide support for rough sleeping.
b. Deliver against local homelessness strategies and the metrics in the Local Outcomes Framework.
c. Focus on early intervention and maximising prevention activities.

6.2.5 The table below gives the Council's allocation of HRSDAG over the three-year period:

Year	HRSDAG Allocation
2026/27	£1,143,289
2027/28	£1,155,201
2028/29	£1,162,406

6.3 Policy, Legal & Constitutional Implications

6.3.1 The Strategy outlines the Council's priorities and strategic direction relating to homelessness and rough sleeping. This in turn is governed by the relevant homelessness legislation, placing various duties on the Council to provide homelessness assistance. The Strategy does not alter those duties, and it does not introduce any new policy or legal implications.

6.3.2 The adoption of a plan or strategy is the responsibility of Cabinet unless it falls within the documents named in Article 4 of the Constitution. The Homelessness & Rough Sleeping Strategy is not named in Article 4 and thus is the responsibility of Cabinet.

6.3.3 The purpose of the delegations is to provide a more efficient way of making minor changes, saving council time and resources. The Cabinet can be

reassured that any major shift in the Strategy's direction would still require a new formal report and decision.

6.4 Community Impact

6.4.1 The Strategy sets out the Council's priorities and action plan, which are designed to deliver positive outcomes for residents faced with the threat of homelessness. By responding to residents faced with housing difficulties the Strategy aims to keep people out of crisis, or where homelessness cannot be prevented, aims to provide assistance to help people in crisis.

6.5 Equality & Diversity Implications

6.5.1 The Strategy is expected to deliver positive impacts across all protected characteristics by improving access to housing, support services, and early intervention to prevent homelessness. While no direct negative impacts have been identified, it is acknowledged that there is the potential for indirect or systemic barriers affecting certain groups that may face disproportionate challenges.

6.5.2 For example, individuals with disabilities, particularly those with mental health conditions, are overrepresented in homelessness statistics and will benefit from improved accessibility and tailored support. Ethnic minorities and LGBTQ+ individuals may face barriers due to language, discrimination, or lack of inclusive services; these will be addressed through staff training, monitoring of outcomes, and culturally competent service delivery. Victims of domestic abuse, predominantly women, and single males experiencing rough sleeping will be supported through expanded support services and specialist accommodation.

6.6 Implications on Resources

6.6.1 As highlighted earlier, the Strategy will be delivered within existing resources and where additional resources are required, as emerges from the delivery of the annual action plan, these will be met from the Government grant allocation.

6.7 Health & Wellbeing Implications

6.7.1 Homelessness and rough sleeping can have a significant impact on a person's health and wellbeing, and many health issues may ultimately be a contributing factor leading to homelessness. The Strategy's priorities aim to provide enhanced support, identifying housing issues at the earliest opportunity so that homelessness may be avoided all together. Where this is not possible, the emergency response and the support to recover and move to safe, suitable accommodation will both directly and indirectly help to minimise the potential impact on someone's health and wellbeing.

6.8 Local Government Reorganisation (LGR) Implications4

6.8.1 There are no direct implications of the Strategy on LGR. Under LGR any newly created local authority would be required to publish its own Homelessness Strategy.

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

Document List	Custodian	File Location
National Plan to End Homelessness	Gov.uk	National Plan
Rough Sleeping Programme	Gov.uk	Rough Sleeping Programme
Homelessness & Rough Sleeping Strategy 2021-2031 – consultation draft.	HDC	Appendix 1 of this report
Action Plan Dec 2026 to March 2028	HDC	Appendix 2 of this report

Huntingdonshire District Council

Homelessness & Rough Sleeping Strategy 2026–2031 – Consultation Draft

Preventing Homelessness, Supporting Recovery and Ending Rough Sleeping

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Foreword

Everyone deserves a safe, secure and affordable place to call home. Housing provides the foundation from which people can build healthy, independent and fulfilling lives. When that foundation is lost, the impacts can be profound, affecting health, wellbeing, employment, education, family relationships and community cohesion.

Like many areas across England, Huntingdonshire is experiencing increasing pressure on its housing system. Rising housing costs, limited affordability, increasing demand for homelessness assistance and growing complexity of support needs continue to create significant challenges for residents and partner organisations alike. At the same time, the rural nature of our district presents unique challenges, with residents often facing barriers to accessing services, support and suitable accommodation.

Despite these challenges, Huntingdonshire remains a place of opportunity, innovation and strong partnership working. Across the district, public services, housing providers, health organisations, voluntary agencies, town and parish councils and community groups are working together to improve outcomes for residents experiencing housing difficulties.

This Strategy sets out our shared vision for tackling homelessness and rough sleeping between 2026 and 2031. It establishes a clear framework for action based on prevention, early intervention, partnership working and housing-led solutions. It reflects the Government's ambition that homelessness should be rare, brief and non-recurring.

Our commitment is simple: wherever possible, we will prevent homelessness before it occurs. Where homelessness cannot be prevented, we will ensure people receive timely support, access to suitable accommodation and the assistance needed to build a stable and sustainable future.

Working together with our partners and communities, we will continue striving towards a Huntingdonshire where everyone has the opportunity to live safely, independently and securely.

1. Introduction

Homelessness remains one of the most significant social challenges facing communities across the country. While the causes of homelessness are often complex and varied, the consequences are consistently damaging for individuals, families and communities.

Homelessness describes a situation where an individual or household does not have access to accommodation that is available, suitable, secure, and reasonable for them to occupy as their home. It includes both visible homelessness, such as rough sleeping, and hidden forms of homelessness, such as staying temporarily with friends or family, or being at risk of losing their home.

The Homelessness Act 2002 places a duty on local authorities to assess homelessness needs and publish a strategy setting out how homelessness will be prevented and addressed. This Strategy fulfils that requirement and provides Huntingdonshire District Council's strategic framework for tackling homelessness and rough sleeping between 2026 and 2031.

The Strategy has been informed by:

- A review of homelessness and rough sleeping within Huntingdonshire.
- Engagement with statutory, voluntary and community sector partners.
- Local housing and demographic evidence.
- National policy and legislative developments.

This document establishes the Council's vision, priorities and strategic direction. Delivery will be supported through a detailed Action Plan, which will be reviewed annually to ensure services remain responsive to changing needs and emerging challenges.

2. Policy, Legislative and Strategic Context

2.1 National Policy Context

The national approach to homelessness has increasingly focused on prevention, early intervention and housing-led solutions. There is growing recognition that homelessness cannot be addressed solely through crisis responses and emergency accommodation. Sustainable outcomes require coordinated action across housing, welfare, health, employment and support services.

Government is increasingly involving Mayoral Strategic Authorities (MSA's) within the area of homelessness and rough sleeping. An example is the recent allocation of Rough Sleeping Programme funding to MSA's to coordinate strategic regional

responses, pool resources across local council boundaries, and integrate housing, health, criminal justice, and support services.

In December 2025, the Government published *A National Plan to End Homelessness*, establishing a vision that homelessness should be rare, brief and non-recurring. The Plan is based on five interrelated pillars:

Universal Prevention

Addressing the root causes of homelessness through housing supply, affordability, poverty reduction and improved tenancy security.

Targeted Prevention

Providing enhanced support to groups known to face an increased risk of homelessness, including care leavers, prison leavers, survivors of domestic abuse and people leaving health institutions.

Preventing Crisis

Identifying housing issues at the earliest opportunity and helping households maintain accommodation wherever possible.

Improving Emergency Responses

Ensuring people who experience homelessness have access to safe, suitable accommodation and effective support.

Recovery and Preventing Repeat Homelessness

Supporting residents to maintain stable housing and avoid future experiences of homelessness.

These principles underpin this Strategy and reinforce the importance of prevention, partnership and sustainable housing outcomes.

Supporting Veterans and Ending Veteran Homelessness

Under the Armed Forces Covenant, the Council is committed to ensuring that former service personnel, current reservists, and their families are treated with fairness and respect, and are never disadvantaged in accessing housing and homelessness services due to their service. We pledge to actively identify veteran status at the earliest point of contact, apply statutory exemptions and local connection flexibilities, and work in close partnership with veteran-specific housing and support providers to prevent crisis and eliminate veteran rough sleeping.

2.2 Legislative Framework

The Council delivers its homelessness functions within a comprehensive legislative framework that defines local authority duties and responsibilities.

Key legislation includes:

- Housing Act 1996 (as amended)
- Homelessness Act 2002
- Homelessness Reduction Act 2017
- Localism Act 2011
- Domestic Abuse Act 2021
- Care Act 2014
- Children Act 1989 and 2004
- Equality Act 2010
- Mental Health Act 1983 (as amended)

Together, this framework places a strong emphasis on early intervention, prevention, partnership working and protecting vulnerable households.

The Rough Sleeping Programme

The Government's Rough Sleeping Programme represents a significant national commitment to reducing and ultimately ending rough sleeping. The programme promotes rapid access to accommodation, intensive wraparound support and long-term housing solutions for people experiencing the most severe and prolonged forms of homelessness.

The programme supports local authorities and partners to strengthen outreach services, improve accommodation pathways and create sustainable routes away from rough sleeping.

2.3 Regional and Sub-Regional Context

Many drivers of homelessness extend beyond district boundaries. Huntingdonshire therefore works closely with partners across Cambridgeshire and the wider region to develop coordinated responses to housing need and rough sleeping.

The Council works alongside:

- Cambridgeshire & Peterborough Combined Authority
- Cambridgeshire County Council
- Cambridgeshire's district and city councils
- Parish Councils
- Housing associations and registered providers

- Health and social care partners
- The Integrated Care System
- Police, Probation and criminal justice agencies
- Voluntary, community and faith sector organisations

Strong partnership working helps deliver effective pathways for residents leaving institutions, supports rough sleeping initiatives and promotes coordinated responses to housing pressures.

3. Huntingdonshire: Local Context

Huntingdonshire is the largest district in Cambridgeshire by geographical area and is home to a diverse mix of market towns, villages and rural communities.

The district's principal settlements include:

- Huntingdon
- St Neots
- St Ives
- Ramsey
- Godmanchester

Huntingdonshire continues to experience population growth and economic development, making it an attractive place to live and work. However, these strengths are accompanied by increasing pressure on housing affordability and housing supply.

Recent data from the Office for National Statistics show that Huntingdonshire residents continue to face a range of housing challenges including:

- Rising private sector rents – with the average monthly rent in September 2026 being £1,065, 4% higher than the same month in the previous year.
- High barriers to home ownership – average house prices being £307,000 in August 2026, a 1% rise over the previous year.
- Ongoing demand for affordable housing – over 3000 households on the housing register as at the end of September 2026.
- Increased pressure on temporary accommodation – 135 households in temporary accommodation at the end of September 2026 compared to 129 a year earlier.
- Reduced housing options for lower-income households

The rural nature of the district also presents additional challenges. Hidden homelessness can be more difficult to identify, while transport limitations and reduced access to services can make it harder for vulnerable residents to obtain support.

These local circumstances require a homelessness response that is flexible, preventative and tailored to the needs of both urban and rural communities.

This Homelessness and Rough Sleeping Strategy links closely to several other key council strategies because homelessness is driven by multi-faceted social, health, economic, and housing supply issues.

The diagram below illustrates which strategies homelessness is closely linked to and it is recognised how the strategic direction and work in these other areas may influence our ability to help resolve homelessness through areas such as the supply of affordable housing.



4. Homelessness in Huntingdonshire: Needs, Trends and Challenges

The Council's Homelessness Review identified a number of key trends influencing local demand and shaping future service requirements.

Housing Affordability

Increasing housing costs continue to place pressure on households across all tenures. Access to both social housing and the private rented sector remains challenging for many residents.

Increasing Demand

The number of households seeking homelessness assistance has continued to increase, reflecting wider economic pressures and worsening affordability.

Temporary Accommodation Pressures

Demand for temporary accommodation remains significant, creating both operational and financial pressures and highlighting the need for preventative approaches.

Rough Sleeping

While rough sleeping levels remain relatively low compared with some urban areas, rough sleeping continues to occur within the district. Hidden homelessness and sofa surfing remain areas of concern.

Multiple Disadvantage

Many residents experiencing homelessness face several interconnected challenges, including:

- Poor mental health
- Substance misuse
- Domestic abuse
- Family breakdown
- Financial hardship
- Physical health problems
- Social isolation

These factors demonstrate that homelessness is rarely caused by a single issue and that sustainable solutions require both suitable housing and personalised support.

5. Strategic Challenges

While Huntingdonshire remains a prosperous and desirable place to live, a number of structural and emerging challenges continue to influence levels of homelessness and housing insecurity.

Key challenges include:

- Rising housing costs and affordability pressures.

- Demand for affordable rented housing exceeding supply.
- Increasing use and cost of temporary accommodation.
- Growing complexity of support needs.
- Access to accommodation for single people and younger households.
- Rural isolation and hidden homelessness.
- Economic uncertainty and cost of living pressures.
- Workforce recruitment and capacity challenges across housing and support services.

The Council and its partners must respond proactively through prevention, innovation, partnership working and effective use of resources.

6. Our Vision

Our Vision for 2031

Our vision is that homelessness in Huntingdonshire should be rare, brief and non-recurring. We will work with residents, communities and partners to ensure everyone has access to safe, suitable and sustainable accommodation, together with the support required to maintain independence, improve wellbeing and achieve positive life outcomes.

7. Our Strategic Ambitions

Make Homelessness Rare

By addressing the root causes of homelessness and strengthening prevention, resilience and early intervention services.

Make Homelessness Brief

By ensuring rapid access to advice, support and suitable accommodation whenever homelessness cannot be prevented.

Make Homelessness Non-Recurring

By helping residents sustain accommodation, build resilience and access the support required for long-term housing stability.

8. Our Principles

We will:

- Put prevention first.
- Intervene early.
- Place residents at the centre of service delivery.
- Work collaboratively.
- Promote housing-led solutions.
- Champion equality and inclusion.
- Value lived experience.
- Pursue continuous improvement through evidence and learning.

9. Our Strategic Priorities

Priority 1

Prevent Homelessness Through Earlier Intervention and Targeted Support

Prevention remains the most effective way of reducing homelessness and improving outcomes for residents.

We will strengthen early intervention, tenancy sustainment and targeted support to identify housing issues before they escalate into crisis.

Strategic Outcomes

- Earlier identification of risk.
- Increased tenancy sustainment.
- Fewer homelessness presentations.
- Improved access to preventative support.
- Ensure residents in rural communities can access prevention, advice and support services regardless of location.

Priority 2

Provide High-Quality, Person-Centred Homelessness Services

Where homelessness cannot be prevented, residents should receive a timely, coordinated and compassionate response.

We will continue improving customer experience, assessment processes and accommodation pathways.

Strategic Outcomes

- Faster access to support.
- Reduced time spent in temporary accommodation.
- Improved housing outcomes.

Priority 3

Reduce Rough Sleeping and Support Recovery

No one should be forced to sleep rough.

We recognise that rough sleeping is often the most visible form of homelessness but represents only a small proportion of those experiencing housing insecurity. We will continue to strengthen local outreach arrangements, improve partnership responses and ensure people sleeping rough are supported into accommodation as quickly as possible.

Particular focus will be given to preventing repeat rough sleeping and supporting people with complex needs.

Strategic Outcomes

- Reduced rough sleeping.
- Improved access to support services and supported housing options.
- More sustainable move-on into settled housing.
- Reduced repeat rough sleeping.

Priority 4

Increase Access to Safe, Suitable and Sustainable Housing

Access to appropriate housing is fundamental to preventing and relieving homelessness.

We will work closely with housing providers, developers, landlords and support agencies to increase housing opportunities and improve accommodation pathways.

Strategic Outcomes

- Increased housing options.
- Improved access to affordable housing.
- Better move-on opportunities.

- Expanded housing-led interventions.

Priority 5

Develop Strong Partnerships and Place Lived Experience at the Heart of Service Delivery

Homelessness cannot be resolved by a single organisation acting alone.

We will strengthen relationships across housing, health, social care, criminal justice and voluntary sector services while ensuring that the voices of residents inform future service development.

Strategic Outcomes

- Stronger partnership working.
- Better coordinated services.
- Improved data and performance management.
- Greater involvement of people with lived experience.

10. Delivering the Strategy

Successful delivery will depend upon strong leadership, effective partnership working and clear accountability.

The Strategy will be supported through:

- A detailed annual Action Plan.
- Multi-agency partnership working.
- Regular performance monitoring.
- Resident engagement and feedback.
- Ongoing review of emerging needs and priorities.

11. Governance and Accountability

Delivery of this Strategy will be overseen by Huntingdonshire District Council through regular performance monitoring and partnership governance arrangements.

Progress will be reviewed through:

- Annual Action Plan updates.
- Quarterly performance reporting.

- Partnership review meetings.
- Service user feedback.

This will ensure the Strategy remains responsive to emerging needs, policy developments and changing housing pressures.

12. Measuring Success

Progress will be measured through a framework of quantitative and qualitative indicators, including:

- Increased positive outcomes at the prevention duty stage.
- Reduced use of temporary accommodation.
- Reduced levels of rough sleeping.
- Improved tenancy sustainment rates.
- Increased access to suitable accommodation.
- Enhanced partnership effectiveness.
- Improved long-term housing outcomes.

Annual reporting will provide transparency, accountability and opportunities for continuous improvement.

Conclusion

The causes of homelessness are complex, but homelessness itself is not inevitable. Through strong partnerships, earlier intervention, effective prevention and a commitment to continuous improvement, Huntingdonshire District Council and its partners will work together to ensure that fewer people experience homelessness and that those who do receive the support needed to recover quickly and sustainably.

This Strategy provides a clear framework for achieving that ambition and for creating a district where everyone has the opportunity to live in a safe, secure and suitable home. By working together, we will strive to ensure that homelessness in Huntingdonshire becomes increasingly rare, increasingly brief and increasingly non-recurring.

Case Studies – examples of the types of homelessness and assistance offered to residents

Case Study 1

Ms L lived in a Private Rented Tenancy with her two children, one of whom was dependant and one an adult, but with additional needs for whom she was a carer. She approached the Housing Advice & Options Team for advice about her options following a relationship breakdown.

Ms L had a joint tenancy with her ex-partner and they were still living together in the property that had been their home for the last five years. Following the relationship breakdown she was no longer able to afford the rent on her own, as she was only able to work part time due to her caring responsibilities.

A prevention duty was accepted towards her on the basis of a valid notice seeking possession being served by the landlord. Prevention work was undertaken, including exploring the possibility of supporting Ms L with any rent shortfall to remain in her home so she could be helped to move in a more planned way. This was not successful as the landlord would not agree to this arrangement and wanted to regain possession of the property. Ms L had to move out of the property to avoid Court action being taken against her where she would also have been liable for costs.

She initially made her own arrangements for temporary accommodation but was allocated temporary accommodation by the Council once these arrangements broke down. A Main Housing Duty was then accepted towards Ms L and her Home-Link application was awarded the highest priority band.

Given that social housing was the only realistic and affordable housing solution, Ms L was assisted with bidding for properties through the Home-Link scheme and was allocated a 3-bed tenancy in the area of her choice. She and her children were then offered additional support via the Residents' Advice Team to help them settle into their new home.

Case Study 2

Ms Q was a high-risk victim of domestic abuse being supported by a number of agencies. Ms Q's circumstances were discussed at a Multi-Agency Risk Assessment Conference, a local, confidential meeting where statutory and voluntary agencies share information on high-risk domestic abuse cases to create coordinated safety plans.

Although the perpetrator was serving a custodial sentence and subject to a restraining order, there remained concerns regarding her ongoing safety and the impact of further incidents on her wellbeing upon his release.

The Housing Needs Team worked closely with Ms Q's Independent Domestic Violence Advocate (IDVA) and other partner agencies, to support Ms Q to remain safely in her home, recognising that maintaining her accommodation and support networks was important to her recovery and reducing the risk of homelessness. While alternative housing options were discussed, Ms Q wished to remain in her current property close to family and friends who were part of her support network.

Following a further incident at the property following the perpetrators release, a safety plan was reviewed, and additional security measures were considered. Working collaboratively with the IDVA, the Housing Needs team assisted with funding for 18 months of internet costs, enabling the installation of a video doorbell system. This provided Ms Q with an additional layer of security, helping her to remain safely in her home and preventing the need to move that would have created a homelessness situation.

As a result, Ms Q was able to remain in settled accommodation, continue engaging with support services, and maintain her recovery within her local community.

Case Study 3

Mr M experienced a life-changing brain injury which resulted in significant mobility difficulties, leaving him unable to walk unaided and requiring ongoing care and support. As his previous accommodation was unsuitable for his changed circumstances, he was at risk of homelessness upon discharge from hospital.

Prior to his hospital admission, Mr M had experienced periods of homelessness and alcohol misuse and was already receiving support from the Counting Every Adult service (CEA) at the County Council. Recognising the risk of homelessness upon discharge from hospital the CEA team made a referral to the Housing Needs Team to secure appropriate accommodation and support.

Working closely with CEA and the hospital discharge team, the Housing Needs team coordinated a planned transition from hospital into accessible temporary accommodation in Huntingdon. The accommodation was suitable for Mr M's mobility needs and enabled care providers to visit four times a day to deliver essential care and support, ensuring his safety and wellbeing in the community.

The Housing Needs team assisted Mr M to register on the Home-Link scheme and provided ongoing support to help him bid for suitable properties. Through this process, Mr M successfully secured an offer of a suitable ground-floor flat in Huntingdon. He accepted the offer and moved into settled accommodation, providing him with a stable and accessible home from which to continue his recovery.

Appendix 2:

Huntingdonshire District Council

Homelessness and Rough Sleeping Strategy 2026–2031 – Consultation Draft

Action Plan: 2026- 2028

Although the strategy covers the period 2026 to 2031 this Action Plan covers the later part of 2026/27 and 2027/28 and highlights the issues that are the current priorities. Given the complexity of the challenges faced and ever moving factors influencing homelessness, it is recognised that there may need to be some flex within the lifetime of the Action Plan. The Action Plan will be formally reviewed and updated in the second half of 2027/28, for the period 2028/29 onwards.

Priority 1: Prevent Homelessness Through Earlier Intervention and Targeted Support

Strategic Objective

Reduce the number of households reaching homelessness crisis point through earlier intervention and prevention.

Action	Partners	Target Date	Measure of Success
1.1 Review and refresh homelessness prevention pathways: a) Care Leavers b) 16/17 year olds c) Hospital discharge planning d) Criminal Justice system	Cambs & Peterborough Housing Authorities Cambs County Adult & Children's Services Hospital Trusts Probation, Police & Prison Service	Ongoing at quarterly review groups	Pathways reviewed and amended where necessary at regular partnership groups
1.2 Deliver regular, multi-channel awareness raising campaigns about available services and benefits of early interventions, incorporating appropriate national campaigns.		September 2027	Delivery of relevant campaigns

1.3 Ensure new 'duty to collaborate' is rolled out and incorporated into all partnership working and established early intervention pathways	All stakeholders	June 2028 Dependant on new legislation	Update of existing pathways or establishment of new ones, in line with launch of new collaboration duties
1.4 Strengthen community and partner communication: Ensure homelessness related content is regularly shared via community sector networks to reach diverse, vulnerable and harder to reach groups and possible future customers of the service. This will also include residents in rural communities that may have difficulty accessing appropriate services.	VCFS, non-statutory and statutory stakeholders	June 2027	Systems implemented to achieve broader reach and improved awareness across all communities, inclusive messaging that reaches digitally excluded groups
1.5 Explore adoption of Ending Rough Sleeping Risk Assessment Tool (ERSRAT) once rolled out nationally - to support identification of early indicators of wider homelessness risk (e.g., rent arrears, relationship breakdown, hospital discharge, school exclusions).	Housing Needs and other HDC services holding relevant data	December 2027 Dependant on roll out after national pilots	Analysis of feedback on ERSRAT pilots to learn from good practice and how best to implement

Priority 2: Provide High-Quality, Person-Centred Homelessness Services

Strategic Objective

Appendix 2:

Ensure residents receive accessible, responsive and effective homelessness services.

Action	Partners	Target Date	Measure of Success
2.1 Customer and stakeholder feedback: Seek the views of customers and stakeholders to review how Council and commissioned services are delivered and received, ensuring continuous improvement	VCFS, non-statutory and statutory stakeholders	Year 2: 2027/28	Implementation of feedback systems to deliver evidence-based improvements
2.2 Enhance Personalised Housing Plans (PHPs): To ensure they address wider causes of homelessness and include signposting referrals to specialist support where needed, including financial inclusion and debt/money advice services to improve readiness for access to housing	Housing Needs and software provider	March 2027	More effective and personalised PHPs
2.3 Develop trauma-informed practice training programme	Training Provider	Year 2: 2027/28	Mandatory training established with future training delivery plan

Priority 3: Reduce Rough Sleeping and Support Recovery

Strategic Objective

Ensure rough sleeping is rare, brief and non-recurring.

Appendix 2:

Action	Partners	Target Date	Measure of Success
3.1 Maintain and enhance rough sleeper outreach arrangements	Outreach Providers	Ongoing	Outreach service maintained and enhanced where possible
3.2 Review local rough sleeping pathway	Support Providers	March 2027	Pathway refreshed
3.3 Develop rapid accommodation offer for rough sleepers	Registered Providers	December 2026	Protocol implemented
3.4 Strengthen health and substance misuse referrals	Drug and Alcohol Services	March 2027	Integrated referral process implemented

Priority 4: Increase Access to Safe, Suitable and Sustainable Housing

Strategic Objective

Expand housing options available for residents at risk of homelessness.

Action	Partners	Target Date	Measure of Success
4.1 Strengthen landlord engagement programme	Private Landlords	Ongoing	Annual increase in participating landlords
4.2 Review incentives for private rented sector access	Private Sector Housing	June 2027	Incentive scheme refreshed
4.3 Work with Registered Providers to improve move-on options	Registered Providers	Ongoing	Increased move-on opportunities
4.4 Identify opportunities to expand Housing First and housing-led approaches	County Council and Providers	Year 2: 2027/28	Feasibility report completed identifying funding opportunities

Priority 5: Develop Strong Partnerships and Place Lived Experience at the Heart of Service Delivery

Appendix 2:

Strategic Objective

Strengthen collaborative working and ensure services are shaped by those who use them.

Action	Partners	Target Date	Measure of Success
5.1 Develop bespoke referral guidance materials and training sessions: Co-design and distribute tailored guidance and training for internal and external partners, regarding homelessness and supported accommodation	All stakeholders	Year 2: 2027/28	Production of guidance materials & roll out of training programme
5.2 Review Duty to Refer data and prepare with partners for the new Duty to Collaborate	All stakeholders	New legislation pending. Likely 2027	Data review completed and roll out actions agreed with statutory agencies
5.3 Introduce lived experience engagement framework	Service Users	December 2027	Framework adopted

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Overview and Scrutiny (Environment, Communities & Partnerships)
5th November 2026

Cabinet
17h November 2026
Report by: Lead Safeguarding Officer
Lead Cllr: Stephen Claffey
Portfolio holder for Climate, Transformation & Workforce

Wards	Open / Exempt	Key Decision?
All	Open	No

Safeguarding Children, Young People and Adults at Risk of Harm Policy Review

Executive Summary:

Huntingdonshire District Council established this Policy previously in partnership in a Countywide Safeguarding Policy review that included recommendations from the Independent Safeguarding Partnership Team linked to the Cambridgeshire and Peterborough Safeguarding Boards (Children and Adults).

Huntingdonshire District Council introduced this agreed format policy following submission to the Overview and Scrutiny Panel and Cabinet and was formally published on 27th April 2023 with minor revisions issued on 05th June 2024.

The updated policy is entitled 'Safeguarding Children, Young People and Adults at Risk of Harm Policy' and provides an overarching framework to the Council's approach to all safeguarding matters. It has served the authority within that time and has provided consistency in the approach for all staff.

There have been no material changes to the guidance offered to staff in relation to reporting and recording procedures and links to guidance remains current.

The amendments incorporated into the updated policy are to provide a single good practice reference point for matters relating to Children, Young People and Adults at Risk.

Recommendations

1.1. To approve the updated Safeguarding Children, Young People and Adults at Risk of Harm Policy.

1.2. To enable delegated authority to be given to the Safeguarding Lead to update the Policy in the event of Legislative updates that have no material change to the provision set out within this document.

	Key Corporate Plan Priorities
1	This Policy will support staff and allow staff to support our residents needs and demonstrate that we are committed to ensuring that Huntingdonshire residents have the highest possible quality of life.
2	The adoption of the County wide template will also take a positive and proactive approach to joined up services for the benefit of our residents.

	Place Strategy Priorities
1	*None*
2	

Report Author(s)

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1. PURPOSE OF THE REPORT

- Huntingdonshire District Council is a relevant agency in terms of safeguarding and child protection. This means the Council must
    - Fully engage with the Cambridgeshire and Peterborough safeguarding arrangements
    - Ensure that the organisation works in accordance with the inter-agency safeguarding procedures
    - Have appropriate robust safeguarding policies and procedures in place specifically relevant to the organisation
    - Ensure that the workforce is appropriately skilled to recognise and respond to safeguarding matters

2. BACKGROUND & CONTEXT

- A formal review of the Councils Safeguarding Policy commenced in January 22. This review coincided with a Countywide review taking place and included recommendations from the Independent Safeguarding Partnership Team linked to the Cambridgeshire and Peterborough Safeguarding Boards (Children and Adults) and representatives from Huntingdonshire District Council, South Cambridgeshire District Council; Cambridgeshire City Council, East Cambridgeshire District Council and Fenland District Council

- The South Cambridgeshire District Council Policy was adopted as the basis for the countywide template. This was due to it having been most recently adopted through a formal Committee structure.

- Subsequently this template was updated to reflect the comments/advice provided by Sally Giddens, Practice Improvement and Development Lead, from the Independent Safeguarding Partnership Team linked to the Cambridgeshire and Peterborough Safeguarding Boards (Children and Adults).

- Comments received where used to update the template. As a result of previous close working with Sally Giddins the adoption of the template has resulted solely in format changes and no changes to existing procedures used within Huntingdonshire District Council.

- Huntingdonshire District Council introduced this agreed format policy following submission to Overview and Scrutiny Panel and Cabinet. It was formally published on 27th April 2023 with minor revisions issued on 05th June 2024.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

- None

4. COMMENTS OF OVERVIEW & SCRUTINY

- The Overview & Scrutiny (Environment, Communities & Partnerships) Panel discussed the report at its meeting on 5th November 2026.

- It was clarified that all staff underwent annual safeguarding eLearning training and that a training session for Councillors had been run as part of the induction process in June 2026. It was noted that further opportunities for Councillor training were being investigated and that they would be communicated in due course. It was also advised that staff who required level two safeguarding undertook additional bi-annual training. The Panel were further assured that roles requiring a Disclosure and Barring Service (DBS) Check were checking upon the point of employment then every 3 years depending on continuous service in that role. The Panel were keen to see safeguarding training for Councillors become mandatory and requested for this matter to be brought to the Member Development Working Group.

- The Panel were assured that in the instance of sub-contractors requiring safeguarding and or a DBS check, this would be part of the contractual agreement with the vendor.

- Reassurance was given that all reported safeguarding concerns were dealt with swiftly and that there was resilience within the Council to ensure that all investigations could be dealt with impartially and without conflict of interest.

- Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for Cabinet to make a decision upon the recommendations within the report.

5. POST-DECISION IMPLEMENTATION

- Upon approval this Policy will replace the existing Safeguarding Policy on the Huntingdonshire District Council Safeguarding SharePoint site, be communicated directly to all Designated Safeguarding Officers, disseminated through standard information channels to all employees and incorporated into all future training sessions.

6. IMPLICATIONS OF THE DECISION

- **Council Key Priorities and Performance**
  - This Policy will support staff and allow staff to support our residents needs and demonstrate that we are committed to ensuring that Huntingdonshire residents have the highest possible quality of life.
  - The adoption of this County wide template will also take a positive and proactive approach to joined up services for the benefit of our residents.

- **Financial Implications**
  There are no additional direct financial implications from this report.

- **Policy Implications**
  There are no additional direct policy implications from this report.

- **Legal & Constitutional Implications**
  There are no additional direct Legal & Constitutional implications from this report.

- **Community Impact**

There are no additional direct Community Impact from this report

- **Environment & Climate Change Implications**
  There are no additional direct Environment & Climate Change Implications from this report

- **Equality & Diversity Implications**
  There are no additional direct Equality and Diversity Implications from this report

- **Implications on Resources**
  There are no additional direct Implications on Resources from this report

- **Health & Wellbeing Implications**
  There are no additional direct Health and Wellbeing Implications from this report

- **Local Government Reorganisation (LGR) Implications**
  The outcome of LGR will result in changes to the tier designation of all future authorities in some form.

7. RISK MANAGEMENT

Huntingdonshire District Council is identified in the Safeguarding Legislation as a Relevant Agency and as such is required to work with the statutory safeguarding partners to safeguard and promote the welfare of children, young people and vulnerable adults. Failure to adopt this Policy with result in an inability to demonstrate this responsibility and limit,

- Full engagement with the Cambridgeshire and Peterborough Safeguarding arrangements
- Our ability to ensure that the organisation works in accordance with the inter-agency safeguarding procedures
- appropriate robust safeguarding policies and procedures specifically relevant to the organisation
- our ability to ensure that the workforce is appropriately skilled to recognise and respond to safeguarding matters.

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

- None

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Huntingdonshire District Council

Safeguarding Children, Young People and Adults at Risk of Harm Policy

Version	V4
Ownership	Safeguarding Governance Board
Approved By	Cabinet
Approval Date	17/11/26
Publication Date	
Date of Next Formal Review	16/11/28

Safeguarding is everyone's responsibility

Safeguarding – Quick View Procedure

Is the child, young person or adult at risk of immediate significant harm?

Yes

Call **999**

No

Complete HDC Log of Concern Form

Speak to a Designated Safeguarding Officer, your Line manager or the Lead Safeguarding Officer in their absence

Your DSO will advise if your concerns should be reported to the Cambridgeshire and Peterborough Safeguarding Partnership Board via the online referral form.

Safeguarding referrals should also be copied to DesignatedSafeguardingOfficers@huntingdonshire.gov.uk

When allegations or concerns are expressed about a Councillor, Employee, Volunteer or Contractor – contact your DSO and the Lead Safeguarding Officer.

If an allegation involves a child or young person, the Lead Safeguarding Officer will also contact the Local Authority Designated Officer (LADO) for further advice.

If there is any risk of immediate significant harm then 999 must be called

If you are concerned that a person is at risk of radicalisation, you can get help for them by emailing Prevent@cambs.pnn.police.uk or calling 01480 422 596.

In an emergency call 999

Prevent | Cambridgeshire and Peterborough Safeguarding Partnership Board

For all Policies, guidance and individual DSO contact details see

Safeguarding Children, Young People and Adults at Risk of Harm (sharepoint.com)

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1. Introduction

This policy applies to all staff, councillors, volunteers and contractors that work within the Council. The aim of this policy is to explain the Council's Safeguarding duty.
The Council has a duty to protect the welfare of children, young people and vulnerable adults living in Huntingdonshire.

All organisations that make provision for children and adults at risk of harm must ensure that:

- The welfare of the child or adult at risk of harm is paramount
- All children, young people and adults at risk of harm have the right to protection from abuse. This applies regardless of, their age, culture, disability, gender, language, racial origin religious beliefs and/or sexual identity.
- All suspicions and allegations of abuse and neglect are responded to swiftly and appropriately.

We take our responsibilities seriously and expect all staff, partners and contractors to share this commitment.

Safeguarding is **everyone's** responsibility.

2. Purpose

There are two main aims of this policy:

- To protect and promote the welfare of the children, young people and adults using or receiving services provided or commissioned by Huntingdonshire District Council.
- To support the Council, its officers, councillors, contractors and volunteers in fulfilling their statutory responsibilities.

Huntingdonshire District Council is not a Children's Services Authority. It is not the role of the Council to investigate allegations of abuse. However, all employees, councillors, volunteers and contracted service providers have a clear responsibility to take action when they suspect that a child, young person or adult at risk of harm may be a victim of significant harm or abuse.

This policy demonstrates how the Council will meet its legal obligations. It explains:

a) What the Council will do to protect and safeguard children, young people and adults at risk of harm
b) How people can safely voice any concerns through an established procedure
c) That the Council will deal with all reports of abuse or potential abuse in in a serious and effective manner
d) That Members, employees, volunteers and contractors receive appropriate training
e) That robust 'safer' recruitment procedures are in place.

It should be noted that this policy is not a stand-alone document. It should be used in conjunction with the inter-agency procedures developed by the Cambridgeshire and Peterborough Safeguarding Partnership Board.

In addition, this policy also provides an overarching framework to the Council's approach to all safeguarding matters. Additional Council policies and plans exist and sit beneath the overarching framework and should be read in conjunction with this main Safeguarding Policy. This policy also extends to buildings and premises owned or operated on behalf of the council including communal buildings and leisure facilities.

3. What is safeguarding?

Safeguarding means protecting a person's right to live in safety, free from abuse and neglect. It is about working together to support children, young people and adults at risk of harm to make decisions about the risks they face in their own lives and protecting those who lack the capacity to make these decisions.

The legislation relating to the Safeguarding of Children is different from the legislation relating to the Safeguarding of Adults at risk of harm. This policy covers adults and children. For clarity, the legislation for each group is summarised separately.

4. Key Legislation:

The key legislation underpinning the safeguarding of children, young people and adults is the Care Act 2014, Children and Social Work Act 2017 Working Together to Safeguard Children 2026 and Children's Wellbeing and Schools Act 2026.

Working Together to Safeguard Children 2026 confirms that the 3 statutory safeguarding partners in relation to a local authority area are defined in the Children and Social Work Act 2017 as:

- Local Authority (Tier 1/ responsible for children's services)
  For Huntingdonshire District Council this is Cambridgeshire County Council
- Clinical Commissioning Group (now titled Integrated Care System)
  For Huntingdonshire this is now the Central East Integrated Care Board
- Chief Officer of Police

The 3 statutory partners have a shared and equal duty to make arrangements to work together to safeguard and promote the welfare of all children in a local area.

The Care Act 2014 established the need to have a Safeguarding Partnership Board for children. The **Cambridgeshire and Peterborough Safeguarding Children Partnership Board** brings together a number of agencies across the county to ensure that there is a joined-up approach to safeguarding children and young people. Further information about the Board, including links to useful training and information, can be accessed here

Cambridgeshire & Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

The Cambridgeshire and Peterborough Safeguarding Children Partnership Board recognise the importance of the lived experience of the child. Further information and Practice guidance can be accessed here.

Lived Experience of the Child Practice Guidance | Cambridgeshire and Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

5. Key Legislation: Safeguarding Adults at risk

Statutory requirements regarding the Safeguarding of Adults at Risk are set out in the Care Act 2014 and supporting statutory guidance.

The term 'Adult at Risk' is a short form of the phrase 'An adult at risk of abuse or neglect'. It refers to adults who may have safeguarding needs according to the Care Act (2014). An Adult at Risk (sometimes referred to as AAR) is an adult (someone aged 18 or older) who:

a) Has needs for care and support (whether or not the authority is meeting any of those needs)
b) Is experiencing, or is at risk of, abuse or neglect, and
c) As a result of those needs, is unable to protect himself or herself against the abuse or neglect or the risk of it.

The Care Act 2014 established the need to have Safeguarding Adult Boards in each local authority area. The Act confirmed that the three statutory safeguarding partners should be; Local Authority (tier one authority), Chief Officer of Police, and Clinical Commissioning Groups.

The statutory guidance sets out the concept of Making Safeguarding Personal. This requires practitioners to find out about the lived experience of the adult.

Lived Experience of the Adult | Cambridgeshire and Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

6. Related legislation, policies and processes

6.1 PREVENT

CONTEST is the UK's counter terrorism strategy. It aims to reduce the risks from terrorism, so that people can go about their lives freely with confidence. A key part of the CONTEST strategy is the Prevent Duty.

The Prevent Duty is set out in the Counter-Terrorism and Security Act 2015
The Duty requires Local Authorities, schools, colleges, universities, health bodies, prisons and probation and police to consider the need to safeguard individuals from being drawn into terrorism.

The Council must incorporate the Prevent duty into existing policies and procedures to fulfil its safeguarding responsibilities. The Council must also develop a Prevent Action Plan and ensure that appropriate frontline staff (including those of its contractors), have a good understanding of the Prevent Duty and are trained to recognise vulnerability to being drawn into terrorism. The Community Safety Plan is used to ensure a consistent response to Prevent is taken across local partner agencies.

6.2 Modern slavery (including human trafficking):

This involves the recruitment, transportation, transfer, harbouring or receipt of people, who with the threat or use of force, coercion, abduction, abuse of power or deception, are exploited for the purposes of prostitution, forced labour, slavery or other similar practices. This can occur either from one country to another or even within the same country, county or town. Some victims are forced to work in places like cannabis factories, nail bars, brothels and car washes. There is no typical victim, and some victims don't understand that they have been exploited and are entitled to help and support.

Under the Modern Slavery Act 2015 the Council has a statutory duty to report and provide notification to the National Crime Agency about any potential victims of modern slavery or trafficking that we encounter.

6.3 Domestic abuse

The Domestic Abuse Act became law in April 2021. The act introduced a statutory definition of domestic abuse for the first time and defines it as 'any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over, who are, or have been, intimate partners or family members regardless of gender or sexuality.' Children who witness domestic abuse are also viewed as victims of abuse. Domestic abuse has a devastating effect on victims, their families and the wider community and cuts across all boundaries of social group, class, age, religion, sexuality, gender and lifestyle.

The Council has worked with the Domestic Abuse Housing Alliance and has adopted a Staff Domestic Abuse Policy – Domestic Abuse Support (sharepoint.com)

Public concerns relating to domestic abuse are provided guidance on the Council Website – Domestic Abuse Advice and Information - Huntingdonshire.gov.uk

7. Safeguarding structure

7.1 The Cambridgeshire and Peterborough Safeguarding Partnership Board

The Cambridgeshire and Peterborough Safeguarding Partnership Board consists of representatives from Cambridgeshire County Council, Peterborough City Council, Cambridgeshire Constabulary and the Central East Integrated Care Board. The Partnership Board is responsible for ensuring that children, young people and adults at risk of harm, neglect and exploitation across Cambridgeshire and Peterborough receive the help and protection that they need. This is a combined safeguarding structure which covers the two local authority areas and encompasses the safeguarding of both adults and children.

The Executive Safeguarding Partnership Board is the overarching countywide governance board which oversees the Cambridgeshire and Peterborough Safeguarding Children Partnership Board and the Cambridgeshire and Peterborough Safeguarding Adult Partnership Board.

The Safeguarding Partnership Board website is an important source of information for good practice and training.

Multi-Agency Safeguarding Training | Cambridgeshire and Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

7.2 Relevant agencies

Relevant agencies are organisations and agencies who are required to work with the statutory safeguarding partners to safeguard and promote the welfare of children, young people and vulnerable adults.

Huntingdonshire District Council is a relevant agency. This means the Council must:

- Fully engage with the Cambridgeshire and Peterborough Safeguarding arrangements
- Ensure that the organisation works in accordance with the inter-agency safeguarding procedures
- Have appropriate robust safeguarding policies and procedures in place specifically relevant to the organisation
- Ensure that the workforce is appropriately skilled to recognise and respond to safeguarding matters.

8. Roles and Responsibilities

8.1 Council Safeguarding Lead and Lead Safeguarding Officer

The Council's Safeguarding Lead is the Chief Executive Officer. They are responsible for chairing the Safeguarding Governance Board, which comprises membership from across council services, including a representative from HR. The Chief Executive Officer may appoint a Chair to the Board to act on their behalf. This role will be reviewed at the Safeguarding Board on an annual basis. Minutes/Action Log will be circulated directly to the members of the Board. The Chief Executive Officer will be updated via a Senior Leadership Team update given by the Chair of the Board.

Any safeguarding allegations or concerns involving a member of staff should be reported to the Lead Safeguarding Officer and investigated by a Designated Safeguarding Officer (DSO) in the first instance. If the allegation involves a child or young person, the LSO must contact the Local Authority Designated Officer (LADO) for further advice and support as required. The LADO will advise as to whether an allegation falls under the provisions of the procedure for Managing Allegations against People in a Position of Trust (PiPoT).

8.2 Safeguarding Governance Board

The Purpose of the Safeguarding Governance Board is to:

- Promote safeguarding amongst Huntingdonshire District Council
- Ensure safeguarding policies are up to date in terms of current/ new legislation and good practice
- Ensure appropriate training is in place
- Monitoring reporting of safeguarding concerns and outcomes
- Review related safeguarding policies and procedures
- Support the Safeguarding Lead to complete the Section 11 audit
- Aid the flow of information from and to the District Safeguarding meetings
- To designate a Lead Safeguarding Officer

8.3 Designated Safeguarding Officers (DSOs)

The work of the Safeguarding Governance Board is supported by the LSO and Designated Safeguarding Officers (DSOs) across the Council. DSOs have been trained to support staff that have reported safeguarding concerns about a child, young person, or adult at risk of harm. Their role is to:

- Provide a point of contact for staff who want to discuss concerns about a child or adults at risk of harm
- Provide guidance for the referrer to seek advice from relevant agencies
- Take forward disclosures / referrals where the referrer is unable to do so
- Provide a champion role for safeguarding issues in their service / department
- Help monitor policy and procedures at a service / departmental level

Designated Safeguarding Officers will typically hold Team Leader or Manager roles or be experienced in safeguarding matters and will understand the safeguarding process in order to appropriately advise colleagues. DSOs have also been identified from key central services (such as HR).

LSO and DSO Job Profiles are detailed on the Safeguarding SharePoint site,

LSO and DSO Job Profiles (sharepoint.com)

8.4 Assistant Directors and Heads of Service

Assistant Directors and Heads of Service are responsible for ensuring that Service Managers, Team Managers and staff within their service areas are aware of the contents of this Policy and the accompanying Procedures, and that the Council's duties to safeguard and promote the welfare of children, young people and adults with needs for care and support are met and effectively discharged.

8.5 Service Managers and Team Managers

Service Managers and Team Managers are responsible for complying with the requirements of this Policy and accompanying Procedures and for the promotion of a staff culture which recognises the rights of children, young people and adults with needs for care and support and the Council's responsibility for their safety when receiving its services.

8.6 Employees, councillors, volunteers and agency staff

All employees, councillors, volunteers and agency staff are responsible for complying with the requirements of the Safeguarding Policy and Procedures. Staff should take all reasonable steps to ensure (within the context of their duties) that risks are minimised and that children, young and vulnerable people are protected, and their welfare promoted when using Council services.

9. Reporting concerns and responding to allegations

If you think a child, young person or an adult at risk of harm is in immediate danger, phone 999.

9.1 Reporting concerns

All employees, councillors, volunteers and agency staff are responsible for carrying out their duties in a way that actively safeguards and promotes the welfare of children, young people and adults at risk. They must also act in a way that protects them from wrongful allegations of abuse as far as possible.

Abuse is a form of maltreatment that can occur in several forms which are not mutually exclusive.

For children, types of abuse include:

- Physical
- Psychological
- Sexual
- Grooming
- Child sexual exploitation
- Female genital mutilation

- Online abuse and cyberbullying
- Child trafficking and modern slavery
- Domestic abuse
- Self-neglect
- Forced marriage

Further information is available on the Cambridgeshire and Peterborough Safeguarding Children Partnership Board website:

Child abuse – definitions and signs – Cambridgeshire and Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

For adults, types of abuse include:

- Physical
- Sexual
- Psychological
- Discrimination
- Exploitation, modern slavery and human trafficking
- Financial
- Organisational
- Domestic abuse
- Neglect and acts of omission
- Female genital mutilation

Further information is available on the Cambridgeshire and Peterborough Safeguarding Adults Partnership Board website.

Abuse and Neglect – Cambridgeshire and Peterborough Safeguarding Partnership Board (safeguardingcambspeterborough.org.uk)

Even for those experienced in working with child or adult abuse it is not always easy to recognise a situation where abuse may occur or already has taken place. Whilst it is accepted that staff are not experts at such recognition, all staff have a duty to act if they have any concerns. If they are unsure, then any concerns should be discussed with either a Designated Safeguarding Officer or the Lead Safeguarding Officer. The DSO will help advise if and how to complete a referral. A list of DSOs will be kept updated on the Safeguarding Children, Young People and Adults at Risk of Harm site.

9.2 Log of Concern Form

A log of Concern form is available for all employees, councillors, volunteers and agency staff to make a record of any kind of concern (although it is still possible for a concern to be raised directly with a DSO). A log of Concern Form must be returned to one of the Council's Designated Safeguarding Officers or directly to the LSO. The Designated Safeguarding Officer who receives the form may contact you for further information and in consultation with the LSO will decide whether a safeguarding referral should be made to the Cambridgeshire and Peterborough Safeguarding Board via the online referral form.

All Huntingdonshire District Council Log of Concern Forms and associated safeguarding referrals must then be copied to DesignatedSafeguardingOfficers@huntingdonshire.gov.uk.

9.3 Receiving an allegation of abuse

When a child, young person or adult at risk makes an allegation of abuse or bullying, you should:

- Stay calm and try to get another witness if it does not compromise the situation
- If the person making the allegation does not speak in English as their first language (including if they are a user of British Sign Language), consider whether communication may be aided by accessing Interpretation and Translation services.
- If you believe the person is 'at risk' of immediate significant harm, which includes situations which any employee, councillor or volunteer would reasonably believe requires the emergency services, then you must contact the relevant emergency service and notify your Departmental DSO, LSO, Line Manager or Head of Service.
- Listen carefully to what is said and allow the person to talk at their own pace, being careful not to compromise potential evidence.
- Find an appropriate opportunity to explain it is likely that information will need to be shared with other responsible people, do not promise to keep secrets
- Only ask questions for clarification, the use of open questions, for example, what, where, when, who is advisable, do not ask leading questions (that suggest certain answers as this could compromise evidence)
- Reassure the child, young person or adult at risk of harm that they have done the right thing in telling you
- Tell them what you will do next and who you will inform
- Immediately report to and inform your Departmental DSO, LSO, Line Manager or Head of (as appropriate and where possible).

9.4 Allegations involving Employees, Councillors, Volunteers, Agency Staff or Contractors

If a concern or allegation relates to one of the above, this must be reported to the Lead Safeguarding Officer. In addition, if the allegation or concern involves a child or young person, the Lead Safeguarding Officer will liaise with the County Council Local Authority Designated Officer (LADO) for further advice by emailing LADO@cambridgeshire.gov.uk.

9.5 Reporting Concerns about radicalisation

If you believe someone is at risk of radicalisation, you can help them get support and prevent them becoming involved in terrorism and potentially violent activities by raising your concerns via:

Email: Prevent@cambs.pnn.police.uk Telephone: 01480 422 596

Emergencies - If you suspect that someone is about to put themselves in danger by travelling to join a terrorist organisation or appears involved in plans to commit a criminal offence, please inform the police immediately by calling 999.

9.6 Monitoring and record keeping

A record must be kept of all safeguarding concerns to comply with the Section 11 Audit requirements. Copies of all Log of Concern Forms and Safeguarding referrals must be copied to the DesignatedSafeguardingOfficers@huntingdonshire.gov.uk. The LSO is responsible for monitoring the inbox and retaining a record of concerns.

10.Training

The Council will take all reasonable steps to ensure that all employees, councillors and volunteers who are likely to come into contact with children and/or adults at risk of harm as a regular part of their job will be provided with appropriate training including:

- Induction training including Learn training requirements
- Departmental and service procedures
- Specific Basic Safeguarding Awareness training identified for relevant posts
- Corporate training such as Recruitment and Selection
- Specialist role specific training to be coordinated by HR as part of the Safeguarding/DBS Recruitment Process. All training content to be in line with CPSP requirements
- Councillor training to be administered by Democratic Services Member Development and Support Officer in the form of completion of the CPSP Sways for Adult and Child Safeguarding

Additional training resources and good practice information is available on the Cambridgeshire and Peterborough Safeguarding Partnership website

11. Recruitment

Huntingdonshire District Council is committed to safer recruitment procedures set out by the Cambridgeshire and Peterborough Safeguarding Partnership Board.

It is the responsibility of the recruiting manager to undertake a risk assessment for the job description and person specification for those roles likely to involve regular and/or substantial unsupervised contact with children, young people or adults at risk of harm before recruitment takes place. This will determine the safeguarding level of all roles and ensure that only appropriate individuals are selected to undertake DBS procedures. A list is maintained by HR of those roles designated as requiring a DBS and additional training to the iLearn induction training.

12. Equal opportunities

As a council, we are committed to delivering services that narrow the gap in outcomes between disadvantaged groups and the wider community, and to ensuring that protected groups are included and have their voices heard (see our Equality, Diversity and Inclusion Policy for more information). We are also obliged to comply with the Equality Act 2010 and Public Sector Equality Duty. As per the Cambridgeshire Equality Pledge, we recognise that we serve a diverse community with diverse needs. We are committed to anticipating and responding positively to this so that everyone can access our services. In order to achieve the Council's strategic priorities and meet the challenges we face, we involve all communities in developing our services and activities.

13. Information sharing

The Cambridgeshire and Peterborough Information Sharing Framework ('the Framework') is a high-level agreement between a number of public organisations in Cambridgeshire and Peterborough. Its aim is to facilitate more effective data sharing across Cambridgeshire and Peterborough where this is needed to improve service delivery or to enable each organisation to respond quickly to customer needs.

Wherever possible, you should seek consent and be open and honest with the individual from the outset as to why, whom and what information will be shared. You should seek consent where an individual may not expect their information to be passed on. There may be some circumstances where it is not appropriate to seek consent, either because the individual cannot give consent, it is not reasonable to obtain consent, or because to gain consent would put a child or young person's safety or well-being at risk. Further information about information sharing can be found on the Information Sharing | Cambridgeshire and Peterborough Safeguarding Partnership Board Site

14. Photography, film and media

The Council will take appropriate action to protect children and young people from the inappropriate use of photographic images. Some photographs taken by or on behalf of the Council will be anonymous group shots in public places. Some photographs taken by or on behalf of the Council will feature images where people can be identified through their image. Wherever a photograph is taken, and a person is able to be identified through their image, the Council will obtain photo consent before using the image in any way. For those aged under 18 years old, photo consent from a parent or guardian will be required. It should be remembered that photographs can be used as a means of identifying children and young people, especially when they are accompanied by personal information. For any event that the Council runs, the Council will communicate that a photographer will be in attendance. The Council will also ensure that, where people have a concern about their photograph being taken, they are able to raise this concern and to take reasonable steps to avoid being photographed and still participate in the given activity or event.

Where the Council has started to introduce the use of body cameras to improve the safety of frontline Officers in particular roles, detailed guidance and procedures about the use of body cameras and camera footage will be developed.

15. Considerations for Specific Council Functions

15.1 Hackney Carriage and Private Hire licencing

All new applicants for Hackney Carriage and Private Hire driver, proprietors of Hackney Carriage and Private Hire vehicle and Operator licences will be required to pass a safeguarding course as approved by this Local Authority.

Where the Licensing Authority receives a complaint regarding the moral, physical, sexual harm or neglect of a child or adult at risk of harm as a consequence of the actions or inactions of a licence holder, the Licencing Service will liaise with Cambridgeshire County Council in relation to school contracts and the Police. Where necessary, they will revoke a licence, and if satisfied the driver is posing an immediate risk to public safety, the revocation will take effect immediately.

15.2 Hiring of Facilities

Where facilities are let to external groups or events organised, which involve children, young people or adults at risk of harm when parents/carers are not present, Huntingdonshire District Council will include provision within its conditions of hire requiring:

- Agreement to work within the expectations of the Council's Safeguarding Policy irrespective of whether the event organiser has its own policy in place
- A requirement that staff who will have significant, unsupervised involvement with children and young people over the course of the event have DBS checks appropriate for the role they are undertaking.

It is a condition of hiring the premises that the facilities are not used for meetings or events which might promote extremism.

The relevant Head of Service will assume accountability for these provisions.

15.3 Housing Advice and Housing Support services

The Council's housing and homelessness services have a duty under Section 11 of the Children Act 2004. Any person working on behalf of the Council in these services, may become aware of conditions that could have or are having an adverse impact on children. Part 1 of the Housing Act 2004 sets out that authorities must take account of the impact of health and safety hazards in housing on vulnerable occupants, including children, when deciding on the action to be taken by landlords to improve conditions. Housing authorities have an important role to play in safeguarding vulnerable young people, including young people who are pregnant or leaving care or a secure establishment.

15.4 Procurement and contractors

Any contractor or sub-contractor engaged by the Council in areas where personnel are likely to come into contact with children, young people or vulnerable adults shall ensure that:

- These personnel have a valid enhanced disclosure check through the Disclosure and Barring service against both the adults barred list and the children's barred list
- That no personnel are permitted to work directly with children, young people or vulnerable adults until they have had a disclosure check and the contractor or sub-contractor has received and evaluated the results
- Monitor the levels on an ongoing basis and validity of these checks with the personnel concerned
- Where a disclosure check for personnel is invalid or deficient the contractor or sub-contractor, shall immediately remove that personnel from the provision of parts of the service requiring direct working with children, young people or vulnerable adults and advise the Council's contract manager.

The supplier shall ensure that their personnel are suitably trained and have awareness of safeguarding and how to report any safeguarding concerns.

Where these requirements are relevant then these must form part of any service level agreement, contract or licence.

Council-owned companies are expected to take reasonable and proportionate steps in relation to safeguarding.

15.5 Grant applicants

As a minimum, all organisations receiving funding from the Council will be expected to have a safeguarding policy and procedure in place, which is understood by employees and volunteers and available to service users, irrespective of how the grant has been awarded.

Agenda Item 7

Cabinet – 17th November 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

2026/27 Finance Performance Report – Forecast at Quarter 2

Executive Summary:

This report provides the Council's financial performance as at quarter 2 (end September 2026) for the General Fund and the Capital Programme, and the forecast outturn for the financial year 2026/27. The report forms part of the Council's financial management processes for publicly reporting financial performance on a quarterly basis.

REVENUE FORECAST

Original Approved Budget 2026/27 £m	Approved 2025/26 Carry Forward £m	Current Budget 2026/27 £m	Forecast Outturn for 2026/27 £m	Transfer to/(from) Reserves 2026/27 £m	Forecast (Underspend) / overspend 2026/27 £m
£28.057m	£0.094m	£28.151m	£27.785m	(£3.272m)	(£3.639m)

The current net revenue budget for 2026/27 is £28.151m, comprising the original approved budget of £28.057m plus £0.094m of approved budget carried forward from 2025/26.

The £0.094m carry forward relates to expenditure that was not incurred in 2025/26 due to unavoidable slippage, but where the underlying commitment remained. Approval to carry the budget forward into 2026/27 was subsequently granted as part of the 2025/26 Outturn Report.

The forecast outturn for 2026/27 is £27.785m, representing an underspend of approximately (£0.366m) before transfers from reserves. After allowing for planned and approved transfers of £3.272m to fund specific expenditure and commitments, the net forecast position is a (£3.639m) underspend.

Reserve Movements

The (£3.272m) transfer from reserves should not be interpreted as the Council drawing on reserves to support its overall financial position. These transfers relate to specific expenditure and activities for which the use of reserves has previously been identified and approved as the appropriate source of funding. The associated expenditure is included within the forecast outturn, and the corresponding reserve transfer therefore provides the agreed funding for those commitments.

The reserve movements are also separate from the principal areas generating the overall forecast underspend of (£3.639m). For example, the detailed forecast includes reserve funding for specific activities such as Defence Cluster, Enterprise Zone infrastructure expenditure, Market Towns activity and elections-related expenditure. These reserves have been established and approved to support defined expenditure and their use remains necessary irrespective of the Council's overall forecast position.

It is also important not to view the (£3.639m) net underspend as an equivalent amount of uncommitted or 'spare' resource which could be used instead of the planned reserve transfers. As set out below, (£3.643m) of the favourable variance relates to items which are one-off in nature, timing-related, or where the ongoing financial impact has already been reflected within the 2027/28 budget and MTFP. The reserve transfers and the forecast underspends arise in different areas and for different reasons and should therefore be considered separately

Nature of Forecast Underspend

The Quarter 2 forecast indicates a (£3.639m) net revenue underspend for 2026/27. It is important to note that this position does not represent an ongoing reduction in the Council's underlying cost base and should not be regarded as a recurring level of underspend available in future years.

A significant proportion of the forecast variance arises from one-off income and expenditure, timing differences and the impact of capital programme rephasing. Where favourable variances are expected to continue, the relevant assumptions have already been incorporated into the 2027/28 budget and Medium-Term Financial Plan (MTFP). Consequently, the (£3.639m) forecast underspend should not be assumed to recur in future years.

The principal areas contributing to the 2026/27 position include:

- **Waste Management Income (£1.078m)**: This includes approximately (£0.800m) of recycling credit income, which was not included in the 2026/27 budget as it had previously been assumed that this income stream would cease after 2025/26. A budget bid has been submitted to reflect this income in the budget in future years. Higher-than-budgeted income has also arisen from increased take-up of green bin subscriptions (£0.113m) and trade waste services (£0.190m). The ongoing impact of increased green bin subscription income has been reflected in future budgets.

- **Corporate Finance Income (£0.669m):** The favourable position includes additional investment income arising from higher-than-anticipated interest rates and cash balances. Detailed investment income forecasts have subsequently been undertaken, and the resulting ongoing saving has been incorporated into the 2027/28 budget and MTFP. The forecast also includes a one-off (£0.088m) Business Rates Pool grant.
- **Corporate Finance Expenditure (£1.896m):** The forecast includes several items that are either one-off in nature or are not expected to recur at the same level. These include a (£0.256m) reduction in forecast Public Works Loan Board (PWLB) interest costs due to delayed borrowing associated with capital projects, and a (£0.650m) Minimum Revenue Provision (MRP) saving resulting from capital programme underspends and rephasing. Detailed forecasts for future PWLB interest and MRP have been undertaken, with the resulting ongoing savings incorporated into the 2027/28 budget and MTFP. Other one-off variances include a (£0.120m) rebate on audit fees and (£0.870m) relating to pay rectification costs, where the associated income budget is held within Corporate Finance, but the corresponding costs are being incurred within individual services. This income has been removed going forward and is not included in future years' budgets.

Whilst there are numerous over- and underspends across services, the items highlighted above, totalling (£3.643m), account for all the overall forecast underspend of (£3.639m) and are not representative of an equivalent ongoing improvement in the Council's underlying financial position. Where these variances reflect an ongoing change in income or expenditure, the impact has already been incorporated into the 2027/28 budget and MTFP.

CAPITAL FORECAST

Original Approved Budget 2026/27 £m	Additional 2025/26 Carry Forward £m	In year Budget Increase/ (Reduction) £m	Current Budget 2026/27 £m	Forecast Outturn for 2026/27 £m	Forecast (Underspend) / overspend 2026/27 £m
£29.457m	£5.757m	(£0.583m)	£34.631m	£36.082m	£1.451m

The original approved gross capital programme for 2026/27 was £29.457m, including £5.937m of rephased expenditure from 2025/26, approved as part of the 2026/27 budget. This rephasing relates to projects where expenditure had slipped from the original delivery timetable and approval was given to carry the unspent budgets forward into 2026/27.

At the end of 2025/26, the actual level of rephasing required was £11.694m, £5.757m higher than originally anticipated. This relates to further slippage on those projects for which carry-forward approval had already been given. This additional rephasing was subsequently approved as part of the 2025/26 outturn report.

A further movement of (£0.583m) relating to the One Leisure St Ives Outdoor Pitch was approved at TCMG in July, resulting in a revised Current Budget of £34.631m.

Forecast capital expenditure for 2026/27 is £36.082m, which is £1.451m above the Current Budget.

Importantly, the £1.451m variance does not represent an equivalent additional funding requirement for the Council. The variance comprises three principal elements:

- **£3.381m of additional expenditure** for which approved funding sources have been identified, including grants and reserves;
- **£0.195m of expenditure** relating to projects originally budgeted in 2025/26 which are now expected to be incurred in 2026/27, but for which the associated budgets were not carried forward at year end; and
- **(£2.125m) of forecast slippage**, where expenditure currently budgeted for 2026/27 is now expected to occur in a later financial year.

These movements above reconcile to the overall £1.451m forecast variance against the Current Budget.

Approval is being sought through this report to:

1. increase the capital programme by £3.381m for projects where the expenditure has been identified and the associated funding has been approved; and
2. increase the capital programme by a further £0.195m for projects where expenditure originally approved for 2025/26 is now expected to be incurred in 2026/27, but the budget was not carried forward.

Further detail on the above increases to the capital budget for which approval is being sought can be found in section 3.3 of the report.

These adjustments will increase the 2026/27 capital budget from £34.631m to £38.207m. Against this revised budget, the forecast expenditure of £36.082m would result in forecast slippage of (£2.125m), rather than the current presentational variance of £1.451m.

Approval for these amendments is being sought through the Quarter 2 report as there is currently no formal process for approving in-year increases to the capital programme following approval of the annual budget. Work is underway to establish a formal in-year capital budget amendment process. This will be incorporated into the updated Capital Strategy, which will be presented for approval as part of the 2027/28 budget-setting process.

Recommendations

1.1 Cabinet is **invited to consider and comment** on the General Fund revenue budget's financial performance in quarter two and the forecast outturn for the financial year 2026/27 based on performance in quarter 2 as detailed in **Appendix 1 and Appendix 2.**

1.2 Cabinet is **invited to consider and comment** on the Capital Programme's financial performance in quarter two and the forecast outturn for 2026/27 as based on the performance in quarter, as detailed in **Appendix 3.**

1.3 Cabinet is asked to approve an increase to the capital budget of **£3.576m (£3.381m + £0.195m)**, as set out within the **Capital Forecast** section of this report.

Key Corporate Plan Priorities

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

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1. PURPOSE OF THE REPORT

1.1 To present details of the Council's financial performance for quarter 2 (end September 2026) 2026/2027 and to provide a forecast outturn for 2026/27 based on the half year delivery of the General Fund revenue budget and the Capital Programme.

2. BACKGROUND & CONTEXT

2.1 The General Fund revenue budget and Medium-Term Financial Strategy (MTFS) for 2026/27 approved in February 2026, assumed a net expenditure budget of £28.057m. This has since been increased by brought forward budgets of £0.094m; a total current budget of £28.151m.

2.2 A gross Capital Programme budget of £29.457m was approved in February 2026. This was then increased to £35.214m due to additional re-phasing of schemes at the 2025/26 year-end of £5.757m and subsequently reduced by (£0.583m) because of changes to the One Leisure Outdoor Pitch project. These changes have resulted in a new Capital Programme budget for 2026/27 of £34.631m.

2.3 The detailed analysis of the 2026/27 forecast outturn is attached at Appendices 1 and 2 for the General Fund revenue budget, and Appendix 3 for the Capital Programme budget.

3. FINANCIAL PERFORMANCE

3.1 Summary revenue variances by service

The forecast outturn for 2026/27 is £27.785m against a budget of £28,151m, representing an underspend of approximately (£0.366m) before transfers from reserves. After allowing for a (£3.272m) transfer from reserves, the net forecast position is a (£3.639m) underspend.

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

Head of Service	Budget £'000s	Budget c/fwd £'000s	Current Budget £'000s	Forecast Actual £'000s	Reserve Movements £'000s	Forecast Variance £'000s
Chief Executive Officer	982	-	982	1,195	(149)	64
Head of Operational ICT & development	3,212	-	3,212	3,102	(6)	(116)
Head of Economy, Regeneration & Housing	(188)	-	(188)	1,042	(1,250)	(20)
Head of Planning, Infrastructure & Public Protection	2,266	-	2,266	1,827	27	(413)
Head of Operations	6,828	-	6,828	5,541	(81)	(1,369)
Head of Leisure, Health & Environment	(181)	49	(133)	(1)	128	259
Head of Property & Facilities	(1,719)	40	(1,679)	(1,332)	(27)	320
Head of Human Resources & Officer Development	1,113	-	1,113	1,077	(111)	(147)
Head of Finance	6,490	-	6,490	5,038	(896)	(2,348)
Monitoring Officer	2,173	-	2,173	2,662	(548)	(59)
Head Of Customer Services & Revs & Bens	3,907	-	3,907	4,486	10	589
Head of Communities & Operational Housing	1,989	-	1,989	1,715	(109)	(383)
Head of Communications, Engagement & Public Affairs	344	-	344	384	(41)	(0)
Head of Transformation and Corporate Reporting	841	5	846	1,050	(221)	(17)
Total	**28,057**	**94**	**28,151**	**27,785**	**(3,272)**	**(3,639)**

Further analysis of the revenue variance and service commentary is provided in Appendices 1 and 2. These appendices provide the variances by service and supporting commentary by budget holders to explain the reason for the variances and any mitigating actions to remedy the variances going forward.

3.2 Capital Programme

Approval is being sought through this report to increase the capital programme from £34,631 to £38,207, an increase of £3,576.

The original capital 2026/27 programme, including carried forward budgets of £11,694 from 2025/26 was £35,214. More detail behind the movements to arrive at the new budget of £38,207 are below.

One Leisure St Ives Outdoor 3G Football Pitch – (£0.583m)

The approved 2026/27 capital budget for the project is £1.420m. The latest estimated project cost is £836,883, representing a reduction of £0.583m against the approved budget.

Although the overall cost of the project has reduced, the external funding originally expected from the Football Foundation has reduced by a greater amount. This means that, despite the reduction in the overall capital budget, additional Council funding is required if the project is to proceed.

The Council has £620,000 of funding identified towards the revised project cost, comprising £300,000 of approved Community Infrastructure Levy (CIL) funding and £320,000 of HDC capital funding. The Football Foundation subsequently offered grant funding of up to £216,883, compared with approximately £800,000 originally anticipated. This would have represented 25.92% of the revised project cost, with the Council funding the remaining 74.08%.

As a result of this material change in external funding, a report was presented to TCMG on 28 July 2026 and subsequently to Cabinet on 15 September 2026, setting out three options for the future of the project:

- Option 1 – Do not proceed: Discontinue the project, avoiding the requirement for the existing HDC and CIL funding.
- Option 2 – Proceed with Football Foundation funding: Accept the revised grant offer of approximately £217,000 and deliver the project subject to the Football Foundation's funding conditions.
- Option 3 – Deliver through the HDC Capital Programme (recommended): Withdraw from the Football Foundation funding offer and deliver the project directly through the Council's Capital Programme. On the current estimated project cost, this creates an additional HDC capital funding requirement of approximately £217,000.

Cabinet supported Option 3, enabling the project to progress without Football Foundation funding and providing the Council with greater control over procurement, pricing, programme delivery, booking arrangements, operating income and future pitch replacement arrangements.

The £0.583m reduction reported above therefore reflects the reduction in the overall project cost against the original capital budget. It does not represent funding available to meet the project's revised funding requirement, as the external grant assumed within the original funding package is no longer being taken. A further report will therefore be presented to Cabinet setting out the proposed source of the additional capital funding required to complete the project, together with any confirmed requirement relating to preliminary costs.

The Priory Centre – £3,176m

In July 2026, a report was presented to the Treasury and Capital Management Group (TCMG) seeking approval for the allocation of a proportion of the remaining Cambridgeshire Horizons legacy funding held by the Council, subject to the development of appropriate project proposals. The Priory Centre was identified as one of the projects eligible to receive this funding.

The report delegated authority to the Deputy Chief Executive & Corporate Director (Place) and the Corporate Director of Finance and Resources (Section 151 Officer), in consultation with the relevant Portfolio Holders, to identify and allocate funding to specific projects that support the Council’s Corporate Priorities

and align with its regeneration, economic development and Market Towns Programme objectives.

The funding position was subsequently reflected in the Qtr 1 2026/27 Finance Performance Report, considered by Cabinet on 15 September 2026. The report identified the additional funding requirement for the Priory Centre from the Cambridgeshire Horizons legacy funding and sought Cabinet approval for the associated funding proposals. Cabinet approved the recommendations.

With the funding now approved, Cabinet is requested through this report to formally approve an increase to the Priory Centre capital expenditure budget of £3.176m. This will align the approved capital budget with the funding already agreed and ensure that the capital programme accurately reflects the approved scope and financing of the project.

Properties (Houses) - £0.205m

Funding was provided by MHCLG to enable the acquisition of 26 homes over three years to support Ukrainian and Afghan families through the Government's resettlement scheme. Working in partnership with Stonewater Housing Association, the Council successfully secured 21 homes. Despite extensive efforts, the remaining properties could not be secured due to limited availability of suitable homes at values that represented a viable acquisition within the funding available. Consequently, the remaining uncommitted funding was reversed out of the Capital grants Unapplied Reserve and returned to MHCLG in line with the conditions of the grant.

The table below shows the total variances for each Service.

Head of Service	*Existing and New Bids*	*Budget Rephase* [1]	*Original Budget*	*Year End Rephase* [2]	*Net Rephase* [3]	*Growth/ Virement*	*Current Budget*	*Q2 Actual Expenditure*	*Q2 Forecast*	*Over/(Under) Spend*
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Operational ICT and Development	658	262	920	131	(131)	0	789	132	794	5
Operations	3,017	1,146	4,163	1,484	338	0	4,501	90	3,687	(814)
Customer Services and Revenues & Benefits	0	50	50	0	(50)	0	0	0	0	0
Communities and Operational Housing	1,600	0	1,600	10	10	0	1,610	653	1,800	190
Parks, Countryside & Climate	3,028	0	3,028	2,299	2,299	0	5,327	1,199	5,597	270
Finance	50	0	50	0	0	0	50	0	0	(50)
Economy, Regeneration and Housing	0	2,892	2,892	4,506	1,614	0	4,506	1,313	7,648	3,142
Leisure, Health and Environment	11,653	0	11,653	0	0	0	11,070	1,341	10,899	(171)
Planning, Infrastructure and Public Protection	2,706	1,587	4,293	2,128	541	0	4,834	377	4,168	(666)
Property and Facilities	808	0	808	1,136	1,136	0	1,944	17	1,426	(518)
Total	**23,520**	**5,937**	**29,457**	**11,694**	**5,757**	**0**	**34,631**	**5,122**	**36,019**	**1,388**

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

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

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

Original Budget = Existing and New Bids Budget + Budget Rephase

See appendix 3 for further detail and the reasons for the variances.

3.3 Council Tax and Business Rates Collection

At the end of Quarter 2, the Council Tax collection rate was 55.65%, compared with 55.97% at the same point in 2025/26. The Business Rates collection rate was 58.96%, compared with 59.06% in the previous year.

The small reduction is largely attributable to changes in payment profiles. An increasing number of taxpayers are choosing to spread their payments over 12 monthly instalments, extending payment schedules into February and March. In addition, new liabilities are added to the annual debit when billed, although some associated instalments may not yet have fallen due. Consequently, a greater proportion of the annual debit is scheduled for collection later in the financial year, which suppresses the reported collection rate in the earlier months.

Recovery activity, including the issue of reminders and summonses, remains below the levels experienced in previous years. This indicates that the current variance is primarily attributable to the timing of billing and payment arrangements rather than a deterioration in payment compliance.

As the collection targets are based on previous years' payment profiles, the increased take-up of 12-month instalments affects the comparison with target during the year. Collection performance is therefore expected to recover during February and March as these later instalments become due.

At the end of Quarter 2, there were 5,262 working-age Council Tax Support claimants, an increase of 96 compared with 5,166 at the same point in 2025/26. The number of pension-age claimants was 2,793, a reduction of 29 compared with 2,822 in the previous year.

3.4 Miscellaneous Debt Update

The table below provides an analysis of outstanding debt as at 30 September 2026. It is important to note that the total debt balance includes amounts that are not yet overdue.

The ‘Future’ column relates to invoices with payment dates falling after 30 September 2026 and therefore does not represent overdue debt. The ‘Current’ column relates to invoices that have recently fallen due. These amounts are subject to the Council’s normal recovery process, including the issue of reminders and resolution of any invoice queries in conjunction with the relevant service area.

The balances shown within the ‘<90 days’ to ‘>365 days’ categories represent overdue debt and are therefore the focus of active recovery activity. The Credit Control Team works with the relevant service areas to pursue these balances. Housing debt comprises a high volume of individual debts, and a number of these debtors have payment arrangements in place which are monitored for missed instalments.

Where debts cannot be recovered through the normal recovery process, further action may be considered, including referral to the Council’s debt collection agency or, for appropriate higher-value cases, recovery through the court process. Some debts may ultimately require write-off, including where recovery is prevented by formal insolvency arrangements such as Individual Voluntary Arrangements (IVAs) or Debt Relief Orders (DROs).

	Debtor Aged Days Q2							
Service	**Current**	**<90**	**91 to 180**	**181 to 365**	**>365**	**Future**	**Total Debt**	**Total Debt 26/27 Q1**
	£000s	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**	**£000s**
3C Shared Services	335			(13)	(6)	22	**338**	8
Business Improvement District	1	1	4	27	9		**42**	65
Community Infrastructure Levy	15		296	15		6,297	**6,623**	2,860
Commercial Rent	49	(16)	3	(5)	398	249	**678**	486
Community	1	2	2	5	2	25	**37**	14
Corporate		5				2	**7**	5
Environmental					3		**3**	3
Finance	1	694	1	4	30		**730**	733
Housing Benefit Overpayment					21		**21**	21
Hinchingbrooke Country Park	2	1	1			16	**20**	48
Housing	18	25	13	17	297	36	**406**	319
Licensing	10	6	1		3	1	**21**	23
Markets	1	1				3	**5**	5
Mobile Home Park						49	**49**	75
Moorings			2			5	**7**	9
One Leisure	41	10	5	2	1	122	**181**	64
Operations	64	44	12	48	40	160	**368**	231
Planning	18	14		30		3	**65**	65
Private Sector Housing				2			**2**	3
Section 106	27						**27**	115
Trade Waste	1	19	14	(4)	3	75	**108**	147
Total	**584**	**806**	**354**	**128**	**801**	**7,064**	**9,738**	**5,299**

3.5 Update on the Commercial Investment Strategy (CIS) and Investment Properties

The implementation of the CIS was seen as a key means by which the council can generate income to assist in funding service expenditure. For 2026/27, the forecast net contribution is £4.095m against a budget of £4.087m, a favourable variance of £8,000, primarily due to marginally increased property rental income.

For 2026/27 the budget and forecast for the CIS and investment properties is;

CIS Investments	Budget £000s	Forecast £000s	Variance £000s
Cash Investments			
CCLA Property Fund Dividend Income	(162)	(162)	0
Total Cash Investments	**(162)**	**(162)**	**0**
Property Rental Income	(4,506)	(4,514)	(8)
Loan Interest (On CIS related borrowing)	581	581	0
Total Property Investments	**(3,925)**	**(3,933)**	**(8)**
TOTAL	**(4,087)**	**(4,095)**	**(8)**
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

There are several rent reviews pending and the service have been progressing these this year. A few have taken place increasing income the most notable being at Wilbury Way, providing HDC with a surplus. As the timeframe on lease renewals is difficult to predict; there could be further increases in income throughout the year, though this is dependant on successful reviews.

3.6 Policy Implications

N/A

3.7 Legal & Constitutional Implications

Effective budget monitoring and reporting in public to Cabinet and Overview and Scrutiny Panel 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 and being able to mitigate them.

3.8 Community Impact

N/A

3.9 Environment & Climate Change Implications

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

3.10 Equality & Diversity Implications

N/A

3.11 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.

3.12 Health & Wellbeing

N/A

3.13 Local Government Reorganisation (LGR) Implications

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

4. RISK MANAGEMENT

Risk within individual budgets and service areas will be recorded on local risk registers and incorporated into the Council's overall risk register.

5. LIST OF APPENDICES

Appendix 1 Financial Performance Revenue Forecast 2026/27 Quarter 2 - Head of Service Detail.
Appendix 2 Financial Performance Revenue Forecast 2026/27 Quarter 2 – Head of Service Summary.
Appendix 3 Financial Performance Capital Forecast 2026/27 Quarter 2.

6. 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
Spreadsheets monitoring treasury activity and for calculating indicators	Finance Team	Finance shared drive

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2026/27 Q2 Forecast - Revenue — Head of Service Detail — Appendix 1

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Chief Executive Officer	**Directors**										
	Income	(52)	0	(52)	(3)	0	0	0	(100)	(103)	**Income:** Given the strategic importance of the defence cluster work in relation to growth and our economy, and alignment with the corporate plan and regional objectives, the s151 has advised funding for activities can be met from reserves. The costs relating to this are included in the expenses line below. **Reserves:** (£100k) for HDC's contribution to Defence activity**,** approved by Section 151.
	Expenses	574	491	83	1,198	982	0	982	(49)	167	**Expenses:** £100k of expenses are related to Defence Cluster work (86k for two Defence Officers & £14k for Defence projects) to be funded from a contribution from reserves, £48k overspend due to agency costs for covering the S151 role as a result of a current vacancy. £16k overspend due to Job evaluation within the Executive support team and performance related spinal point uplifts, Executive Support salary increases have now been reflected in the FY2027/28 budget (subject to approval). The Agency costs for the 151 will continue to be an overspend. £49k for HoS training which will be funded from LGR reserves £3k overspend across multiple lines. Total overspend of £213k, less contribution from reserves of (£49k) = £167k. **Reserves:** (£49k) from LGR reserves to support workforce in preparing for LGR
	Net Impact	**523**	**491**	**32**	**1,195**	**982**	**0**	**982**	**(149)**	**64**	
	HoS Total	**523**	**491**	**32**	**1,195**	**982**	**0**	**982**	**(149)**	**64**	
Head of Operational ICT & development	**ICT Shared Service**										
	Income	(5)	0	(5)	(10)	0	0	0	0	(10)	**Income:** Cambridge City Council's Out of Hours costs, fully recharged to CCC.
	Expenses	5	0	5	10	0	0	0	0	10	**Expenses:** Cambridge City Council's Out of Hours costs.
	Net Impact	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**Net:** No budget is held for Cambridge City Council out-of-hours work, as demand is determined by in-year operational requirements. Associated costs are fully recharged and therefore have no net financial impact on HDC.
	3C ICT Shared Service										
	Income	(3,023)	(3,400)	377	(6,046)	(6,800)	0	(6,800)	0	755	**Income:** Partners are charged a % of costs incurred. Therefore, if expenses are lower than expected, recharges to partners will also be lower. it should be noted that income and expenses will not always move by the same figure as some costs within the service relate only to HDC. Where the service achieves efficiencies on these, the benefit will be fully ours. As support is largely ad hoc, it is difficult to budget accurately, however any variance to budget in income will be largely offset by an equal variance in expenditure. **Expenses:** Partner savings (Supplies & Services (£358k), recoverable costs (£133k), salary savings (£138k), and other service related expenditure of (£126k) totalling (£755k).
	Expenses	4,571	5,006	(435)	9,147	10,013	0	10,013	(6)	(871)	HDC savings: Key initiatives to deliver service efficiencies through proactive licence management, including data migration, supplier reviews and contract negotiations, generating one-off savings of (£20k). These savings provide capacity to support ongoing service delivery and enhancements, including helping to manage future increases in licence costs. Alongside this, vacancies held within the team have contributed to in-year salary savings of (£91k). Work is ongoing to recruit to vacant posts.
	Net Impact	**1,548**	**1,606**	**(58)**	**3,102**	**3,212**	**0**	**3,212**	**(6)**	**(116)**	
	HoS Total	**1,548**	**1,606**	**(58)**	**3,102**	**3,212**	**0**	**3,212**	**(6)**	**(116)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Economy, Regeneration & Housing	**Economic Development**										
	Income	(3)	(3)	1	(5)	(7)	0	(7)	0	2	**Expenses:** Main drivers of the variance are: A one-off salary saving of (£16k), £125k grant payments, allocated out of the Enterprize Infrastructure Fund, and other smaller service efficiencies contributing to a further (£5k) underspend. Total overspend of £104k, plus (£125k) transfer from reserves results in an overall underspend of (£21k). The grants paid out from the EZ Infrastructure Fund are not included in the budget as the amount applied for and allocated each year cannot be known at the start of the year. As the allocations will always be met from the specific reserve, the impact on the bottom line will always be nil for these.
	Expenses	208	219	(10)	542	437	0	437	(125)	(21)	**Reserves:** (£125k) will be released from the Enterprize Zone Infrastructure Reserve to offset related overspend.
	Net Impact	**206**	**215**	**(10)**	**537**	**431**	**0**	**431**	**(125)**	**(19)**	
	Housing Strategy										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	191	182	9	387	363	0	363	(6)	18	**Expenses:** £13k in relation to legal fees & consultancy costs for property valuation & property acquisition legal fees (One off). £5k driven from a salary uplift within the team (updated in the budget going forward). £6k in relation to salary costs associated with LGR (one off) and met from (£6k) contribution from the LGR reserve. Overall overspend of £18k.
	Net Impact	**191**	**182**	**9**	**387**	**363**	**0**	**363**	**(6)**	**18**	
	Markets										
	Income	(59)	(53)	(5)	(117)	(106)	0	(106)	0	(11)	**Income**: (£11k) Additional income via St Neots Market stall rents and evening events. The increase has arisen from higher usage of the market, with usage now at capacity. Future years budgets have been increased inline with the current usage.
	Expenses	85	88	(3)	170	176	0	176	0	(6)	**Expenses**: (£6k) Business rates costs across the markets fell in 26/27. There is no guarantee this will continue so budgets have not been adjusted gong forward, however costs will continue to be monitored and updates made to the budget if needed.
	Net Impact	**27**	**35**	**(8)**	**53**	**70**	**0**	**70**	**0**	**(17)**	
	Car Parks - Off Street										
	Income	(1,325)	(1,369)	44	(2,650)	(2,738)	0	(2,738)	0	88	**Income:** Forecasting penalty charge notice income to be £88k lower than budget due to lower than expected activity. This will be monitored carefully over the course of the year. Future years budget are inline with the current budget and income levels will be monitored going forward.
	Expenses	778	816	(38)	1,555	1,632	0	1,632	0	(77)	**Expenses:** (£83k) Business rates costs across the car parks fell in 26/27. There is no guarantee this will continue in future years and so this has not been adjusted going forward. It will be monitored and adjusted if needed. There is also a £6k overspend across multiple lines
	Net Impact	**(548)**	**(553)**	**6**	**(1,095)**	**(1,107)**	**0**	**(1,107)**	**0**	**11**	
	Car Park - On Street										
	Income	(14)	0	(14)	(29)	0	0	0	0	(29)	**Income:** (£29k) income from on street parking charges and suspensions & waivers. HDC does not budget for income or expenditure within the on street car parking budget as it is difficult to estimate and overall there should be a nil effect as all income is paid over to the County Council.
	Expenses	7	0	7	15	0	0	0	0	15	**Expenses:** Contribution to the County Council. The £14k difference between the income and expenditure relates to an accrual for the 25/26 contribution. This will be corrected within the year end adjustments.
	Net Impact	**(7)**	**0**	**(7)**	**(14)**	**0**	**0**	**0**	**0**	**(14)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
	Market Towns										**Income:** Recharges of (£100k) for Ramsey Pods and (£23k) for consultancy. These costs are included within the expenses line below and will be fully claimed from CPCA (Cambridgeshire and Peterborough Combined Authority). Also the contribution from reserves is £5k lower than budgeted resulting in an overall variance of (£118k) **Reserves:** (£167k) will be released from Market Towns reserve to offset salary costs. This is (£5k) lower than budgeted due to minor one-off salary savings. **Expenses:** There is £100k of expenditure on Ramsey Pods and £23k on consultancy which was not known about when the budget was set. However, these costs will be offset by a recharge to CPCA which is reflected in the line above. Additionally, salary costs are (£5k) lower than budgeted due to minor one-off salary savings. An overall overspend of £117k. **Reserves:** (953k) transferred from reserves to fund Market Towns, as approved by Cabinet in July 2025.
	Income	(145)	(86)	(59)	(123)	(172)	0	(172)	(167)	(118)	
	Expenses	1,125	113	1,012	1,297	226	0	226	(953)	117	
	Net Impact	**980**	**27**	**953**	**1,174**	**54**	**0**	**54**	**(1,120)**	**(1)**	
	HoS Total	**849**	**(94)**	**943**	**1,042**	**(188)**	**0**	**(188)**	**(1,250)**	**(20)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Planning, Infrastructure & Public Protection	**Building Control**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	83	83	0	165	165	0	165	0	0	
	Net Impact	**83**	**83**	**0**	**165**	**165**	**0**	**165**	**0**	**0**	
	Planning Policy										
	Income	(538)	(740)	202	(1,077)	(1,480)	0	(1,480)	0	403	**Income** (The commentary below is for both Planning Policy & Development Management as the whole planning service - so income variance of £403k for Planning Policy and (£563k) for Development Management). Total = (£160k)**:** **Major Applications (£363k):** The variance is up due to several larger applications coming forward in the first & second quarter. No adjustment has been made to the budget due to the volatility of the planning application sector. **Pre-application Advice (£16k):** The pre-application forecast has risen due to an uptake in individuals utilising the service. **CIL Revenue (Admin) £136k:** The forecast is down, it is due to several CIL fee generating sites not commencing yet. However, Officers are engaged in discussions with developers to ascertain when or if this will change. It is assumed that this will be a pressure going forward. **PPA's & NSIP's £267k:** The forecast has dipped due to applications not coming forward at this stage. This is due to Local and National political uncertainty, the Local Plan position and external global economic factors. Officers continue to encourage developers to use PPA's as a means of addressing technical planning matters in advance of an application now the Pre-Submission Local Plan 2046 continues to progress. **S.106 Monitoring Fee (£13k):** This forecast has increased in-line with inflation. The 27/28 budget has increased in-line with this. **Other Income(£171k):** This forecast has increased due to unbudgeted income being received (DM Improvement Grant, HLMR Project and Tempsford Grant) as well as the introduction of the planning amendment and invalid income. These are one-off income streams.
	Expenses	762	1,047	(286)	1,523	2,095	0	2,095	0	(572)	**Expenses** (The commentary below is for both Planning Policy & Development Management as the whole planning service - so expense variance of **(£572k)** for Planning Policy and **£443k** for Development Management). Total = **(£129k):** **Employees (£715k):** The number of vacancies across the team has resulted in a forecast variance (saving). Recruitment is on-going currently with the view to the situation of LGR yet to be confirmed and a potential impact on specific vacant roles as a result. **Agency Staff £289k:** The expenditure on agency staff has increased due to the filling of the same vacancies as referenced above. There is a budget of £410k for Agency Staff to deliver PPA's etc. Agency staff is more expensive, but agency use is being managed to reduce the impact but retain service delivery. **Legal Fees (£78k):** The amount of forecasted underspend on legal fees. However, it is uncertain whether further reliance will be required in the legal space. £65k of this variance relates to NSIPs which operate on a cost recovery basis, the 27/28 budget has been adjusted to reflect this. **Local Plan £137k:** The overspend in the Local Plan process has been the result of further work and necessary updates to work which are sited within the evidence base accompanying the suite of documents. As the Local Plan progresses further significant expenditure is not anticipated, subject to the further progression of the Plan and to its adoption, following the yet to be scheduled Examination. **Consultancy Fees £129k:** The increase above the allotted budget is a result in the requirement to utilise more specialised companies/individuals to deliver contributions to applications and project work. Once full establishment is filled, specialist advice will only be required where additional income is generated. **Other Expenditure £110k:** Cambridgeshire County Contributions for use of data, Software - Mycelia (Ecology Software) Licence & Agile AI Validator, Subscriptions, Statutory Advertising of Applications and Viability Assessments have all risen at source. Some savings will be realised with the AI validator which is accounted through a vacancy in the validation team not being filled (employee expenditure saving). The remaining expenditure is essential to deliver the service.
	Net Impact	**223**	**308**	**(84)**	**447**	**615**	**0**	**615**	**0**	**(169)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
	Development Management										
	Income	(1,124)	(842)	(282)	(2,247)	(1,684)	0	(1,684)	0	(563)	See comment against income for planning Policy
	Expenses	1,250	1,028	222	2,480	2,057	0	2,057	20	443	See comment against expenses for Planning Policy
	Net Impact	**126**	**187**	**(60)**	**233**	**373**	**0**	**373**	**20**	**(120)**	
	Environmental Health Admin										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	35	66	(31)	70	132	0	132	0	(62)	**Expenses:** Senior staff vacancy anticipated until Q4
	Net Impact	**35**	**66**	**(31)**	**70**	**132**	**0**	**132**	**0**	**(62)**	
	Licencing										
	Income	(198)	(193)	(5)	(395)	(386)	0	(386)	0	(10)	**Income:** A favourable (£10k) in income vs budget, due to an increase in Street Trading applications. A new policy was set in Nov 2025 and therefore we had little data to go on when setting the budget. This has been addressed in the budget going forward.
	Expenses	204	201	2	408	403	0	403	0	5	**Expenses:** Uplifts were approved for Manager & TL posts, together with an additional role in the team. This is offset against a current vacancy in the wider Public Protection team (Environmental Health Admin) resulting in an underspend of (£30k). Also an additional staff recharge generated from a partnership agreement with Fenland DC has created a £42k overspend. Both of these are recurring and have been included in the new budget. There is also a provision for additional legal fees of (£20k), and savings on miscellaneous items (licence plates, printing, mileage etc) of £13k. Overall variance = £5k.
	Net Impact	**6**	**9**	**(2)**	**12**	**17**	**0**	**17**	**0**	**(5)**	
	Environmental Health Services										
	Income	(57)	(34)	(23)	(114)	(68)	0	(68)	0	(45)	**Income:** £52k of additional New Burdens grant has been received from central government to support implementation of the Renters' Rights Act 2025. This funding was not known when the 2026/27 budget was prepared. This is being used to increase resourcing with regard to private sector housing work. The additional grant is not certain going forward and has not therefore been built into the 2027/28 budget. This will be monitored going forward.
	Expenses	510	516	(6)	1,013	1,032	0	1,032	7	(12)	**Expenses:** Expenditure is currently below forecast due to a vacancy within the team and the associated underspend in staffing costs. the role is actively being recruited.
	Net Impact	**453**	**482**	**(29)**	**900**	**964**	**0**	**964**	**7**	**(57)**	
	HoS Total	**927**	**1,133**	**(206)**	**1,827**	**2,266**	**0**	**2,266**	**27**	**(413)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
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Head of Operations	**Environmental Protection Team**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	0	1	1	0	0	0	0	1	
	Net Impact	**1**	**0**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	
	CCTV										
	Income	(51)	(59)	7	(102)	(117)	0	(117)	0	15	**Income**: Income from one of the Service Level Agreements that used to be coded here has now been moved to CCTV Shared Service. The budget going forward will be updated to reflect this change.
	Expenses	0	0	0	0	0	0	0	0	0	
	Net Impact	**(51)**	**(59)**	**7**	**(102)**	**(117)**	**0**	**(117)**	**0**	**15**	
	CCTV Shared Service										
	Income	(643)	(274)	(369)	(1,286)	(548)	0	(548)	0	(738)	**Income:** (£200k) **a**dditional income from new service level agreements going live and project management income. (£17k)additional keyholding income. (£521k) from the recovery of associated project costs from services and third parties. Future year budgets have been increased to reflect additional income from service level agreements and keyholding services.
	Expenses	804	421	382	1,607	843	0	843	0	764	**Expenses:** £635k relates to the CCTV service who have taken on more project work which is recoverable. This is not budgeted for as projects are one off and custom. Some HDC project costs that are not being recharged to the service also include (sheltered housing, Slade Dyke), £48k Hinchingbrooke Country Park. Related project costs has been recovered in prior years but the cost has fallen into 26/27. £81k Line Rental costs have increased due to BT lease lines increasing by 100%. The service are currently working with Transformation for alternative ways to reduce this cost going forward. The line rental budget in future years has been increased in line with the current year budget.
	Net Impact	**161**	**147**	**13**	**321**	**295**	**0**	**295**	**0**	**27**	
	Head of Operations										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	66	63	3	132	126	0	126	0	7	
	Net Impact	**66**	**63**	**3**	**132**	**126**	**0**	**126**	**0**	**7**	
	Green Spaces										
	Income	(196)	(94)	(102)	(310)	(187)	0	(187)	(81)	(204)	**Income:** Arboricultural - (£14k) additional income from selling logs there is no guarantee this income will continue at this level in future years and so the budget has not been adjusted going forward. Grounds - (170k) Increased income from contracted works from parish/towns and local organisations. It is expected that this will be an ongoing income stream in future years. The budget in future years has been increased to reflect this. (£20k) underspend is on multiple lines. **Reserves:** (£81k) is commuted sums contribution to cover the maintenance of various sites.
	Expenses	769	701	68	1,537	1,402	0	1,402	0	135	**Expenses:** £67k increased grounds maintenance subcontractor costs. This is to take on additional contracted works which will provide additional income for the service. £20k arboricultural materials needed for the log yard to process logs to be sold. £51k grounds agency staff to cover sickness and vacancies within the service. (£3k) underspend on multiple lines. As these variances are either one off or uncertain, the budget going forward has not been adjusted but these areas will be monitored.
	Net Impact	**573**	**607**	**(34)**	**1,227**	**1,215**	**0**	**1,215**	**(81)**	**(69)**	
	Street Cleansing										
	Income	(22)	(6)	(16)	(44)	(11)	0	(11)	0	(32)	**Income:** (£32k) Increased income from contracted works for town/parish councils. It is expected that this will be an ongoing income stream in future years, the budget in future years has been increased to reflect this.
	Expenses	645	702	(57)	1,290	1,404	0	1,404	0	(115)	**Expenses:** (£125k) Underspend on vacant posts, due to market conditions. HDC have been unable to fill a number of roles and these will be left vacant for the year. These roles are temporary and will no longer be included in the budget in future years. +£10k overspend on multiple lines.
	Net Impact	**623**	**697**	**(74)**	**1,246**	**1,393**	**0**	**1,393**	**0**	**(147)**	

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	Waste Management										**Income: R**ecycling credit income (£800k) from Cambridgeshire County Council which was not budgeted for as it was assumed that this income stream would end in 25/26. A budget bid has been submitted to include this in the budget going forward. Additional income from green bin subscription (£113k) due to increased take up, the budget in future years has been increased to reflect this. Additional income from trade waste (£190k) due to increased take up. + £25k overspend on multiple lines. **Expenses:** £260k Increased agency staff costs due to sickness levels and annual leave within the waste team. This is partially offset by vacancies within the teams of (£99k). Funding for green initiatives is less than budgeted by (£150k). This is due to uptake of the support by the community being less than expected. The green initiative budget has been reduced in future years to reflect this. (£400k) of savings from the recycling collection contract as global issues have increased the value of recyclable materials, which has increased the rebate paid back to HDC. The budget has not been changed in future years as the current underspend is being driven by uncertain external factors. £100k increased spend for green waste subscription and food waste material sent out to the public. £140k higher waste disposal costs for Trade Waste, £10k higher waste disposal costs for Skips. Increased disposal costs are due to the increased work load within the services. £16k overspend on multiple lines.
	Income	(3,293)	(2,754)	(539)	(6,586)	(5,508)	0	(5,508)	0	(1,078)	
	Expenses	4,472	4,533	(62)	8,943	9,067	0	9,067	0	(123)	
	Net Impact	**1,179**	**1,779**	**(601)**	**2,357**	**3,558**	**0**	**3,558**	**0**	**(1,201)**	
	Fleet Management										
	Income	(18)	(19)	1	(37)	(39)	0	(39)	0	2	
	Expenses	198	199	(1)	396	398	0	398	0	(2)	
	Net Impact	**179**	**179**	**0**	**359**	**359**	**0**	**359**	**0**	**0**	
	HoS Total	**2,730**	**3,414**	**(684)**	**5,542**	**6,828**	**0**	**6,828**	**(81)**	**(1,368)**	

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Head of Leisure Health & Environment	**Head of Leisure & Health**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	60	62	(2)	120	124	0	124	0	(4)	
	Net Impact	**60**	**62**	**(2)**	**120**	**124**	**0**	**124**	**0**	**(4)**	
	One Leisure Active Lifestyles										
	Income	(337)	(321)	(16)	(675)	(643)	0	(643)	0	(32)	**Income: A** £92k reduction in income from cost recovery and a £5k reduction from other minor variances is offset by strong membership income resulting in an additional (£90k) and additional grant income of (£39k). Total variance = (£32k). Overall performance is positive, with continued membership growth and additional grant funding supporting the position.
	Expenses	385	413	(28)	770	826	0	826	0	(56)	**Expenses:** (£76k) of salary savings arising from the service restructure, partly offset by £11k higher premises hire and £9k mileage allowance costs. Total variance of (£56k).
	Net Impact	**47**	**92**	**(44)**	**95**	**183**	**0**	**183**	**0**	**(88)**	
	One Leisure Facilities Sawtry Leisure Centre										
	Income	(4,216)	(4,278)	62	(8,432)	(8,555)	0	(8,555)	0	123	**Income:** St Neots membership income remains below budget following the opening of a low-cost competitor gym in October 2025. The loss of approximately 400 members has continued to affect direct debit income in 2026/27. Although there are early signs of recovery, the opening of the new gym at Wintringham has further affected the Health & Fitness income with a loss of a further 89 members. This has a compound effect and has impacted the forecast accordingly. Other centres are performing at or above target and mitigation measures are being developed to rebuild membership at St Neots.
	Expenses	3,904	3,817	87	7,679	7,634	0	7,634	128	173	**Expenses:** The forecast £173k overspend is driven by £38k of unbudgeted Sawtry business rates, £102k of additional repairs and maintenance, £90k of miscellaneous expenses/cost of sale, and £165k of salary costs where the budget assumed vacancies rather than the full establishment. These pressures are partly offset by (£208k) of utility savings, largely from solar PV. The position reflects both underlying establishment pressures and one-off/current-year costs and will be monitored closely. Expenditure control measures have been implemented to ensure the forecast position is protected.
	Net Impact	**(312)**	**(461)**	**148**	**(753)**	**(921)**	**0**	**(921)**	**128**	**297**	
	Parks and Open Spaces										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	1	0	2	2	0	2	0	0	
	Net Impact	**1**	**1**	**0**	**2**	**2**	**0**	**2**	**0**	**0**	
	Parks, Countryside and Climate										
	Income	(523)	(664)	141	(1,046)	(1,329)	0	(1,329)	0	283	**Income: Parks & Countryside:** The forecast £283k shortfall mainly relates to café, car park, room-hire income, and the Aqua Park at Hinchingbrooke Country Park. The budget assumed a full year of income, whereas slippage in the capital project means the income will not commence until the back end of Q4.
	Expenses	790	904	(114)	1,581	1,760	49	1,809	0	(228)	**Expenses: Parks & Countryside:** The forecast underspend arises from lower café cost of sales (£19k), reduced staffing following the service review (£120k), utility savings while the countryside centre is closed (£29k), and maintenance & other ancillary expenditure of (£10k). These are one off as a result of the countryside centre being closed. **Climate** (£36k) was carried forward into this year for Eden Seven Scope 3 Emission reporting. (£13k) was carried forward to deliver meaningful and lasting way to remember and acknowledge those who passed away from covid and the sacrifices of keyworkers. This is on track to be delivered this year.
	Net Impact	**267**	**240**	**27**	**535**	**431**	**49**	**480**	**0**	**55**	
	HoS Total	**63**	**(66)**	**130**	**(1)**	**(181)**	**49**	**(133)**	**128**	**259**	

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Head of Property & Facilities	**Energy & Sustainability Mgt**										
	Income	0	0	0	0	0	0	0	0	0	**Expenses:** (£24k) The original Energy and Sustainability Officer post has been removed and a Building Maintenance Officer post has been created, this post is now being paid out off Facilities Management. The job role change was approved by the Senior Leadership Team.
	Expenses	13	25	(12)	27	50	0	50	0	(24)	
	Net Impact	**13**	**25**	**(12)**	**27**	**50**	**0**	**50**	**0**	**(24)**	
	Public Conveniences										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	0	1	2	0	0	0	0	2	
	Net Impact	**1**	**0**	**1**	**2**	**0**	**0**	**0**	**0**	**2**	
	Facilities Management										
	Income	(212)	(251)	38	(425)	(501)	0	(501)	0	77	**Income:** £77k overspend due to an increase in vacancies from lease breaks and the end of leases at Pathfinder House, with Local Government Reorganisation being a contributing factor. A reduction in rental income has been included in future years through an unavoidable pressure. The service is actively going out to the to market to find suitable tenants for these leases.
	Expenses	824	853	(29)	1,649	1,666	40	1,706	0	(57)	**Expenses:** (£62k) Priory Centre recharge that was expected to be paid to St Neots Town Council will not occur. The previous lease has been surrendered and the new lease which has yet to come into effect due to the renovation removes this provision. This has been removed from the budget in future years. £56k new posts have been added for Hard Services and Health & Safety, these come out of Corporate Health & Safety and Energy & Sustainability Mgt. (£51k) Reduction in utility cost at Pathfinder House and Eastfield House through efficiencies and the contract not increasing as much as expected. This reduction has been reflected in the budget for next year.
	Net Impact	**612**	**602**	**10**	**1,224**	**1,165**	**40**	**1,205**	**0**	**19**	
	Commercial Estates										
	Income	(2,257)	(2,253)	(4)	(4,514)	(4,506)	0	(4,506)	0	(8)	
	Expenses	951	786	165	1,928	1,571	0	1,571	(27)	330	**Expenses:** £190k additional back rent to be paid for Phoenix Court due to negotiations dragging on plus the newly provisionally agreed rent, the back rent is a one off cost. £167k increased business rates costs due to vacant units, the majority of this relates to Fareham. HDC is working with local agents to lease floors within the properties but there are a number a vacant units within the business park. An unavoidable pressure has been submitted to capture the increased business rates cost within the future years budget. **Reserves:** (£27k) will be released from reserves to offset a member of staff dedicating their time to local government reorganisation.
	Net Impact	**(1,306)**	**(1,467)**	**161**	**(2,586)**	**(2,935)**	**0**	**(2,935)**	**(27)**	**322**	
	HoS Total	**(680)**	**(840)**	**160**	**(1,332)**	**(1,719)**	**40**	**(1,679)**	**(27)**	**320**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Human Resources & Officer Development	**Corporate Health & Safety**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	19	35	(16)	37	70	0	70	0	(32)	**Expenses:** (£32k) The Health & Safety Manager post has been removed and a Hard Services and Health & Safety Manager post has been created, this post is now being paid out off Facilities Management. The job role change was approved by the Senior Leadership Team.
	Net Impact	**19**	**35**	**(16)**	**37**	**70**	**0**	**70**	**0**	**(32)**	
	Human Resources										
	Income	(31)	0	(31)	(63)	0	0	0	0	(63)	**Income:** (£63k) Relates to additional license expenditure which is partially recovered from Partners - 30% Cambridge City Council and 30% South Cambridge District Council. This new income has been updated within the 27/28 budget setting process.
	Expenses	496	521	(26)	1,102	1,043	0	1,043	(111)	(51)	**Expenses:** In-house training courses have reduced reliance on external training platforms delivering forecasted savings of (£136K). This is offset by £63k in licenses supplied to City & SCDC, the recharge of which is included within the income line, Also, £22k additional expenditure in relation complex legal cases. The savings from in-house training provision and the ongoing pressures associated with complex legal cases have been incorporated into the 2027/28 budget. **Reserves:** (£111k) will be released from reserves to offset two members of staff dedicating their time to Workforce Strategy/ LGR work.
	Net Impact	**464**	**521**	**(57)**	**1,039**	**1,043**	**0**	**1,043**	**(111)**	**(114)**	
	HoS Total	**483**	**556**	**(73)**	**1,077**	**1,113**	**0**	**1,113**	**(111)**	**(147)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Finance	**Corporate Finance**										**Income:** (£557k) **relates to a**dditional interest income from cash balances due to higher than expected interest rates. The short term investments budget has been increased in future years to reflect the higher interest rates. (£88k) One off business rates pool grant from South Cambs who are the lead authority and manage the pool on behalf of Cambridgeshire organisations. There are some year when HDC pay into the pool and other years HDC receive a payout from the pool. this is calculated after the budget is set. (£24k) underspend on multiple lines. £452k transfer to reserves.
	Income	(1,309)	(975)	(334)	(2,618)	(1,949)	0	(1,949)	0	(669)	
	Expenses	2,390	3,338	(948)	4,780	6,676	0	6,676	0	(1,896)	**Expenses:** (£760k) Grade A-D pay rectification costs currently being absorbed by services. (£110k) increments being absorbed by services. (£256k) expected underspend from public works loan board interest payments as it unlikely that HDC will borrow money relating to a delayed project in 26/27. The delay in the project start has been reflected within the future year budgets. (£120k) underspend on audit fees for 26/27. (£650k) Minimum Revenue Provision (MRP) saving as a result of capital programme underspends and rephasing's. The rephasing has affected the future year budgets and they have been updated going forward. £11k overspend on multiple lines.
	Net Impact	**1,081**	**2,364**	**(1,282)**	**2,163**	**4,727**	**0**	**4,727**	**0**	**(2,565)**	
	Finance										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	592	520	72	2,070	1,039	0	1,039	(887)	144	**Expenses:** Increased costs from the hiring of additional resources for LGR across the wider organisation, and also support for the HoF to enable that role to focus on LGR. These costs have been captured within the budget going forward.
	Net Impact	**592**	**520**	**72**	**2,070**	**1,039**	**0**	**1,039**	**(887)**	**144**	**Reserves: (**£887k) will be released from the LGR reserve to offset the additional LGR costs
	Corporate Insurance										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	398	362	36	805	724	0	724	(9)	72	**Expenses:** A (£15k) underspend on Building Insurance Premiums due to the budget being set at a flat rate over the MTFP and not capturing in year procurement savings. The current budget should be in line with expected premiums next year based on current trends on price increases. This is offset by a £53k overspend on Vehicle Insurance Premiums, driven primarily by higher numbers of vehicles. Also, a 6% inflationary rate increase of £35k in Combined Liability Insurance.
	Net Impact	**398**	**362**	**36**	**805**	**724**	**0**	**724**	**(9)**	**72**	**Reserves:** (£9k) to be drawn down from LGR reserves to fund 50% of a new post that will be shared with Risk & Control.
	HoS Total	**2,071**	**3,245**	**(1,174)**	**5,038**	**6,490**	**0**	**6,490**	**(896)**	**(2,348)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Democratic Services	**Legal**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	143	143	0	285	285	0	285	0	0	
	Net Impact	**143**	**143**	**0**	**285**	**285**	**0**	**285**	**0**	**0**	
	Democratic & Elections										
	Income	(119)	(92)	(27)	(240)	(184)	0	(184)	2	(53)	**Income:** (£24k) income for by-election (offset by increased cost within the expenses line), plus (25k) forecasted overachievement of Land Charges Income. Income for local land charges is has been updated in the budget going forward. Plus £4k forecasted income for sale of electoral register.
	Expenses	730	708	22	2,000	1,415	0	1,415	(541)	44	**Expenses:** £34k overspend due to permanent salary being removed from the budget during the FY2026/27 budget setting, as well as £10k overspend for streaming of committee and member meetings that was also removed from the budget during the FY2026/27 budget setting this has been added back into the budget for FY2027/28 **Reserves:** £278k contribution from District Election reserve and £40k from General Election Reserves to cover District Election costs. £48.5k from General Election Reserve for postage costs. £165k from LGR reserves to cover costs of interim Monitoring Officer and additional consultancy for legal advice and constitutional advice. £9.5k draw down for Member training. Overall transfer from reserves of (£541k).
	Net Impact	**611**	**616**	**(5)**	**1,761**	**1,231**	**0**	**1,231**	**(539)**	**(9)**	
	Audit										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	156	200	(45)	311	401	0	401	0	(90)	**Expenses:** (£90k) underspend for vacancies. These are currently under review.
	Net Impact	**156**	**200**	**(45)**	**311**	**401**	**0**	**401**	**0**	**(90)**	
	Procurement										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	117	110	7	234	220	0	220	0	14	**Expenses:** £14k overspend due to salary changes approved after the budget setting period for FY2026/27 as a result of a job evaluation. Budget has been amended for FY2027/28 to reflect this.
	Net Impact	**117**	**110**	**7**	**234**	**220**	**0**	**220**	**0**	**14**	
	Risks & Control										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	31	18	13	71	36	0	36	(9)	26	**Expenses:** £26k overspend due to salary changes approved after the budget setting period for FY2026/27 as a result of a job evaluation. Budget has been amended for FY2027/28 to reflect this. **Reserves:** (£9k) to be drawn down from LGR reserves to fund 50% of a new post that will be shared with Insurance.
	Net Impact	**31**	**18**	**13**	**71**	**36**	**0**	**36**	**(9)**	**26**	
	HoS Total	**1,057**	**1,086**	**(29)**	**2,662**	**2,173**	**0**	**2,173**	**(548)**	**(59)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Customer Services & Revs & Bens	**Council Tax Support**										
	Income	(122)	(116)	(6)	(244)	(231)	0	(231)	0	(13)	**Income:** (£244k) forecast is based on central government formula provided to HDC. However, the final figure will not be known before end of financial year. The (£231k) budgeted figure is based on information available at 2026/27 budget setting.
	Expenses	0	0	0	0	0	0	0	0	0	
	Net Impact	**(122)**	**(116)**	**(6)**	**(244)**	**(231)**	**0**	**(231)**	**0**	**(13)**	
	Housing Benefits										
	Income	(10,181)	(9,659)	(522)	(20,372)	(19,319)	0	(19,319)	10	(1,043)	**Income:** This income is for Subsidy received from the DWP for housing benefit claims. However, we do not receive full subsidy in some cases, such as for temporary accommodation. As a result there is a shortfall cost that is incurred by HDC for this. In prior years, this shortfall was covered by a circa £450k contribution from the Homelessness Prevention Grant (HPG). However, a change in Central Government funding arrangements meant that HPG was rolled into Revenue Support Grant for 2026/27 instead of being recognised against the service line. This has been rectified at 2027/28 budget setting and the additional £200k pressure has been included as a bid within the 2027/28 budget setting process.
	Expenses	11,914	11,071	843	23,827	22,141	0	22,141	0	1,686	**Expenses:** It is extremely difficult to forecast expenditure accurately due to the volatile nature of the service however trends evidence that activity will continue above the existing budget . A bid has been submitted as part of the 2027/28 budget setting process to rectify this going forward.
	Net Impact	**1,733**	**1,411**	**321**	**3,455**	**2,822**	**0**	**2,822**	**10**	**643**	
	Customer Services										
	Income	(3)	(3)	0	(5)	(6)	0	(6)	0	1	
	Expenses	570	584	(14)	1,140	1,169	0	1,169	0	(29)	**Expenses:** (£32k) underspend due to temporary vacancies at the start of the year which have now been filled. Partly offset by a £4k staffing overspend within the Web team due to the establishment of a new Digital Manager as part of HDC's transformation process.
	Net Impact	**567**	**581**	**(14)**	**1,134**	**1,162**	**0**	**1,162**	**0**	**(28)**	
	Document Centre										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	70	77	(7)	141	154	0	154	0	(13)	**Expenses:** (£13k) underspend due to salary savings from a staff secondment.
	Net Impact	**70**	**77**	**(7)**	**141**	**154**	**0**	**154**	**0**	**(13)**	
	HoS Total	**2,248**	**1,954**	**294**	**4,486**	**3,907**	**0**	**3,907**	**10**	**589**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Communities & Operational Housing	**Emergency Planning**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	77	74	3	154	149	0	149	0	5	
	Net Impact	**77**	**74**	**3**	**154**	**149**	**0**	**149**	**0**	**5**	
	Communities										
	Income	(417)	(211)	(206)	(834)	(421)	0	(421)	0	(413)	**Income:** (£240k) additional Crisis Resilience Funding and Low Income Family Tracker money, plus additional (£100k) for Work Well grant money (to fund officer posts). The funding and expenditure relating to this for 2027/28 has been agreed and has been included in the budget for FY2027/28. Plus (£247k) additional income released for the Homes for Ukraine scheme. This will be reflected by higher expenses. Again, funding and expenditure is expected to continue in FY2027/28 and therefore has been included in the budget. This is offset by £176k budgeted draw down from reserves that is no longer required due to increased external funding.
	Expenses	547	333	215	1,212	665	0	665	(117)	429	**Expenses:** £247k increase in expenditure for Homes for Ukraine which will be funded by the grant income included in the line above. £168k increased expenditure for the restructured Residents Advice team including a LIFT (Low Income Family Tracker) post that is now all externally funded and also reflected by increased income in the line above. £16k overspend from agreed pressure of new Head of Service structure uplifted at the end of 2025/26. The budget has been amended for 2027/28 to reflect this. A £2k underspend over multiple lines **Reserves:** (£117k) agreed draw down from Community Health & Wealth Fund
	Net Impact	**130**	**122**	**8**	**378**	**244**	**0**	**244**	**(117)**	**16**	
	Community Resilience										
	Income	(139)	(128)	(11)	(289)	(256)	0	(256)	10	(23)	**Income:** £5k income from mobile homes plus £20k income for Serious Violence Funding 2026-27, this money is used to fund work within Active Lifestyles and Thrive. Offset by £2k underachievement in income for ground rent on the Mobile Home Park.
	Expenses	303	299	3	608	599	0	599	(2)	7	**Expenses:** : (£40k) underspend due to vacancies and staff turnover efficiency offset by £42k increase in salaries due to job evaluations and extension of fixed term contracts. Also, a £5k overspend for loss on electricity recharge due to time delay in updating charge to new rate based on contract renewal. There is currently a review ongoing into the process of recharging the electricity cost by the service manager to see if this process can be made more efficient to prevent this timing issue.
	Net Impact	**164**	**172**	**(8)**	**319**	**343**	**0**	**343**	**8**	**(16)**	
	Housing Needs										
	Income	(1,169)	(620)	(549)	(2,338)	(1,240)	0	(1,240)	0	(1,098)	**Income:** £1.1m income from Homelessness grant settlement is funding core activity within the service which is contributing to an underspend from HDC core budget. Grant was not confirmed till after the budget setting process, however it has now been confirmed for FY2027/28 and has therefore been included in the budget going forward.
	Expenses	1,601	1,247	354	3,202	2,493	0	2,493	0	708	**Expenses:** Expenditure for homelessness prevention activity funded from Homelessness settlement grant, therefore this increase in expenditure is reflected in increased income in the line above.
	Net Impact	**432**	**627**	**(195)**	**864**	**1,254**	**0**	**1,254**	**0**	**(389)**	
	HoS Total	**803**	**995**	**(192)**	**1,715**	**1,989**	**0**	**1,989**	**(109)**	**(383)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Communications, Engagement & Public Affairs	**Communications & Information**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	172	172	(0)	384	344	0	344	(41)	(0)	
	Net Impact	**172**	**172**	**(0)**	**384**	**344**	**0**	**344**	**(41)**	**(0)**	
	HoS Total	**172**	**172**	**(0)**	**384**	**344**	**0**	**344**	**(41)**	**(0)**	
Head of Transformation and Corporate Reporting	**Transformation**										
	Income	(63)	(63)	0	0	(125)	0	(125)	(125)	0	
	Expenses	430	430	0	956	860	0	860	(96)	0	
	Net Impact	**368**	**368**	**0**	**956**	**735**	**0**	**735**	**(221)**	**0**	
	Strategic Insight & Delivery										
	Income	0	0	0	1	0	0	0	0	1	
	Expenses	47	56	(9)	93	106	5	111	0	(18)	**Expenses:** £14k underspend on Advertising, Publicity And Marketing and consultancy within the Place strategy budget and £4k underspend within the Climate Budget over multiple lines. The underspend will be ongoing and has been put forward as a saving bid for FY2027/28
	Net Impact	**47**	**56**	**(9)**	**94**	**106**	**5**	**111**	**0**	**(17)**	
	HoS Total	**415**	**423**	**(9)**	**1,050**	**841**	**5**	**846**	**(221)**	**(17)**	
	Total	**13,209**	**14,076**	**(866)**	**27,785**	**28,057**	**94**	**28,151**	**(3,272)**	**(3,639)**	

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Appendix 2

2026/27 Q2 Forecast - Revenue

Head of Service Summary

Head of Service	Year to Date			Full Year					
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000
Chief Executive Officer									
Income	(52)	-	(52)	(3)	-	-	-	(100)	(103)
Expenses	574	491	83	1,198	982	-	982	(49)	167
Net	**523**	**491**	**32**	**1,195**	**982**	**-**	**982**	**(149)**	**64**
Head of Operational ICT & development									
Income	(3,028)	(3,400)	372	(6,056)	(6,800)	-	(6,800)	-	745
Expenses	4,576	5,006	(430)	9,158	10,013	-	10,013	(6)	(861)
Net	**1,548**	**1,606**	**(58)**	**3,102**	**3,212**	**-**	**3,212**	**(6)**	**(116)**
Head of Economy, Regeneration & Housing									
Income	(1,545)	(1,511)	(34)	(2,924)	(3,023)	-	(3,023)	(167)	(68)
Expenses	2,394	1,417	977	3,966	2,834	-	2,834	(1,084)	48
Net	**849**	**(94)**	**943**	**1,042**	**(188)**	**-**	**(188)**	**(1,250)**	**(20)**
Head of Planning, Infrastructure & Public Protection									
Income	(1,916)	(1,809)	(108)	(3,833)	(3,617)	-	(3,617)	-	(215)
Expenses	2,843	2,942	(99)	5,660	5,884	-	5,884	27	(198)
Net	**927**	**1,133**	**(206)**	**1,827**	**2,266**	**-**	**2,266**	**27**	**(413)**
Head of Operations									
Income	(4,223)	(3,206)	(1,018)	(8,366)	(6,411)	-	(6,411)	(81)	(2,035)
Expenses	6,953	6,620	333	13,906	13,240	-	13,240	-	667
Net	**2,730**	**3,414**	**(684)**	**5,541**	**6,828**	**-**	**6,828**	**(81)**	**(1,369)**

Head of Service	Year to Date			Full Year					
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000
Head of Leisure, Health & Environment									
Income	(5,076)	(5,263)	187	(10,153)	(10,527)	-	(10,527)	-	374
Expenses	5,140	5,197	(57)	10,151	10,346	49	10,394	128	(115)
Net	**63**	**(66)**	**130**	**(1)**	**(181)**	**49**	**(133)**	**128**	**259**
Head of Property & Facilities									
Income	(2,469)	(2,504)	34	(4,938)	(5,007)	-	(5,007)	-	69
Expenses	1,790	1,664	126	3,606	3,288	40	3,328	(27)	252
Net	**(680)**	**(840)**	**160**	**(1,332)**	**(1,719)**	**40**	**(1,679)**	**(27)**	**320**
Head of Human Resources & Officer Development									
Income	(31)	-	(31)	(63)	-	-	-	-	(63)
Expenses	514	556	(42)	1,139	1,113	-	1,113	(111)	(84)
Net	**483**	**556**	**(73)**	**1,077**	**1,113**	**-**	**1,113**	**(111)**	**(147)**
Head of Finance									
Income	(1,309)	(975)	(334)	(2,618)	(1,949)	-	(1,949)	-	(669)
Expenses	3,380	4,220	(840)	7,656	8,439	-	8,439	(896)	(1,680)
Net	**2,071**	**3,245**	**(1,174)**	**5,038**	**6,490**	**-**	**6,490**	**(896)**	**(2,348)**
Democratic Services									
Income	(119)	(92)	(27)	(240)	(184)	-	(184)	2	(53)
Expenses	1,176	1,178	(3)	2,901	2,357	-	2,357	(550)	(5)
Net	**1,057**	**1,086**	**(29)**	**2,662**	**2,173**	**-**	**2,173**	**(548)**	**(59)**
Head Of Customer Services & Revs & Bens									
Income	(10,306)	(9,778)	(528)	(20,622)	(19,556)	-	(19,556)	10	(1,055)
Expenses	12,554	11,732	822	25,108	23,464	-	23,464	-	1,644
Net	**2,248**	**1,954**	**294**	**4,486**	**3,907**	**-**	**3,907**	**10**	**589**

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Head of Service	Year to Date			Full Year					
	Actual £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget c/fwd £000	Current Budget £000	Contribution To /(From) Reserves £000	Over/ (Under) Spend £000
Head of Communities & Operational Housing									
Income	(1,725)	(958)	(767)	(3,460)	(1,917)	-	(1,917)	10	(1,533)
Expenses	2,528	1,953	575	5,175	3,906	-	3,906	(119)	1,150
Net	**803**	**995**	**(192)**	**1,715**	**1,989**	**-**	**1,989**	**(109)**	**(383)**
Head of Communications, Engagement & Public Affairs									
Income	-	-	-	-	-	-	-	-	-
Expenses	172	172	(0)	384	344	-	344	(41)	(0)
Net	**172**	**172**	**(0)**	**384**	**344**	**-**	**344**	**(41)**	**(0)**
Head of Transformation and Corporate Reporting									
Income	(62)	(63)	0	1	(125)	-	(125)	(125)	1
Expenses	477	486	(9)	1,049	966	5	971	(96)	(18)
Net	**415**	**423**	**(9)**	**1,050**	**841**	**5**	**846**	**(221)**	**(17)**
Total	**13,209**	**14,076**	**(867)**	**27,785**	**28,057**	**94**	**28,151**	**(3,272)**	**(3,639)**

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2026/27 Capital Programme Forecast Quarter 2 Appendix 3

HoS	Project Name	Project Manager	Original Budget £000s	Rephased Budget £000s	Net Rephase £000s	Growth/Virement	Current Budget £000s	Actual to date £000s	Forecast £000	Variance £000s	Funding Source	Project Manager's Comments on Status
Head of Operational ICT and Development	Hardware Replacement	Peter Holmes/Tony Allen	200	32	32		232	111	232	0	Borrowing	
	Datacentre Racks	Peter Holmes/Tony Allen	249		(249)		0			0	Borrowing	
	Mobile Device Refresh	Peter Holmes/Tony Allen	82	0	0		82		70	(12)	Borrowing	Mobile Device refresh planned to be rolled out this year alongside BYOD (Bring Your Own Device) test, which if successful will create savings against this capital program.
	Network Switches	Peter Holmes/Tony Allen	180	0	0		180		180	0	Borrowing	3CICT have identified this capital budget to be reutilised for improved HDC connectivity.
	Server & SQL Server 2012 Migration	Lewis Weltcher	0	20	20		20		20	0	Borrowing	
	Server 2016/2019 Migration	Lewis Weltcher	13	79	66		79	14	79	0	Borrowing	
	MFDs	Peter Holmes/Tony Allen	50	0	0		50		50	0	Borrowing	
	Replacement Income Management System	Peter Holmes/Tony Allen	0	0	0		0	6	17	17	Borrowing	Implementation delays relating to the IMS project have resulted in costs being deferred. The project had an approved overspend from 25/26. The project is expected to be completed by January 2027, with no further capital costs anticipated beyond the approved overspend.
	Cloud Backup	Peter Holmes/Tony Allen	70	0	0		70		70	0	Borrowing	
	UPS Replacement	Peter Holmes/Tony Allen	76	0	0		76		76	0	Borrowing	
	Total		**920**	**131**	**(131)**	**0**	**789**	**132**	**794**	**5**		
Head of Operations	Wheeled Bins	Andy Rogan	254	0	0		254	70	254	0	Developer Contributions (£0.1m) and Borrowing	This is an ongoing wheeled bin replacement program.
	Vehicle Replacements	Andy Rogan	2,369	1,331	185		2,554	20	1,804	(750)	Borrowing	This is ongoing, with orders for vehicles being placed throughout the year depending on operational requirements. There is potential rephasing of some vehicle orders to 2027/28, due to extending life of current vehicles.
	Litter Bin Replacements	Andy Rogan	0	18	18		18		18	0	Borrowing	
	CCTV Generator	Andy Rogan	0	135	135		135		165	30	Borrowing	Additional work required including feasibility and civil engineering.
	Workshop Equipment	Andy Rogan	123	0	0		123		123	0	Borrowing	Equipment specifications are being drawn up with orders expected to be placed shortly.
	Additional Waste and Food Rounds	Andy Rogan	567	0	0		567		473	(94)	Borrowing	The recycling and domestic vehicles are on order and will be delivered during this financial year. The commercial food waste vehicle will be rephased to 2027/28 as there is a 12 month lead time.
	Essex Road Improvements	Andy Rogan	250	0	0		250		250	0	Borrowing	Waiting for a cabinet decision as to whether this project will proceed.
	Eastfield House Power Upgrade	Andy Rogan	600	0	0		600		600	0	Borrowing	Initial conversations have started with facilities, UK Power Network and the contractor.
	Total		**4,163**	**1,484**	**338**	**0**	**4,501**	**90**	**3,687**	**(814)**		
Head of Customer Services and Revenues and Benefits	Voice Bots		34	**0**	(34)		0	**0**	0	0		
	Data Warehouse		16	**0**	(16)		0	**0**	0	0		
	Total		**50**	**0**	**(50)**	**0**	**0**	**0**	**0**	**0**		

HoS	Project Name	Project Manager	Original Budget £000s	Rephased Budget £000s	Net Rephase £000s	Growth/Virement	Current Budget £000s	Actual to date £000s	Forecast £000	Variance £000s	Funding Source	Project Manager's Comments on Status
Head of Communities and Operational Housing	Disabled Facilities Grants	Claudia Deeth	1,600	0	0		1,600	651	1,790	190	Grant Cambridgeshire CC (£1.78m)	Funding for DFG for 2026/27 has been confirmed at £1.78m, current expenditure is forecast to match this at 1.79m due to backlog of cases being held up, the cause of the backlog is being investigated by the budget holder so this spend could potentially increase throughout the year if the backlog is able to be cleared.
	Community Officers - Mobile Devices	Claudia Deeth	0	10	10		10	3	10	0	Borrowing	
	Total		**1,600**	**10**	**10**	**0**	**1,610**	**653**	**1,800**	**190**		
Parks, Countryside & Climate	Play Equipment	Kirsty Drew	30	2	2		32		32	0	Borrowing	This is a rolling multiple years capital budget for Play Equipment replacement when equipment is beyond repair. This is currently planned to be spent in Bury and St Neots.
	Fencing	Kirsty Drew	13	0	0		13	2	13	0	Borrowing	This is a rolling reactive capital budget for Open Spaces fencing repairs across the district. Expectation is that we will spend this budget.
	St Ives Park	Gregg Holland	0	80	80		80		80	0	Grant - CIL	Legal review underway to understand the leasing and land ownership to then progress through Council for a decision following the findings.
	Paxton Pits Vehicle Replacement	Nick Massey	40	0	0		40	40	40	0	Borrowing	Procurement complete and vehicle on-site and operational including a harrow to alleviate manual work and reduce time for volunteers and staff.
	Paxton Pits Toilet Refurbishment	Nick Massey	50	0	0		50		50	0	Borrowing	External project management contractor appointed and are currently drawing the specification up for the Toilet refurbishment.
	Hinchingbrooke Inflatable AquaPark	Gregg Holland	170	0	0		170	223	185	15	Borrowing	Complete
	Godmanchester Recreation Grant	Gregg Holland	0	30	30		30	40	40	10	Borrowing and Leisure Reserve	Additional expenditure to be funded from the Leisure Facilities Reserve.
	Habitat Banking	Nick Massey	220	0	0		220	10	220	0	Borrowing	Habitat Management and Monitoring Plan (HMMPs) have been delivered and we are seeking legal advice for processes to be set out to deliver the project in this financial year.
	Countryside Investment Opportunities	April Wright	500	0	0		500		500	0	Borrowing	A number of projects have been identified for phase 1 delivery. These include access road re-surfacing and power and water provisions for events at Hinchingbrooke Country Park. There are also plans for education developments, mooring developments and play provision.
	Water Safety Signage in Parks and Countryside	Kirsty Drew	0	20	20		20		20	0	Borrowing	Provision for signage across the district, with particular focus this year at St Neots Riverside Park with renewed interpretation at the site
	Hinchingbrooke Cafe Refurbishment	Katie Wren	400	0	0		400		300	(100)	Borrowing	Level of refurbishment to be determined following outline cost agreement of main scheme. Planning Permission may be required subject to final designs. Initial plans drawn up and under review.
	Paxton Pits Roof and Guttering	Nick Massey	40	0	0		40		40	0	Borrowing	External project management contractor appointed and they are currently sourcing quotes for the roofing works.
	Play Equipment (Play Sufficiency Strategy)	Kirsty Drew	165	0	0		165		165	0	Borrowing	A schedule of works has been finalised for year one and is now out to procurement. Investment has been prioritised according to site condition, age, accessibility and inclusivity. Community engagement was undertaken and has helped inform improvements made at sites.
	Hinchingbrooke Country Park Enhanced Scheme	Katie Wren	1,400	2,167	2,167		3,567	884	3,912	345	CIL (£1.5m), Borrowing and Reserves	The contractor started on site on 13 April 2026 with delivery expected by Spring 2027. An in-year overspend is being mitigated by identified savings within the Leisure, Health and Environment capital programme and/or earmarked reserves.
	Total		**3,028**	**2,299**	**2,299**	**0**	**5,327**	**1,199**	**5,597**	**270**		

HoS	Project Name	Project Manager	Original Budget £000s	Rephased Budget £000s	Net Rephase £000s	Growth/Virement	Current Budget £000s	Actual to date £000s	Forecast £000	Variance £000s	Funding Source	Project Manager's Comments on Status
Head of Finance	VAT Partial Exemption	Sandra Beard	50	0	0		50	0	0	(50)	Borrowing	Contingency. Will only be required if partial exemption limit is breached.
	Total		**50**	**0**	**0**	**0**	**50**	**0**	**0**	**(50)**		
Head of Economy, Regeneration and Housing	Future High Streets - St Neots		1,020	3,063	2,043		3,063		0	(3,063)	CPCA Grant/Reserves	
	Priory Centre	Pam Scott	0	0	0		0	958	6,239	6,239	St Neots TC/CIL	As previously reported, the scheme completion date and expenditure required for full delivery was recently reassessed. Additional funding commitment of £830k has been allocated from the Cambridgeshire Horizons fund to ensure the scheme can be fully delivered. The handover date of the facility has also been set as July 2027. The increase in budget equates to 10% of overall project costs. Other funding sources have included HDC CIL, Future High Street Fund, and St Neots TC CIL.
	St Neots Masterplan	Pam Scott	97	0	(97)		0		0	0		
	Market Towns x3	Pam Scott	507	0	(507)		0	0	0	0	Reserves	Activity on this budget is under review, no further costs to be expected. £1.058m Project total including previous financial year is funded from the dedicated Regeneration Opportunities Reserve (created by transfer from the Budget Surplus Reserve). Additional minor expenditure relates to separate activities supporting wider regeneration initiatives.
	Transport Project	Pam Scott	0	0	0		0		0	0	CPCA Grant	
	UKSPF	Pam Scott	0	0	0		0		0	0	CPCA Grant	
	Ramsey Public Realm (Rephase)	Pam Scott	1,268	1,443	175		1,443	104	1,158	(285)	CPCA Grant	Phase 2 (LGF Funded) is in delivery (£1,158,525), Project will be complete by March 2027.
	Properties - Houses	Pam Scott	0	0	0		0	205	205	205	CGU	Unused funds paid back to MHCLG, paid for out of a reserve for this purpose.
	Civil Parking Enforcement	George McDowell	0	0	0		0	46	46	46	Borrowing	Final billing of works for Civil Parking Enforcement implementation regarding on street lining due to increased scope of work relating to obtaining streetwork permits from the Council County.
	Total		**2,892**	**4,506**	**1,614**	**0**	**4,506**	**1,313**	**7,648**	**3,142**		

HoS	Project Name	Project Manager	Original Budget £000s	Rephased Budget £000s	Net Rephase £000s	Growth/Virement	Current Budget £000s	Actual to date £000s	Forecast £000	Variance £000s	Funding Source	Project Manager's Comments on Status
Head of Leisure Health and Environment	One Leisure Improvements	Leigh Allaker	375	0	0		375	135	375	0	Borrowing	This is an increase to Condition Survey budget to allow maintenance on ageing leisure centre facilities to maintain operationally compliant buildings - forecast budget due to early stage of the financial year and future position unclear.
	OL St Neots and St Ives Fitness Equipment and Refresh	Leigh Allaker	25	0	0		25	50	50	25	Borrowing	Investment at St Neots to drive off competition as part of the anti-competition strategy to ensure continuous investment in the gym. Investment at St Ives is to deal with demand, the centre has reached it's highest membership level ever (2,900), this investment will ensure that the gym can cater for increased usage demand in-line with live member growth. The £25k overspend will be mitigated by a £25k underspend in the bowling project at St Ives.
	Burgess Hall Refurbishment	Stacie Shipp	170	0	0		170		170	0	Borrowing	Chairs have been ordered and physical improvements are underway and will completed within the new year to avoid disruption to the busiest season.
	Ten-Pin Bowling Refurbishment	Leigh Allaker	50	0	0		50		25	(25)	Borrowing	Proposal to spend the forecast on a 'mini' refurbishment of the area to support the general manager in achieving their forecast income for 2026/27. £25k underspend will be used to mitigate the overspend in the Gym Equipment Refresh project at St Neots & St Ives.
	Ramsey Car Park	Leigh Allaker	0	0	0		0	0	63	63	Borrowing	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 their Head of Property for consideration and request for approval.
	One Leisure St Ives Outdoor Pitch	Robbie Bratchell	1,420	0	0	(583)	837		837	0	CIL Reserve (£0.3m)	As a result of a change to the funding of this project by the Football Foundation, a report was presented to TCMG to decide on the future direction of the project. The following options were taken to TCMG on 28/07/2026 and Cabinet on 15/09/2026: Option 1 - Do nothing - Do not proceed with the project, saving £300k plus £320k CIL. Option 2 - Accept grant of £217k rather than £800k originally proposed, and proceed with Football Foundation (FF) funding (subject to conditions) Option 3 (Recommended) - Withdraw from FF funding offer and deliver the project through HDC capital programme (Additional £217k of HDC capital required) Option 3 was supported by Cabinet. A second paper will follow to Cabinet on the sourcing of the additional funding to complete the project in-house
	One Leisure St Ives Facility Improvements	Leigh Allaker	250	0	0		250		65	(185)	Borrowing	Works to be undertaken to make improvements to the athletics track. £60k to be spent in 2026/27. £185k will be used to offset the overspend in the Hinchingbrooke Country Park project
	Huntingdon Health and Sport Hub	Leigh Allaker	9,063	0	0		9,063	983	9,063	0	Borrowing (CIL Funding in later years)	3G pitch will be delivered mid-November. Main legal documentation has been signed, beginning of October , construction work will follow as part of phase 2 on week commencing 26th October 2026.
	Loves Farm Path Improvements		300	0	0		300	160	300	0	Borrowing	
	OL Sawtry Plant Reinstall	Leigh Allaker		0	0		0	7	7	7	Borrowing	Software costs relating to additional work on the IT system for implementation
	One Leisure Roof Mounted Solar	Leigh Allaker		0	0		0	7	7	7	Reserve	Retention fee relating to the project.
	Total		**11,653**	**0**	**0**	(583)	**11,070**	**1,341**	**10,962**	**(108)**		

HoS	Project Name	Project Manager	Original Budget £000s	Rephased Budget £000s	Net Rephase £000s	Growth/Virement	Current Budget £000s	Actual to date £000s	Forecast £000	Variance £000s	Funding Source	Project Manager's Comments on Status
Head of Planning, Infrastructure and Public Protection	Community Infrastructure Levy Projects	Clara Kerr	4,293	2,128	541		4,834	377	4,168	(666)	CIL Reserve	Projects are only paid their CIL allocation once they reach project milestones. There have been delays in projects therefore we are not processing as many CIL payments as expected.
	Total		**4,293**	**2,128**	**541**	**0**	**4,834**	**377**	**4,168**	**(666)**		
Head of Property and Facilities	Stonehill Refurbishment	Simon Messervy	700	300	300		1,000		1,000	0	Earmarked Reserve (£0.150) and Borrowing	The feasibility study has commenced. The final project will depend on the outcome of the feasibility study.
	Pathfinder House Solar PV	Matt Raby	65	0	0		65	6	65	0	Borrowing	Purchase and installation of solar panels.
	Re-Letting Incentives	Simon Messervy	0	150	150		150		100	(50)	Borrowing	Work at Fareham and Library Row. The full budget is not expected to be spent in 2026/27.
	Re-Letting Enhancements	Simon Messervy	0	443	443		443	3	150	(293)	Borrowing	Work at Library Row and Pathfinder House. The full budget is not expected to be spent in 2026/27.
	Estates Roof Replacement	Simon Messervy	0	130	130		130	1	0	(130)	Borrowing	A review of the project is under way. Feasibility studies are required before a decision can be made on the use of this budget.
	Health and Safety Works at Commercial Properties (Rephase)	Simon Messervy	0	51	51		51		25	(26)	Borrowing	Works are being identified.
	Energy Efficiency Works at Commercial Properties (Rephase)	Simon Messervy	0	62	62		62		31	(31)	Borrowing	Works are being identified.
	Fareham Offices Capital Works	Simon Messervy	0	0	0		0		48	48	Borrowing	Retention fee relating to the project which was completed in 2025.
	Meeting Pods	Matt Raby	43	0	0		43		0	(43)	Borrowing	Completed in 2025/26.
	Pathfinder Refresh	Matt Raby	0	0	0		0	7	7	7	Revenue	Snagging works on a project that was completed in 2025/26.
	Total		**808**	**1,136**	**1,136**	**0**	**1,944**	**17**	**1,426**	**(518)**		
	Grand Total		**29,457**	**11,694**	**5,757**	**(583)**	**34,631**	**5,122**	**36,082**	**1,451**		

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Agenda Item 8

Cabinet Council	17th November 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 6 Month Performance Review 2026/27

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 25th February 2026, this report sets out the Treasury Performance and indicators for period between 1st April 2026 and 30th September 2026.

Treasury Management is;

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

The main purpose of Treasury Management is to.

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

The key market Treasury Management issues through the first half of 2026/27 influencing the Council's decision-making were.

- The Bank of England (BoE) Bank Rate remained the same over the period at 3.75%.
- Gilt rates (10-year government bonds) fluctuated between 5.43% and 4.69% and fell to 5.43% at the end of September. Gilt rates feed into the rates paid for investing in the Debt Management Office, and also PWLB borrowing rates.
- Interest rates are forecast to first rise in the near-term to 4% and then fall back over the following year or two.

The Council's responses to the key issues were.

- When the Council has surplus funds, these will primarily be invested on a short-term basis, primarily in the DMO, money market funds, and the council's transactional bank NatWest.

- Where possible to take a higher return without sacrificing liquidity e.g. use of timed deposits at the DMO, if sufficient cash is available for short-term needs. Although currently money market fund and DMO rates are similar.

- If economic conditions are forecast to deteriorate it is vital to monitor financial institutions credit rating, and credit default swap rates (the cost to insure lending). This information is provided by the Council's treasury adviser – Link Group in regular updates.

The Council's Commercial Investment Strategy (CIS)

Indicators relating to the investments are shown in **section 11** of the report.

The commercial property portfolio is forecast to generate £2.6m of net income for the Council in 2026/27. The breakdown of the property portfolio is shown in **Appendix F** and the proportion of commercial property and service investments income in relation to net revenue stream, in **section 11** of the report.

The **Treasury Management 6 Month Performance Review** is appended to this report.

Recommendations

1.1 To note the treasury management performance included in the Treasury Management 6 Month Performance Review, for the first 6 months of 2026/27 and to recommend the report to Council for consideration.

Key Corporate Plan Priorities

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 provide Members with an overview of how the Council has managed cash balances, investments and borrowing, during first 6 months of the year, and that this is in line with approved policies and practice.

1.2 To confirm that all treasury management activities during 2026/27 have been undertaken in accordance with the Treasury Management Strategy as approved by Council.

1.3 To summarise the prevailing economic conditions and interest rate environment during the year and explain how these have influenced investment performance and borrowing decisions.

1.4 To report on the Council's investment strategy, balances held, rates achieved and the prioritisation of security and liquidity ahead of yield.

1.5 To update Members on the Council's borrowing position.

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 2026/27 Treasury Management Strategy at its meeting on 25th February 2026.

2.3 All treasury management activity undertaken during the first 6 months of 2026/27 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. ANALYSIS

3.1 Council Key Priorities and Performance

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

For details of the stewardship and returns of the council's investments and borrowing, refer to the 2026/27 Treasury Management Strategy.

3.2 Economic Review

An economic review of the year has been provided by the council's treasury management advisors, Link Group, and is attached with an analysis of the local context implications in **section 3** of the report.

3.3 Performance of Council Funds

The treasury management transactions undertaken during the first 6 months of 2026/27 financial year and the details of the investments and loans held as at 30th September 2026 are shown in detail in **Appendix D** of the report.

3.4 Non-Treasury Investments

The definition of investments in CIPFA's Treasury Management Code covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return. The full details of these investments can be found in **Section 11** and **Appendix F** of the report.

3.5 Compliance

Compliance with specific investment and debt limits and risk measures are indicated in **Appendix C** and **Appendix D**.

3.6 Treasury Management Indicators

The Council measures and manages its exposure to treasury management risks using indicators which are details in the **section 8** of the report, and Appendices C and D.

3.7 Policy Implications

N/A

3.8 Legal & Constitutional Implications

The Council is required by regulations issued under the Local Government Act 2003 to report throughout 2026/27, and so Cabinet will receive quarterly reports on Treasury Management activity, together with a more detailed mid-year report. The annual outturn report, incorporating treasury activity and the associated prudential and treasury indicators, will be presented to Cabinet in 2027. Additional reporting to Treasury and Capital Management Group will be made quarterly.

3.9 Community Impact

N/A

3.10 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.

3.11 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).

3.12 Implications for 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.

3.13 Health & Wellbeing Implications

N/A

3.14 Local Government Reorganisation (LGR) Implications

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

4. RISK MANAGEMENT

The Council's primary objectives for the management of its investment are to give priority to the security and liquidity (how quickly cash can be accessed) of its funds before seeking the best rate of return. For more details see **section 9.**

5. APPENDED REPORT

The **Treasury Management 6 Month Performance Review** is appended Including;

- Economic review (source: Link Group)
- Prudential and Treasury Indicators
- Borrowing and the Liability Benchmark
- Treasury and Prudential Limit Compliance
- Commercial Investment Strategy Indicators
- Borrowing and Investing Schedules
- Commercial Estates Property Listing
- Glossary

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

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Treasury Management 6 Month Performance Review 2026/27

Contents

1. Background
2. Introduction
3. Economics and Interest Rates
4. Treasury Management Strategy Statement & Annual Investment Strategy
5. The Capital Position and Prudential Indicators
6. Borrowing and the Liability Benchmark
7. Debt Rescheduling
8. Treasury and Prudential Limit Compliance
9. Annual Investment Strategy
10. Other Treasury Issues
11. Commercial Investment Strategy Indicators

Appendices
A Borrowing Schedule
B Capital Financing Requirement, Liability Benchmark and Borrowing
C Prudential and Treasury Indicators
D Investment Portfolio
E Approved Countries for Investments
F Commercial Estates Property Listing

Glossary

1. Background

1.1 CIPFA Consultation on the Treasury Management Code of Practice and the Prudential Code of Practice

The Chartered Institute of Public Finance and Accountancy, having consulted with local authorities over the past year, is currently weighing up potential changes to the Codes and the timing of their implementation. At this juncture, the focus seems to primarily be on the non-treasury investment aspects of local authority activity. These may fall under the auspices of Government in due course. Officers will provide an update on any material developments/changes as they arise.

1.2 Treasury management

The council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low-risk counterparties, providing adequate liquidity initially before considering optimising investment return.

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

Accordingly, treasury management is defined as:

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

2. Introduction

This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2021).
The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the council's treasury management activities.

2. Creation and maintenance of Treasury Management Practices which set out the manner in which the council will seek to achieve those policies and objectives.

3. Receipt by the full Council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report, (stewardship report), covering activities during the previous year. Quarterly reports are also required for the periods ending April to June and October to December, these are included with and follow the same process as the quarterly finance performance reports.

4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.

5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this council, the delegated body is Overview and Scrutiny Panel (Performance and Growth).

This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:

- An economic update for the first half of the 2026/27 financial year.
- A review of the Treasury Management Strategy Statement and Annual Investment Strategy.
- The council's capital expenditure, as set out in the Capital Strategy, and prudential indicators.
- A review of the council's investment portfolio for 2026/27.
- A review of the council's borrowing strategy for 2026/27.
- A review of any debt rescheduling undertaken during 2026/27.
- A review of compliance with Treasury and Prudential Limits for 2026/27.

3. Economics and Interest Rates

3.1 Economics Update

- **The first half of 2026/27 (April to September):**
- Continued resilience in the face of the ongoing energy shock, with real GDP up 0.4% m/m in July, following on from GDP of 0.5% q/q (1.4% y/y) for the quarter ending 30 June 2026.
- The 3myy rate of average earnings growth excluding bonuses remained stable throughout the period under review, initially stagnating at 3.4% in April and more latterly holding steady at 3.5% in July.
- CPI inflation stuck at 2.8% in May, but is now ticking upwards, standing at 3.1% in August and forecast to rise to 4.3% by January 2027.
- The Bank of England left interest rates unchanged at 3.75% although it intimated in its September meeting that rates will be hiked in November or December if a resolution to the conflict in the Middle East is not forthcoming before then.
- The 10-year gilt yield fluctuated between 5.43% and 4.69%, ending September at 5.43%.
- The economy has continued to surprise to the upside, with real GDP growth of 0.6% q/q for the period January to March, followed by a resilient 0.5% q/q rise through to the end of June. This has been followed by another strong monthly increase of 0.4% m/m in July. This marked the biggest rise since the Middle East conflict started and suggests the resilience of the economy in the first half of the year continued into the early stages of the second half. The rise in July was broad-based with services output up by 0.4% m/m, industrial production 0.2% m/m higher and construction output rising by 0.1% m/m. The Office for National Statistics also noted that businesses reported stronger activity related to AI and cloud computing.
- If real GDP is flat in both August and September, a further healthy rise of 0.6% q/q is anticipated. However, the economy's prolonged resilience is unlikely to last as the drag from rising energy prices (the January energy cap is projected to increase by c20%) and borrowing costs will be felt before long.
- The fall in the composite Purchasing Manager Index (PMI) from 49.7 in May to a 14-month low of 49.4 in June was entirely driven by services activity. Indeed, the services activity PMI fell from 49.3 to a 41-month low of 48.7 due to rising costs and political uncertainty weighing on consumer confidence. That weakness was partly offset by a rise in the manufacturing output for a third consecutive month but that was due to fears of shortages causing businesses to build stocks. Overall, the composite PMI suggested the strong start to the year would be followed by tepid growth at best.
- By September, the composite PMI stood at 52.0. While this was still indicative of expanding activity, it was weaker than August's 52.5 and the lowest level in three months, suggesting the latest leap in energy prices and the prospect of another tax-raising Autumn Budget are weighing on activity. Within the composite report, employment contracted (i.e., a reading below 50) for the twenty-fourth consecutive month while higher fuel and payroll costs contributed to the sharpest rise in prices

charged since May. The services PMI fell from 52.5 to 52.1, reportedly due to subdued domestic economic conditions and ongoing geopolitical uncertainty. Meanwhile, weak consumer demand constrained production, bringing the manufacturing output subcomponent balance down from 52.1 to a six-month low of 51.5. The press release also noted that weaker consumer demand was partly offset by AI investment and greater defence spending.

- Retail sales volumes were up in every major category except “other stores” and fuel in August, leaving the headline figure up 0.5% m/m. That fully reversed the 0.5% m/m decline in July and left the level of retail sales 2.4% higher than last August. Even if retail sales volumes were flat in September, volumes for the quarter as a whole would still rise by 0.5% q/q, higher than the 0.2% q/q rise in the previous quarter. August’s figure suggests that other factors are offsetting the drag on real incomes from higher energy prices and borrowing costs, or that households remain able and willing to reduce their saving rate to sustain recent spending growth. That said, with inflation yet to peak, the biggest drag on households’ real income has yet to come.
- The public finances have been challenged for several months now. Public sector net borrowing of £23.3bn in May was above the Office for Budget Responsibility’s (OBR’s) forecast of £17.7bn and £5.4bn above the corresponding figure last year. The weak performance in May was mainly due to the strength of government spending, as the rise in Retail Prices Index inflation in March meant debt interest payments were £4.1bn higher than in May 2025, £3.3bn higher than the OBR anticipated in March and the highest in any May on record. Tax receipts of £85.5bn were also below OBR predictions.
- More recently, public sector net borrowing of £18.3 billion in August was once again higher than the OBR’s forecast of £14.8 billion. It also marked the second highest August borrowing figure since records began in 1993. At £12.4 billion, current borrowing (i.e., excluding investments) which is important for the Chancellor’s fiscal mandate, was also above the OBR’s forecast of £10.4 billion. Higher central government tax receipts were not enough to offset the effect of higher government spending. Central government expenditure overshot the OBR’s forecast by £2.3 billion, partly due to higher inflation pushing up debt interest payments and government spending on public services.
- Regarding employment, the latest PAYE employment figure for August saw a 26,000 fall, leaving employment 95,000 lower than before the start of the Iran War in February and 0.5% lower than a year ago. The number of job vacancies continued to fall, edging down from 706,000 in the three months to July to 702,000 in the three months to August. While alternative measures of employment show a slightly stronger picture, the unemployment rate stayed at 4.9% in July for the fourth consecutive month.
- That recent further weakening of the labour market continues to weigh on pay growth. The 3myy growth rate of average earnings including bonuses eased from 4.2% in June to 3.9% in July entirely off the back of a slowdown in private sector bonus growth. By contrast, a jump in public sector bonus growth meant that total public sector pay growth rose from 6.2% to 6.6%. The timelier HMRC median PAYE measure of pay tells a similar story, with the 3myy growth rate falling from 4.5% in July to a seven-month low of 4.1% in August. That points to a further fall in average earnings growth from 3.9% to around 3.6%.

- The knock-on impact from surging energy prices is now being felt, pushing CPI inflation up from 2.9% in July to 3.1% in August. That increase was entirely due to the 6.9% m/m rise in fuel prices, which lifted annual fuel inflation from 15.3% to 23.0%. Even so, higher energy costs do not yet seem to be boosting other items of the CPI just yet. For example, food and drink inflation stayed at 1.3%. That said, the combination of the current levels of energy prices, with brent crude still around $100pb, and the eventual "first-round" effect of businesses passing on some of their higher energy costs will likely result in CPI inflation rising to around 3.6% in September and to a peak of about 4.3% in January based on forecasts from Capital Economics.
- Regarding Bank Rate, the Bank of England will want to steer clear of allegations of taking too long to act as inflation picks up, and in September intimated that despite a 6-3 vote against increasing Bank Rate to 4%, four of the majority who voted for no change are minded to vote for a rate hike in November or December if the conflict in the Middle East remains unresolved.
- April through to September brought more volatility for the gilt market. For example, after ending March at 4.92%, the 10-year Gilt shot up to 5.18% in mid-May, its highest level since 2008. Its movement since has reflected sentiment in the Middle East, falling back to 4.7% in June but finishing September at 5.43% as US/Iran relations remain sour.
- The FTSE 100 started April below 10,200, below its record high of around 10,900 in late February. Nonetheless, the index surged to just shy of that level in late July. More recently, it has struggled, ending September at 10,606. Moreover, it materially underperformed the broader more domestic-focused FTSE 250 and most other international indices over this period, weighed down by weightings towards energy, mining, financials and pharmaceuticals and lack of exposure to tech stocks which generally outperformed globally.

- **MPC meetings: 30 April, 18 June, 30 July, 17 September 2026**
- There were four Monetary Policy Committee (MPC) meetings held in the first half of the financial year. In April, the Committee voted 8-1 to keep rates at 3.75%, with one dissenter voting for 4%. By June, the split had become 7-2, with concerns that rising energy prices, emanating from the conflict in the Middle East, would lift inflation and potentially give rise to second round inflation effects reflected in higher wages.
- As the year has progressed, the split has grown further. The July and September meetings both recorded a 6-3 split, with Greene, Mann and Pill voting for a hike in rates to 4% at both meetings. As noted, several other members of the committee have intimated that they are likely to vote for an increase in November or December if there is no resolution to the conflict in the Middle East.

3.2 Interest Rate Forecasts

The Authority has appointed MUFG Corporate Markets as its treasury advisors and part of their service is to assist the Authority to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the Standard Rate minus 20bps) which has been accessible to most authorities since 1 November 2012.

MUFG Corporate Markets' latest forecast on 21 September sets out a view that short, medium and long-dated interest rates will eventually fall back over the next year or two, although in the near-term there is an anticipated increase in Bank Rate to 4% given the upward influences on inflation primarily emanating from energy price shocks driven by events in the Middle East. The challenging UK fiscal backdrop provides some further upside risks to the medium to longer part of the curve, which has also been revised higher in the near-term.

It is noted that the broader market sentiment has focussed on Bank Rate increasing to a peak between 4.5% and 4.75%, but the central view of MUFG Corporate Markets is that a backdrop of a significant increase of 20%+ in the energy price cap likely in January, and with mortgage rates also shifting upwards, households are unlikely to be able to support the economy as strongly as they have done so in the first half of the financial year.

MUFG Corporate Markets Interest Rate View 21.09.26													
	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29	Jun-29	Sep-29	Dec-29
BANK RATE	4.00	4.00	4.00	3.75	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	4.00	4.00	3.80	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.10	4.00	3.80	3.70	3.50	3.40	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.70	3.70	3.70	3.70	3.70	3.70
5 yr PWLB	5.60	5.60	5.30	5.10	4.70	4.50	4.50	4.40	4.40	4.30	4.30	4.30	4.30
10 yr PWLB	6.00	5.90	5.60	5.40	5.00	4.80	4.80	4.70	4.70	4.60	4.60	4.60	4.60
25 yr PWLB	6.50	6.40	6.10	5.90	5.60	5.30	5.30	5.30	5.30	5.30	5.20	5.20	5.20
50 yr PWLB	6.10	6.10	5.80	5.50	5.30	5.10	5.00	5.00	5.00	5.00	4.90	4.90	4.90

MUFG Corporate Markets Interest Rate View 03.08.26													
	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29	Jun-29	Sep-29
BANK RATE	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80	3.80	3.80
5 yr PWLB	5.20	5.00	4.80	4.70	4.50	4.30	4.20	4.10	4.10	4.10	4.20	4.20	4.20
10 yr PWLB	5.70	5.50	5.30	5.20	5.00	4.80	4.70	4.60	4.60	4.60	4.70	4.70	4.70
25 yr PWLB	6.30	6.00	5.80	5.70	5.40	5.30	5.20	5.20	5.20	5.20	5.20	5.20	5.30
50 yr PWLB	6.10	5.80	5.60	5.50	5.20	5.10	5.00	5.00	5.00	5.00	5.00	5.00	5.10

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	Jun-29	Sep-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	3.25	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	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	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	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	4.20	4.20
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	4.70	4.70
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	5.20	5.20
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	5.00	5.00

4. Treasury Management Strategy Statement and Annual Investment Strategy

The Treasury Management Strategy Statement, (TMSS), for 2026/27 was approved by the Council on 25th February 2026.

- There are no policy changes to the TMSS; the details in this report update the position in the light of the updated economic position and budgetary changes already approved.

5. The Council's Capital Position and Prudential Indicators

This part of the report updates on:

- The council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

5.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget.

Capital Expenditure by Service	2026/27 Original Budget £000s	2026/27 Current Budget (1) £000s	2026/27 Forecast £000s
Chief Digital and Information Officer	920	789	794
Environmental Services	4,163	4,501	3,687
Customer Services	50	0	0
Community Services	1,600	1,610	1,800
Parks Countryside and Climate	3,028	5,327	5,597
Finance	50	50	0
Housing and Regeneration	2,892	4,506	7,648
Leisure and Health	11,653	11,070	10,962
Planning	4,293	4,834	4,168
Property and Facilities	808	1,944	1,426
Total Capital expenditure	**29,457**	**34,631**	**36,082**

(1)Includes rephased budgets from 2025/26

5.2 Changes to the Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above), highlighting the original supported and unsupported elements of the capital programme, and the expected financing arrangements of this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the council by way

of the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt (the Minimum Revenue Provision). This direct borrowing need may also be supplemented by maturing debt and other treasury requirements.

Capital Financing	2026/27 Original Budget £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
Total Capital expenditure	**29,457**	**34,631**	**36,082**
Financed by:			
Capital Grants	5,643	8,037	11,572
Capital Reserves	4,293	4,834	4,168
Capital Receipts	50	50	50
Total financing	**9,986**	**12,921**	**15,790**
Borrowing requirement	**19,471**	**21,710**	**20,292**

Capital is not charged directly to revenue, but there is an effect on revenue of capital expenditure. This is made up of the interest on any loans taken out to finance capital, and the annual Minimum Revenue Provision (MRP) charge. The MRP charge is based on the cost of each asset divided by the life of the asset, the result is charged to revenue each year. The table below shows the effect on the charge to revenue as a result of changes to the capital programme.

Proportion of Financing Costs to Net Revenue Stream	2026/27 Budget £000s	2026/27 Current Budget £000s	2027/27 Forecast £000s
Net Revenue Stream	27,715	28,738	28,586
Financing Costs	4,327	4,327	4,106
Proportion of Net Revenue Stream	**16%**	**15%**	**14%**

5.3 Changes to the Prudential Indicators for the Capital Financing Requirement (CFR), External Debt and the Operational Boundary

The table below shows the CFR, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period, which is termed the Operational Boundary.

Prudential Indicator – Capital Financing Requirement

The CFR is forecast to be £1.481m less than current budget (the current budget includes budget rephasing's from 2025/26).

Prudential Indicator – the Operational Boundary for external debt

	2026/27 Original Budget £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
Prudential Indicator – Capital Financing Requirement			
Capital Financing Requirement[1]	**79,080**	**74,552**	**74,552**
Net Movement in CFR[2]	**16,121**	**18,580**	**17,162**
CFR (Year end position)	**95,201**	**93,132**	**91,714**
Prudential Indicator – the Operational Boundary for external debt			
Borrowing[3]	115,000	34,255	34,255
Long-term liabilities[4]		1,721	1,721
Total debt (year-end position)	**115,000**	**35,976**	**35,976**

[1] Opening CFR 2026/27 £74.552m actual used for Current Budget and Forecast. For the Original Budget £79.080m.

[2] Borrowing Requirement – MRP = £19.471m - £3.350m = £16.121m

[3] £115m is the limit set in the 2026/27 Treasury Management Strategy.

[4] Finance lease for Phoenix Court.

5.4 Limits to Borrowing Activity

The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for capital purposes. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2026/27 and next two financial years. This allows some flexibility for limited early borrowing for future years.

Total Debt	2026/27 Original Budget £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
Borrowing	34,255	34,255	34,255
Long-term liabilities[1]	600	1,721	1,721
Total debt	**34,855**	**35,976**	**35,976**
CFR (Year end position)	**95,201**	**93,132**	**91,714**

[1] Finance lease for Phoenix Court.

A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected

maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised limit for external debt	2026/27 Original Indicator £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
General Debt Other long-term liabilities	95,000	11,721	11,721
Service Loans	15,000	0	0
CIS Debt	25,000	24,255	24,255
Total	**135,000**	**35,976**	**35,976**[1]

[1] This is the sum of the debt at the year-end (£34.255m) plus long-term liabilities (Phoenix Court lease) of £1.721m.

6. Borrowing

The council's forecast capital financing requirement (CFR) for 2026/27 is £91.7m. The CFR denotes the council's underlying need to borrow for capital purposes. If the CFR is positive the council may borrow from the PWLB or the market (external borrowing), or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions and interest rates. The table in 5.4 shows the council has external borrowing of £36.0m and therefore forecast to utilise £55.7m of cash flow and balance sheet funds in lieu of borrowing (CFR – total debt). This is a prudent and cost-effective approach in the current economic climate but will require ongoing monitoring if gilt yields remain elevated, particularly at the longer-end of the yield curve (25 to 50 years) if borrowing is required in the near-term.

It is currently forecast that further external borrowing will not be undertaken during this financial year.

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

The Council is currently in an under-borrowed position, external borrowing is less than the CFR, internal borrowing is being used (i.e. reserves and working capital) to fund capital expenditure, this according to the liability benchmark will continue until the mid 2030s, based on the current borrowing position. However as more borrowing is taken on to finance capital expenditure the CFR will likely move outwards and the liability benchmark moves upwards as the investment balance reduces. The CFR is being gradually reduced by application of the minimum revenue provision (MRP) charge to revenue, although as new expenditure plans are made the CFR line will reduce at a slower rate, and will not in reality reach zero. The cash available to invest will increase as the MRP builds up in the cash balances. The liability benchmark line (dotted) is the cash available to invest less a liquidity buffer to meet any immediate cashflow needs. Future borrowing which may be required in future

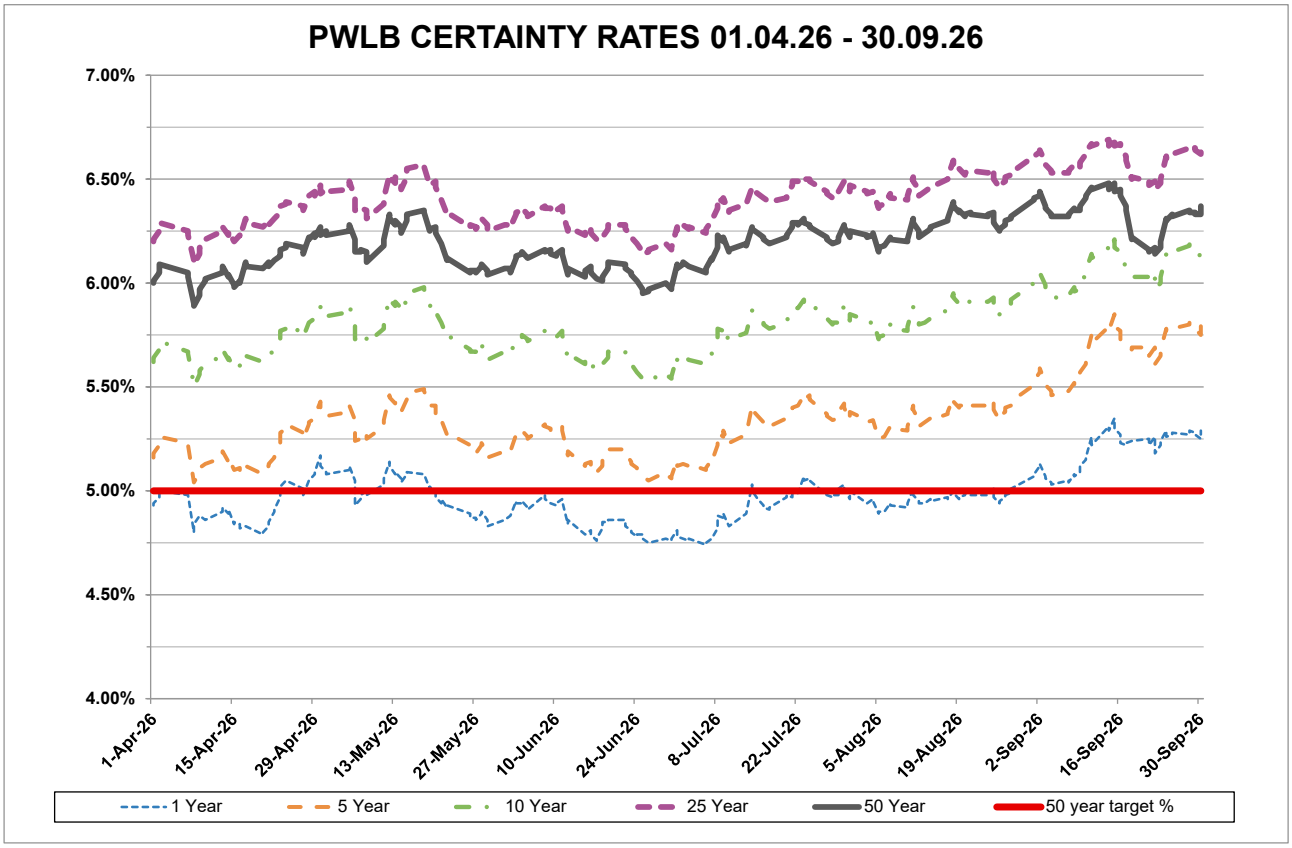
PWLB maturity certainty rates (gilts plus 80bps) year to date to 30 September 2026

Gilt yields and PWLB Certainty Rates have remained volatile throughout the six months under review, but the general trend has been for the whole curve to shift higher on the back of inflation concerns and a pessimistic outlook for fiscal aspects, both domestically and internationally.

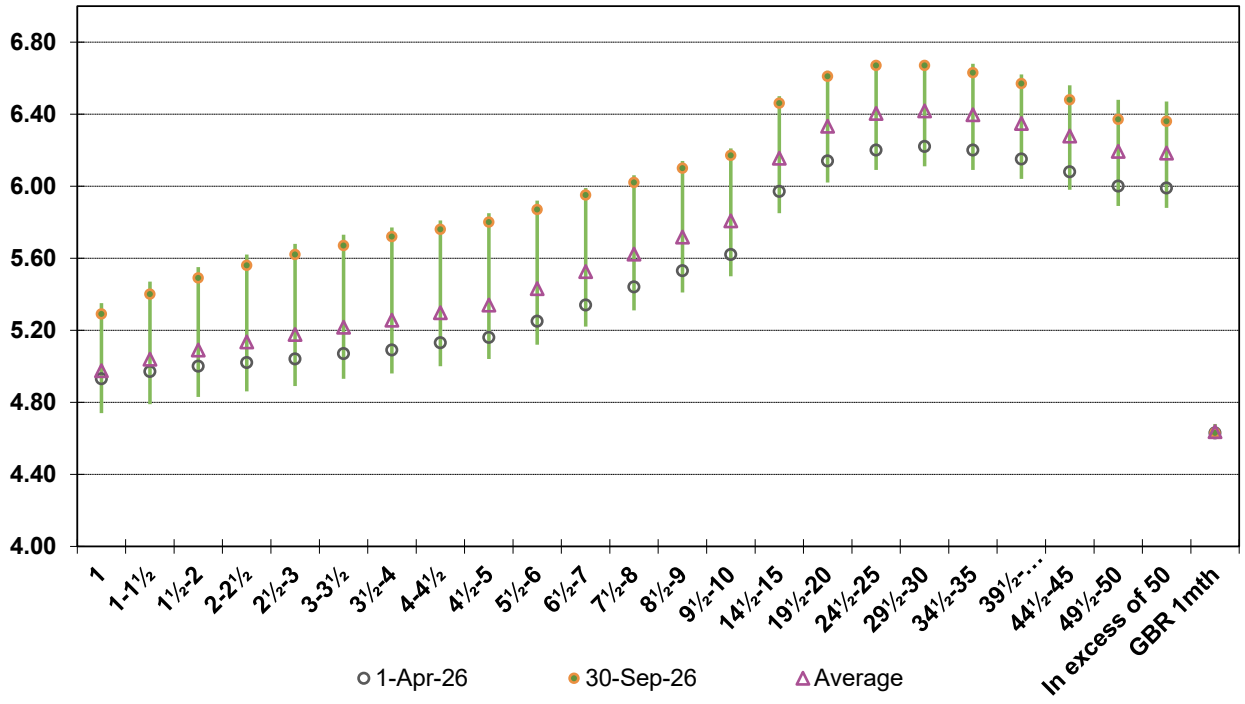
Consequently, the bulk of the low points in the charts below pertain to early April 2026 with the highs congregated around mid-September. The spreads have ranged from 0.59% in the 50-year part of the curve through to 0.81% in the 5-year part of the curve.

At this juncture, MUFG Corporate Markets forecasts rates to fall back over the next one to three years as inflation dampens, but in the near-term there are upside risks should the second-round effects of inflation, primarily from energy price shocks emanating in the Middle East, become embedded. That scenario could lead to wage increases becoming more challenging from an inflation-management perspective, resulting in monetary policy tightening further than currently forecast (one increase in Bank Rate of 0.25% in either November or December 2026). Conversely, a swift resolution to the conflict in the Middle East could see energy prices fall back swiftly and, therein, an easing in inflation concerns and monetary policy respectively. Currently, the CPI measure of inflation is expected to hit a high of 4.3% in early 2027 before falling back towards the 2% target rate by 2028.

PWLB CERTAINTY RATES 01.04.26 - 30.09.26



PWLB CERTAINTY RATE VARIATIONS 01.04.26 to 30.09.26



HIGH/LOW/AVERAGE PWLB CERTAINTY RATES FOR 01.04.26 – 30.09.26

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2026	4.93%	5.16%	5.62%	6.20%	6.00%
30/09/2026	5.29%	5.80%	6.17%	6.67%	6.37%
Low	4.74%	5.04%	5.50%	6.09%	5.89%
Low date	06/07/2026	08/04/2026	08/04/2026	08/04/2026	08/04/2026
High	5.35%	5.85%	6.21%	6.70%	6.48%
High date	15/09/2026	15/09/2026	15/09/2026	15/09/2026	14/09/2026
Average	4.98%	5.34%	5.81%	6.40%	6.19%
Spread	0.61%	0.81%	0.71%	0.61%	0.59%

- The current PWLB rates are set as margins over gilt yields as follows: -.
    - PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
    - PWLB Certainty Rate (GF) is gilt plus 80 basis points (G+80bps)
    - PWLB Local Infrastructure Rate is gilt plus 60 basis points (G+60bps)
    - PWLB Certainty Rate (HRA) is gilt plus 40bps (G+40bps)

- The National Wealth Fund will lend to local authorities that meet its scheme criteria at a rate currently set at gilt plus 40bps (G+40bps).

7. Debt Rescheduling

Debt repayment and rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt repayments or rescheduling have been undertaken to date in the current financial year.

8. Compliance with Treasury and Prudential Limits

It is a statutory duty for the council to determine and keep under review the affordable borrowing limits. During the half year ended 30 September 2026, the council has operated within the treasury and prudential indicators set out in the council's Treasury Management Strategy Statement for 2026/27, and no difficulties are envisaged for the current or future years in complying with these indicators.

All treasury management operations have also been conducted in full compliance with the council's Treasury Management Strategy and Practices.

See Appendix C for details of the Prudential and Treasury indicators.

9. Annual Investment Strategy

The Treasury Management Strategy Statement (TMSS) for 2026/27, which includes the Annual Investment Strategy, was approved by the Council on 25th February 2026. In accordance with the CIPFA Treasury Management Code of Practice, it sets out the council's investment priorities as being:

- Security of capital
- Liquidity
- Yield

The council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the council's risk appetite. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with high credit quality financial institutions, using the Link suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

Creditworthiness.
The UK's sovereign rating has proved to be robust through the first half of 2026/27. The Government is expected to outline in detail its future fiscal proposals in the Budget scheduled for 28 October 2026.

Investment Counterparty criteria
The current investment counterparty criteria selection approved in the TMSS is meeting the requirement of the treasury management function. The portfolio of investments as at 30th September 2026 are listed in Appendix D.

Credit Default Swap prices
It is noted that sentiment in the current economic climate can easily shift, so it remains important to undertake continual monitoring of all aspects of risk and return in the current circumstances. See Appendix D.

Investment balances
The average level of funds available for short-term investment purposes during the first half of the financial year was **£71.3m**. These funds are available in the short-term to medium - term, the level of funds available was mainly dependent on the timing of precept payments, receipt of grants and progress on the capital programme as well as balances on reserves (e.g. CIL reserve) and balance sheet working capital e.g. debtors and creditors.

Investment Performance

The following indicators are to be reported on as stated within the Treasury Management Strategy 2026/27. See also Appendix C.

- Portfolio risk score; **1.03**
- Average credit rating (security); **AA-**
- Weighted average maturity (Fixed term deposits); **22 days** (as at 30/09/2026)
- Interest rate risk; **£512,492**
- Rate of return; **3.86%**
- Liquidity; **£20.477m**

The council's budgeted investment interest return for 2026/27 is £1.671m, and the current forecast for the year is £2.229m.

Approved limits
The approved limits within the Annual Investment Strategy were not breached during the period ended 30 September 2026.

Proportionality of Investments
The Council is dependent on 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 of the Council is dependent on achieving the expected net investment income from investments, and how this has changed since the budget was set.

Proportionality of Investments	2026/27 Budget £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
Gross Service Expenditure	86,598	87,980	91,859
Net Investment income	3,755	3,232	2,905
Proportion	**4%**	**4%**	**3%**

Approved limits
Officers can confirm that the approved limits within the Annual Investment Strategy were not breached during the half year ended 30 September 2026.

10. Other Treasury Issues

1. IFRS 9 Fair Value of Assets Statutory Override

Following the consultation undertaken by MHCLG on IFRS 9, the Government has extended the statutory override for local authorities to reverse out (to an unusable reserve) all unrealised fair value movements resulting from pooled investment funds until 1st April 2029**.** This only applies to existing pooled fund investments not to new investments. This mechanism applies to the CCLA Property Fund in which the council has £4m invested.

2. Changes in risk appetite

The 2021 CIPFA Codes and guidance notes place importance on risk management. Where an council changes its risk appetite e.g., for moving surplus cash into or out of certain types of investment funds or other types of investment instruments. During this half year the council has maintained its use of the Debt Management Officer (DMADF) and Money Market Funds as been its strategy over the last few years.

3. Sovereign limits

The Council has determined that it will only use approved counterparties from the UK, and from countries with a **minimum sovereign credit rating of AA- from fitch or equivalent (investing in the UK will continue even if the UK's credit rating falls below AA-).** The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix E. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

11. Commercial Investment Strategy Indicators

Commercial Investment Indicators	2025/26 Actual	2026/27 Original Forecast	2026/27 Forecast
Interest Cover Ratio	1.8	1.7	2.1
Loan to Value Ratio	107.5%	104.9%	115.4%
Gross Rent Multiplier	12.7	14.0	13.6

Interest cover ratio (income/interest) is used to measure how readily a business can pay the interest due on loans. Loan to value is the value of the loan to the value of the property. If the percentage is over 100% that means the value of loan is more than the value of the property, a reduction in the value of the Rowley Centre has increased this indicator. Gross rent multiplier is the value of a property compared to its annual rental income, the lower the ratio the higher the yield.

Net income from Commercial and Service Investments	2026/27 Budget £000s	2026/27 Current Budget £000s	2026/27 Forecast £000s
Net income (1)	3,755	3,232	2,905
Net revenue stream	27,715	28,738	28,586
Proportion of net revenue stream	**14%**	**11%**	**10%**

(1) This is the total of CCLA Property Fund, Loans to Organisations and Commercial Estates. Forecast - £162k+£138k+£2,605k = £2,905k

The summary property listing is below, with valuations as at 31st March 2026. See Appendix F for the full detail.

Commercial Investment Property (Summary)	31/03/2025 Value £000s	Gain/(Loss) Addition £000s	31/03/2026 Value(1) £000s
Legacy Properties;			
Huntingdon	21,959	(775)	21,184
St Ives	1,523	109	1,632
St Neots	7,327	181	7,508
	30,809	**(485)**	**30,324**
CIS Properties			
2 Stonehill	2,276	189	2,465
80 Wilbury Way	1,908	282	2,190
Shawlands Retail Park	5,551	606	6,157
1400 & 1500 Parkway	4,037	(132)	3,905
Rowley Arts Centre, St Neots	5,899	(1,092)	4,807
Little End Road, St Neots	5,265	146	5,411
Tri-link, Wakefield	15,950	1,601	17,551
Alms Close	1,506	0	1,506
	42,392	**1,600**	**43,992**
Total	**73,201**	**1,115**	**74,316**

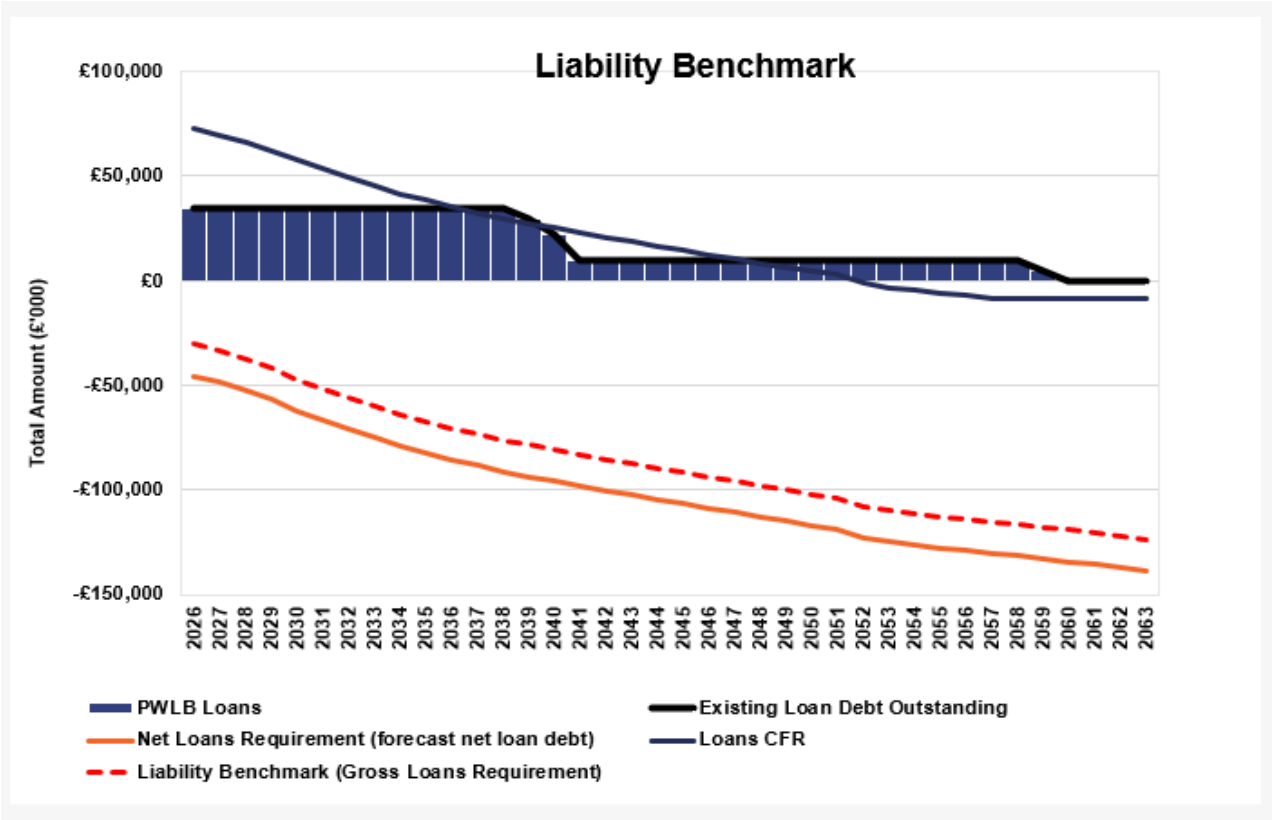
(1)The valuations are still subject to review and audit

APPENDIX A: External Borrowing Schedule

Counterparty	Type	Amount £	Rate %	Start Date	Maturity Date
PWLB	Maturity	5,000,000	3.91	19/12/2008	19/12/2057
PWLB	Maturity	5,000,000	3.90	19/12/2008	19/12/2058
PWLB	Maturity	5,000,000	2.78	02/10/2017	02/10/2037
PWLB	Maturity	7,291,685	2.49	11/03/2019	11/03/2039
PWLB	Maturity	11,963,000	2.18	26/06/2019	26/06/2039
		34,254,685			

APPENDIX B: CFR, Liability Benchmark and Borrowing

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



There are four components to the LB: -

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

The Council is currently in an under-borrowed position (external borrowing is less than the CFR, internal borrowing is being used i.e. reserves and working capital to fund capital expenditure), this according to the liability benchmark will continue until the mid 2030s, although as plans evolve the CFR will likely move outwards. The CFR is being gradually reduced by application of the minimum revenue provision (MRP) charge to revenue, although as new expenditure plans are made the CFR line will reduce at a slower rate, and will not in reality reach zero.

The cash available to invest will increase as the MRP builds up in the cash balances. The liability benchmark line (dotted) is the cash available to invest less a liquidity buffer to meet any immediate cashflow needs.

APPENDIX C: Prudential and Treasury Indicators

Treasury Indicators	2026/27 Limit £'000	30.09.26 Actual £'000
Authorised limit for external debt	135,000	34,255
Operational boundary for external debt	115,000	34,255
Gross external debt		35,976
Investments		80,943
Net investment		44,967
Maturity structure of fixed rate borrowing - upper and lower limits		
Under 12 months	0%/80%	0.0%
12 months to 2 years	0%/80%	0.0%
2 years to 5 years	0%/80%	0.0%
5 years to 10 years	0%/100%	0.0%
10 years to 20 years	0%/100%	70.7%
20 years to 30 years	0%/100%	0.0%
30 years to 40 years	0%/100%	29.2%
40 years to 50 years	0%/100%	0.0%
Upper limit for principal sums invested over 365 days Year 1 Year 2 Year 3	 10,000 9,000 8,000	 4,000 4,000 4,000
Minimum Total Cash Available (3 month end rolling – July to September)(1)	15,000	20,477
Interest Rate Risk (Impact of 1% rise/fall)	600	560

Average Credit Rating[2] of investments[3]	A-	AA-
Portfolio Average Risk[4]		1.03

[1] Simple average on month end balances

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

[3] Includes MMFs, DMO and Banks

[4]Score is on scale 1 to 7, with 7 the highest risk, this is calculated by Link from a return made monthly 30/09/2023 = 1.03, 31/03/2024 = 1.02, 30/06/2024 = 1.01

Prudential Indicators	2026/27 Budget £'000	2026/27 Forecast £'000
Capital expenditure		
Capital Financing Requirement (CFR)	95,201	91,651
Annual change in CFR[1]	16,121	17,099
In year external borrowing requirement	0	0
Proportion of financing costs to net revenue stream	16%	15%

[1]The forecast is higher because of rephasing from 2025/26, however the opening CFR position was lower than budget because of the delayed expenditure and subsequent rephasing.

APPENDIX D: Investment Portfolio

Investments held as of 30 September 2026 compared to the 2026/27 counterparty list:

Counterparty	2026/27 Limit £m	30/09/2026 Actual £m
Deposit Accounts and Deposits		
NatWest Business Reserve Account	4.00	0.692
Barclays Interest Bearing Account	4.00	.0001
Debt Management Office (DMO)	Unlimited	55.900
Money Market Funds		
Aberdeen Liquidity Fund	5.00	3.160
BlackRock Institutional sterling liquidity Fund	5.00	3.025
CCLA Public Sector Deposit Fund	5.00	2.950
Federated Short Term Prime Fund	5.00	2.970
HSBC Global Liquidity Funds ESG	5.00	2.920
Insight Liquidity Fund	5.00	1.200
Invesco Liquidity Fund	5.00	2.925
Legal & General Sterling Liquidity Fund	5.00	1.200
Property Fund		
CCLA Property Fund	5.00	4.000
Total Investments		**80.943**

Counterparty	Balance 01/04/2026 £m	Movement £m	Balance 30/09/2026 £m	Weighted Average Rate[1] %	Weighted Average Maturity (Days)[1]
Banks[2] (NatWest/Barclays)	0.223	0.469	0.693	2.00	1
Debt Management Office (DMADF)	46.300	9.600	55.900	3.81	31
Money Market Funds	19.180	1.170	20.350	3.91	1
Property Fund (CCLA)	4.000	0.000	4.000[3]	4.67[4]	>365
Total Investments	**69.703**	**11.240**	**80.943[5][6]**	**3.86**	
Loans	1.984	(0.00)	1.984	6.99	743
Total	**71.687**	**11.240**	**82.927[5]**	**3.93**	

[1]At month end

[2] NatWest (£692k) and Barclays (£1k) deposit accounts at 30/09/2026

[3]The Net Asset Valuation as at 30/08/2026 is £3.541m

[4]Dividend yield on net asset value at 30/08/2026

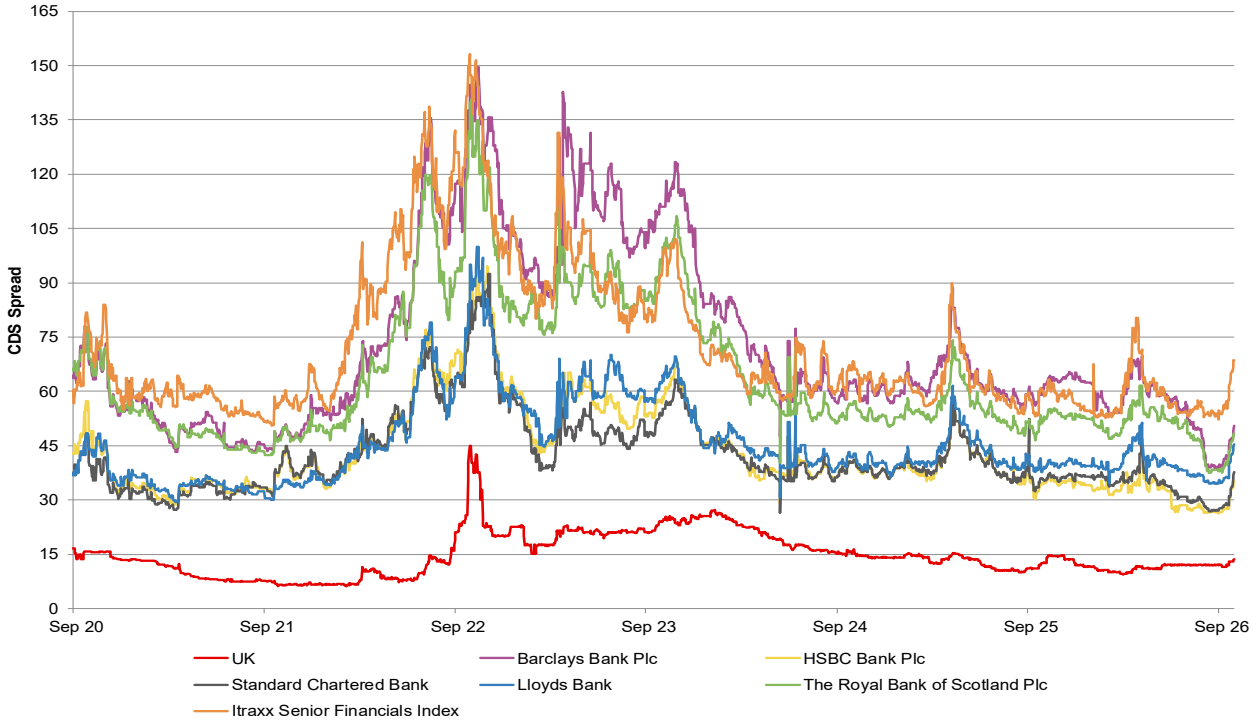
[5]This is a net movement, invested was £355.765m and repaid £344.525m.

[6]The total investment balance at the end of Q1 was £68.738m

a

UK Banks 5 Year Senior Debt Credit Default Swaps (CDS) Spreads as of 30 September 2026

This is an optional graph which shows the assessment of creditworthiness risk of key banks. The cost of insuring against default is low in historic terms despite a recent tick up. (The chart below shows the cost in basis points of ensuring against the prospect of default on 5 year "paper" issued by major UK banks v the ITRAXX Senior Financials Index.)



APPENDIX E: Approved Countries for Investments as of 30 September 2026

The UK will remain on the list of approved countries even if its credit rating drops below AA-.

Based on lowest available rating

AAA

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

AA+

- Canada
- U.S.A.

AA

- Abu Dhabi (UAE)
- Finland
- Qatar

AA-

- **U.K.**

A+

- Belgium
- France

APPENDIX F Commercial Investment Property Listing

Commercial Investment Property	31/03/2023 Value £000s	Gain/(Loss) Additions £000s	31/03/2024 Value £000s	Gain/(Loss) Additions £000s	31/03/2025 Value £000s	Gain/(Loss) Additions £000s	31/03/2026 Value £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 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**

GLOSSARY

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

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

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

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

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

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

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

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

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

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

Collar (Money Market Fund)
The fund "collar" forms part of the valuation mechanism for the fund. LVNAV funds allow investors to purchase and redeem shares at a constant NAV calculated to 2 decimal places, i.e. £1.00. This is achieved by the fund using amortised cost for valuation purposes, subject to the variation against the marked-to-market NAV being no greater than

20 basis points (0.2%). (This compares to current Prime CNAV funds which round to 50 basis points, or 0.5%, of the NAV.)

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

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

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

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

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

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

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

Federal Reserve (Fed)
The central bank of the United States.

FOMC (Federal Open Market Committee)
The committee within the US Federal Reserve that makes decisions about interest rates, and the US money supply.

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

GDP (Gross Domestic Product)
The total value of all final goods and services produced and sold in a year by a country.

Gilts
Bonds issued by the Government in Sterling.

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

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

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

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

Minimum Revenue Provision (MRP)
An amount set aside annually from revenue to repay external debt.

Monetary Policy Committee (MPC)
A committee of the Bank of England that meets to decide on the UK interest rate.

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

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

MUFG Corporate Markets
The council's treasury advisors were called Link Group.

Office of Budget Responsibility (OBR)
An independent public sector body that provides independent forecasts.

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

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

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

Purchasing Managers Index
Economic indicators derived from monthly surveys of private sector companies.

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

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

Security, Liquidity, Yield (SLY)
The factors taken into account when investing and are prioritised in the order.

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

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

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

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

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

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

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

UN Principles for Responsible Investments

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

The principles that the signatories sign up to are;

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

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