A meeting of the **TREASURY AND CAPITAL MANAGEMENT GROUP** will be held in **LANCASTER & STIRLING, CIVIC SUITE, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **TUESDAY, 28 JULY 2026** at **12:00 PM** and you are requested to attend for the transaction of the following business:-

AGENDA

APOLOGIES

1. **MEMBER'S 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: Dem Services

2. **NOTING OF TERMS OF REFERENCE** (Pages 5 - 8)

To note the Terms of Reference for the Treasury and Capital Management Group.

Contact Officer: A O'Malley

3. **TREASURY MANAGEMENT UPDATE 2026/27 QUARTER 1** (Pages 9 - 16)

The Group is invited to note the contents of the report and to endorse the continued prudent approach to treasury management.

Contact Officer: S Beard

4. **2026/27 CAPITAL PROJECTS UPDATE QUARTER 1** (Pages 17 - 26)

The Group is invited to comment on and approve the recommendations within the report.

Contact Officer: S Beard

5. **COMMERCIAL INVESTMENT STRATEGY REPORT** (Pages 27 - 36)

The Group is invited to note the update on the Commercial Investment Portfolio.

Contact Officer: M Raby

6. CAMBRIDGESHIRE HORIZONS LEGACY FUNDING (Pages 37 - 48)

The Group is invited to comment on the report and consider the recommendations within the report.

Contact Officer: P Scott

7. STONEHILL - FEASIBILITY STUDY (Pages 49 - 58)

The Group is invited to note the report.

Contact Officer: M Raby

8. ONE LEISURE ST IVES OUTDOOR - 3G FOOTBALL PITCH (Pages 59 - 76)

The Group is invited to note and approve the recommendations contained within the report.

Contact Officer: G Holland

9. ONE LEISURE HUNTINGDON (Pages 77 - 180)

The Group is invited to acknowledge and accept the recommendations contatined within the report.

Contact Officer: G Holland

10. EXCLUSION OF PRESS AND PUBLIC

To resolve –

> that the press and public be excluded from the meeting because the business to be transacted contains exempt information relating to the financial or business affairs of any particular person (including the authority holding that information).

11. MINUTES (Pages 181 - 184)

To approve as a correct record the Minutes of the Treasury and Capital Management Group meeting held on 10th June 2025.

Contact Officer: Dem Services

20 day of July 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 Mrs Beccy Buddle, Democratic Services Officer, Tel No: 01480 388008/e-mail Beccy.Buddle@huntingdonshire.gov.uk if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Committee/Panel.

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

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

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

Emergency Procedure

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

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Treasury and Capital Management Group (TCMG) – Terms of Reference

Constitution

The creation of TCMG was approved by Council on 29th July 2015. The TCMG is a sub-committee of the Cabinet, it includes the Executive Leader, Deputy Executive Leader and the Executive Councillor for Strategic Finance, as well as relevant members of the Corporate Management Team (including the Managing Director and/or Corporate Director {People}) and the Responsible Financial Officer.

Purpose

The primary role of the TCMG is to agree;

- Treasury management investment decision (including the acquisition and disposal of assets).
- The capital programme and the undertaking of all capital development, including the approval of business cases.
- Comment on treasury management performance.
- Call officers to account in respect of performance relating to capital projects.
- To review, support and guide the operation of the Commercial Investment Strategy.
- To review, support and guide the treasury management function including new investment opportunities *(audit recommendation)*[(i)]

In addition

- The Leader and Executive Councillor shall be kept informed of the negotiation process for disposals and acquisitions and the relevant ward councillor be informed prior to sale.

Disposals and Acquisitions Governance Thresholds

TCMG is part of the disposals and acquisition process with limits as in the below table.

Disposals and acquisitions limits;

Limit	Decision by
£0 - £500,000	Managing Director (as Head of Paid Service) and the S151 Officer, following consultation with Executive Councillor for Strategic Finance.
£500,000 - £2,000,000	**TCMG**
£2,000,000	Cabinet.

Sales or transfers of small land parcels;

Thresholds of the Sale or Transfer of Small Land Parcels		
All sales and transfers will include the transfer of all associated liabilities.		**Minimum Administration Charge (*)**
Transfer of Small Land Parcels to Other Public Bodies		
£0 - £10,000	S151 Officer	£500
£10,000 - £50,000	Managing Director (as Head of Paid Service) and the S151 Officer	£1,000
£50,000 - £100,000	Managing Director (as Head of Paid Service) and the S151 Officer, following consultation with the Executive Councillor for Strategic Finance.	£1,500
£100,000 - £500,000	**TCMG**	**£2,000**
£500,000 +	Cabinet	£3,000
Sale of Small Parcels of Land		
£0 - £10,000	Managing Director (as Head of Paid Service) and the S151 Officer	£1,000
£10,000 - £100,000	Managing Director (as Head of Paid Service) and the S151 Officer, following consultation with the Executive Councillor for Strategic Finance.	£1,500
£100,000 - £500,000	**TCMG**	£2,000
£500,000 +	Cabinet	£3,000
** The Administration Charge excludes all legal and other ancillary costs. Further it is the minimum charge that any prospective purchaser will pay. If any sale requires additional officer time beyond what would reasonably be expected, the vendor will be required to meet this higher charge.*		

Table from the council's Constitution

Notes

(i)The process to follow for a new treasury investment opportunity;

- Identification – Potential new investment types by treasury management function
- Prioritisation – Review and assessment by TCMG

If new investment type is not covered by existing Treasury Management Strategy;

- Recommendation – New investment type to be recommended by Cabinet
- Approval – Council approve change to Treasury Management Strategy

TCMG Constituted

Cabinet 18/06/2015

Governance:

It is proposed that a Treasury and Capital Management Group (TCMG) will be a formally constituted sub-committee of Cabinet, including the Leader, Deputy Leader and the Executive Councillor for Resources as well as relevant members of Corporate Management Team and the Responsible Financial Officer. The primary role of TCMG will be to agree:

- Treasury Management investment decisions (including the acquisition and disposal of all types of assets)
- The Capital Programme and the undertaking of all capital development, including the approval of Business Cases.
- Comment on Treasury Management performance.
- Call officer's to account in respect performance relating to capital projects.

Council 29/07/2015

RECOMMEND

a. that the Constitution be amended to reflect the Disposal and Acquisitions Policy attached in Annex A of the report now submitted; and

b. that the Treasury and Capital Management Group be constituted to include the Leader, Deputy Leader and the Executive Councillor for Resources (or in the event of the Leader or Deputy Leader holding the Resources Portfolio a third member of the Cabinet) together with relevant members of the Corporate Management Team and the Responsible Financial Officer.

The Council resolution is as follows:

In connection with Item No. 2, Councillor M F Shellens moved and was duly seconded the inclusion of the following recommendation –

that the Executive Leader and Executive Councillor be kept informed of the negotiation process for the disposals and acquisitions and the relevant Ward Councillor be informed prior to the sale.

Subject to the inclusion of the additional recommendation outlined above, it was duly moved by Councillor Francis and seconded by Councillor G J Bull the recommendations were declared to be CARRIED.

Governance

3.5 The thresholds proposed in paragraph 3.4 are a considerable change to those currently included within the Constitution. However, there will be tight governance around these new thresholds, this is illustrated below:

- Up to £500,000, these will be officer lead decisions. However, the officers concerned will be those at the strategic level within the Council. In addition, all decisions will only be made following consultation with the relevant Executive Councillor.

- Between £500,000 and £2,000,000, decisions will be made by the Treasury and Capital Management Group (TCMG). TCMG is not currently constituted as one of the Council's member decision-making

committees, but it is intended that it will be when the review of the Constitution is completed. Key aspects of TCMG are that:

  - It will be a sub-committee of Cabinet.
  - It will have powers to make decisions in respect of both Treasury and Capital Asset Management.
  - Core members of the group will be the Executive Leader, Deputy Leader and the Executive Councillor for Resources, with co-opts as required by the Core members.
  - Officer support will be the Managing Director and the Head of Resources.

- In excess of £2,000,000 decisions will be made by Cabinet.

Disposal and acquisition decisions will be retrospectively reported to the Overview & Scrutiny (Economic Well-Being) Panel (see para 4.1).

Treasury and Capital Management Group 28th July 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 Update 2026/27 Quarter 1

Executive Summary:

This report provides an update on the Council's Treasury Management activity during 2026/27 - April to June 2026, covering the management of cash balances, investments, borrowing and the wider economic and interest rate context. It confirms compliance with the Treasury Management Strategy Statement (TMSS) approved by Council and outlines how treasury decisions have supported the capital programme and the Council's day-to-day financial stability.

Treasury Management underpins the Council's financial resilience and the safe delivery of its services and capital programme. Effective treasury activity:

- Ensures the Council has sufficient liquidity to meet obligations as they fall due.
- Protects public funds by prioritising security and liquidity over yield.
- Supports the Council's Medium-Term Financial Strategy (MTFS) by managing borrowing costs and optimising investment income within agreed risk parameters.

Key messages include:

- The economic environment remains challenging in the main because of the current global political environment, with inflation at 2.8% (target 2%) and the base rate at 3.75%, higher for longer than originally forecast, influencing both investment returns and borrowing decisions.
- The Council maintained a stable investment position, with balances decreasing marginally from the start of the quarter £65.7m to £64.7m by the quarter end.

- No new borrowing was undertaken.
- Interest payable remained fully in line with budget, reflecting the benefit of the Council's long-term fixed-rate PWLB borrowing strategy.
- Interest rates on investments have increased marginally across the quarter, creating ongoing uncertainty over future investment returns and borrowing decisions as the expectation was previously that the base rate would have bottomed out to a stable position (3-3.5%) by this point.
- Investment income levels achieved in 2025/26 are unlikely to be recurring once interest rates normalise, and this should be reflected in future financial planning

Recommendations

1.1 To note the Treasury Management activity undertaken during 2026/27 quarter 1 and that it has been conducted in accordance with the approved Treasury Management Strategy 2026/27.

1.2 To endorse the continued prudent approach to treasury management, including the increased use of inter-authority lending within the revised limits approved for 2026/27, subject to ongoing risk management and monitoring.

Key Corporate Plan Priorities

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

Report Author(s)

Oliver Colbert Financial and Treasury Accountant Oliver.Colbert@huntingdonshire.gov.uk
Sandra Beard Head of Finance Sandra.Beard@huntingdonshire.gov.uk

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 the financial year, in line with approved policies and practices.

1.2 To confirm that all treasury management activities during 2026/27 Quarter 1 has been undertaken in accordance with the TMSS 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.

1.6 To highlight future treasury management risks and opportunities, including interest rate uncertainty, capital programme borrowing pressures and the increased scope for inter-authority lending.

2. BACKGROUND & CONTEXT

2.1 It is best practice and prescribed treasury management practice, the TCMG is kept up to date with treasury management activity.

2.2 Council approved the 2026/27 Treasury Management Strategy at its meeting on 25th February 2026.

2.3 All treasury management activity undertaken during 2026/27 April to June 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. IMPLICATIONS OF THE DECISION

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 and the quarterly treasury management report to Cabinet.

3.2 Financial Implications

Economy and Interest Rates
The economic environment remains challenging in the main because of the current global political environment, with inflation at 2.8% (target 2%), with the Bank of England highlighting oil and gas prices increases as the major cause. The increased prices being the result of the conflict in the Middle East and the closure of the Strait of Hormuz.

The base rate at 3.75%, higher for longer than originally forecast, influencing both investment returns and borrowing decisions. The Base Rate has remained higher for longer as result of the Bank of England's attempt to control inflation. This had implications for the amount of interest earned on investments in the quarter, and for future quarters, as a result the forecast for increased income receivable from interest has been updated in the financial forecast.

Investing Activities
The Council's investment activity during 2026/27 Q1 continued to focus primarily on the Debt Management Office (DMO) and Money Market Funds (MMFs).

The DMO provides a secure investment option, with the return of principal guaranteed by HM Treasury. The rates offered by the DMO have remained relatively attractive, reflecting both prevailing market rates and the Government's ongoing borrowing requirements. However, DMO rates can be more volatile and less predictable, as they may be influenced by factors beyond general market conditions, as demonstrated during the period of the Truss-led government.

MMF investments are diversified across eight separate funds. Each fund invests in a wide range of counterparties, thereby spreading credit risk. MMFs provide same-day liquidity, making them a valuable tool for cash flow management, while also offering competitive market rates of return.

The Council's investable balances at the end of 2026/27 Q1 have remained stable since the start of April (£65.7m) to the end of June (£64.7m), slightly lower than June 2025 (£68.9m). This is in line with cash flow trend expectations, and is providing a significant balance to invest in the near term.

Quarter end balances and weighted average rates of return are set out in the tables below.

Treasury Investments
Total balances invested decreased marginally from £69.7m (including £4m CCLA Property Fund) at 31 March 2026 to £68.7m at 30 June 2026.

The weighted average rate of return increased from 3.74% to 3.78%, a marginal increase and possibly a reaction to the expectation interest rates may remain higher for longer in order to control inflation.

Service Loan
The loan to Urban & Civic remained unchanged during the year and continues to generate a strong rate of return. This loan matures on 12 October 2028.

Investments	**Balance 31/03/2026 £m**	**31/03/2026 Rate %**	**Balance 30/06/2026 £m**	**30/06/2026 Rate %**
Treasury Investments				
Banks	0.223	2.00	0.388	2.00
DMADF DMO	46.300	3.70	44.700	3.75
Money Market Funds	19.180	3.77	19.650	3.87
Property Fund CCLA	4.000	4.60	4.000	4.00[1]
	69.703	**3.74**	**68.738**	**3.78**
Service Loan				
Loan to Urban & Civic	1.986	6.93	1.986	6.93
	71.689		**70.724**	

[1]Forecast – actual not available yet.

Interest Earned
Total investment income for 2026/27 to date is shown in the table below.

Interest Earned	**Budget 2026/27 £m**	**Actual Q1 2026/27 £m**
Investments	1.671	0.471
U&C Loan	0.120	0.034
Property Fund	0.162	Not available yet

Borrowing
The Council's borrowing position remained unchanged during 2026/27 Q1, with no new long-term or short term borrowing undertaken during the period.

All borrowing relates to fixed-rate loans from the Public Works Loan Board (PWLB), providing long-term certainty over debt servicing costs.

Borrowing	**Maturity Date**	**Balance 31/03/2026 £m**	**31/03/2026 Rate %**	**Balance 30/06/2026 £m**	**30/06/2026 Rate %**
PWLB	26/06/2039	11.963	2.18	11.963	2.18
PWLB	11/03/2039	7.292	2.49	7.292	2.49
PWLB	02/10/2037	5.000	2.78	5.000	2.78
PWLB	19/12/2057	5.000	3.91	5.000	3.91
PWLB	19/12/2058	5.000	3.90	5.000	3.90
		34.255		**34.255**	

Interest payable during the year was in line with the approved budget. The fixed-rate nature of PWLB borrowing ensured that costs remained stable and predictable throughout the year.

Interest payable	**Budget 26/27 £m**	**Actual Q1 26/27 £m**
PWLB	0.972	0.395

3.3 Policy Implications

N/A

3.4 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.

3.5 Community Impact

N/A

3.6 Environment & Climate Change Implications

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

3.7 Equality & Diversity Implications

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

3.8 Implications on Resources

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

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

3.9 Health & Wellbeing Implications

N/A

3.10 Local Government Reorganisation (LGR) Implications

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

4. RISK MANAGEMENT

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

In addition

- Interest rates movement risks, as borrowing is at a fixed rate this will impact interest income.
- The possible need to borrow in future years to fund the capital programme, in a higher interest rate environment.
- Capital rephasing and/or acceleration in expenditure will put pressure on the cash balance position.
- Wider economic factors, including inflationary pressures and macro-economic instability, may impact interest rates, investment markets and access to borrowing, influencing future treasury decisions and financial planning assumptions.

5. 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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2026/27 Capital Programme Forecast and Project Status

Appendix 1

Budget Manager	Project Name	PM	Original Budget £000s (1)	Rephased Budget £000s	Current Budget £000s	Actual to date £000s	Forecast (For full year) £000	Variance £000s	Funding source	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Decision Making (Is a decision needed? By who?)	PM Comments on Variance
Chief Digital and Information Officer	Hardware Replacement	Peter Holmes/Tony Allen	200	32	232	53	232	0	Borrowing	Y	Ongoing			No	
	Mobile Device Refresh	Peter Holmes/Tony Allen	82	0	82	0	70	(12)	Borrowing	N				No	Mobile Device refresh planning on rolling out this year alongside BYOD (Bring your own device) in test which if successful will create savings against this capital program.
	Network Switches	Peter Holmes/Tony Allen	180	0	180	0	180	0	Borrowing	N				No	
	Server & SQL Server 2012 Migration	Lewis Weltcher	0	20	20	0	20	0	Borrowing	Y	Ongoing	Mar-27		No	
	Server 2016/2019 Migration	Lewis Weltcher	0	79	79	2	79	0	Borrowing	Y	Ongoing	Mar-27		No	
	MFDs	Peter Holmes/Tony Allen	50	0	50	0	50	0	Borrowing	N				No	
	Replacement Income Management System	Peter Holmes/Tony Allen	0	0	0	18	18	18	Borrowing	Y	2025/26	Jul-26		No	Expenditure in relation to last years work on replacement IMS, no further costs in relation to this year to be expected as project is as at a close. The additional expenditure has been agreed with the s151 Officer.
	Cloud Backup	Peter Holmes/Tony Allen	70	0	70	0	70	0	Borrowing	N				No	
	UPS Replacement	Peter Holmes/Tony Allen	76	0	76	0	76	0	Borrowing	N				No	
	Total		**658**	**131**	**789**	**73**	**795**	**6**							
Environmental Services	Wheeled Bins	Andy Rogan	254		254	53	254	0	Developer Contributions (£0.1m)	Y	Apr-26	Ongoing		No	This is an ongoing wheeled bin replacement program.
	Vehicle Replacements	Andy Rogan	1,223	1,331	2,554	0	2,554	0	Borrowing	Y	Apr-26	Ongoing		No	This is a ongoing with orders for vehicles being placed through the year depending on operational requirements.
	Litter Bin Replacements	Andy Rogan	0	18	18	0	18	0	Borrowing	Y	Apr-26	Mar-27		No	
	CCTV Generator	Andy Rogan	0	135	135	0	165	30	Borrowing	Y	May-26	Apr-27		No	Additional work required including feasibility and civil engineering.
	Workshop Equipment	Andy Rogan	123		123	0	123	0	Borrowing	Y	Apr-26	Dec-26		No	Equipment specifications are being drawn up with orders being places within the next two months.
	Additional Waste and Food Rounds	Andy Rogan	567		567	0	473	(94)	Borrowing	Y	Apr-26	Dec-26		No	The recycling and domestic vehicles are on order and will be delivered during the financial year. The commercial food waste vehicle will slip into 27/28 as there is a 12 month lead time.
	Essex Road Improvements	Andy Rogan	250		250	0	250	0	Borrowing	Y	Apr-26	Dec-26		No	Plans completed, currently waiting for quotations for civil engineering works.
	Eastfield House Power Upgrade	Andy Rogan	600		600	0	600	0	Borrowing	Y	Apr-26	Mar-27		No	Initial conversations started with facilities, UK Power Network and the contractor.
	Total		**3,017**	**1,484**	**4,501**	**53**	**4,437**	**(64)**							
Community Services	Disabled Facilities Grants	Claudia Deeth	1,600		1,600	118	1,790	190	Part Grant Cambridgeshire CC (£1.4m)	Y	Apr-26	31/03/2026		Yes/Future TCMG	Following work on the Q1 forecast a possible overspend for the year has been identified. This results from the clearing of backlogged cases. The budget holder will undertake work to identify additional savings, or where further funding is required a report will be brought to a future TCMG outlining a plan of action to met the overspend, if this situation is to persist.
	Community Officers - Mobile Devices	Claudia Deeth	0	10	10	0	10	0	Borrowing	N				No	
	Total		**1,600**	**10**	**1,610**	**118**	**1,800**	**190**							
Parks, Countryside & Climate	Play Equipment	Kirsty Drew	30	2	32	(0)	32	0	Borrowing	Y	Apr-26	Mar-27		No	This is rolling multiple years capital budget for Play Equipment replacement when equipment is beyond repair.
	Fencing	Kirsty Drew	13		13	0	13	0	Borrowing	Y	Apr-26	Mar-27		No	This is rolling multiple years capital budget for Open Spaces fencing repairs.
	St Ives Park	Gregg Holland	0	80	80	0	80	0	Grant - CIL	Y	May-26	Apr-27		No	Legal review underway to figure out the leasing and land ownership to then progress through Council for a decision following the findings.
	Paxton Pits Vehicle Replacement	Nick Massey	40		40	0	40	0	Borrowing	Y	Jun-26	Mar-27		No	With the financial year underway, the operational team is seeking out quotations for replacement vehicles and following HDC procurement to obtain suitable vehicle in line with the budget..
	Paxton Pits Toilet Refurbishment	Nick Massey	50		50	0	50	0	Borrowing	Y	Jul-26	Mar-27		No	This is part of wider re-development of Paxton Pits, in-line with recent CIL application and approval. Quotations are being obtained for the toilets, roofing and visitor centre gardens. Quotes should be obtained by end of July.
	Hinchingbrooke Inflatable Aquapark	April Wright	170		170	162	165	(5)	Borrowing	Y	Mar-26	Jul-26		No	The inflatable has been ordered on Thursday 9th April - Commercial Delivery Manager working with the manufacturer, and forming the operational team to ensure delivery in Summer 2026.
	Godmanchester Recreation Grant	Gregg Holland	0	30	30	40	40	10	Borrowing/Reserve	Y	Jun-26	Jun-26		No	Additional expenditure to be funded from the Leisure Facilities Reserve.
	Habitat Banking	Nick Massey	220		220	0	220	0	Borrowing	Y	2025/26	Mar-27		No	Habitat Management and Monitoring Plan (HMMPs) have been delivered and seeking legal advice for processes to be set out to deliver the project in this financial year.
	Countryside Investment Opportunities	April Wright	500		500	0	500	0	Borrowing	Y	2025/26	Mar-27		No	Commercial Sustainability Plan was approved by Cabinet in March 2026. Commercial Delivery Manager with support from the Head Of Leisure, Health & Environment are working up proposals for the delivery as per the Cabinet report.
	Water Safety Signage in Parks and Countryside	Kirsty Drew	0	20	20	0	20	0	Borrowing	Y	Apr-26	Apr-27		No	
	Hinchingbrooke Cafe Refurbishment	Katie Wren	400		400	0	400	0	Borrowing	N		Mar-27		No	Level of refurbishment to be determined following outline cost agreement of main scheme. Planning Permission may be required subject to final designs.
	Paxton Pits Roof and Guttering	Kirsty Drew	40		40	0	40	0	Borrowing	Y	Jul-26	Mar-27		No	This is part of wider re-development of Paxton Pits, in-line with recent CIL application and approval. Quotations are being obtained for the toilets, roofing and visitor centre gardens. Quotes should be obtained by end of July.

Agenda Item 4

Budget Manager	Project Name	PM	Original Budget £000s (1)	Rephased Budget £000s	Current Budget £000s	Actual to date £000s	Forecast (For full year) £000	Variance £000s	Funding source	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Decision Making (Is a decision needed? By who?)	PM Comments on Variance
	Play Equipment (Play Sufficiency Strategy)	Kirsty Drew	165		165	0	165	0	Borrowing	Y	Jun-26	Mar-27		No	A schedule of works is being finalised for year 1, with the approach being that investment will be prioritised by condition, age and accessibility/inclusivity of the sites. Community engagement is currently being planned and will help inform improvements made at each site.
	Hinchingbrooke Country Park Enhanced Scheme	Katie Wren	1,400	2,167	3,567	41	3,912	345	Grant - CIL (£1.5m)	Y	Apr-26	Mar-27		Yes/Future TCMG	The contractor started on-site, 13 April 2026 with delivery expected by Spring 2027. As an overspend for the year has been forecast, the budget holder has been asked to bring a detailed report to the next TCMG, to identify how the overspend will be funded, or whether project savings can be identified, shjould this situation persist.
	Total		**3,028**	**2,299**	**5,327**	**243**	**5,677**	**350**							
Finance	VAT Partial Exemption	Sandra Beard	50		50	0	50	0	Borrowing	N	Apr-26	Mar-27		No	Will only be required if partial exemption limit is breached.
	Total		**50**	**0**	**50**	**0**	**50**	**0**							
Housing & Regeneration	Future High Streets - St Neots		0	3,063	3,063	0	0	(3,063)						No	
	Priory Centre		0		0	395	6,239	6,239	St Neots TC/CIL	Ongoing	2022/23	Jan-27		Yes/TCMG	The project is in the delivery stage, construction work is underway. Following the Q1 forecast review the project is expected to be over budget, additional funding arrangements are currently being developed and will be discussed at TCMG (Cambridgeshire Horizons Fund Report). For the remaining projected spend additional funding has been identified this will be allocated from CIL of £3.871m, and St Neots Town Council grant of £1.948m.
	Market Towns x3 (Capita & Centric)		0		0	333	1,000	1,000	CPCA Grant	Ongoing	Apr-26	Mar-27		Yes/Future TCMG	The project is still subject to councillor and stakeholder engagement. If engagement is successful, a planning application is estimated to go in by the end of the summer. There will be a report provided to a TCMG meeting of current expenditure and forecast expenditure for rest of the financial year. This project will be cost neutral if undertaken as additional funding will be sought and agreed before the project commences.
	Transport Project		0		0	(103)	0	0	CPCA Grant	Complete		Mar-26		No	Project complete.Funded from FHSF, CPCA, National Highways and S106. The (£103k) credit reflects an accrual recognised against outstanding expenditure relating to the final period of the project, which has yet to be received.
	UKSPF		0		0	(9)	0	0	CPCA Grant	Complete		Mar-26		No	Project completed and closed. The (£9k) credit reflects an accrual recognised against outstanding expenditure relating to the final period of the project, which has yet to be received.
	Ramsey Public Realm		0	1,443	1,443	0	1,158	(285)	CPCA Grant	Ongoing	2023/24	Mar-27		No	1st phase (Ramsey Public Realm) (£295k) is complete. Phase 2 (LGF Funded) is in delivery (£1,158,525), Project will be complete by March 2027.
	Total		**0**	**4,506**	**4,506**	**617**	**8,397**	**3,891**							
Leisure and Health	One Leisure Improvements	Leigh Allaker	375		375	75	375	0	Borrowing	Y	Apr-26	Mar-27		No	This is an increase to Condition Survey budget to allow 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		25	0	25	0	Borrowing	N	May-26	Aug-26		No	The equipment to be identified and ordered to account for increase in members and usage at OL St Ives and OL St Neots, an order will be placed in July for delivery in September.
	Burgess Hall Refurbishment	Stacie Shipp	170		170	0	170	0	Borrowing	N	Mar-26	Jan-27		No	Project scheme to be finalised and agreed
	Ten-Pin Bowling Refurbishment	Leigh Allaker	50		50	0	50	0	Borrowing	Y	May-26	Sep-26		No	Proposal to spend the budget to support the general manager in achieving their forecast income for 2026/27.
	One Leisure St Ives Outdoor Pitch	Robbie Bratchell	1,420		1,420	0	837	(583)	Part Grant - Football Foundation	Y	Apr-26	Dec-26		Yes/TCMG	As a result of a change to the funding of this project by the Footbal Foundation, a report will be presented to TCMG to decide on the future direction of the project. The following options will be taken to TCMG on 28/07/2026: 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)
	One Leisure St Ives Facility Improvements	Leigh Allaker	250		250	0	250	0	Borrowing	Y	Apr-26	TBC		No	Commercial Feasibility studies completed at OL St Ives Outdoor Centre and we are waiting for creation of designs and return on investment forecast, before we decide what this capital investment will be spent on.
	Huntingdon Health and Sport Hub	Leigh Allaker	9,063		9,063	0	9,063	0	Borrowing (CIL Funding in later years)	Y	24/25	Aug-28		No	Signing of DMA (Contract) for new 3G pitch will be signed imminently for contractors beginning on site in July 2026. Main DMA to be signed in August/September 2026, construction work will follow as part of phase 2.
	Loves Farm Path Improvements	George Allen	300		300	0	300	0	Borrowing	N					
	Total		**11,653**	**0**	**11,653**	**75**	**11,070**	**(583)**							
Planning	Community Infrastructure Levy Projects	Row Lyons	2,706	2,128	4,834	64	9,604	4,770	CIL Reserve	Y	Apr-26	Mar-27		No	Following the work undertaken at Q1 to forecast expenditure for the year, it has been identified that additional community projects will be funded in 2026/27. The budgeted and additional expenditure will be funded from the CIL capital reserve, but will only be spent once the external projects have reached the necessary milestones and outcomes. Details of projects sent to Cabinet - March 2026 - https://democracy.huntingdonshire.gov.uk/moderngov/documents/s143935/Community%20Infrastructure%20Levy%20Spend%20Allocation.pdf

Budget Manager	Project Name	PM	Original Budget £000s (1)	Rephased Budget £000s	Current Budget £000s	Actual to date £000s	Forecast (For full year) £000	Variance £000s	Funding source	Commenced Y/N	Month/Year Commenced	Anticipated Completion Date (Month/Year)	Status (RAG)	Decision Making (Is a decision needed? By who?)	PM Comments on Variance
	Total		**2,706**	**2,128**	**4,834**	**64**	**9,604**	**4,770**							
Property and Facilities	Stonehill Refurbishment	Simon Messervy	700	300	1,000	0	1,000	0	Earmarked Reserve (£0.150)	Y	Dec-26	Mar-27		CLT	The feasibility study has been started. The final project will depend on outcome of the feasibility study.
	Pathfinder House Solar PV	Matt Raby	65		65	0	65	0	Borrowing	Y				No	For the purchase and installation of solar panels.
	Re-Letting Incentives	Simon Messervy	0	150	150	0	100	(50)	Borrowing	Y	Apr-26	Mar-27		No	The expected work at Fareham and Library Row. Not expecting to spend all the budget in 26/27.
	Re-Letting Enhancements	Simon Messervy	0	443	443	1	150	(293)	Borrowing	Y	Apr-26	Mar-27		No	The expected work at Library Row and Pathfinder House. Not expecting to spend all the budget in 26/27.
	Estates Roof Replacement	Simon Messervy	0	130	130	0	0	(130)	Borrowing	N	Apr-26	Mar-27		No	A review of project is underway, feasibility studies need to commence before any decision can be made for the use this budget.
	Health and Safety Works at Commercial Properties	Simon Messervy	0	51	51	0	51	0	Borrowing	Y	Apr-26	Mar-27		No	Identifying works to be completed.
	Energy Efficiency Works at Commercial Properties	Simon Messervy	0	62	62	0	62	0	Borrowing	Y	Apr-26	Mar-27		No	Identifying works to be completed.
	Properties - Management	Pam Scott	0		0	205	205	205	Earmarked Reserve	Y		Apr-26		No	Unused funds paid back to MHCLG, paid for out of a reserve for this purpose.
	Meeting Pods	Matt Raby	43	0	43	0	0	(43)	Borrowing	Y		Dec-25		No	This was completed in December 2025, as part of the new hybrid working policy.
	Total		**808**	**1,136**	**1,944**	**206**	**1,633**	**(311)**							
	Grand Total		**23,520**	**11,694**	**35,214**	**1,448**	**43,463**	**8,249**							
Notes	(1) Budget rephase removed to be replaced with actual rephase						8,249								

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Treasury and Capital Management Group 28th July 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 Capital Projects Update – Quarter 1

Executive Summary:

This report provides an update on the Council's Capital Programme in 2026/27. It summarises current spend against the approved programme, highlights key risks and issues, and demonstrated projects progress.

Effective management of the Capital Programme is critical to delivering the Council's strategic priorities, including regeneration, infrastructure improvement, service resilience and asset sustainability. The report supports strategic financial planning by:

- Identifying opportunities to reduce borrowing through the removal of no-longer-required budgets.
- Ensuring major strategic projects are appropriately reprofiled rather than lost from the programme,
- Highlighting risks that could impact the Medium-Term Financial Strategy (MTFS), particularly borrowing and revenue implications,
- Providing transparency and assurance over capital governance, forecasting and deliverability.

Key messages include:

- The current gross capital budget is £35.214m, the actual expenditure for Quarter 1 is £1.448m and the forecast expenditure for the year of 2026/27 is predicted to be £43.463m, additional forecast expenditure for the year of £8.249m. See appendix 1 for the breakdown.
- Additional funding of £8.6m has been identified, to finance the majority of the additional expenditure, this includes the use of the CIL reserve for CIL projects, and for the Market Town and Priory Centre schemes, additional funding from St Neots Town Council and the CIL reserve.

- If approved by TCMG in July the Cambridgeshire Horizons fund reserve will be used to fund an overspend on the Priory Centre, a report detailing this request has been submitted to TCMG.
- A decision is required from TCMG on the future progress of the One Leisure St Ives Outdoor Pitch scheme, and its funding, this report has been submitted to the TCMG July meeting.
- Budget holders for Disabled Facilities Grants, and the Hinchingbrooke Country Park Enhancements scheme have been asked present reports at the next TCMG meeting to identify financing options for forecast overspends that have been identified as part of the Q1 budget monitoring.
- Early work on feasibility studies has resulted in some underspends in Property and Facilities.

Recommendations

1.1 To review and comment on, the quarter 1 expenditure and forecast against budget.

1.2 To review and comment on, the current progress and status of projects.

1.3 To consider and make decisions where required, in the attached Appendix 1 Capital Projects Update and in conjunction with other reports submitted.

Key Corporate Plan Priorities

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

Report Author(s)

Oliver Colbert - Financial and Treasury Accountant Oliver.Colbert@huntingdonshire.gov.uk
Sandra Beard - Head of Finance Sandra.Beard@huntingdonshire.gov.uk

1. PURPOSE OF THE REPORT

1.1 To report on the delivery of the 2026/27 capital programme, including actual spend, underspends, and reasons for variance from the approved budget.

1.2 To highlight schemes that are complete, cancelled, or no longer required and recommend removal of associated budgets to improve capital affordability and reduce borrowing.

1.3 To draw attention to project overspends, outline their causes, and flag the need to agree appropriate funding solutions and approvals

1.4 To identify risks arising from programme slippage, capacity constraints, forecasting inaccuracies and the potential impact on the MTFS.

1.5 To provide a clear evidence base to support decisions on budget removal, carry-forwards, governance improvements and future prioritisation of capital schemes

2. BACKGROUND & CONTEXT

2.2 A gross capital budget of £29.457m (including budget rephase of £5.937m) was approved, increased to £35.214m due to additional re-phasing of schemes at the year-end of £5.757m.

2.3 The detailed analysis of the 2026/27 projects and financial details is attached at Appendix 1 Capital Projects Update 2026/27 Q1.

3. FINANCIAL PERFORMANCE

3.1 Capital Projects Update

The current gross budget is £35.214m, the actual expenditure for Quarter 1 is £1.448m and the forecast expenditure for the year 2026/27 is predicted to be £43.463m, additional forecast expenditure of £8.249m.

However additional funding of £8.6m has been identified, this is additional use of the CIL reserve for CIL projects, and for the Market Town and Priory Centre schemes additional funding from St Neots Town Council and CIL, and if approved by TCMG in July the use of the Cambridgeshire Horizons fund reserve to fund an overspend on the Priory Centre.

Of the remaining schemes, Disabled Facilities Grants budget is forecast to overspend by £190,000 the budget holder has been asked to present a report to the next TCMG meeting how the additional expenditure will be funded. Hinchingbrooke Country Park Enhancement is forecast to overspend by £345,000, the budget holder has been asked to present a report to the next TCMG to explain how the additional expenditure will be funded. Finally, a report on the One Leisure St Ives Outdoor Pitch funding will be present to the July TCMG meeting.

3.2 Directorate Level Commentary

Chief Digital and Information Officer – Overspend of £6,000 – Additional expenditure to complete work on the Income Management System (this has been approved by s151 Officer to enable Building Control to continue to take payment direct from customers), and an underspend on Mobile Devices Refresh. Other projects on budget.

Environmental Services – Underspend of £64,000 **–** Small overspend on The CCTV Generator as a result of feasibility studies and site works. An in-year underspend on Additional Waste and Food Rounds as a result of the lead time of the commercial food waste vehicle.

Community Services – Overspend of £190,000 – Additional expenditure as a result of clearing the backlog of Disabled Facilities Grant cases, the budget holder has been asked to report to the next TCMG meeting on how the overspend will be financed.

Parks, Countryside and Climate – Overspend of £350,000 – Additional expenditure on the Hinchingbrooke Country Park Enhancement scheme, the budget holder has been asked to bring a detailed report on the funding for the forecast overspend to the next TCMG meeting. In addition a small underspend on the inflatable for the aqua park, and a small overspend on Godmanchester Recreation Grant, which will be funded from the Leisure Facilities Reserve.

Finance – On budget – Small budget may be required to meet VAT expenditure.

Housing and Regeneration – Following work undertaken for the Q1 forecast additional expenditure of £3,891,000 on the Priory Centre and Market Towns schemes has been identified. The additional expenditure is mainly funded from grants from the CIL reserve, and from St Neots Town Council. There remains an overspend on the Priory Centre, funding to meet the additional expenditure has been identified. The proposed funding solution (included in the Cambridgeshire Horizons Report) for the Priory Centre will be discussed at the July TCMG meeting.

Leisure and Health – Underspend of £583,000 of funded expenditure from the Football Foundation – A TCMG decision is required for the future funding of this project, the 3G Football Pitch Project at One Leisure St Ives Outdoor Report will consider the funding options, and future direction of the project.

Planning (CIL) – Following the work undertaken for the Q1 forecast, £4,770,000 of additional grant funding to community projects has been identified for 2026/27. This additional expenditure is fully funded from the Community Infrastructure Levy reserve which is built up from CIL contributions from developers. Project funding will only be released to external bodies once the projects have met the necessary obligations and milestones.

Property and Facilities – Underspend of £311,000 – Savings from commercial estates property enhancement schemes as work is likely not required in 2026/27.

3.3 Policy Implications

Work is currently ongoing to improve the process of bidding for capital budgets for 2027/28, and to introduce a new process for the prioritisation and approval of capital projects to ensure that resources are directed towards schemes that best support the delivery of corporate objectives. This includes a revised capital bid form that captures an increased amount of information and an evaluation (based on a list of assessment criteria including strategic alignment, financial viability and social impact) of the proposed outcomes. Capital governance procedures are also being revised and enhanced as part of this process.

3.4 Legal & Constitutional Implications

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

3.5 Community Impact

Impact on community will be outlined as appropriate within the project commentary.

3.6 Environment & Climate Change Implications

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

3.7 Equality & Diversity Implications

N/A

3.8 Implications on Resources

Resource implications will be outlined as appropriate within the project commentary. Any overspend/underspend of rephasing will impact on future years Minimum Revenue Provision (MRP) charge to revenue i.e. underspend or rephasing will reduce the MRP charge in the near term.

3.9 Health & Wellbeing

N/A

3.10 Local Government Reorganisation (LGR) Implications

This report has limited impact on LGR implications.

4. RISK MANAGEMENT

Risk is managed by the individual service risk registers for each project. This report outlines any risk to corporate finances as a result of project delays, underspends or overspends within the project commentary.

Other general risks include;

Deliverability – The scale, complexity and variability of a large 2026/27 programme significantly increase delivery risk. There is a strong likelihood of continued significant slippage from 2026/27 into 2027/28 without work being undertaken to improve governance and improved monitoring and forecasting.

Financial and Affordability Risk – Should delivery not progress as planned, and slippage occur, the council borrowing requirement and associated revenue costs could increase sharply within a single future financial year. However, a prudent budget has been included in the MTFS for borrowing costs.

5. LIST OF APPENDICES

Appendix 1 – Capital Projects Update 2026/27 Q1

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 capital monitoring report table including budget, forecast, actual expenditure, and comments.	Finance Team	Finance shared drive

Agenda Item 5

Treasury and Capital Management Group
28th July 2026

Report by: Simon Messervy

Lead Cllr: Cllr Jo Harvey
Executive Councillor for Finance & Resources

Wards	Open / Exempt	Key Decision?
ALL	Open	No

Commercial Investment Strategy (CIS) Report

Executive Summary:
This report provides the Treasury and Capital Management Group with an update on the current performance of the commercial investment portfolio which comprises seven diverse assets in terms of location, class and size and which has the potential to generate an estimated rental value of £3.09m per annum.
It identifies the principal threats and opportunities together with recent success as identified in the attached detailed spreadsheet update.
Since the last July 25 update headline income has declined from £2.165M pa to £2.151M largely due to the restructuring of Cineworld (Rowley) and the 11th hour decision by Poundland (Sudbury) not to renew. This has been partly offset by rental uplifts.

Recommendations

1.1. Members note the report

	Key Corporate Plan Priorities
1	Priority 2 - Creating a better Huntingdonshire for future generations • Forward-thinking economic growth • Lowering carbon emissions
2	Priority 3 - Doing our core work well • Delivering good quality, high value-for-money services

Report Author(s)

Simon Messervy, Estate Manager (simon.messervy@huntingdonshire.gov)

1. PURPOSE OF THE REPORT

1.1 The purpose of this report and attached spreadsheet is to provide an update and overview of the performance of the commercial Investment portfolio and seeks to identify the principal threats, opportunities and ongoing work streams to improve performance and generate increased rental income while supporting corporate plan priorities.

2. BACKGROUND & CONTEXT

2.1 The CIS portfolio comprises the following assets summarised below and with further highlights set out in the financial section below:-

2.2 In area Assets

- **2.2.1** Stonehill Huntingdon. Industrial unit. Vacant. See separate report on this agenda.
- **2.2.2** Little End Rd St Neots, 4 x Industrial units. Let.
- **2.2.3** Rowley Centre St Neots. Leisure. Now fully let.

2.3 Out of area Assets

- **2.3.1** Wakefield. Warehouse Unit. Biggest asset, Let but 3 years to lease expiry.
- **2.3.2** Hitchin. Office. Let. Poor carbon footprint. Less than 3 years to expiry.
- **2.3.3** Sudbury. Retail Park. Poundland short term let. Other renewals agreed.
- **2.3.4** Fareham. 2x office buildings. One partially let. Uptick in enquires recently and lease of one floor about to complete with Corrigenda.

3. IMPLICATIONS OF THE DECISION

3.1 Council Key Priorities and Performance
The CIS links to Priorities 2 and 3 of the Councils Corporate Plan.

Priority 2 – Creating a better Huntingdonshire for Future Generations.

Maximisation of the rental income from the CIS portfolio will allow for economic growth within Huntingdonshire either directly for in area assets, or via income generation to support wider HDC priorities from those outside the area. Sustainability across the portfolio is key to securing long term asset performance and directly addresses a key initiative to lower carbon emissions.

Priority 3 – Doing our Core work well.

Following the feasibility at Stonehill it will allow the property to either be marketed providing a large competitively priced industrial unit/s with good control and compliance or sold for further development.

3.2 Financial Implications

3.2.1 The report is provided for information purposes, but the principal Financial Implications are highlighted below.

3.2.2 Following the completion of the Quarter 1 forecast, HDC are expecting an underspend in 26/27 of £69k within the commercial investment strategy portfolio. The underspend is a variance between forecast and budget. This underspend is due to expected income being forecasted higher than the budget. The 26/27 rent income budget was reduced from 25/26 (£2.6m in 25/26 to £2.1m in 26/26) to take into consideration property vacancies and market conditions at the time of setting the budget. The underspend from increased income is partially offset by increased business rate costs from Fareham and belief that the Stonehill dilapidations payment is likely to be lower that was accrued into 26/27.

3.2.3 An Estimated Rental Value (ERV) column has now been added to the attached spreadsheet to highlight the steps required to move the current rent receivable (£2.151M pa) to the full potential of the portfolio at £3.094M pa.

- Stonehill Huntingdon.
  - Vacant. Lost income £230K pax. Feasibility to identify best options for the asset. See separate report. Several recent interests and one second viewing from a St Ives based company.
- Little End Rd St Neots.
  - Fully occupied. Terms agreed to replace short-term letting with new 10 year lease. Lease renewal instructed on one unit. Modest income growth.
- Rowley Centre St Neots.
  - Now fully let. The Cineworld corporate restructuring saw the rent on that unit drop from c£208K to a turnover rent of C£50k. Following a recently completed deed of variation we have secured a revised rent of £90k pa which avoided a substantial void and retained the local amenity. Letting incentives on the other units have competed and the income forecast is more stable.
- Wakefield.
  - This is the biggest asset with an annual rent of £996K pax. The lease has less that than three years to run with the potential for a significant void. Recent discussions with the tenant have identified

that they are wishing to invest in the site and are looking for increased certainty and are keen to extend the terms. Very early days but tentatively we could regear the lease to provide a new 10-year term with 5yr break and rent review and capture some rental uplift. It is likely the tenant will seek some financial contribution. A regear would avoid the costs of a substantial void period and enhance the value of the asset providing options to maximise receipts in the event of any future disposal.

- Hitchin.
    - Currently let but with a lease expiry in less than 3 years. The tenant is currently likely to vacate due to a corporate requirement to hit Net Zero. Initial studies have suggested that the costs to bring this property to such a standard are uneconomic. An outstanding rent review is also being negotiated and will capture a reasonable uplift (£175k to c£223K) backdated to 2024. Further discussions are planned with the tenant to monitor their corporate plans against the back from of changing priorities and a challenging market. This income is at risk in the short/ medium term.
- Sudbury.
    - Following the earlier collapse of Carpetright and letting to Pure Gym we had agreed outstanding lease renewals to protect the investment. Unfortunately, Poundland have now decided to close the location. We have agreed terms to keep them trading while we remarket the unit to provide security and avoid vacant holding costs. Recent interest from Farmfoods, an existing tenant, in expanding and from Next although both are likely to require planning consent. Rent loss is expected to be c£110K per annum.
- Fareham.
    - Two floors of one building let although one floor is at risk later in the year as the full rent hits alongside a tenant break option. No indication at present. There has been a recent uptick in enquires recently and we have heads of terms out to Addingstone Insurance Solutions Ltd for one floor. We are about to complete a lease on the First floor of 1400 with Corrigenda who are in occupation on a tenancy at will. Terms consistent with what has been agreed previously. Current rental of c£56k reflects substantial rent incentives required to secure lettings at 12 months rent free spread over 2 years and increases in Oct 26 to ERV. Further lettings expected on the same basis as the market remains soft. The full headline rent of c£530k could take at least 24 months to achieve once letting have occurred.

3.3 Implications on Resources

3.3.1 A full breakdown of implication of resources will be provided based on the recommendations Submitted in respect of individual asset enhancement initiatives.

3.4 Local Government Reorganisation (LGR) Implications

3.4.1 Further details will be provided in respect of significant asset improvement plans as these are bought forward.

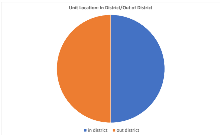
4. BACKGROUND PAPERS– LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

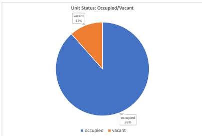
4.1 The previous CIS spreadsheet is attached for information alongside an updated version.

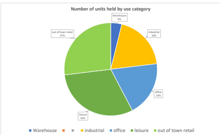
Document List	Custodian	File Location
Appendix 1 - CIS Properties 14 July 26	Simon Messervy	Attached
Appendix 2 CIS Properties 2025.09.08	Simon Messervy	Attached

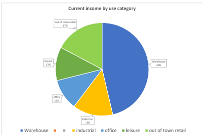
Category	Location	In District?	Centre/Street	Unit	Postcode	Tenant (name on lease)	Current Rent £pa	ERV / Contracted	Unit size Square Feet	£/sqft	Frequency Invoiced	lease rent payment terms	Term of years	Start date	End date	Break Clause	Break notice period	Next Rent Review if any	Rent Review/ Lease Renewal status	EPC cert	Comments
Warehouse	Castleford	Out	Freeway Drive, Wakefield Europort	Unit 4	WF10 5QH	CMS Distribution Ltd	£ 996,832	£ 1,063,770	141,836	£7.03	Monthly in advance	Monthly in advance	10yrs	06/02/19	05/02/29	[illegible]	[illegible]	[illegible]	2024 review completed; no further reviews due.	B38	Rent increased from £819,323pa to £996,832.01 from 06.02.24 based on cap and unit is therefore likley under rented. ERV in range £1.06/£1.09M. Several unsolciitasted indicative offers in range £17-17.5M and possible Interest in F/H from the tenant. Offers received are good but there is significant demand for this type of property and it is quite possible that it could be bettered when exposed to competition. The tenant has expressed interest in renewing lease for longer term. HDC get a good income from this site but, it comprises a very large proportion of their rental income. The value of the investment will depreciate as the lease end approaches (Feb '29) and, if the tenant vacates there will be significant risk in holding an empty unit until it is re-let, particularly so distant from Huntingdon. This is a proirity to seek to engage with the tenant and try to regear the lease to secure longer term occupation which will also enhance capital value and remove void risk.initial discussion have
Office	Fareham	Out	Solent Business Park	1400	PO15 7AF	Vacant	£ -	£ 270,650	11,517	£0.00	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	n/a	B26	Refurbishment complete. Marketed at £23.50/sf on a floor by floor basis. EPC B achieved as expected. Several recent viewings and HoTs out to Addinstone Insurnace and lease now being completed on the First Floor with Corrigenda who occupy a building to the rear. Proposal to both parties on terms similar to the IFAST deal ie £23.50 psf with 1/2 rent for two years.
Office	Fareham	Out	Solent Business Park	GF 1500	PO15 7AF	Ifast Diagnostics Ltd	£ 44,833	£ 91,697	3,902	£11.49	Quarterly	Quarterly	6	28/10/24	27/10/30	[illegible]	[illegible]	[illegible]	n/a	B28	1/2 rent for 2 yrs (equiv 1 yr rent free - break penalty of 6m rent if break exercised). Headline rent ignoring rent free is £23.50 psf.
Office	Fareham	Out	Solent Business Park	FF 1500	PO15 7AF	Ifast Diagnostics Ltd	£ 12,000	£ 89,746	3,902	£3.08	Quarterly	Quarterly	5	10/10/25	27/10/30	[illegible]	[illegible]	[illegible]	n/a	B28	Let to Ifast, c5yr lease with break and termination dates as GF lease. Rent £89,746pa but confidential side letter reducing this to £12k pa until 28/10/26. Tenant to pay full rates & SC. Mutual breaks on 2m notice until 28/10/26.
Office	Fareham	Out	Solent Business Park	SF 1500	PO15 7AF	Vacant	£ -	£ 80,323	3,418	£0.00	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	n/a	B28	Marketed at £23.50/sf on a floor by floor basis. There is tentative interest but currently nothing of substance.
Office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Savills instructed to negotiate RR on behalf of HDC	C66	Wilmott Dixon have a commitment to achieving net zero carbon emissions by 2030. They say they would liket to stay in this building but would leave at lease end if the energy efficiency can't be upgraded. They would like us to fund or at least part fund the cost, which they estimate at £2.5m. They are open to a lease re-gear but would only want a short term commitment. This does not justify the expenditure they want HDC to incur. Implementation of Dec '23 RR had been purposefully delayed due to Tenant break and discussions re possible refurbishment and lease re-gear. Valuation advice from Savills demonstrates, as expected, that substantial HDC investment (as sought by Tenant) cannot be justified but there is some evidence for an increase on review. Savills instructed to proceed with Rent Review and offer recived at 223250 which is being reviewed. Tenant asked if they would be interested in freehold acquisition (without any committment to this from HDC). If tenant does not exercise break
Industrial	Huntingdon	In	[illegible]	[illegible]	[illegible]	Vacant	[illegible]	[illegible]	[illegible]	[illegible]	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	D92	Vacant since Feb 23. Asking £250,000pa. Previously let at £180,000pa frpm Jan '21 . Feedback from viewings is that there is too high an office content, no direct vehicular access into the northern warehouse and limited parking. Broken into & severely damaged - loss not insured. Full refurbishment required. This gives potential for reconfiguration and possible inclusion of rear land which otherwise has limited access. As a minimum remove mezzanine to reduce office content and increase industrial space. Alternatively, part could be demolished to give access to develop rear land. Quotes being obtained for feasabilitiy studies. Unit back on the market and several recent viewings including Benson For Beds, Merchant Steel Solutions and strong interest from SF Engineering Group currently based in St Ives. We are currently trying to get a proposal from them on the basis of a
Industrial	St Neots	In	Little End Road	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	n/a	C61	Temporarily let since Feb '25. Recently renewed to end June 26 at an increased rent of £73,200 (from £69,600). Licence fee includes service charge. Solicitors instructed for a longer term letting from 1st August 26 with Ultrasip panels for a 10 year lease at £76,000 pax.
Industrial	St Neots	In	Little End Road	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	6/7/23 RR completed	D92	Rent increased from £64,843pa pa (£5.25/sqft) to £90,000pa (£7.29/sf) with effect from 16/7/23.
Industrial	St Neots	In	Little End Road	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	D76	Lease completed Feb '25. Fixed increase to £63,500 in June 26. Lease contains annual breaks.
Industrial	St Neots	In	Little End Road	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Eddisons instructed to negotiate lease renewal on behalf of HDC	C75	Eddisons report advises estimated market rent of bewteen £80,655 (£7.50 psf) and £86,032 (£8.00 psf)and opened negotiations at £87,500. Tenant response awaited. we will allow a couple of weeks for a response before we serve S25 notice to protect HDC position.
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Nil increse at '24 RR.	B45	Rent was ££72kpa when aquired but reduced by 30% to £50,400pa as a result of a CVA.
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	B46/C53	Let as a gym with ancillary café to former tenant of Unit 4 who relocated to larger unit. Unit 4 lease surrendered. 10m rent free now washed through. RR at yr 5 is in line with RPI, max 4%pa min 2%pa. Tenant seeking to sublet
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not uet due. Fixed increase	D192	Let. 8m rent free to allow for fit out. 3m rent deposit held. £12,500 to be paid to HDC if tenant breaks lease. Use is a pool/sports club with ancillary bar.
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	23/05/29	B35	Cineworld underwent a court approved financial restructure which reduced the rent payable for this unit to 50p per cinema admission, + insurance and service charge.A deed of variation has now been agreed to reset the rent to £90,000pax.,
Leisure	St Neots	In	[illegible]	Car Park	[illegible]	[illegible]	-	-	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Brittania Car Parking's management agreement was ended on 30th April '24. a lease. The running of the car park it being brought in house. Delayed until after elections
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	C77	Rent due to double every 25yrs
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	C76	Rent due to double every 25yrs
Leisure	St Neots	In	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	C75	Rent due to double every 25yrs
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	B 48	New lease. 1yr rent free to allow for fit out now washed through.5yr RRs to RPI (max 3% min 1% pa
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	C73	Lease renewal for 5yr term @£73,550pa (equiv £13.23/sf after incentives); *1/2 rent in 1st yr & consent for We-
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Tems for renewal being negotiated	C 65	Pets at Home want to renew lease. Legal process triggered. They have asked for 5yr term with 12m @ 1/2 rent starting from April. We have agreed terms for new 5yr lease at the passing rent.This is not as strong as Farmfoods
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	D 81	Lease renewed with effect from 9/8/24. Rent increase gained and no incentive given. Farmfoods trade well from
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Not yet due	C 56	Headline rent £66,750pa as before but incentive granted equivalent to 6m rent free but spread as reduced rent over first 3yrs (equiv to ave rent of £60,075pa or £13.29/sf) . **Monthly rents accepted by side letter as long as
Out of town retail	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	Terms for renewal being negotiated	C 54	The tenant served a s26 notice requesting a new lease at a low rent. We opposed their suggested terms but reach agreement at a revised rent of £117,500 (previous £130,00 and over rented) with a short rent free. Tenant subsequently decided to withdraw and not renew. We have agreed a short term occupation to keep the store open while we find a new tenant. Early interest from Next and Farmfoods but both have now decided not to
[illegible]	Sudbury	Out	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	n/a		125yr lease with peppercorn annual rent. Tenant contributes to centre service charge
							[illegible]	[illegible]	[illegible]												

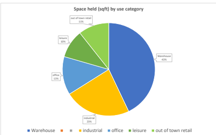
Category	Sqft	unit count	income	in district	out district	occupied	vacant
Warehouse	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
Industrial	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
office	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
leisure	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
out of town r	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
total	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

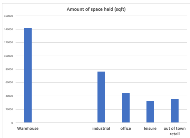


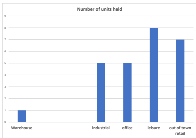


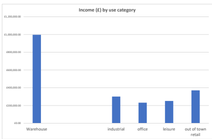












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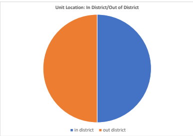
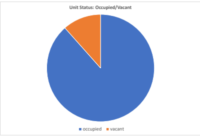
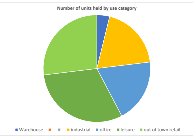
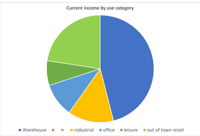
Category	Location	In District?	Centre/Street	Unit	Postcode	Tenant (name on lease)	Current Rent £pa	Unit size Square Feet	£/sqft	Frequency Invoiced	lease rent payment terms	Term of years	Start date	End date	Break Clause	[illegible]	[illegible]	[illegible]	EPC cert	Comments
Warehouse	Castleford	Out	Freeway Drive, Wakefield Europort	Unit 4	WF10 5QH	CMS Distribution Ltd	£ 996,832	141,836	£7.03	Monthly in advance	Monthly in advance	10yrs	06/02/19	05/02/29	[illegible]	[illegible]	[illegible]	[illegible]	B38	Rent increased from £819,323pa to £996,832.01 from 06.02.24 . Interest in F/H from DohertyBaines on behalf of a client; offer of £17m neither declined nor accepted (5.86% initial yield before costs). NB tenant has also expressed interest in FH. **Recommendation:** If a decision to sell is made put the property to market. The offer received is good but there is significant demand for this type of property and it is quite possible that it could be bettered when exposed to competition. The tenant has said they'd prefer a freehold and relocation costs for them would be significant so it would pay for them to pay above market value to acquire this one - if they are able to do so. HDC get a good income from this site but, it comprises a very large proportion of their rental income. The value of the investment will depreciate as the lease end approaches (Feb '29) and, if the tenant vacates there will be significant risk in holding an empty unit until it is re-let, particularly so distant from
Office	Fareham	Out	Solent Business Park	1400	PO15 7AF	Vacant	£ -	11,517	n/a	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	[illegible]	B26	Refurbishment complete. Marketed at £23.50/sf on a floor by floor basis. EPC B achieved as expected. Previous interest did not progress. Tentative interest in GF from a fertility clinic but currently no other interest.
Office	Fareham	Out	Solent Business Park	GF 1500	PO15 7AF	Ifast Diagnostics	£ 44,833	3,902	£23.00	Quarterly	Quarterly	6	28/10/24	27/10/30	[illegible]	[illegible]	[illegible]	[illegible]	B28	*1/2 rent for 2 yrs (equiv 1 yr rent free - break penalty of 6m rent if break exercised). £/sf is based on headline rent ignoring rent free. Tenant has right of first refusal for 1st floor.
Office	Fareham	Out	Solent Business Park	FF 1500	PO15 7AF	U/O Ifast Diagnostics	-	3,902	n/a	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	[illegible]	B28	Under offer to Ifast, c5yr lease with break and termination dates as GF lease. Rent £89,746pa but confidential side letter reducing this to £12k pa until 28/10/26. Tenant to pay full rates & SC. Mutual breaks on 2m notice
Office	Fareham	Out	Solent Business Park	SF 1500	PO15 7AF	Vacant	£ -	3,418	n/a	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	[illegible]	B28	Marketed at £23.50/sf on a floor by floor basis. There is tentative interest but currently nothing of substance.
Office	Hitchin	Out	Wilbury Way	Centre 33	SG4 0TP	Wilmott Dixon	£ 175,000	21,358	£8.19	Quarterly	Quarterly	15yrs	01/12/13	30/11/28	[illegible]	[illegible]	[illegible]	[illegible]	C66	Wilmott Dixon have a commitment to achieving net zero carbon emissions by 2030. They say they would liket to stay in this building but would leave at lease end if the energy efficiency can't be upgraded and would like us to fund or at least part fund the cost, which they estimate at £2.5m. They are open to a lease re-gear but would only want a short term commitment. This does not justify the expenditure they want HDC to incur. Implementation of Dec '23 RR had been purposefully delayed due to Tenant break and discussions re possible refurbishment and lease re-gear. Valuation advice from Savills demonstrates, as expected, that substantial HDC investment (as sought by Tenant) cannot be justified but there is some evidence for an increase on review. Savills instructed to proceed with Rent Review. Tenant asked if they would be interested in freehold acquisition (without any committment to this from HDC). If tenant does not exercise break option in 2026 they are entitled to 3m rent
Industrial	Huntingdon	In	Stonehill	2	PE29 6ED	Vacant	£ -	35,056	£0.00	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	[illegible]	D92	Vacant since Feb 23. Asking £250,000pa. Previously let at £180,000pa frpm Jan '21 . Prior to vandalism there were regular viewings & serious interest but no offers. Relatively little open space/parking on site for size of buildings. Feedback from viewings is that there is too high an office content, no direct vehicular access into the northern warehouse and limited parking. Broken into & severely damaged - loss not insured. Full refurbishment required. This gives potential for reconfiguration which is being progressed. As a minimum remove mezzanine to reduce office content and increase industrial space - as per feedback from viewings.Alternatively, part could be demolished to give access to develop rear land. Quote obtained for topographical survey of back land. Clearance of vegetation required first and being arranged, along with planning enquiries to assess development feasibility.
Industrial	St Neots	In	Little End Road	21a	PE19 8JH	Concept Engineering Consultants	£ 69,600	9,757	£7.13	Monthly in advance	Monthly in advance	short term licenc	25/07/25	28.02.26	[illegible]	[illegible]	[illegible]	[illegible]	C61	Temporarily let since Feb '25. Mutual break on 1m notice. Licence fee includes service charge. Remains on market for longer term letting, asking price reduced to £69,500pa (£7.12/sf). Interest from local gym seeking to move early '26 but covenant weak. Adjacent HDC land now fenced and included as part of demise to increase
Industrial	St Neots	In	Little End Road	21b	PE19 8JH	Saint Flooring South Ltd	£ 90,000	12,351	£7.28	Quarterly	Traditional quarter days	10yrs	06/07/18	05/07/28	[illegible]	[illegible]	[illegible]	[illegible]	D92	Rent increased from £64,843pa pa (£5.25/sqft) to £90,000pa (£7.29/sf) with effect from 16/7/23.
Industrial	St Neots	In	Little End Road	23a	PE19 8JH	AMR Fabrications	£ 63,500	8,650	£7.34	Quarterly	Traditional quarter days	3yrs	06/02/25	05/02/28	[illegible]	[illegible]	[illegible]	[illegible]	D76	Lease completed Feb '25. *£2k rent reduction in yr1 in leiu of tenant repairs to guttering.
Industrial	St Neots	In	Little End Road	23b&c	PE19 8JH	Howden Joinery Properties Ltd	£ 76,000	10,752	£7.07	Quarterly	Traditional quarter days	10yrs	12/01/16	11/01/26	[illegible]	[illegible]	[illegible]	[illegible]	C75	Rent increased from £53,000pa (£4.93/sqft) to £76,000pa (£7.07/sf) with effect from 12/01/21. Brown & Co instructed to act re lease renewal.
Leisure	St Neots	In	Rowley Arts Centre	1	PE19 1BG	Pizza Express (Restaurants) Ltd	£ 50,400	3,067	£16.43	Quarterly	Traditional quarter days	25yrs	14/03/14	13/03/39	[illegible]	[illegible]	[illegible]	[illegible]	B45	Rent was ££72kpa when aquired but reduced by 30% to £50,400pa as a result of a CVA.
Leisure	St Neots	In	Rowley Arts Centre	2 & 3	PE19 1BG	Gainz Fitness & Strength	£ 80,000	6,650	£12.03	Monthly in	Monthly in advance	10	13/05/25	12/05/35	[illegible]	[illegible]	[illegible]	[illegible]	B46/C53	Let as a gym with ancillary café to former tenant of Unit 4 who relocated to larger unit. Unit 4 lease surrendered. 10m rent free to allow tenant to alter unit. RR at yr 5 is in line with RPI, max 4%pa min 2%pa.
Leisure	St Neots	In	Rowley Arts Centre	4	PE19 1BG	Saints Pool and Sports Club Ltd + 3 individuals	£ 30,000	2,500	£12.40	Monthly in advance	Monthly in advance	5yrs	21/07/25	20/07/30	[illegible]	[illegible]	[illegible]	[illegible]	D192	*8m rent free to allow for fit out. 3m rent deposit held. £12,500 to be paid to HDC if tenant breaks lease. Use is a pool/sports club with ancillary bar.
Leisure	St Neots	In	Rowley Arts Centre	5	PE19 1BG	Cine-Uk Ltd	Variable rent 50p per cinema admission	18,600	£11.20	Quarterly	Quarterly in arrears	25yrs	23/05/14	22/05/39	[illegible]	[illegible]	[illegible]	[illegible]	B35	*Cineworld have undergone a court approved financial restructure which reduced the rent payable for this unit to 50p per cinema admission, + insurance and service charge, until 30/9/27 or the end of the lease if sooner, then Market Rent, paid quarterly in arrears. So far rent averages £14,800 per quarter. Prior to this it was £208,336 from 23/5/24 and would have increased to £235,710 from 23/5/29 & £266,682 from 23/5/34. Either LL or T can break on the anniversary of the restructure effective date (1/10/25) or the end of the restructure period
Leisure	St Neots	In	Rowley Arts Centre	Car Park	PE19 1BG	None - to be HDC	-	-	n/a	n/a	n/a	n/a	n/a	n/a	[illegible]	[illegible]	[illegible]	[illegible]	n/a	Brittania Car Parking's management agreement was ended on 30th April '24. a lease. The running of the car park it being brought in house.
Leisure	St Neots	In	Rowley Arts Centre	Flat 10	PE19 1BG	Can John Pekdemir	£ 250	592	n/a	Annually in	Annually in advance	125yrs	01/01/14	31/12/38	[illegible]	[illegible]	[illegible]	[illegible]	C77	Rent due to double every 25yrs
Leisure	St Neots	In	Rowley Arts Centre	Flat 10a	PE19 1BG	Lynn Richmond	£ 250	581	n/a	Annually in	Annually in advance	125yrs	01/01/15	31/12/39	[illegible]	[illegible]	[illegible]	[illegible]	C76	Rent due to double every 25yrs
Leisure	St Neots	In	Rowley Arts Centre	Flat 10b	PE19 1BG	Lynn Richmond	£ 250	635	n/a	Annually in	Annually in advance	125yrs	01/01/15	31/12/39	[illegible]	[illegible]	[illegible]	[illegible]	C75	Rent due to double every 25yrs
Out of town	Sudbury	Out	Shawlands Retail Park	Unit 1	CO10 2BG	Pure Gym	£ 95,000	6,500	£14.62	1M	Mthly adv 1st	15yrs	11/04/25	10/04/40	[illegible]	[illegible]	[illegible]	[illegible]	B 48	New lease. *1yr rent free to allow for fit out. Payments commence 11/4/26. 5yr RRs to RPI (max 3% min 1% pa
Out of town	Sudbury	Out	Shawlands Retail Park	Unit 2	CO10 2BG	Halfords	£ 73,550	5,000	£14.71	1M	Mthly adv 1st	5	01/11/24	31/10/29	[illegible]	[illegible]	[illegible]	[illegible]	C73	Lease renewal for 5yr term @£73,550pa (equiv £13.23/sf after incentives); *1/2 rent in 1st yr & consent for We-
Out of town retail	Sudbury	Out	Shawlands Retail Park	Unit 3	CO10 2BG	Pets at Home	£ 60,032	4,287	£14.00	1M	Mthly adv 1st	5 yrs	01/10/2019	30/09/24	[illegible]	[illegible]	[illegible]	[illegible]	C 65	Pets at Home want to renew lease. Legal process triggered. They have asked for 5yr term with 12m @ 1/2 rent starting from April. This is below market evidence so not agreed. We are currently holding out for £64305pa with no incentive, as per the Farm Foods renewal, but we may need to offer some concession as an incentive was granted on the Puregym letting and earlier renewals of Halfords & Multi-tile.
Out of town	Sudbury	Out	Shawlands Retail Park	Unit 3A	CO10 2BG	Farmfoods	£ 63,500	4,243	£14.97	3M	Trad qtr adv	10yrs	09/08/24	08/08/34	[illegible]	[illegible]	[illegible]	[illegible]	D 81	Lease renewed with effect from 9/8/24. Rent increase gained and no incentive given. Farmfoods trade well from
Out of town retail	Sudbury	Out	Shawlands Retail Park	Unit 4	CO10 2BG	Multi-Tile Limited (t/a	£ 66,750	4,521	£14.76	1M**	Trad qtr adv	5 yrs	08/12/23	07/12/28	[illegible]	[illegible]	[illegible]	[illegible]	C 56	Lease recently renewed. *Headline rent £66,750pa as before but incentive granted equivalent to 6m rent free but spread as reduced rent over first 3yrs (equiv to ave rent of £60,075pa or £13.29/sf). **Monthly rents
Out of town retail	Sudbury	Out	Shawlands Retail Park	Unit 5	CO10 2BG	Poundland	£ 130,000	8,399	£15.48	1M	Mthly adv 1st	10 yrs	27/11/14	26/11/24	[illegible]	[illegible]	[illegible]	[illegible]	C 54	The tenant served a s26 notice requesting a new lease at a low rent. We have opposed their suggested terms but will agree a renewal at market rent. Currently the rent is higher than others at this site and so a reduction on renewal is anticipated. Poundland have recently undergone a court approved financial restructure, closed some stores and imposed rent reductions on others. Our site was not affected by this and Poundland have confirmed it
Out of town retail	Sudbury	Out	Shawlands Retail Park	Unit 6	CO10 2BG	SME Trading Limited (t/a KFC)	£ -	2,339	n/a	N/A	N/A	125 yrs	14/08/03	13/08/28	[illegible]	[illegible]	[illegible]	[illegible]		125yr lease with peppercorn annual rent. Tenant contributes to centre service charge
							£ 2,165,747	330,413												

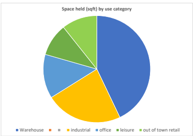
Category	Sqft	unit count	income	in district	out district	occupied	vacant
Warehouse	141836	1	£996,832.01	0	1	1	0
industrial	76566	5	£299,100.00	5	0	4	1
office	44097	5	£219,833.00	0	5	3	2
leisure	32625	8	£161,150.00	8	0	8	0
out of town retail	35289	7	£488,832.00	0	7	7	0
total	330413	26	£2,165,747.01	13	13	23	3

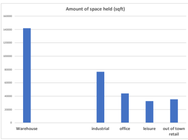


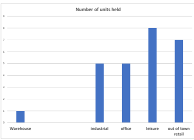


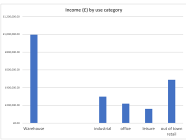












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TCMG - 17th July 2026
Report by: Pamela Scott, Head of Economy, Regeneration & Housing Delivery
Lead Cllr: Councillor Brett Mickleburgh

Wards	Open / Exempt	Key Decision?
All	Open	No

Cambridgeshire Horizons legacy funding

Executive Summary: To seek agreement to allocate the remaining legacy Cambridgeshire Horizons funding (£2,841,500) towards Huntingdonshire District Council's (HDC) regeneration and economic development priorities. The objective of which is to enable the Council to sustain delivery of high impact projects at a critical time, when future government regeneration funding is uncertain. The continued investment into key priorities builds on the Council's proven track record of delivery, supporting the preparation and early implementation of a two year investment programme ahead of Local Government Reorganisation.

Recommendations

1.1. Approve the use of the remaining Cambridgeshire Horizon funding of £2,841,500 to support projects which align with the Councils agreed Corporate Priorities, including regeneration; economic development; and the Market Towns Programme projects, activities and initiatives

1.2. To delegate to the Deputy Chief Executive & Corporate Director (Place) and the Corporate Director of Finance and Resources (S151 Officer) in consultation with the Portfolio Holder for Finance & Resources and the Portfolio Holder for Economy, Regeneration and Housing to identify and allocate funding to specific projects which accord with the Councils agreed Corporate Priorities and which would align with the Council's regeneration; economic development; and Market Towns Programme projects, activities and initiatives.

	Key Corporate Plan Priorities
1	The proposed allocation of the remaining Cambridgeshire Horizons funding directly supports the Council's Corporate Plan 2023 to 2028. In particular, it aligns strongly with Priority 2: Creating a better Huntingdonshire for future generations, specifically through: • Forward thinking economic growth, by enabling investment in regeneration projects, business support, market town vitality, defence sector opportunities, and high street/town centre improvements that attract investment, create jobs, and foster an inclusive local economy. • Supporting high quality, sustainable development and community infrastructure that contributes to long-term prosperity. The funding also contributes to Priority 1: Improving quality of life for local people by enhancing community facilities (e.g., Priory Centre), public realm improvements, and cultural/leisure offerings that boost wellbeing, social connection, and pride in place. It underpins Priority 3: Doing our core work well by ensuring efficient delivery of existing regeneration programmes and prudent use of legacy resources ahead of Local Government Reorganisation.

	Place Strategy Priorities
1	The proposals are aligned with the Huntingdonshire Futures Place Strategy, particularly the following journeys: • Inclusive Economy: supporting business growth, rural economy grants, skills/employment opportunities, and strategic sites that build a resilient and diverse local economy. • Pride in Place: through public realm enhancements, cultural assets, and market town regeneration that strengthen community identity and make Huntingdonshire an attractive place to live, work, and visit. • Environmental Innovation (where relevant): by prioritising sustainable development and climate responsive regeneration projects in line with the Council's Climate Strategy.

Report Author(s)

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1. PURPOSE OF THE REPORT

This report seeks approval to allocate the remaining £2,841,500 of legacy Cambridgeshire Horizons funding to support Huntingdonshire District Council's regeneration, economic development, and Market Towns Programme priorities.
The funds, received as HDC's share from the wind-up of the Cambridgeshire Horizons partnership, have been largely unspent since a £1.05m contribution to the A14 upgrade.

They provide a timely, flexible resource to sustain high impact projects at a critical period of funding uncertainty and ahead of Local Government Reorganisation.

Key uses include:

- Completing or enhancing major schemes (e.g. Priory Centre St Neots, Ramsey Great Whyte public realm).
- Supporting town centre regeneration, business grants, defence innovation (e.g. Project FAIRFAX at RAF Wyton), and cultural projects (e.g. proposed boutique cinema in Huntingdon).
- Bridging gaps in the successful but oversubscribed Rural England Prosperity Fund programme.

2. BACKGROUND & CONTEXT

2.1 Cambridgeshire Horizons was established in 2004 as a partnership vehicle to coordinate sustainable development, infrastructure, and economic growth across the County, funded primarily by central government allocations.

2.2 Following the withdrawal of Government support in 2011 due to changes in national policy it led to the cessation of active operations, leaving substantial cash reserves from the unspent grants; the company was wound down operationally during that year. The funds remained in the dormant company for over a decade before being distributed to shareholders upon formal wind up proceedings in 2022. Distributions were made to support objectives consistent with Horizons' mission, such as capital investments in growth and infrastructure, with requirements for match funding, environmental considerations, and community benefits where applicable.

2.3 Cambridgeshire Horizons Limited was formed as a not for profit company involving Cambridgeshire's Councils (including HDC), and other stakeholders to deliver the government's growth agenda for the Cambridge Sub-Region. It focused on housing, transport, economic development, and sustainable communities.

2.4 HDC, as one of the original partners, received its share of these funds, amounting to £3.891,500 million in 2021/2022, these funds were intended for purposes aligned with Horizons' original objectives, including supporting growth, infrastructure, and community benefits, with an emphasis on capital projects that promote sustainability and local empowerment.

2.5 In 2022/2023 a total of £1,050,000 was used as HDC's contribution to the A14 upgrade works; there has been no further use of these funds and they have been held in reserves, since this first draw down of spend. There remains a total of

£2,841,500 of the original funds. There are currently no delegations or approvals in place for the use of these funds, although Officers have researched and attached original documents / reports from 2006, 2008, 2010 and 2012 where Cambridge Horizons funding was referenced.

2.6 For HDC, this funding resource aligns with ongoing regeneration efforts, such as the Market Towns Programme (MTP), and associated UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) programmes. The funds available provides flexible resources to address district wide priorities.

2.7 Over the past four years, HDC has successfully delivered multiple regeneration projects under the Market Towns, UKSPF, and REPF programmes. These initiatives have seen over £22 million invested in key priorities, significantly enhancing our market towns and community facilities.

2.8 Major investments have included substantial upgrades to community venues such as the Priory Centre in St Neots, Huntingdon Commemoration Hall, and St Ives Corn Exchange. Public realm improvements have also transformed key areas, including St Neots Market Square and the Broadway in St Ives.

2.9 Two significant schemes remain in active delivery. The largest, the redevelopment and refurbishment of the Priory Centre in St Neots, is currently under construction. The Ramsey Great Whyte public realm project is in its final preparatory stages (securing planning permission and Traffic Regulation Orders), with on-site works scheduled to commence in Autumn 2026.

2.10 With the current funding cycle in the process of concluding, the availability of further government regeneration grants in the short to medium term remains uncertain. At this critical moment, particularly in the lead-up to Local Government Reorganisation (LGR), the opportunity to deploy Horizons funding is both timely and highly valuable.

2.11 By directing Horizons funding towards HDC's core economic and regeneration priorities, we can deliver a range of strategic benefits, including economic and social uplift by investing in regeneration or economic development based projects, like high street improvements, business grant funding or new / refurbished community facilities, which can boost local trade, tourism, and employment, echoing Horizons' growth focus and supporting HDC's vision of prosperous market towns.

2.12 The funding can provide targeted resource for key initiatives and existing priorities, such as defence sector growth. This includes project FAIRFAX at RAF Wyton. This partnership seeks to transform the site into a defence innovation centre. Funding could also support private sector based proposals for the redevelopment of town centre sites, which can provide community benefits, e.g. Capital and Centric proposals in St Ives, St Neots and Huntingdon.

2.13 Horizons funding can also be used to support the completion of existing projects, protecting HDC’s position, or to add value to ongoing proposals. Progress on the Priory Centre redevelopment in St Neots continues at pace; however, the scheme has encountered challenges arising from defects in the original building structure, which have required resolution. As a result, supplementary investment may be necessary to ensure successful delivery.

2.14 HDC is also collaborating with Huntingdon BID on a comprehensive feasibility study to repurpose a long vacant, council owned property at 12 All Saints Passage into a high-quality boutique cinema. This initiative has strong potential to reduce HDC's ongoing liabilities and maintenance costs while introducing a new cultural attraction to the town centre. It would also help strengthen the evening and night-time economy. Subject to positive feasibility outcomes, Horizons funding could contribute to the overall package, potentially alongside external sources such as National Lottery grants and/or Community Infrastructure Levy (CIL) to enable delivery.

2.15 The current 2026/27 Rural England Prosperity Fund (REPF) business grant scheme has allocated over £279,000 to date and has proven highly successful, attracting far more high quality applications than available resources can support. This oversubscription highlights strong demand and untapped potential in the rural economy.

2.16 Allocation of the Horizons funding to HDC regeneration and economic development priorities offers clear advantages. Consistency with Horizons' Legacy by reinvesting in regeneration also maintains the spirit of the original grants, promoting balanced growth and infrastructure improvements. The funds, as noted, can bridge gaps in existing budgets for defence sector initiatives (e.g., business support at key sites) and Priory Centre works, accelerating delivery without diverting core resources. Existing strategies and corporate plans can be drawn on for developing appropriate activities.

2.17 Capital investments in regeneration can leverage additional funding, when available, such as match funding / contributions or grants, amplifying benefits for residents and businesses and generating an economic multiplier effect. Proactive use demonstrates prudent financial management, avoiding potential scrutiny over dormant funds while enhancing community engagement.

2.18 Whilst on face value, £2,841,500 of the original funds remain, this is a relatively small amount considering the scale and value of the works identified in earlier paragraphs of this section. Care needs to be taken to ensure that the funding is not spread too thin, to ensure that it has meaningful impact and benefit – for example, provision of sums for the cinema, priory centre and Ramsey could conceivably utilise all of this funding with very little effort.

2.19 Additionally, in considering what to do with the funds, Officers are mindful of what can actually be delivered within the next 18mths, pre-LGR; and have therefore looked to existing schemes rather than looking to spin up new activities.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 **Do Nothing / Retain the funds in reserves:** Not recommended. This would leave the funds dormant and at risk of being lost, reallocated, or diluted during Local Government Reorganisation. It represents a missed opportunity to deliver tangible benefits from legacy funding specifically intended for growth and regeneration, while current regeneration projects (e.g. Priory Centre, Ramsey Great Whyte) face funding pressures and high demand for business grants remains unmet.

3.2 **Return the funds to central government or another authority:** Not recommended. There is no mechanism or requirement to return the funds, and doing so would remove resources from Huntingdonshire at a time when external regeneration funding is uncertain. This would contradict the original purpose of the Horizons funding and fail to support local priorities.

3.3 **Allocate the funds to non-regeneration purposes (e.g. general reserves, unrelated services, or one-off revenue spending):** Not recommended. This would not align with the original objectives of the Cambridgeshire Horizons funding or the Council's Corporate Plan priorities. It would dilute the impact on economic growth and place-shaping and expose the Council to challenge regarding the proper use of ring-fenced legacy capital-style funding.

3.4 **Spread the funding thinly across many small projects or new initiatives**: Not recommended. Given the relatively modest sum remaining (£2.84m) and the 18-month window before LGR, spreading funds risks delivering minimal impact. Officers have therefore prioritised existing high-value schemes and proven programmes where funds can be deployed effectively and quickly.

3.5 **Risks of Not Approving the Recommended Option:** Loss or dilution of the £2.84m during Local Government Reorganisation, with no guarantee of equivalent funding being available to the successor body for Huntingdonshire-specific priorities.

- Slowing or stalling of key regeneration projects (e.g. Priory Centre completion, Ramsey public realm, town centre opportunities), damaging the Council's track record and reputation.
- Failure to capitalise on oversubscribed demand for business grants and economic initiatives, limiting support for local businesses and the rural economy.
- Reduced ability to lever in additional external funding or private investment through match-funding opportunities.
- Missed opportunity to strengthen market towns, cultural assets, and strategic sites (e.g. defence innovation at RAF Wyton) at a critical time, undermining progress against Corporate Plan Priority 2 and the Huntingdonshire Futures Place Strategy.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 Not applicable.

5. POST-DECISION IMPLEMENTATION

5.1 Subject to approval of the recommendations:

- **Immediate delegation and prioritisation**: The Deputy Chief Executive & Corporate Director (Place) and the Corporate Director of Finance and Resources (S151 Officer), in consultation with the relevant Portfolio Holders, will identify and approve specific project allocations from the £2,841,500. Priority will be given to schemes that can be delivered or substantially advanced within the next 18 months ahead of Local Government Reorganisation.

- **Project integration**: Selected projects will be incorporated into the existing regeneration and economic development work programmes, including the Market Towns Programme, ensuring alignment with the Corporate Plan, Economic Growth Strategy, and Huntingdonshire Futures Place Strategy.

- **Governance and monitoring**: All allocations will be subject to standard Council financial controls, value for money assessments, and monitoring. Progress on the use of Horizons funding will be reported through performance reports to the relevant Committees.

- **Delivery timeline**: Funds will be committed and spent progressively during 2026/27 and early 2027/28, focusing on high-impact, deliverable schemes such as Priory Centre enhancements, Ramsey Great Whyte completion, business grant top-ups, and feasibility/delivery support for priority town centre projects (e.g. All Saints Passage cinema).

- **Legacy and transition**: This approach will help secure tangible outcomes and assets for Huntingdonshire residents and businesses, providing a strong foundation for the new unitary authority and demonstrating effective stewardship of legacy funding.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance:

6.2 This report directly supports the delivery of the Council's Corporate Plan 2023 to 2028 by deploying legacy funding into high impact activities that advance all three strategic priorities.

6.3 **Priority 1**: Improving quality of life for local people. The proposed investments will enhance wellbeing and community pride through improved cultural and leisure facilities (e.g. Priory Centre redevelopment in St Neots and the potential boutique cinema at All Saints Passage, Huntingdon, public realm improvements (e.g. Ramsey Great Whyte, and strengthened town centres. These interventions promote social connection, support the evening economy, and create more attractive places for residents and visitors.

6.4 **Priority 2**: Creating a better Huntingdonshire for future generations This is the strongest area of alignment. The funding will drive forward thinking economic growth by supporting business grants (addressing oversubscription in the Rural England Prosperity Fund), defence sector development (Project FAIRFAX at RAF Wyton), and town centre regeneration. It also contributes to sustainable place making through high quality public realm and community infrastructure upgrades, consistent with the Huntingdonshire Futures Place Strategy (Inclusive Economy and Pride in Place journeys).

6.5 **Priority 3**: Doing our core work well The report demonstrates prudent financial management and value for money by bringing dormant legacy funds into active use. It supports efficient delivery of the existing capital and regeneration programme without requiring additional resources, while mitigating risks associated with Local Government Reorganisation.

6.6 Performance Measures and Controls Progress on funded projects will be monitored through existing Corporate Plan performance reporting mechanisms, including updates as appropriate to the Overview & Scrutiny (Performance & Growth) Panel and Cabinet. Relevant operational indicators include those relating to regeneration delivery, economic development outputs (e.g., business engagements and grants awarded), and town centre vitality. All allocations will be subject to standard project governance, financial controls, and S151 Officer oversight.

6.7 **Priority Projects:** The funding will directly support key projects within the Market Towns Programme, including the Priory Centre (under construction), Ramsey Great Whyte public realm scheme, and potential enabling works for strategic sites.

6.8 **Implications for Delivery with Public Sector Partners:** The approach will strengthen collaborative working with partners such as Huntingdon BID, Cambridgeshire County Council (where relevant for transport/public realm), and Ministry of Defence stakeholders on Project FAIRFAX. It also positions the Council well for future external funding bids by demonstrating match funding capacity and delivery momentum. No adverse implications for partners are anticipated; instead, it will help maintain delivery confidence during the transition to unitary local government.

6.9 Financial Implications

6.9.1 The proposal involves the allocation and expenditure of £2,841,500 from existing earmarked reserves (Cambridgeshire Horizons legacy funding). There are no additional calls on the Council's revenue or capital budgets. The full £2,841,500 will be treated as capital expenditure and drawn from the existing Horizons reserve. This is a one-off use of previously received funds with no impact on the Council's Medium Term Financial Strategy (MTFS) or requirement for new borrowing.

Key Financial Details:

- Estimated Expenditure: Up to £2,841,500 (capital) over 2026/27 and 2027/28.

- Funding Source: Fully funded from the existing Cambridgeshire Horizons legacy reserve (currently held at £2,841,500).

- Revenue Implications: None anticipated. Any minor associated revenue costs (e.g. ongoing maintenance of completed assets) will be met from within existing approved revenue budgets or absorbed through normal service planning. No new revenue commitments are expected.

- Capital Implications: One off drawdown of reserves. No new capital budget requirement.

- Ongoing Commitments / Savings: The investments are expected to generate long term efficiency savings (e.g. reduced maintenance liabilities on council owned assets such as the All Saints Passage property) and potential increases in income (e.g. through enhanced town centre vitality and commercial activity). No recurring costs beyond normal asset management.

- Period of Impact: Primarily 2026/27 and 2027/28, with benefits accruing beyond this period.

- Financial Risks / Uncertainties: Project cost overruns (e.g. on the Priory Centre due to building defects – see paragraph 2.13) could require careful prioritisation of the available funding. Inflation or supply chain issues may affect costs. These risks will be managed through standard project governance and delegated authority.

- Key Assumptions: Projects can be delivered within the identified sum and timescale; funds will be fully committed before Local Government Reorganisation; no clawback of Horizons funding by external bodies.

- The resolution and allocation of this funding will provide clarity in light of LGR and enable opportunities to deliver regeneration benefits and deliver a strong legacy for Huntingdonshire.

6.10 Policy Implications

6.10.1 The recommendations have no adverse policy implications and are fully consistent with the Council's existing strategic policies and frameworks. The proposal supports and advances several key Council policies and strategies, including:

- Corporate Plan 2023–2028 (particularly Priority 2: Creating a better Huntingdonshire for future generations, forward-thinking economic growth).
- Huntingdonshire Futures Place Strategy (Inclusive Economy and Pride in Place journeys).
- Economic Growth Strategy.
- Market Towns Programme.
- Climate Strategy
- Community Health and Wealth Building Strategy.

6.11 Legal & Constitutional Implications

6.11.1 The report is presented to the TCMG and aligns with the Terms of Reference by agreeing to the use of these funds within the Capital Programme and the undertaking of all capital development including the approval of business cases.

6.11.2 Officers will report to Cabinet and other committees as required. Officers will continue to liaise with the Legal Services Manager and the Monitoring Officer to ensure all individual project allocations comply with legal, procurement, and subsidy requirements.

6.12 Community Impact

6.12.1 The recommendations will have a positive community impact by investing in regeneration projects that enhance town centres, public realm, cultural facilities, and economic opportunities across Huntingdonshire. This will improve quality of life, support local businesses, and foster pride in place for residents.

6.13 Environment & Climate Change Implications

6.13.1 The proposed recommendations will have positive implications. The funded projects will support sustainable place making and align with the Council's Climate Strategy and environmental principles by promoting high quality, climate resilient regeneration and reducing long-term carbon impacts through efficient use of existing assets

6.14 Equality & Diversity Implications

6.14.1 The proposals support the Public Sector Equality Duty under the Equality Act 2010. Regeneration and economic development initiatives can help reduce area based disadvantage by improving access to jobs, community facilities, and attractive public spaces for all groups. An Equalities Impact Assessment will be completed for individual projects as required. For example an EIA is I the process of being completed for the Ramsey Great Whyte scheme. No negative impacts are anticipated

6.15 Implications on Resources

6.15.1 **Staffing / Workforce:** No additional staffing required. Delivery will be managed within existing resources in the Regeneration and Economic Development teams.
6.15.2 **Property / Assets:** Positive impact, will support better use and potential reduction in liabilities for Council-owned assets.
6.15.3 **Procurement:** Standard Council procurement rules will apply to all funded works.

6.16 Health & Wellbeing Implications

6.16.1 The approval of this report's recommendation will lead to positive benefits. This includes improvements to community venues, public realm, and cultural offerings (e.g. Priory Centre, potential cinema) will support physical activity, social connection, and mental wellbeing, contributing to Priority 1 of the Corporate Plan.

6.17 Local Government Reorganisation (LGR) Implications

6.17.1 The recommendations will help secure visible wins and lasting assets for Huntingdonshire ahead of LGR by accelerating regeneration delivery and protecting legacy funding that might otherwise be lost or diluted. This provides a strong legacy, demonstrates effective stewardship, and delivers return on investment through enhanced economic vitality and quality of place that will benefit the future unitary authority

7. RISK MANAGEMENT

7.1.1 The main risk is the potential loss or dilution of the £2.841m during LGR if not spent (high impact, high probability without action). Not taking the decision would result in missed opportunities to deliver regeneration benefits and could lead to scrutiny over dormant funds.

7.1.2 **Controls in place/proposed:** Delegated authority for targeted allocation to deliverable projects, standard project governance, financial controls, and quarterly monitoring. With these controls, residual risk is reduced to low. Individual project risks (e.g. cost overruns) will be managed through normal risk registers.

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

8.1 Cabinet Meeting – 2 February 2006: "Cambridgeshire Horizons Limited" report by the Head of Legal and Estates (seeking approval for English Partnerships to join as a member).

Link: https://democracy.huntingdonshire.gov.uk/moderngov/documents/s15523/Cambridgeshire%20Horizons%20Limited.pdf

8.2 Cabinet – 20 July 2006: Quality of Life documents/strategies produced by Cambridgeshire Horizons (including Arts, Culture, Sports, and Green Infrastructure).
Link:
https://democracy.huntingdonshire.gov.uk/moderngov/documents/s16569/quality%20of%20life%20June%2006.pdf

8.3 Cabinet: 30 November 2006: Report and appendices on the Memorandum of Understanding with Cambridgeshire Horizons Limited. Agenda item 83.

Link: https://democracy.huntingdonshire.gov.uk/moderngov/documents/s17555/Cabinet%20Report%20and%20Appendices%2030%2011%2006.pdf

8.4 Cabinet: 17 July 2008: Design Brief for Mayfield Road, Huntingdon (references partnership with Cambridgeshire Horizons for Housing Growth Funding).

Link: https://democracy.huntingdonshire.gov.uk/moderngov/documents/s21390/report%20to%20CABINET%2017%20July%2008.pdf

8.5 Cabinet:11 February 2010 (St Neots Eastern Expansion item): References collaboration with Cambridgeshire Horizons, agenda item 97.

Link: https://democracy.huntingdonshire.gov.uk/moderngov/documents/s28939/Minutes%20of%20Previous%20Meeting.pdf

8.6 Cabinet: 19 January 2012: Endorsement of the Cambridgeshire Green Infrastructure Strategy (developed by Cambridgeshire Horizons).

Link: https://democracy.huntingdonshire.gov.uk/moderngov/documents/s44596/GI%20Strategy%20Endorsement%2019%201%202011%20Cabinet.pdf

Agenda Item 7

Treasury and Capital Management Group
28th July 2026

Report by:
Matthew Raby

Lead Cllr:
Cllr Jo Harvey
Executive Councillor for Finance & Resources

Wards	Open / Exempt	Key Decision?
All	Open	No

Stonehill – Feasibility Study

Executive Summary:
This report provides the Treasury and Capital Management Group with information regarding the proposed feasibility study due to take place at 2 Stonehill, Huntingdon.
2 Stonehill has been vacant now for 3 years, during this time the property has been broken in to on various occasions, the property has been vandalised in areas as well as stripping out copper pipe work and electrical cables requiring major works to take place in order to use the building once again.
The Council owns 2 plots of land at the rear of the property which are currently ‘land locked’, this feasibility study will include options to make these accessible for use.

Recommendations

1.1. The Committee note the report

	Key Corporate Plan Priorities
1	Priority 2 - Creating a better Huntingdonshire for future generations • Forward-thinking economic growth • Lowering carbon emissions
2	Priority 3 - Doing our core work well • Delivering good quality, high value-for-money services

Report Author(s)

Matthew Raby, Head of Property, Facilities and H&S (Matthew.Raby@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

1.1 This report is to provide an update for the planned feasibility study for the property 2 Stonehill, Huntingdon which is part of the Commercial Investment Strategy (CIS). The feasibility study will include 2 plots of land owned by the Council at the rear of 2 Stonehill which are currently land locked. The feasibility study will enable the Property department to make informed recommendations on the future of the property.

2. BACKGROUND & CONTEXT

2.1 The property 2 Stonehill, Huntingdon has been vacant for 3 years. During this period the property has been broken into on several occasion causing damage to the property. Before reinstating the property back to its original condition, a feasibility study is being commissioned to ensure that all options are considered regarding the future use and the prevention of further damage and resulting costs. Due to the Council owning 2 plots of land to the rear of the property these will also be considered as part of the feasibility to ensure the best future use can be identified. Following the feasibility study the Property Team will be able to make recommendations regarding its future.

3. OPTIONS CONSIDERED

3.1 The feasibility study will include the following options:

1. Reinstatement of property for lease.
2. Reinstatement of property with access created to access land locked plots of land (this would include partial demolition of current building).
3. Reinstatement of property with access created to access land locked plots of land (this would include partial demolition of current building) and proposals for building industrial units on land at the rear.
4. Valuations for the sale of both the property as is and including the 2 plots of land at the rear.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 N/A

5. POST-DECISION IMPLEMENTATION

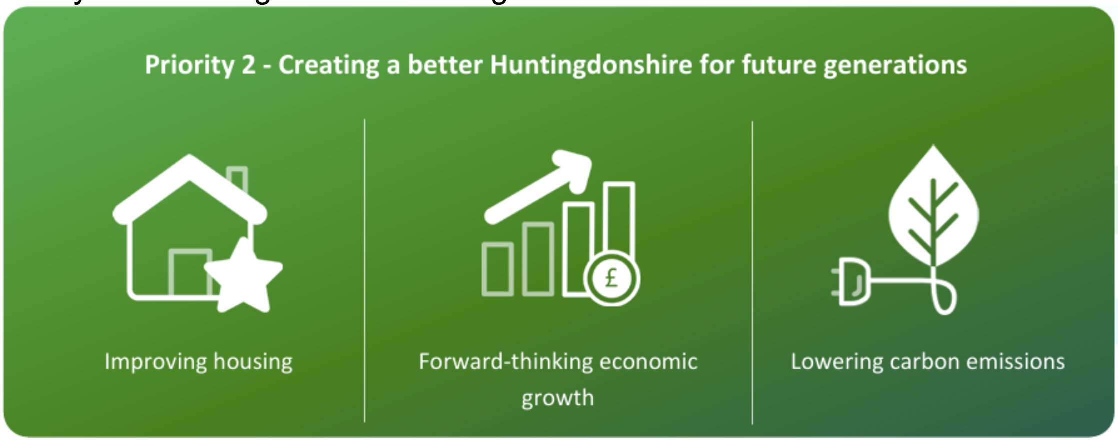
5.1 The feasibility study is estimated to take 3 months with the report being received in August 2026. Following receipt of the report it will be reviewed with the recommendations being submitted for approval to the Treasury and Capital Management Group.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

The property 2 Stonehill links to Priorities 2 and 3 of the Councils Corporate Plan.

Priority 2 – Creating a better Huntingdonshire for Future Generations.



With the recommissioning of Stonehill it will allow for economic growth within Huntingdon, this can be displayed with both the Stonehill Property itself and the 2 plots of land being developed.
Within the feasibility study the EPC target for the property will be a B as minimum. This will include de-gassing the site lowering carbon emissions.

Priority 3 – Doing our Core work well.

Following the feasibility at Stonehill it will allow the property to either be marketed providing a large competitively priced industrial unit/s with good control and compliance or sold for further development.

6.2 Financial Implications

6.2.1 Stonehill initially had £300K capital funding allocated for works following initial vandalism and feedback from local agents following initial viewings. Works that were previously discussed were to remove a large proportion of office space as this is out of proportion to what the need would normally be expected in the context of an industrial/warehouse unit. Works were also to include the installation of an additional roller shutter for access to one of the large warehouse spaces for ease of use, this would have included civils work to the front as ground levels vary. Due to the vandalism that has occurred the opportunity to complete a feasibility study covering the following options has been decided upon

1. Reinstatement of property for lease.
2. Reinstatement of property with access created to access land locked plots of land (this would include partial demolition of current building).

3. Reinstatement of property with access created to access land locked plots of land (this would include partial demolition of current building) and proposals for building industrial units on land at the rear.
4. Valuations for the sale of both the property and 2 plots of land at the rear.

The feasibility study is estimated at £20K to be funding from existing budgets and is due to be completed by August 2026. The findings of the feasibility report will enable advice to be provided to this Group meeting on the future options for the property and any associated funding and returns.

Following the delivery of the feasibility study costs will be presented for all the 4 options above including both expected expenditure and return on investment.

Note: Stonehill was being marketed at an estimated annual rent of approx. £230k. This would still be the expected rental income if option 1 was taken.

6.3 Policy Implications

6.3.1 N/A at present

6.4 Legal & Constitutional Implications

6.4.1 N/A at present

6.5 Community Impact

6.5.1 N/A at present

6.6 Environment & Climate Change Implications

6.6.1 The feasibility study will include Environment and Climate Change Implications by specifying that the EPC of Stonehill will be a minimum of a B to comply with the Minimum Energy Efficiency Standards that are required by 2030.

6.7 Equality & Diversity Implications

6.7.1 N/A

6.8 Implications on Resources

6.8.1 Following the feasibility study a full breakdown of implication of resources can be provided based on the recommendations submitted.

6.9 Health & Wellbeing Implications

6.9.1 N/A

6.10 Local Government Reorganisation (LGR) Implications

6.10.1 Following the delivery of the feasibility study further details will be provided on the longer-term options including return on investment if applicable.

7. RISK MANAGEMENT

7.1 Following the delivery of the feasibility study further details can be provided based on the recommendations put forward.

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

8.1 Previous Capital Budget bid from 2025/26 for £300k has been provided for background information.

Capital Budget Bid form for 2026/27 for £550k has been provided for information. This would be relevant if the refurbishment was recommended (Option 1).

Document List	Custodian	File Location
Capital Bid 2025/26 – Stonehill Refurbishment	Matthew Raby	Attached
Capital Bid 2026/27 – Stonehill Refurbishment	Matthew Raby	Attached

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2025/26 MTFS
Capital Bid

Cost Centre	**5304**	Commercial Investment Strategy
Bid Name	2 Stonehill Refurbishment	
Description	2 Stonehill has been damaged by an uninsured loss and requires reburishment in order to bring it back to a condition in which it can generate income.	
Reason for bid	Volumetric Growth	
How is this funded?	No additional funding	
If grant funded, name of grant and funder		
Impact if bid is not approved	The property will remain vacant and without prospect of income generation or will need to be sold at a loss if the bid is not approved	

Capital Financial Impact		**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
		Fill in Finance Detail Sheet to complete the figures for this section				
Expenditure:	**FTE**					
Staff cost	**0.00**	0	0	0	0	0
Supplies & Services		300,000	0	0	0	0
Total		300,000	0	0	0	0
Grant/Fee income:						
Additional grant funding		0	0	0	0	0
Total		0	0	0	0	0
Net impact		300,000	0	0	0	0

What actions have you taken to mitigate this impact?	Contacted our insurers to see if our insurance would cover the cost of repairs, but the costs fall outside of policy cover
Has this bid already been submitted through the "New Ideas" process	No
Confirm you have agreed these figures with your service manager and have their approval to submit the bid	Yes
Bid submitted by	Elizabeth Welbourn

2023/24 Expenditure Growth Bid

Cost Centre	5304

Fill in the grey areas

Capital Supplies & Services			2025/26	2026/27	2027/28	2028/29	2029/30
			2025/26	2026/27	2027/28	2028/29	2029/30
			£	£	£	£	£
Repairs			300,000				
[Cost type]							
[Cost type]							
[Cost type]							
[Cost type]							
Total Supplier & Services			**300,000**	**0**	**0**	**0**	**0**

Capital Staff costs	Annual Salary £		2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
Employee 1		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Employee 2		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Employee 3		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Total additional salary costs			**0**	**0**	**0**	**0**	**0**

Capital Grant Funding		*Negative Figures*	2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
[Name of grant 1]							
[Name of grant 2]							
[Name of grant 3]							
Total capital grant income			**0**	**0**	**0**	**0**	**0**

Revenue Staff costs	Annual Salary £		2025/26	2026/27	2027/28	2028/29	2029/30
Employee 1		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Employee 2		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Employee 3		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Total additional salary costs			**0**	**0**	**0**	**0**	**0**

Revenue Supplies & Services			2025/26 £	2026/27 £	2027/28 £	2028/29 £	2029/30 £
[Cost type]							
[Cost type]							
[Cost type]							
[Cost type]							
[Cost type]							
Total Additional grant income			**0**	**0**	**0**	**0**	**0**

Revenue Fee Income	Fee/unit £0.00	*Negative Figures*	2025/26	2026/27	2027/28	2028/29	2029/30
Income stream 1		Additional Quantity					
[Description]		Income	0	0	0	0	0
Income stream 2		Additional Quantity					
[Description]		Income	0	0	0	0	0
Income stream 3		Additional Quantity					
[Description]		Income	0	0	0	0	0
Total fee income			**0**	**0**	**0**	**0**	**0**

2026/27 MTFS
Capital Bid

Cost Centre

Bid Name
2 Stonehill, Huntingdon Refurbishment

Description
2 Stonehill in Huntingdon is currently a vacant CIS property and not being advertised. During the vacant period the unit has been broken into and vandalised. Having discussed the property with the property agent the

Reason for bid
Unavoidable

How is this funded?
Specific capital grant funding

If grant funded, name of grant and funder
N/A

Impact if bid is not approved
If bid is unsuccessful then the property will remain vacant and no income will be received from this property.

How does this align with your service plan
CIS properties to continue to be let.

Impact to other services

Capital Financial Impact		**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
		Fill in Finance Detail Sheet to complete the figures for this section				
Expenditure:	**FTE**					
Staff cost	**0.00**	0	0	0	0	0
Supplies & Services		550,000	0	0	0	0
Total		550,000	0	0	0	0
Grant/Fee income:						
Additional grant funding		0	0	0	0	0
Total		0	0	0	0	0
Net impact		550,000	0	0	0	0

What actions have you taken to mitigate this impact?
Following the break in I have been advised the insurance company rejected the claim for vandalism. I will contact the insurance company to find out more details on this and push for the claim to be reconsidered as the building

Has this bid already been submitted through the "New Ideas" process
No

Confirm you have agreed these figures with your service manager and have their approval to submit the bid
Yes

Bid submitted by
Matthew Raby

2023/24 Expenditure Growth Bid

Cost Centre	

Fill in the grey areas

Capital Supplies & Services	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Refurbishment	550,000				
[Cost type]					
[Cost type]					
[Cost type]					
[Cost type]					
Total Supplier & Services	**550,000**	**0**	**0**	**0**	**0**

Capital Staff costs	Annual Salary £		2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Employee 1		Additional FTE					
		Cost	0	0	0	0	0
Employee 2		Additional FTE					
		Cost	0	0	0	0	0
Employee 3		Additional FTE					
		Cost	0	0	0	0	0
Total additional salary costs			**0**	**0**	**0**	**0**	**0**

Capital Grant Funding	*Negative Figures*	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
[Name of grant 1]						
[Name of grant 2]						
[Name of grant 3]						
Total capital grant income		**0**	**0**	**0**	**0**	**0**

Revenue Staff costs	Annual Salary £		2026/27	2027/28	2028/29	2029/30	2030/31
Employee 1		Additional FTE					
		Cost	0	0	0	0	0
Employee 2		Additional FTE					
		Cost	0	0	0	0	0
Employee 3		Additional FTE					
[Job Title]		Cost	0	0	0	0	0
Total additional salary costs			**0**	**0**	**0**	**0**	**0**

Revenue Supplies & Services	2026/27 £	2027/28 £	2028/29 £	2029/30 £	2030/31 £
Rental Income		(230,000)	(230,000)	(230,000)	(230,000)
Total Additional grant income	**0**	**(230,000)**	**(230,000)**	**(230,000)**	**(230,000)**

Revenue Fee Income	Fee/unit £0.00	*Negative Figures*	2026/27	2027/28	2028/29	2029/30	2030/31
Income stream 1		Additional Quantity					
[Description]		Income	0	0	0	0	0
Income stream 2		Additional Quantity					
[Description]		Income	0	0	0	0	0
Income stream 3		Additional Quantity					
[Description]		Income	0	0	0	0	0
Total fee income			**0**	**0**	**0**	**0**	**0**

Treasury and Capital Management Group – 28th July 2026 Report by: Gregg Holland - Head of Leisure, Health & Environment Lead Cllr: Cllr Debbie Mickelburgh Executive Councillor for Communities, Health and Leisure

Wards	Open / Exempt	Key Decision?
All	Open	Yes

One Leisure St Ives Outdoor – 3G Football Pitch

Executive Summary:

This report updates the Treasury and Capital Management Group (TCMG) on the proposed additional 3G Artificial Turf Pitch (ATP) at One Leisure St Ives Outdoor (OLSIO) following Cabinet approval to proceed with the project in January 2026.

The additional pitch is identified as a strategic priority within the Council's Playing Pitch and Outdoor Sports Strategy (PPOSS), the Local Football Facility Plan (LFFP) and the Independent Review of the Long-Term Operating Model for One Leisure. It would address the identified shortfall in 3G pitch provision within the St Ives area and provide additional year-round capacity for clubs, community groups and residents.

The revised total project cost is currently estimated at £836,883. HDC has identified £620,000 of funding, comprising £300,000 of approved Community Infrastructure Levy (CIL) funding and £320,000 of HDC capital funding. The Football Foundation has offered a grant of up to £216,883, representing 25.92% of the revised project cost. This is significantly lower than the level of external funding originally anticipated and would require HDC to meet 74.08% of the project cost while accepting a range of long-term operational, financial, land, monitoring and governance conditions.

Officers therefore recommend **Option 3: that HDC withdraws from the Football Foundation funding offer and delivers the project directly through the Council's capital programme**. This would enable the Council to retain greater control over procurement, pricing, programming, booking arrangements, operating income and future pitch replacement arrangements. It would also avoid the long-term grant conditions and compliance requirements that would otherwise apply.

Proceeding with Option 3 would require additional capital funding to replace the proposed Football Foundation contribution and meet any confirmed repayment of preliminary costs.

Planning permission remains outstanding, with the application expected to be considered by the Development Management Committee (DMC) in August 2026. Subject to TCMG approval, planning permission, confirmation of funding and the final procurement outcome, the project would proceed through the Council's Transformation Hub process to provide appropriate governance, assurance and benefits monitoring.

TCMG is therefore asked to support Option 3 and notes the associated additional capital requirement, enabling HDC to deliver the facility independently while continuing to meet the strategic objectives and actions identified within the PPOSS and other relevant Council strategies.

Recommendations

It is recommended that the Treasury and Capital Management Group:

1.1. Note the progress made on the proposed additional 3G Artificial Turf Pitch at One Leisure St Ives Outdoor since Cabinet approved the project in January 2026.

1.2. Notes the revised total project cost of £836,883 and the Football Foundation funding offer of up to £216,883.

1.3. Supports Option three, to withdraw from the Football Foundation funding offer and deliver the project directly through the HDC capital programme, subject to planning permission and confirmation of the final project cost following procurement.

1.4. Supports an increase to the capital budget for the project (subject to funding being confirmed being in place within the existing capital funding approved by Council and which may include CIL and confirmed by the s151, – in the context of the overall capital programme) in year of up to £251,883, comprising:

- £216,883 to replace the Football Foundation grant contribution; and
- £35,000 for the repayment of Football Foundation preliminary costs.

1.5. Notes that delivery of the project will continue to support the priorities and actions identified in the Playing Pitch and Outdoor Sports Strategy, Local Football Facility Plan and the Independent Review of the Long-Term Operating Model for One Leisure.

1.6. Noting existing delegations to Officers, to support that the Head of Leisure, Health and Environment, in consultation with the Corporate Director (Place), Corporate Director (Finance and Resources) and subject to funding being secured, the overall financial viability and affordability being confirmed by the s151:

- Formally notify the Football Foundation of the Council's decision;
- Conclude any associated financial and contractual arrangements;
- Progress the scheme through planning, procurement and delivery; and
- Make any non-material amendments required to facilitate delivery within the approved capital budget.

1.7. Notes that the project will be managed through the Council's Transformation Hub process to provide appropriate governance, assurance, financial monitoring and benefits realisation.

	Key Corporate Plan Priorities
1	Improving quality of life for local people
2	Creating a better Huntingdonshire for future generations
3	Doing our core work well

	Place Strategy Priorities
1	Pride in Place
2	Health Embedded

Report Author(s)

Gregg Holland, Head of Leisure Health & Environment (Gregg.holland@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to update TCMG on progress with the proposed additional 3G Artificial Turf Pitch at OLSIO following Cabinet approval in January 2026.

1.2 The report sets out the revised project cost and funding position following receipt of the Football Foundation grant offer, considers the financial, legal and operational implications of the available delivery options, and seeks approval to withdraw from the Football Foundation funding offer and deliver the project directly through the HDC capital programme (Option 3)

1.3 The report also seeks to support the amendment to the current funding arrangement, subject to confirmation from the s151 that the project remains financially viable and funds (including CIL) can be made available from existing allocations, to deliver the project, subject to planning permission, final procurement costs and the Council's usual project governance and assurance arrangements.

2. BACKGROUND & CONTEXT

2.1 HDC's Playing Pitch and Outdoor Sports Strategy (PPOSS) & Indoor Built Facilities Strategies (IBFS) for Huntingdonshire were commissioned in late 2022 and were then presented to Overview & Scrutiny Committee (Environment, Communities & Partnerships) on 8th June 2023 and full approval from Cabinet was gained on 20th June 2023.

2.2 The PPOSS identified that there was a shortfall of 3G ATP provision across the Huntingdonshire district of four 3G ATPs in 2022. Specifically, the PPOSS identified a future shortfall of one within the St Ives Analysis area.

Analysis area	Future number of teams	Future requirement	Future number of available full size 3G pitches	Future shortfall
Huntingdon	98	3 (2.58)	1	2 **
North-east	41	1 (1.07)	1	-
North-west	53	1 (1.39)	1	-
St. Ives	101	3 (2.66)	2	1
St. Neots	107	3 (2.82)	2	1
West	14	0 (0.37)	0	-
Total	**414**	**11**	**7**	**4**

***When the PPOSS was developed, the 3G artificial turf pitch at Godmanchester Rovers had not yet been delivered. Now that this facility has been built, the identified shortfall in the Huntingdon area has reduced by one pitch. As a result, the overall projected future shortfall across the district is now understood to be three 3G pitches.*

2.3 This was supported by the Football Foundation and Huntingdonshire Football Association (HFA) who undertook an update to the Huntingdonshire Local Football Facility Plan (LFFP) following the update of the PPOSS and IBFS. The LFFP confirmed that there was a shortfall of 3G ATP provision within St Ives and subsequently identified it as a priority project within its investment portfolio.

2.4 An Independent Review of the Long-Term Operating Model for One Leisure was undertaken in Autumn 2023 and subsequently adopted by the Council in March 2024.

2.5 The Independent Review included a proposed prioritisation of capital investment across the One Leisure estate in line with the Council's ambitions for One Leisure to grow participation and become financially sustainable.

2.6 As part of this independent review one of its key recommendations based upon the future shortfall of future 3G ATP provision across the district identified by the PPOSS and LLFP was that HDC and One Leisure should liaise with FF and other stakeholders to commission a feasibility study to develop a new 3G ATP at St Ives Outdoor as the preferred option.

2.7 Based upon the shortfall of 3G ATP provision across the district outlined within the PPOSS and LFFP the Independent Review of the Long-Term Operating Model for One Leisure confirmed that Investment Priority should be looked at for a new 3G ATP at OLSIO.

2.8 Following initial feasibility work undertaken by First Point Management, the Council approached the Football Foundation and HFA to begin discussions on a new 3G ATP at OLSIO.

2.9 HDC began discussions with the Football Foundation in November 2024 regarding the potential development of an additional 3G pitch at OL St Ives Outdoor. Officers gained full approval from Cabinet in January 2026 to proceed with the project. This work led to submission of a Football Foundation funding bid in February 2026.

2.10 A planning application for the additional 3G pitch, reference 25/02378/HDC, was submitted in December 2025 and remains under consideration with a decision to be made by DMC in August 2026.

2.11 On 30 March 2026, the Football Foundation confirmed that HDC had been successful in securing a funding offer. However, the level of funding offered is significantly lower than HDC had anticipated, creating a decision point for the project.

2.12 The original assumption of the funding position would be as follows:

Total project cost	HDC/CIL contribution	HDC %	Football Foundation contribution	Football Foundation %
£1,400,000	£620,000	44.29%	£780,000	55.71%

2.13 The Football Foundation funding offer received on the 30th March was as follows:

Total project cost	HDC/CIL contribution	HDC %	Football Foundation contribution	Football Foundation %
£836,883	£620,000	74.08%	£216,883	25.92%

2.14 Below is the breakdown of the total project costs. Those in red cannot be finalised until planning consent has been secured

Item	Cost	Notes
New 3G Pitch Works	£717,083	Price based on current tender exercise via the AGP Framework, albeit this cannot be finalised until planning consent is secured, hence 5% contingency included
Existing 3G Pitch Works	£36,918	This covers the infill boards around the permitter of the existing 3G and LED floodlight upgrades
Cricket Wicket	£18,054	This includes two new junior artificial cricket wickets
Changing Room Works	£9,283	One Leisure quote received in Jan 2026.
Contingency (5%)	£39,067	5% added on the total of the above costs
Professional Fees	£1,650	Additional surveys to support the planning application
Legal Fees	£9,250	Figure used to cover Football Foundation solicitors' fees (only) – this includes resolve of historical matters (this is an estimate)
Statutory Fees	£2,578	Planning application fee
Booking System	£3,000	For year 1 (only)
Sub-Total	£863,883	Excluding VAT
VAT	£0	Full reclaim of VAT by the Council
Total Project Cost	£836,883	Total of the above
Partner Funding	£620,000	£300k from CIL and £300k HDC Capital funding
Football Foundation Grant	£216,883	
Football Foundation Grant Percentage (%)	28.31%	

2.15 The Football Foundation offer reduces the anticipated external contribution from £800,000 to £216,883, a reduction of £583,117. Although the revised total project cost of £836,883 is lower than the original estimate, HDC's cash contribution remains at £620,000 and therefore represents a significantly higher proportion of the total cost than originally expected. If HDC's contribution had remained at the initially anticipated share of 44.29%, this would equate to approximately £370,622 based on the revised total, highlighting the extent to which HDC's relative contribution has increased.

2.16 Based on the information above Officers are recommending to TCMG option three which is as follows:

Option	Description
Option 3 – Withdraw from the Football Foundation funding offer and deliver the project directly through the HDC capital programme (up to £251,883 of further HDC capital required)	HDC declines the Football Foundation grant offer and proceeds to deliver the additional 3G pitch itself, with the funding gap met through the Council's capital programme.

2.17 This would give HDC greater control over procurement, delivery, operation, pricing and future income. It would avoid ongoing Football Foundation grant conditions and compliance requirements. However, it should also be noted that this would mean that HDC are responsible for all risk and any future overrun or price increases, also all future maintenance costs.

2.18 The Football Foundation Grant Conditions that would be avoided by Option 3 are as follows:

1. Procurement must be completed to the Football Foundation's satisfaction, with final tender evaluation approved in writing.
2. Planning permission must be secured and the decision notice submitted before work begins.
3. All partnership funding must be confirmed before work starts.
4. Any reduction in total project cost will reduce the grant from the Football Foundation proportionally.
5. Headlease and underlease registration requirements for the OLSIO site must be satisfied before grant payment.
6. The Football Foundation, as part of the condition of the grant, wishes to place a restriction on land owned by HDC at OLSIO for the duration of the claw back period (21 years)
    a. However, it was agreed with the Football Foundation on 26 March that any further restriction on HDC land at OLSIO would run with existing restrictions on Cambridge County Council (CCC) land which expires 28 January 2032 in line with the current 3G pitch at the site.
7. The existing foundation-funded 3G pitch must be brought into the Pitch Replacement Fund Account through a Letter of Variation and payment goes into payment a protected fund where the Football Foundation holds the funds on Trust.
    a. Sites will pay into their own dedicated Pitch Replacement Fund Virtual Account under the Foundations Head Account.
8. HDC must agree commitments to grow women and girls' football, including priority access and minimum peak-time usage targets of 20% from opening and 30% by the end of year three.
9. Service Level Agreements, steering group arrangements, programme of use, pricing policy, maintenance standards and booking system requirements must be implemented.

10. Net surplus must be retained in a ring-fenced Football Development Fund. The purpose of this fund will be to re-invest in football activities/programmes or further football facility improvements.
11. Pricing increases are restricted to Retail Price Index (RPI) unless approved by the Football Foundation.
12. HDC must comply with monitoring, reporting and inspection requirements throughout the claw back period (21 years).

2.19 Considering the significantly lower level of Football Foundation funding offered, Officers consider that **Option 3, withdraw from the Football Foundation funding offer and deliver the project directly through the HDC capital programme,** provides the Council with the most appropriate route to delivery, subject to approval of the additional capital requirement and confirmation of the final project costs.

2.20 Although this option requires HDC to identify additional capital funding, it would enable the Council to retain greater control over the procurement, delivery and future operation of the facility. In particular, HDC would retain flexibility over pricing, programming, booking arrangements, the use of future income and operating surpluses, future costs both maintenance and replacement, and the management of the pitch replacement reserve. It would also avoid the long-term monitoring, reporting, land, governance and operational restrictions associated with the Football Foundation grant, some of which would otherwise apply for up to 21 years.

2.21 Importantly, withdrawing from the Football Foundation funding offer would not alter the strategic case for the project. Delivery of the additional 3G ATP at OLSIO would continue to address the identified shortfall in the St Ives analysis area and support the priorities and actions contained within the Council's PPOSS, the LFFP and the Independent Review of the Long-Term Operating Model for One Leisure. It would also provide additional year-round capacity for community sport and support the Council's wider objectives relating to participation, health and wellbeing and the financial sustainability of One Leisure.

2.22 On balance, the relative value of accepting a Football Foundation contribution of £216,883, representing 25.92% of the revised project cost, should be considered against the degree of long-term control and flexibility that HDC would be required to relinquish. Officers therefore recommend that HDC funds the identified additional capital requirement internally and delivers the scheme independently. This would allow the Council to achieve the same core strategic outcomes while retaining greater control over the facility and its future financial and operational benefits.

2.23 It however must be noted that HDC would need to repay £35,000 back to the Football Foundation if Option 3 is agreed as noted in section 6.2.5 of the report and within the recommendations.

3. ALTERNATIVE OPTIONS CONSIDERED & NOT RECOMMENDED

3.1 This section list Options 1 and 2 that were considered but not recommended and explains clearly why they have not been recommended.

3.2 Options 1 and 2 are set out below:

Option	Description
Option 1 – Do nothing / do not proceed with the project	The Council does not accept the Football Foundation grant offer and does not progress the additional 3G pitch project at this stage.
Option 2 – Accept grant and proceed with Football Foundation grant (subject to conditions)	The Council accepts the Football Foundation grant offer of up to £236,883, completes remaining approvals, and progress procurement/construction subject to planning.

Option 1 – Do Nothing/ do not proceed with project

3.3 Option 1 would avoid HDC entering into the Football Foundation grant agreement and the associated long-term conditions, reporting requirements and operational obligations.

3.4 However, the Council would likely need to repay the Football Foundation's preliminary costs already incurred, currently understood to be £35,000 excluding VAT, and the Council would also have already incurred its own costs of £5,728.

3.5 Option 1 would mean the additional 3G pitch is not delivered, and the strategic benefits (outlined at 2.1 to 2.3 of the report), of increased football capacity wider community use and income generation would not be realised at this time.

Option 2 – Accept grant and proceed with Football Foundation grant (subject to conditions)

3.6 This option would secure a Football Foundation capital contribution of up to £216,883 towards the delivery of the additional 3G ATP. It would reduce the amount of capital funding required from HDC compared with delivering the project independently and would allow the scheme to proceed through the established Football Foundation framework, subject to planning permission and completion of the remaining approvals.

3.7 However, the grant represents only 25.92% of the revised total project cost of £836,883, which is significantly lower than the contribution originally anticipated. HDC would still be required to contribute £620,000, representing 74.08% of the project cost, while accepting a substantial range of Football Foundation conditions and long-term obligations (as outlined in 2.18 of the report).

3.8 These conditions would reduce HDC's flexibility over the future management and operation of the facility. They include Football Foundation oversight of procurement, restrictions relating to pricing, requirements concerning programming and priority access, use of a nominated booking system, ring-fencing of net operating surpluses within a Football Development Fund, and prescribed governance, monitoring and reporting arrangements.

3.9 HDC would also be required to bring the existing Football Foundation-funded 3G pitch into the Pitch Replacement Fund, with the relevant funds held through arrangements specified by the Football Foundation. The Council would be required to comply with ongoing monitoring, inspection and operational obligations throughout the applicable clawback period. This would create additional administrative requirements and restrict the Council's discretion over how income generated by the new and existing facilities could be used.

3.10 While the Football Foundation conditions support wider football development objectives, HDC would remain able to deliver the principal strategic and community outcomes of the project without accepting the grant. This includes addressing the identified 3G pitch shortfall within the St Ives analysis area and delivering the relevant actions and priorities contained within the PPOSS, the Local Football Facility Plan and the Independent Review of the Long-Term Operating Model for One Leisure.

3.11 This option is therefore not recommended because the value of the grant is considered insufficient when balanced against the associated long-term restrictions, compliance requirements and loss of operational and financial flexibility. Subject to approval of the additional capital funding, Option three would enable the same facility and strategic outcomes to be delivered while allowing HDC to retain greater control over procurement, pricing, programming, future income, pitch replacement arrangements and the overall operation of the facility.

3.12 There is a financial risk in not selecting Option two, as HDC would forgo the Football Foundation contribution of up to £236,883 and will be liable to repay preliminary costs incurred by the Football Foundation as outlined in section 6.2.5 of this report.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 N/A

5. POST-DECISION IMPLEMENTATION

5.1 The project previously received approval to proceed pending confirmation of funding and approval by TCMG of a robust business case by Council and Cabinet through the budget setting process. If Option 3 is approved, officers will proceed with delivery of the additional 3G ATP independently of the Football Foundation, subject to confirmation and approval of the additional capital funding required and financial viability.

5.2 Officers will formally notify the Football Foundation that HDC does not intend to accept the grant offer and look to arrange the payment of preliminary costs incurred through the Football Foundation framework as outlined in 6.2.5 of this report.

5.3 The project will then progress through the Council's Transformation Hub process. This will provide cross-Council assurance and governance throughout the next stages of the project, ensuring that it:

- Follows best-practice project and programme governance;
- Aligns with the Council's corporate priorities and principles;
- Has appropriate financial, legal, procurement and operational oversight;
- Maintains clear accountability for the delivery of agreed outcomes and benefits; and
- Promotes collaboration, continuous improvement and effective business analysis to maximise value for HDC.

6. IMPLICATIONS OF THE DECISION

6.1 Council Key Priorities and Performance

6.1.1 The work undertaken on the proposed 3G ATP at OLSIO strongly supports the council's corporate plan and its key priorities which are:

1. Improving the quality of life for local people
2. Creating a better Huntingdonshire for future generations
3. Delivering good quality, high value for money services with good control and compliance with statutory obligations.

6.1.2 The proposed development of the 3G ATP can contribute and support the delivery of the Councils strategic priorities and Corporate Plan in the following ways:

a. Meeting the recommendations set out in HDC's PPOSS for the district by supporting the shortfall of 3G ATP provision in the St Ives area on future population projections.
b. Supporting the evidence provided by LLFP by the Football Foundation as part of their football facility review.
c. Creating these new spaces will benefit and improve the quality of life of residents and it will provide a greater access to state-of-the-art facilities, a larger space to exercise in, and in doing so will deliver health and wellbeing facilities that will be fit for future generations and a better Huntingdonshire for residents.
d. It will support and enhance priority three within the Corporate Plan as it will deliver good quality, high value for money services which will continue to run in line with our membership architecture, which is based upon choice, affordability, value for money and importantly access to our facilities so that local residents do not have a barrier to participation.
e. The new 3G ATP will improve happiness and wellbeing by increasing access to regular sport and physical activity, supporting better health and stronger social connection.
f. The project will help maximise physical activity across the district by adding
year-round pitch capacity and enabling more sessions for clubs, schools and community groups.
g. The project will support a prevention-led approach by providing more local opportunities to be active, which helps reduce longer-term health inequalities and demand on other services.
h. The additional pitch will strengthen One Leisure's ability to grow participation and impact, aligning with the Corporate Plan's focus on One Leisure usage and Active Lifestyles outcomes.

i. The additional 3G ATP will support sustainable growth and inclusive place-making by ensuring communities have access to high-quality sports infrastructure as St Ives and surrounding areas develop.

j. The project will improve value for money by increasing capacity at a key multi-sport hub, enabling more efficient programming and reducing displacement to more distant sites.

k. The project will demonstrate the Council's enabling role by bringing together local partners to deliver shared outcomes for residents.

6.2 Financial Implications

6.2.1 The total project cost identified through the Football Foundation process is currently £836,883. The Council had previously anticipated a higher overall project cost of approximately £1.4m, with an expected Football Foundation contribution of around £800,000. However, the Football Foundation has confirmed a grant offer of up to £216,883, leaving HDC contribution at £620,000.

6.2.2 A CIL funding request of £300,000 was approved in October 2025, demonstrating alignment with local infrastructure priorities and supporting delivery of enhanced sports facilities for community benefit. In addition, HDC has already committed a contribution of £320,000. Together, these two funding sources would provide the required £620,000 Council contribution.

6.2.3 On this basis, Option 2, proceeding with the Football Foundation funding, could be delivered within the currently identified capital funding envelope, subject to planning permission, procurement outcome and compliance with Football Foundation grant conditions.

6.2.4 If the Council chooses Option 3, to withdraw from the Football Foundation funding offer and deliver the project directly through the HDC capital programme, the Council will need to identify additional capital funding to replace the Football Foundation contribution of £236,883. This would represent an additional capital budget requirement.

6.2.5 In addition, if the Council does not accept the Football Foundation grant offer, there is a liability to repay preliminary costs incurred by the Football Foundation, currently understood to be capped at £35,000 excluding VAT. The Council has also already incurred direct project costs of £5,728, relating to the additional autumn bat survey, landscaping and planting scheme work, and the planning application fee. Therefore, the known current financial exposure is £40,728, excluding any VAT.

Football Foundation Preliminary Costs

Item	Cost excluding VAT
Site investigation surveys	£12,500
Site specific surveys	£10,000
Framework design consultant fees	£8,391
Framework managing consultant fee	£4,109
Total Football Foundation preliminary costs	**£35,000**

Council Costs Paid to Date

Item	Cost
Additional autumn bat survey due to sensitive bat species	£1,650
Landscaping and planting scheme following Ecology Officer feedback	£1,500
Planning application fee	£2,578
Total Council costs paid to date	**£5,728**

Total Known Spend / Exposure

Category	Amount
Football Foundation preliminary costs potentially repayable if the Council does not proceed	£35,000 excluding VAT
Council costs already paid	£5,728
Total known spend/exposure	**£40,728 excluding any VAT**

6.2.6 The revenue position is positive once the facility is operational. The new 3G pitch is forecast to generate annual income of approximately £60,000, in line with the current 3G ATP on site. Of this income, £27,000 per annum would be allocated to a sinking fund to support pitch replacement after approximately 10 to 12 years. Day-to-day maintenance is projected to cost approximately £5,000 per annum, leaving an estimated net annual contribution of £28,000 to support the One Leisure operational budget and wider management of services at the site.

Revenue Item	Annual Amount
Forecast pitch income	£60,000
Sinking fund contribution	£27,000
Day-to-day maintenance	£5,000
Estimated net contribution to One Leisure operational budget	**£28,000**

6.2.7 Financial Impact Summary

Option 2 – Proceed with Football Foundation Funding

Financial Year	2026/27	2027/28	2028/29	2029/30
Capital Expenditure	£836,883	£0	£0	£0
Revenue Expenditure	£0	£32,000	£32,000	£32,000
Revenue Income	£0	£60,000	£60,000	£60,000
Net Revenue Impact	£0	£28,000 surplus	£28,000 surplus	£28,000 surplus
Available Capital Budget / Funding	£836,883	£0	£0	£0
New Capital Budget Requirement	£0	£0	£0	£0
Total Net Impact	**£0 capital gap**	**£28,000 surplus**	**£28,000 surplus**	**£28,000 surplus**

Option 3 – Withdraw from Football Foundation Funding and Deliver Through HDC Capital Programme.

Financial Year	2026/27	2027/28	2028/29	2029/30
Capital Expenditure	£836,883	£0	£0	£0
Revenue Expenditure	£0	£32,000	£32,000	£32,000
Revenue Income	£0	£60,000	£60,000	£60,000
Net Revenue Impact	£0	£28,000 surplus	£28,000 surplus	£28,000 surplus
Available Capital Budget / Funding	£620,000	£0	£0	£0
New Capital Budget Requirement	£216,883	£0	£0	£0
FF Cost Repayment	£35,000	£0	£0	£0
Total New Budget Requirement	£251,883	£0	£0	£0

6.3 Policy Implications

6.3.1 N/A

6.4 Legal & Constitutional Implications

6.4.1 Head of Leisure, Health and Environment in consultation with Corporate Director (Place) & Corporate Director (Finance and Resources) were given delegated authority in January 2026 to complete all relevant land and legal requirements to facilitate this project and enable its delivery.

6.4.2 Officers are continuing to work through all relevant land and legal requirements in relation to OLSIO with 3C Legal shared services as this will avoid complications later in relating to any external funding, sale, refinancing or any future dealings with OLSIO.

6.5 Community Impact

6.5.1 The recommendation to deliver the additional 3G ATP directly through HDC's capital programme would have a positive community impact. The facility would address the identified shortfall in 3G pitch provision within the St Ives area and provide an accessible, high-quality, all-weather facility for local football clubs, community groups and residents.

6.5.2 The additional capacity would support increased year-round participation in physical activity, with associated physical health, mental wellbeing and social benefits. It would also create opportunities to expand One Leisure's Active Lifestyles programmes, support inclusive activities and contribute to reducing inequalities in access to affordable leisure provision.

6.5.3 Delivering the project without Football Foundation funding would not prevent HDC from supporting women and girls' football, underrepresented groups or wider community use. Instead, it would allow the Council to determine local programming, pricing and access arrangements in response to identified community needs, while continuing to deliver the strategic outcomes set out in the PPOSS and Local Football Facility Plan.

6.5.4 The community benefits are dependent on the facility being delivered, operated affordably and programmed inclusively. These outcomes will be monitored through the project's governance and benefits-realisation arrangements, as outlined in Section 5 of this report.

6.6 Environment & Climate Change Implications

6.6.1 The scheme supports the Council's "green lens" approach by incorporating measurable environmental improvements, including the replacement of the existing 3G ATP floodlights with modern, energy-efficient LED lighting. This will reduce electricity demand, improve lighting control, and minimise unnecessary use through timers, switching regimes and appropriate aiming.

6.6.2 The project includes mitigation measures to reduce impacts on wildlife and the surrounding environment. The improved floodlight design will reduce light spill and help limit disturbance to bats and other nocturnal species, while infill containment boards will help prevent rubber crumb migration from the pitch into surrounding land or drainage routes.

6.7 Equality & Diversity Implications

6.7.1 N/A

6.8 Implications on Resources

6.8.1 Delivery of the project will require input from Procurement, Finance, Legal, Property, Planning, Transformation and One Leisure. Existing employees will manage the project through the Council's Transformation Hub governance process, with specialist contractors appointed through an appropriate procurement route. No additional permanent staffing requirement is currently anticipated. The new pitch will become an HDC asset, with ongoing maintenance, operational management and future replacement requirements met through the One Leisure operating model and proposed sinking fund.

6.9 Health & Wellbeing Implications

6.9.1 The new 3G ATP would provide an accessible, affordable and high-quality community facility that supports increased physical activity, improved mental wellbeing, healthier outcomes for children and young people, and reduced health inequalities. Its year-round availability would help residents participate more consistently in sport and exercise, supporting a prevention-focused approach to health and wellbeing.

6.9.2 The facility would support inclusive participation, including opportunities for people with mobility difficulties or disabilities, and could be used to deliver wider health interventions, social prescribing activities and Active Lifestyles programming. It would strengthen local leisure provision, enhance community cohesion, support Council priorities and contribute to better quality of life for Huntingdonshire residents now and in the future.

6.10 Local Government Reorganisation (LGR) Implications

6.10.1 The project can be delivered prior to LGR and vesting day. The new facilities will be in place to support the future provision of leisure services with the local area, and whilst it is a long-term asset that would require on-going maintenance is a minor financial commitment in the overall scale of the leisure assets that the future authority would be taking on. The LGR risk is considered to be low and should not be a barrier to moving forward.

7. RISK MANAGEMENT

7.1 The main risk associated with this decision is the financial affordability of the scheme following the lower than anticipated Football Foundation grant offer. The Council had previously anticipated a higher external contribution, but the current offer is up to £216,883, leaving the Council to meet a greater proportion of the overall project cost. If the Council proceeds with Football Foundation funding (Option 2), the project will need to be delivered within the confirmed capital funding envelope and in accordance with the grant conditions. If the Council chooses to deliver the scheme itself (Option 3), additional capital funding would be required to replace the Football Foundation contribution.

7.2 There is also a contractual and financial risk if the Council decides not to accept the Football Foundation offer. The Council will be required to repay preliminary costs incurred by the Football Foundation, currently understood to be £35,000 excluding VAT. This is in addition to Council costs already incurred of £5,728.

7.3 Planning remains a key delivery risk. The planning application is still in progress and is due to go to DMC in August 2026.

7.4 If the Council accepts the Football Foundation grant, there will be an ongoing compliance risk. The Council would need to comply with a range of grant requirements (as outlined in 2.18 of the report), including procurement approval, Pitch Replacement Fund obligations, programme of use requirements, pricing controls, monitoring and reporting. Failure to comply with these conditions could expose the Council to financial clawback or reputational risk.

7.5 There is also a risk associated with not taking the decision or delaying the decision. The Football Foundation offer is time limited, and failure to respond within the required period could result in the offer lapsing and may trigger a requirement to repay preliminary costs. However, it must be noted that Officers have been in discussion with the Football Foundation and have acquired an extension (7 August) to the decision in order to go through the political process.

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

8.1 N/A

Document List	Custodian	File Location
N/A	N/A	N/A

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TCMG – 28th July 2026

Report by: Gregg Holland, Head of Leisure & Environment

Lead Cllr: Councillor Debbie Mickleburgh

Wards	Open / Exempt	Key Decision?
All	Open	Yes

One Leisure – Huntingdon Sport & Health Hub RIBA Stage 4 Update and Next Steps

Executive Summary:

The Independent Review of the Long-Term Operating Model for One Leisure was undertaken in 2023 and subsequently adopted by the Council in April 2024. The review included a proposed prioritisation of capital investment across the One Leisure estate in line with the Council's ambitions for One Leisure to grow participation and become financially sustainable.

The proposed capital investment in leisure forms a critical part of the transformation journey that One Leisure has been on in recent years, supporting increased participation, an enhanced customer experience and financial sustainability.

This report focuses on the opportunity that exists at Huntingdon and provides an update for Councillors on the progress that has been made through the RIBA Stage 3 & 4 design process following Cabinet approval in April 2025 (RIBA Stage 1) and October 2025 (RIBA Stage 2).

This report supports the work undertaken by Officer's through the development of the RIBA Stages 3 & 4 process with its expert consultants allowing the Council, to determine an optimum solution that delivers against the project objectives:

- Addressing the shortfall of swimming pool provision across the district as identified in the Built Facility Strategy and Swim England Aquatics Review
- Growth in participation
- Future proofing local council assets for future generations
- Supporting the financial sustainability of One Leisure and the Council
- Supporting the Council's Corporate Plan and wider Strategic Priorities

This report therefore aims to update Cabinet via Treasury & Capital Management Group (TCMG) as part of providing oversight of this project and advise that the project continues to meet key

conditions (linked to previous approvals) and identify the next steps in moving to formal commencement and delivery of the capital investment.

Key points include:

- Project capital costs (RIBA Stage 4)
- Financial funding package (Proposed options to fund the scheme)
- Risk review of the Delivery Management Agreement (DMA) & Main Building Contract
- Timelines for mobilisation & project construction
- Position statement on land negotiations/transfer & associated risks
- Communication & engagement update (RIBA Stage 4)

Recommendations

The TCMG is recommended:

1.1. **Project & RIBA Stage 2 Recommendation Update:**

To acknowledge and note the update provided by Officer's on the progression of the project through the relevant RIBA stages, up to the end of Stage 4 – see specific update as set out in **Appendix 1**

1.2. **Land & Legal:**

To acknowledge, and note the position statement and associated risks as set out by Browne Jacobson on the land and transfer negotiations included in **Appendix 2**

To note existing delegations that enable the conclusion of all necessary negotiations with stakeholders in line with the expert legal advice from Browne Jacobson **Appendix 2;** and which enable the Council to proceed to finalise and execute all legal agreements to allow the project to commence and move into delivery.

1.3. **Delivery Management Agreement (DMA) & Main Building Contract:**

To note and accept the legal status and associated risks identified by Browne Jacobson **Appendix 3 & 4** on the Delivery Management Agreement (DMA) and the Main Building Contract.

To note existing delegations that enable the conclusion of all necessary negotiations on the Delivery Management Agreement (DMA) and the Main Building Contract to allow the project to commence and be delivered and the intention to move it into delivery.

1.4. **Finance & Project Funding:**

To acknowledge and accept the update from Officer's on the comparison in project costs and funding options provided between RIBA Stage 2 and RIBA Stage 4

To note the final RIBA Stage 4 project costs and associated overview and justification – as set out in **Appendix 7**

To note the overarching project financial position (RIBA Stage 4) as set out by Officer's in **Section 3** of this report

To note the financial funding package and preferred option (Option 3) and structure set out by Officer's in **Section 3** which confirms final RIBA Stage 4 project funding and allows project commencement.

To note the existing delegations that enable the provision of funds from the identified sources within Section 3, to facilitate the project, as previously approved via the Council as part of the Capital Programme.

To note existing delegations that enable officers to proceed with the delivery of the project within the agreed funding envelope.

1.5. **Communication & Engagement:**

To acknowledge and accept the communication and engagement update provided within this report as set out in **Section 8**

To note and accept the updated project Communication & Engagement Plan developed by the project team and Council Marketing & Communication's team as set out in **Appendix 5**

To note existing delegations that enable delivery of all necessary stakeholder and wider communications associated with the delivery of the project.

1.6. **RIBA Stage 5 (Commencement) & RIBA Stage 6 (Project Delivery & Completion):**

To acknowledge and confirm the previous conditions set by Cabinet are either met, or will be met; and note the intention to move to project delivery and implementation now that planning permission is in place and that costs and financing matters are resolved; and note existing delegations that enable Officers to proceed with the commencement of the Huntingdon Sport & Health Hub leisure development project (including all necessary works and activities).

This report is supported by the following Appendices:
Appendix 1 – RIBA Stage 2 Cabinet Report – RAG Status Update
Appendix 2 – Browne Jacobson – Land & Legal Review
Appendix 3 – Brown Jacobson – DMA & Main Building Contract Review
Appendix 4 – NPS Huntingdon DC Key Risks RAG Report
Appendix 5 – Communication & Engagement Plan
Appendix 6 – RIBA Stage 2 (April 2025) Cabinet Report (Exempt)
Appendix 7 – Varsity Consultancy – RIBA Stage 4 – Interim Report
Appendix 8 – Sports Consultancy – RIBA Stage 4 Financial Projections
Appendix 9 - Social Value Engine Project Report
Appendix 10 – TCMG Social Value Briefing Note

Report Author(s)

Gregg Holland, Head of Leisure, Health & Environment
(Gregg.holland@huntingdonshire.gov.uk)

1. PURPOSE OF THE REPORT

1.1. The purpose of this report is to inform the Treasury Management Capital Group (TCMG) of the progress Officers have made on the RIBA Stage 3 & 4 process for Huntingdon Sport & Health Hub including the overarching project and RIBA Stage 4 capital costs. It also seeks to advise TCMG that the project is ready to progress into delivery and seeks to provide formal oversight to TCMG (on behalf of Cabinet) as the project moves forward to delivery.

1.2. To present the final RIBA Stage 4 capital costs as a comparator to RIBA Stage 2 (October 2025) for Huntingdon Sport & Health Hub aiming to provide reassurance and cost certainty of the overall feasibility of the scheme to TCMG

1.3. To outline to TCMG the overall capital costs (RIBA Stage 4) required to deliver the Huntingdon Sport & Health Hub project and the preferred financial structure allowing the Council to proceed to RIBA Stage 5 & 6 (project delivery and completion).

1.4. To provide TCMG reassurance that a legal update and risk overview has been completed on the land agreements associated to the project which has been prepared by our legal partner Browne Jacobson.

1.5. To provide TCMG a further legal update from Browne Jacobson on their work on the Delivery Management Agreement (DMA) between the Council and its leisure development partner Alliance Leisure and the main Building Contract between Alliance Leisure and Universal Civils & Building.

1.6 To update TCMG on the RIBA Stage 4 capital costs and associated financial structure and package of funding required for the Huntingdon Sport & Health Hub Project.

1.7 For TCMG to acknowledge the proposed legal position with all partners and stakeholder as outlined within this report and in acceptance of the stated risks allow Officer's to enter and execute all necessary legal, financial and contractual requirements to commence with RIBA Stage 5 & 6.

1.8 As the project is now included within the Councils Capital Programme, TCMG is being advised that the project is now approaching a stage where it can move into delivery, with an anticipated completion date of August 2028. TCMG are the relevant Member group to provide oversight of the Capital Programme, and as such, are being informed of the intent to move forward to formal delivery.

1.9 To aid understanding of this report, reference is made to the following Appendices:

Appendix 1 – RIBA Stage 2 Cabinet Report – RAG Status Update
Appendix 2 – Browne Jacobson – Land & Legal Review
Appendix 3 – Brown Jacobson – DMA & Main Building Contract Review
Appendix 4 – NPS Huntingdon DC Key Risks RAG Report
Appendix 5 – Communication & Engagement Plan
Appendix 6 – RIBA Stage 2 (April 2025) Cabinet Report (Exempt)
Appendix 7 – Varsity Consultancy – RIBA Stage 4 – Interim Report

Appendix 8 – Sports Consultancy – RIBA Stage 4 Financial Projections
Appendix 9 - Social Value Engine Project Report
Appendix 10 – TCMG Social Value Briefing Note

1.10 For completeness, external advice has confirmed that there is a sufficiently clear decision trail to support the conclusion that adequate decisions and delegations are in place to allow Officers to progress the One Leisure project to RIBA Stages 5 and 6, without requiring a further decision or approval from Cabinet, Council or TCMG. TCMG are not being asked to make any decisions in respect of this project – and the report has been amended and updated (compared to the earlier released version) to reflect this.

1.11 Additionally, an Updated Legal Implications section has now been included in this updated report, this discusses matters pertaining to the timing of the consideration of this report and meeting of TCMG during the pre-election period; and the implications for any new Administration following the elections.

1.12 This report was originally intended to be reported to TCMG prior to the May elections but was delayed due to the cancellation of that meeting. The report remains substantially unchanged from that point, although where necessary, appropriate minor amends have been made, and further updates given as relevant.

2. BACKGROUND

2.1 Built & Playing Pitch Strategies for Huntingdonshire were commissioned in late 2022 and were then presented to Overview & Scrutiny Committee (Environment, Communities & Partnerships) on 8th June 2023 and full approval from Cabinet was gained on 20th June 2023.

2.2 The Built Facility Strategy identified that there was a shortfall of Swimming pool provision across the Huntingdonshire district of the equivalent of 12 lanes of a 25-metre swimming pool based upon current population across the district.

2.3 This was supported by Swim England who undertook an Aquatics Review for One Leisure in late 2024 and they confirmed that there was a shortfall of swimming pool provision across the district equivalent to circa 13 lanes of a 25 metre Swimming pool.

2.4 An Independent Review of the Long-Term Operating Model for One Leisure was undertaken in Autumn 2023 and subsequently adopted by the Council in March 2024.

2.5 The Independent Review included a proposed prioritisation of capital investment across the One Leisure estate in line with the Council's ambitions for One Leisure to grow participation and become financially sustainable.

2.6 As part of this independent review one of its key recommendations based upon the swimming pool shortfall across the district identified by the Built Facility Strategy and Swim England was that Council and One Leisure should undertake a commercial options feasibility on wider capital investment across all One Leisure sites but determined that the process should start at Huntingdon Leisure Centre.

2.7 Based upon the shortfall of swimming pool provision across the district outlined within the Built Facility Strategy and Swim England's Aquatics Review the Independent Review of the Long-Term Operating Model for One Leisure confirmed that as a priority outline business cases should be developed for 1. Huntingdon, 2. St Neots and 3. St Ives Indoor Leisure Centre's.

2.8 Following initial feasibility work undertaken by First Point Management, the Council appointed Alliance Leisure who are an industry leading leisure development consultant.

2.9 They undertook a more detailed feasibility options analysis to establish and develop concept floor designs, construction costs, revenue generation associated to all options and return on investment and payback years. This work was presented to Councillors in April 2025 as a RIBA Stage 1 report.

2.10 In April 2025 the Cabinet approved the preferred option "Option 2" should be taken forward for further feasibility work and cost certainty through the RIBA Stage 2 process. It was also agreed that officers should continue to work with Alliance Leisure to bring forward a proposal for consideration at the end of RIBA Stage 2; to develop proposals with partners including the NHS & Integrated Care Board (ICB) and develop a detailed communication and engagement plan.

2.11 As part of the RIBA Stage 2 process Officers have worked closely with Alliance Leisure and their partners to finalise building plans, site plans, capital costs and timelines for project commencement and completion subject to Council approval. The RIBA Stage 2 process was approved by Cabinet in October 2025.

2.12 Whilst the RIBA Stage 2 report was exempt, but the recommendations set out within the report and approved by Cabinet (October 2025) have been included as **Appendix 6.** Within these appendices Officers have provided a status update on each recommendation to provide confidence and reassurance to TCMG.

2.13 The financial information provided at RIBA Stage 2 were used to inform the Capital budget bid during the budget setting process, with the scheme included in the Councils Capital Programme from 1.4.26.

2.14 The project as set out in the recommendations (October 2025) has progressed and RIBA Stage 3 & 4 have been completed.

2.15 The remainder of this report is therefore aimed at providing confidence, transparency and reassurance to the Treasury Management Capital Group (TCMG) to enable them to provide the final oversight required to allow Officer's to proceed to RIBA Stages 5 & 6 (project delivery & completion).

3. FINANCIAL IMFORMATION

3.1 The full capital budget for the Huntingdon Sport & Health Hub project which was endorsed by Cabinet in October 2025 (RIBA Stage 2) and fully approved by Council in February 2026 is **£30.5m.** The purpose of this report is to provide certainty regarding that business case.

3.2 The following finance section will be separated into two key sections, and these are as follows:

1. Project Financial Information & Modelling
   a. This will be a comparison of capital costs between RIBA Stage 2 and RIBA Stage 4
2. Project Funding
   a. This section will provide different options to TCMG around how the project can be funded.

Project Financial Information & Modelling

3.3 Following the RIBA Stage 2 Cabinet approval in October 2025 the project costs to deliver the Huntingdon Sport & Health Hub scheme within that report are illustrated below:

Funding & Affordability	Option 2C
Total Project Cost	£27.9m
Improvement in Revenue to Fund Borrowing	£1.1m
Total Funding	£13.6m
Funding Requirement from Council Resources	-£14.3m
Payback Period (Years)	**26**

3.4 Further to the Cabinet approval in October 2025 and as part of the recommendations Officer's proceeded through RIBA Stage 3 & 4. The RIBA Stage 4 capital costs can be seen in the table below:

Funding & Affordability	RIBA Stage 4 Option – April 2026
Total Project Cost	£29.5m
Improvement in Revenue to Fund Borrowing	£1.3m
Total Funding	£15.2m
Funding Requirement from Council Resources	£14.3m
Payback Period (Years)	**23**

3.5 As stated in Section 3.2 the aim of this part of the finance section is to provide a comparison between RIBA Stage 2 and RIBA Stage 4 capital costs, improvement in revenue and payback period (years). For ease, please see a comparison table below:

Funding & Affordability	October 2025 RIBA Stage 2	April 2026 RIBA Stage 4	Variance
Total Project Cost	£27.9m	£29.5m	£1.6m
Improvement in Revenue to Fund Borrowing	£1.1m	£1.3m	-£200k

Total Funding	£13.6m	£15.2m	-£1.6m
Funding Requirement from Council Resources	-£14.3m	-£14.3m	-
Payback Period (Years)	**26**	**23**	**-3**

3.6 The total project cost (capital cost) has increased from RIBA Stage 2 (£27.9m) to RIBA Stage 4 (£29.5m). This is an increase of £1.6m.

3.7 The construction sub-total as can be seen in **Appendix 7** has increased by £2.4m. This has occurred for several reasons and in the main these are due to the following:

Change	Value (£)
Change in scope of Padel Tennis courts with an additional court and roof coverage	£340,000
Market Conditions/Geopolitical Impacts	£500,000
Ground Risk	£100,000
Drainage Attenuation Tanks	£280,000
Bowls Car Park	£220,000
Ground Sub-structure	£550,000
Pool Package Price Inflation	£150,000
Minor Changes since RIBA 2	£275,000
Total	**£2,400,000**

3.8 Whilst there has been an increase in capital costs for the project (£2.4m) it is important to note that these increases generally stem from changes in market conditions since RIBA Stage 2 and the impact of geopolitical factors (£500k).

3.9 Balanced against this is project understanding and refinement of costs. RIBA Stage 4 costs are now confirmed and fixed. Whilst other capital costs have increased the main justification for this is centred around changes that have had to be made due to planning requirements such as the water attenuation tanks (£280k), Bowls car park (£220k) which supports the new access road required for the new centre and other smaller and minor changes since RIBA Stage 2 (£275k).

3.10 Added to this is also the additional costs (£550k) for the ground sub-structure and these as part of the design and planning process were expected to increase by the engineers and Officer's following the detailed and intrusive on-site surveys undertaken which is normal standard procedure in a project of this scope.

3.11 A further increase in cost occurred simply because of a change in scope in relation to the Padel Tennis courts and the partnership working that Officers have undertaken with Huntingdon Town Council and the Tennis club. This amounted to an increase in £340k from RIBA Stage 2 as this is an increase of one court and now on-site the Tennis club will avail of three courts. It is important to note that whilst this is seen as an increase the Council supported the Tennis club with a Community Infrastructure Levy (CIL) application and they obtained £300k. This was supported by £150k from the

Council and £150k from the Tennis club. So, in totality this is £600k for the entire scheme and compensates for the increase seen.

3.12 It is important to note that the total project capital cost (£29.5m) is essentially a turn key solution which includes the entirety of the build, fit out to the Council requirements, the inclusion of essential equipment and plant to support the day to day operational running of the centre, compliance and statutory signage and dedicated project and construction management support to enable the Council and One Leisure to open and operate from day one.

3.13 At this stage and to offset the increase in capital costs the project contingency which at RIBA Stage 2 stood at 6.5% has reduced to 2.7% at RIBA Stage 4. This is a result of moving from provisional costs to confirmed costs and the Council's ability if it chooses to buy the ground risk (£100k) from Universal Civils & Construction as the main risk and likely increase in costs will stem from the groundwork and civils involved in this project.

3.14 Whilst the project contingency has decreased as stated above and currently sits at 2.7%. Officers have worked closely with Alliance Leisure and Varsity Consulting to review where if the Council wishes it could amend and reduce or omit items from the capital cost to reduce the overall project costs and improve the contingency fund.

3.15 However, it is important to note that as stated in Point 3.1 that the total capital cost approved for this project was £30.5m. The total project cost is £29.5m so therefore there is £1m within the agreed capital budget that Officer's would propose and recommend to TCMG is used to support and increase the contingency to fund if required, for any unforeseen issues that may arise during the delivery of the project. This would increase the contingency fund from £816k to £1.8m and the contingency fund would increase from 2.7% to 6.1% which is more appropriate. What this does demonstrate is that the prudent approach to budget setting, has allowed for some flexibility in relation to the project cost.

3.16 Obtaining industry insight from our leisure development partners Alliance Leisure and Varsity Consulting it is felt that going to site with confirmed capital costs and a contingency of over 5% would be a strong position for the Council to be in to successfully deliver the Huntingdon Sport & Health Hub project.

3.17 In consequence, Officers are content that whilst there has been fluctuation and refinement in cost over time, this has also allowed for necessary due diligence and refinement of risk. What is clear is that **the currently budgeted £30.5m is considered to represent sufficient scope to deliver the project and allow for contingency**. Thus, there remains scope to review scope and value of works (value engineering) should it become necessary. **TCMG are therefore asked to take assurance from the work undertaken to date that there is no obvious reason to conclude that the project cannot be delivered within the identified budget.** Notwithstanding this, given the good financial position of the Council, it is considered that there is no financial reason the project should not proceed, or that in taking on the project the Council would be subjecting itself to unnecessary and avoidable financial risk.

3.18 Within the RIBA Stage 4 process it has also been established that the net revenue position has improved from £1.1m (RIBA Stage 2) to £1.3m (RIBA Stage 4). This is an improvement in net revenue of £200k per annum. This external review was completed by the Sports Consultancy via Alliance Leisure, and this is the same organisation that developed the operational and net revenue projections for RIBA Stage 2 in October 2025. This can be seen in **Appendix 8**.

3.19 These improvements have occurred following an independent review of One Leisure Huntingdon's financial performance from the original centre trading figures provided to the consultants (**Appendix 8**). The key improvements have generally been seen in income generation and are as follows:

Income	Amount (£)	Rationale
Health & Fitness	£77,000	Remodelled based upon recent capital works and new member growth
Swimming	£161,000	Increased capacity and better utilisation through new leaner pool for swim school growth
Soft Play	£58,000	Increased floor space leading to higher capacity and thus slightly higher income projections
Total	**£296,000**	

3.20 This increased income is offset through increases in costs mainly through cost of sales for the soft play and secondary spend and increased management costs to support the wider growth of the swim school in the new centre.

3.21 This improved net revenue position lastly supports the improvement also in the payback period in years from 26 years at RIBA Stage 2 to 23 years in RIBA Stage 4. In summary, the business case for the project both in terms of revenue and payback against borrowing is considered to remain sound and valid, and thus, the project is considered to still represent a deliverable and viable project and represents a value for money investment given the overall project outcomes identified to date.

3.22 In conclusion it was a prudent approach taken by Officer's in submitting and gaining approval of the £30.5m capital budget and having held this position throughout the RIBA Stage 1 – 4 process it has now been deemed positive. Having near cost certainty of the overarching project with the flexibility of underpinning the entire project and providing confidence and reassurance to TCMG. This project can and should proceed based upon it being within the original capital budget, having an improved net revenue position and finally a lower payback period in years based upon the project cost.

Project Funding

3.23 The aim of this section is to outline how the capital cost can be met by the Council. The Head of Leisure, Health & Environment has worked closely with the Head of Finance and Section 151 Officer (Director of Finance &

Resources) to put forward three options for funding. Officers recommend and ask TCMG to note of the preferred option (Option 3); and it is on this basis the project team will move forward to formally commence with the Huntingdon Sport & Health Hub project.

3.24 The Huntingdon Sports Hub is a £30.5 million capital project aimed to be delivered across three years from 2026/27 to 2028/29, with an assumed operational life of 30 years. All funding options are based on the same construction cost profile, asset life, and income assumptions, with revenue generation commencing in 2028/29 for six months and continuing a full-year basis from 2029/30 onwards.

3.25 While each funding option delivers the same capital asset and operational income, the long-term revenue position for the Council varies materially depending on the level of borrowing required and the associated financing costs of interest and Minimum Revenue Provision (MRP). Higher levels of borrowing result in significantly greater and more sustained revenue pressure over the life of the project.

3.26 It should also be noted that there are financial contributions from the project towards other proposals on the wider site – e.g. Cricket Club, Tennis Club. There are other contributions to those projects which will come from CIL. Where the Council is contributing to those projects directly through the Huntingdon Sport & Health Hub, they have not all been included in the project cost. CIL contributions to them are dealt with separately and are therefore excluded from this appraisal. Officers will continue to work with relevant bodies such as Sport England to seek to ascertain and unlock potential additional funding opportunities where these would represent financial benefits to the project. Officers will also seek to work with our contractors and suppliers to seek to maximise economies of scale for those adjacent groups but also maximise the social value opportunities arising from the scheme.

3.27 Therefore, the three financial options that have been developed are displayed in the tables below:

Option 1:

3.28 The table below illustrates the total capital investment required (£30.5m), the wider NHS capital expected to be negotiated (£3m), the Community Infrastructure (£10m) and HDC borrowing of £17.5m. The NHS capital has been used following a commercial rent review undertaken by an independent contractor and this is based upon current market trend on similar spaces used for NHS space. In addition, within the RIBA Stage 2 report (October 2025) which approved the use of CIL towards this project and the Cabinet approved CIL report in March 2026 thus awarding and approving up to a £10m CIL contribution towards the Huntingdon Sport & Health Hub scheme.

Option 1	2026/27	2027/28	2028/29	Total
Capex	£9,063,263	£15,122,840	£6,313,897	£30,500,000
Funding				£0
NHS Capital	£0	£0	-£3,000,000	-£3,000,000

CIL	-£9,063,263	-£936,737	£0	-£10,000,000
Borrowing	£0	-£14,186,103	-£3,313,897	-£17,500,000

3.29 The next table for Option 1 indicates the total financing cost over 30 years for the stated option (£52.4m). The improved revenue contribution has been added over the same period and totals (£38.3m). This shows a total cost for this Option over 30 years of £14.1m to the Council.

Option 1	2028/29	2029/30	2030/31	FY's	Total
Financing Cost	£1,101,070	£1,346,590	£1,360,535	£48,676,140	£52,484,335
Revenue Contribution	-£627,955	-£1,255,909	-£1,255,909	-£35,165,452	-£38,305,225
Net Revenue (Profit)/Loss	**£473,115**	**£90,681**	**£104,626**	**£13,510,688**	**£14,179,110**

3.30 Option 1 relies most heavily on borrowing (£17.5m) and results in persistent and increasing revenue deficits (£14.1m) across the life of the project.

Option 2:

3.31 The table below illustrates the total capital investment required (£30.5m), the wider NHS capital expected to be negotiated (£3m), the Community Infrastructure (£10m) and HDC borrowing of £13m, but also the opportunity to utilise £4.5m of HDC capital receipts if it chooses.

Option 2	2026/27	2027/28	2028/29	Total
Capex	£ 9,063,263	£ 15,122,840	£ 6,313,897	£ 30,500,000
Funding				£ -
NHS Capital	£ -	£ -	-£ 3,000,000	-£ 3,000,000
CIL	-£ 9,063,263	-£ 936,737	£ -	-£ 10,000,000
Capital Receipts	£ -	-£ 4,500,000	£ -	-£ 4,500,000
Borrowing	£ -	-£ 9,686,103	-£ 3,313,897	-£ 13,000,000

3.32 The next table for Option 2 indicates the total financing cost over 30 years for the stated option (£38.8m). The improved revenue contribution has been added over the same period and totals (£38.3m). This shows a total cost for this Option over 30 years of £536k to the Council.

Option 2	2028/29	2029/30	2030/31	FY's	Total
Financing Cost	£814,870	£996,572	£1,006,893	£36,023,800	£38,842,135
Revenue Contribution	-£627,955	-£1,255,909	-£1,255,909	-£35,165,452	-£38,305,225
Net Revenue (Profit)/Loss	**£186,915**	**-£259,337**	**-£249,016**	**£858,348**	**£536,910**

3.33 Option 2 improves affordability by replacing £4.5m of borrowing with the use of capital receipts, creating a period of net revenue surpluses before the position deteriorates in later years as MRP increases.

Option 3:

3.34 The table below illustrates the total capital investment required (£30.5m), the wider NHS capital expected to be negotiated (£3m), the Community Infrastructure (£10m) and HDC borrowing of £9m, but also the opportunity to utilise £4.5m of HDC capital receipts and £4m of Earmarked Reserves if it chooses.

3.35 Total earmarked reserves, excluding Community Infrastructure Levy (CIL), currently amount to £38.9m. Over the medium term, it is planned that £5.8m of these reserves will be utilised, leaving a projected balance of £33m by the end of 2029/30. The proposed £4m required under Option 3 will be funded from the Financial Services Reserve and the Future Financial Stability Reserve. The use of £4m from these reserves is affordable and within the existing financial strategy and does not impact on the planned use of reserves over the medium term. Furthermore, this allocation will not reduce the General Fund balance below the Council's agreed minimum level of £2.175m, ensuring that the Council's overall financial resilience is maintained.

Option 3	2026/27	2027/28	2028/29	Total
Capex	£9,063,263	£15,122,840	£6,313,897	£30,500,000
Funding				£0
NHS Capital	£0	£0	-£3,000,000	-£3,000,000
CIL	-£9,063,263	-£936,737	£0	-£10,000,000
Capital Receipts		-£4,500,000		-£4,500,000
Earmarked Reserves		-£4,000,000		-£4,000,000
Borrowing	£0	-£5,686,103	-£3,313,897	-£9,000,000

3.36 The next table for Option 3 indicates the total financing cost over 30 years for the stated option (£26.7m). The improved revenue contribution has been added over the same period and totals (£38.3m). This shows a total positive contribution for this Option over 30 years of £11.5m to the Council.

Option 3	2028/29	2029/30	2030/31	FY's	Total
Financing Cost	£560,470	£685,445	£692,544	£24,777,276	£26,715,735
Revenue Contribution	-£627,955	-£1,255,909	-£1,255,909	-£35,165,452	-£38,305,225
Net Revenue (Profit)/Loss	**-£67,485**	**-£570,464**	**-£563,365**	**-£10,388,176**	-£11,589,490

3.37 Option 3 further reduces borrowing by replacing £4m of borrowing with the use of earmarked reserves and provides the most financially sustainable outcome, delivering strong revenue surpluses for most of the project's life with the lowest overall financing costs.

Recommended Option (Option 3):

3.38 **Option 3 is the preferred funding option** as it delivers the asset using the lowest level of borrowing and, consequently, the most favourable long-term revenue position.

3.39 **Under this option, the £30.5m capital cost is funded through:**

- £3m of NHS capital
- £10m of CIL
- £4.5m of capital receipts (from previous sales)
- £4m from earmarked reserves
- £9m funded through borrowing - This represents a significant reduction in borrowing when compared with the other options.

3.40 The reduced borrowing requirement leads directly to lower interest costs and MRP charges over the life of the project. As a result, Option 3 achieves a positive net revenue position for the majority of the 30-year period, with revenue contributions from the asset more than offsetting financing costs. Although revenue pressures increase in later years as MRP escalates, these remain materially lower than under Options 1 and 2.

3.41 **Option 3** therefore provides the best balance between prudent use of available funding sources and long-term revenue affordability. While it requires the upfront use of capital receipts and earmarked reserves, this approach materially reduces ongoing revenue risk, strengthens the Council's medium- and long-term financial sustainability, and represents the most robust and affordable funding strategy for the project. This position has been agreed with the Head of Finance and S151 Officer (Director of Finance & Corporate Resources), and both are supportive of the financial appraisal for the project.

3.42 TCMG are therefore asked to note the financial model and funding approach will, in line with the agreed budget approved by Full Council will then be utilised to deliver the project.

4. LEGAL CONSIDERATIONS & RISK

4.1 This section of the report focusses on the legal considerations and identified risks associated with the Delivery Management Agreement and Main Building Contract.

4.2 The Delivery Management Agreement (DMA) is between Huntingdonshire District Council (HDC) and its leisure development partner Alliance Leisure.

4.3 The Main Building Contract is between Alliance Leisure and the main construction delivery partner Universal Civils & Building. TCMG are asked to note that originally the Council was engaged with Curo Construction, however, for a variety of reasons, they were replaced in March 2026 following engagement via Alliance Leisure. Universal Civils & Building are considered to represent an alternative, credible delivery partner, and appropriate due diligence has been undertaken including a visit to a facility delivered by them. They have also been instrumental in providing the cost certainty on the project as per previous sections.

4.4 Officers have worked closely since the inception of the Huntingdon Sport & Health Hub scheme with Browne Jacobson who have supplied legal knowledge and expertise. On this basis Browne Jacobson were requested to supply the Council with a thorough legal review of the Delivery Management Agreement and Building Contract and this can be seen in **Appendix 3.**

4.5 In addition to the legal guidance provided by Browne Jacobson as set out in Section 4.2 and in **Appendix 3** Officers have also gauged further professional construction and surveying advice from NPS Property Consultants (who are also engaged on the Hinchingbrooke Country Park project) to allow them to ensure the Council have confidence and total certainty not only of the contractors delivering the scheme but also transparency that if something should go wrong during the construction that Officer's and the Council have done their due diligence on both the DMA and the Main Building Contract and from a risk and reputational perspective the Council are protected and any impacts this may cause are mitigated where possible. The NPS review and advice following the legal review by Browne Jacobson can be seen in **Appendix 4.**

4.6 To take this even further and to provide even more reassurance and confidence to the Council and TCMG Officers have also appointed NPS Property Consultants to act as a project related surveyor and to provide ongoing support and guidance to the Head of Leisure, Health & Environment and Business & Operation's Manager. This will include attendance at all project related meetings, review of all projects related material through the construction period, attendance on-site during construction and monthly performance reports supplied by NPS to the Council to ensure Alliance Leisure and Universal Civils & Construction are on plan and budget.

4.7 It should be noted and accepted by the Council and TCMG that the finalisation of the DMA and Main Building Contract is dynamic and fluid and negotiations continue and Officer's supported by Browne Jacobson and NPS will aim to continue those negotiations with the aim of preparing the final legal documents (DMA & Main Building Contract) for signature by the Council at the latest by early August 2026

4.8 TCMG are advised that there is no reason that we should not move forward, subject to conclusion of the necessary agreements.

4.9 TCMG are also asked to take note of and be assured by confirmation from Officers that this is a significant Corporate Project, and internal structures are in place to ensure appropriate project management including consideration of risk and governance.

5. LAND REVIEW & LEGAL POSITION

5.1 As outlined in Section 4 the Council and its Officers have been working in partnership with Browne Jacobson to fully understand its legal position and associated risks and implications on proceeding with the Huntingdon Sport & Health Hub project. They are well versed in their understanding of the site, and the complexity of formal agreements and stakeholder relationships.

5.2 The Browne Jacobson Lawyer supporting Officer's in this process has been working on this project since its inception (2023) and originally wrote the Land & Legal Review supplied to and approved by Cabinet in April 2025.

5.3 The key partners in the Huntingdon Sport & Health Hub project that Officers have been working with are as follows:

a. Huntingdon Town Council
b. By default, both parties have been working with Fields In Trust as the Town Council must as landowner submit the main application.
c. Cambridgeshire Country Council
d. CAM Academy Trust
e. National Health Service (NHS) & Integrated Care Board (ICB)

5.4 To provide the Council and TCMG confidence and reassurance Officer's instructed Browne Jacobson to provide a separate report on the current land and legal position of the project and this can be seen in **Appendix 2.**

5.5 The report set out in **Appendix 2** covers the following topics:

a. Stakeholder (Third Party)
b. Proposed Transaction Arrangements
c. Current Position Statement on Negotiations
d. Consequences of Withdrawal Once Agreements Entered Into
e. Whilst all of the potential risks following execution of all of the legal documentation are outlined within this report the expert legal advice and that of Officer's is that the overarching risk is low as none of the stakeholders nor Councillors would wish this project not to proceed or want to remove the Council from these agreements given the strategic and significant outcomes that will result from the delivery of this project.

5.6 In regard to Huntingdon Town Council the key agreements that the Council have worked through are the following:

a. **Overarching Agreement** - Draft agreement in place & HTC awaiting drainage plans
b. **Transfer of Land from HTC to HDC** - Draft agreement in place
c. **Transfer of Land from HDC to HTC** - Draft agreement in place awaiting drainage plans for agreement to connect & water attenuation tanks
d. **Deed of Easement** – This centres around the new access road from the Bowls car park to the centre for emergency vehicle access and chemical deliveries plus all easements for drainage from HDC onto HTC land – Land valuations being completed by Valuation Office (expected 24th April) – Draft agreement with HTC and subject to final valuation and negotiation with the Council.
e. **Tennis Club Surrender Lease** - Although there is no contractual relationship between HDC and the tennis club it is vital to the success of the project that the tennis club agrees to surrender their lease and to be relocated elsewhere on HTC's land – HTC are meeting with the Tennis club – 16th April and will be submitting detail of surrender of the lease and new long term lease (inclusive of Padel & Pickleball) to them for review.
f. **Field's In Trust Consent** - The HTC land is protected by Fields in Trust and consent is required to its disposal. This requires an application to be made by HTC to Fields in Trust and HDC are supporting this by providing information. HTC with support from HDC submitted original application on 5th January 2026 and since the Fields In Trust have responded to HTC with 8 key points. HDC and HTC have since met and will re-submit clarification by 20th April 2026. ***This agreement with the Fields In Trust is vital to the entire project as without it we cannot proceed due to the King George V covenant and restrictions upon it from the Fields In Trust.***
g. All legal documentation for HTC has been completed (June 2026), full approval by HTC has been given to the HTC Town Clerk for delegated authority to sign and execute and this will be done in liaison with HDC by end of July 2026.

h. HTC as they lead the Field's in Trust application have now received full agreement from the Fields in Trust to allow the wider development to proceed to mobilisation and construction.

5.7 In regard to CAM Academy Trust the key agreements that the Council have worked through are the following:

a. **Long Term Lease** (30 years) from CAM Academy Trust to HDC to deliver a new 11 a side 3G Football Pitch to re-provision x 2 5 a side Football pitches currently on HDC land (dry side) – Draft agreement in place and at an advanced stage.
b. **Trenching License** – The license was granted in early April 2026 to deliver archaeological digging/trenching work required as part of the planning application/approval (February 2026). This has now been completed, and all re-instatement works have been completed by HDC contractors and CCC archaeology team comfortable with results.
c. **Pitch Works License** – This grants HDC the right to undertake the required works on site to construct the new 11 a side Football pitch on CAM land. On completion of the works CAM will grant HDC the lease referred to above and HDC will then enter into that lease and a Shared Use Agreement with CAM for the use of the Football pitch for school use.
d. **Shared Use Agreement** - Grants CAM the right to use the new football pitch during school hours subject to various conditions for 30 years. HDC will remain responsible for the maintenance of the football pitch – HDC have provided comment and agreement is in final draft form.
e. **Fencing Works License** - Grants HDC the right to carry out works to the car park on CAM land to make it suitable for use as additional parking for visitors to HDC leisure facilities out of school hours. Not yet prepared but will be based for ease on the Trenching License set out above.
f. **Car Park License** - Grants HDC the right to use part of the car park on CAM land as additional parking for visitors (planning requirement) to HDC leisure facilities out of school hours for 30 years. No significant points left to be resolved and with the CAM Solicitor to produce final draft.
g. **Secretary of State for Education Consent** - CAM land is a school site and therefore any dealings (including the grant of the lease referred to above) with it must be approved by the Secretary of State for Education before they begin. The application for consent was submitted by CAT on 2nd April 2026. It is anticipated that a decision will be received within 6 weeks of that application.
h. All legal documentation as stated above has been finalised between the Academy Trust and HDC (July 2026). Full engrossment will be undertaken between parties by end of July 2026 to allow the mobilisation and construction process to commence.

5.8 In regard to Cambridgeshire County Council the key agreements that the Council have worked through are the following:

a. **Deed of Variation and License for Alteration's** - HDC is the tenant of the existing swimming pool. CCC is the Landlord. The repurposing of the existing swimming pool for use as a soft play area and other leisure activities requires a variation to the lease and for CCC to consent to the alterations to be carried out to the building to enable its new proposed use. CCC has agreed in principle to the changes needed to the existing lease and to the proposed works. A draft is in place and with CCC. HDC awaiting their comments but do not foresee this to be an issue for completion.

b. All the legal documentation between parties is now complete. This will be signed and executed by end of July 2026.

5.9 Negotiations are on-going with the NHS and Integrated Care Board (ICB). The Head of Leisure, Health & Environment has led these discussion and negotiations since late 2024 and the NHS/ICB are still extremely interested in the circa 800 sqm of space at the existing dry side site. The National Estates Director for NHS England is now supporting the discussions to understand from their point how a long-term agreement can be found to allow a multi-health service offering into the space supporting the wider local neighbourhood team approach. Meetings are planned over the next few months and the Head of Leisure, Health & Environment has indicated to the NHS/ICB that an acceptable agreement between parties needs to be found by end of June 2026 in order for both parties to then agree final design specifications for their space by end of September 2026 with the construction partner. ICB have requested cost proposals and Heads of Terms for the co-located space so that a final decision on the space, funding of it and the proposed management at their end can be approved. Their next meeting is mid-August 2026.

5.10 Since the inception of the Huntingdon Sport & Health Hub it has been the ambition of the Officer group that we create a “whole site” solution where all of the key stakeholders on site would benefit and as a result we can create a single site complex regardless of who owns land or leases which is a beacon for leisure and health for the town, district and the region.

5.11 TCMG are also asked to take note of and be assured by confirmation from Officers that whilst this section sets out the current legal position and associated risk of the land transfer and legal review the overall risk is low based upon current engagement from key stakeholders therefore TCMG are advised to accept the risk set out. Officers will move forward to finalise all of the relevant legal information set out in this section and to proceed with the delivery of the project.

6. UPDATED LEGAL IMPLICATIONS

6.1 This report was originally slated for consideration prior to the May elections. At this time, a question was raised regarding the purpose of TCMG in relation to this project and whether consideration by TCMG would bind the future administration following the elections. Clearly this position has moved on with the administration now being in place, but for the purposes of completeness, this section has been retained as it provides context to the paper presented.

6.2 The primary role of the TCMG (as per its Terms of Reference) is to agree;

- Treasury management investment decision (including the acquisition and disposal of assets).
- The capital programme and the undertaking of all capital development, including the approval of business cases.
- Comment on treasury management performance.

- Call officers to account in respect of performance relating to capital projects.
- To review, support and guide the operation of the Commercial Investment Strategy.
- To review, support and guide the treasury management function including new investment opportunities

6.3 The development of this business case has been through various stages of Member oversight over the last year; this has included Cabinet decisions (April & October 25); Cabinet and Council (February 26 – Budget; CIL Strategic); and Cabinet (March 26 – CIL allocations). There has also been O&S input, and the Project Member Advisory Board. At no stage has any decision pertaining to this project been formally challenged or called in.

6.4 These decisions therefore form the core basis on which the project can move forward to delivery.

6.5 Cabinet have previously approved the business case, and TCMG is a sub-committee of Cabinet, in this case, the role of TCMG is to oversee the business case which is now more refined following the provision of final costs and planning having been obtained. TCMG is also provided with an update of other conditions which are required to be met to allow the development to proceed, including legal update.

6.6 The purpose of the paper is for oversight, and to update Members on the progress of the project, and the imminent move of the project into the implementation phase. The language in this report seeks to confirm this is the case. The conditions established in the October 2025 Cabinet decision have either been (for example gaining planning permission, and budget approval) or will be met at the relevant point (i.e. finalisation of necessary consents).

6.7 Officers have previously obtained external legal advice that identifies that it was permissible for TCMG to meet during the pre-election period, recognising that the report on this subject was merely seeking to update members as to the progress of the project. However that meeting did not take place. The advice has also confirmed that this topic is within the purview of the TCMG. Officers are therefore content that the purpose of the report is valid for TCMG consideration given their role in overseeing and monitoring the Capital Programme and approval of business cases.

6.8 Based on the decisions that have been taken by Cabinet and Council, including delegations within those reports, and those delegations which are already vested with Officers, **it is considered that there are sufficient existing delegated powers to enable the onward progression of the project to delivery.** This is in line with the strategic direction of travel set by Members in relation to this project, again, as per decisions taken at Cabinet and Council.

6.9 For completeness, TCMG are not being asked to make any formal decisions in respect of this project – and the report has been amended and updated to reflect this; and external advice has confirmed that there is a sufficiently clear decision trail to support the conclusion that adequate decisions and delegations are in place to allow Officers to progress the One Leisure project to RIBA Stages 5 and 6, without requiring a further decision or approval from Cabinet, Council or TCMG.

6.10 This project has had Member input and oversight at various stages during its formal decision-making. This is set out throughout the report. The decision of Cabinet in October 2025 is clear regarding the intention to deliver the project, subject to the necessary conditions of that report. The budget has also since been agreed by Council in February 2026. Currently there is a clear decision pathway towards implementation, and Officers have sufficient strategic direction to move towards formal contracts to enable delivery.

6.11 Should the current Administration determine it wishes to take a different direction, that is clearly within their gift to do so. TCMG could request that the matter come back to Cabinet formally and Officers re-review the project with Members. **However, the project remains within the recently adopted Corporate Plan – Action no. 1 in the new Plan.**

6.12 The report provides a high-level overview of the risks of moving forward based on the current decisions, it also includes high level legal advice on the implications of withdrawal. Thus, a balanced approach to this matter has been presented. However, based on what is known now, and given the aforementioned decision pathway, it is reasonable for TCMG to be provided with this update on a project which continues to move towards delivery; and no formal decision is being sought to reverse the decisions of Cabinet and Council.

7. SOCIAL VALUE

7.1 Following the development of the Huntingdon Sport & Health Hub project and its subsequent journey through RIBA Stage 1 – 4 Officer's working in parentship with colleagues in the Council Communities team and with the Social Value Engine produced a report on the proposed social benefits that this project once fully completed would deliver to residents. This report can be seen in **Appendix 9.**

7.2 In addition to this social value report Officers have also developed a wider social value briefing note for TCMG around the wider benefits of this scheme. This can be seen in **Appendix 10.**

7.3 Within **Appendix 10** the social value has been showcased and broken down on a national, district and project related basis. This is in the **Appendix 1** of the document.

7.4 In summary the wider social value benefits from this scheme are illustrated below:

Level	Social Value Indicator	Annual Value
Local (Huntingdon Sport & Health Hub)	Social Value	£7.2 million & £4.72 for every £1 spent
	Health, Wellbeing & Community Participation	77% of local residents impacted directly

	Improved physical & mental wellbeing	£5.5 million social value
	Improve children & young people's physical and mental wellbeing	£1.6 million social value

7.5 Prior to the commencement of the Huntingdon Sport & Health Hub scheme a full social value plan will be developed by the Head of Leisure, Health & Environment in conjunction with all relevant stakeholders and partners. This will set out the key parameters and targets that the new leisure development should achieve over the first 5 years of its life. This will enable the Council and the operational teams to measure and benchmark the new centre's success and social value.

7.6 Officers will also seek to work with our contractors and suppliers to seek to maximise economies of scale for those adjacent groups such as the Cricket Club but also maximise the social value opportunities arising from the scheme.

8. PROJECT DELIVERY TIMELINES

8.1 The table below illustrates the latest project delivery timelines for the Huntingdon Sport & Health Hub project:

Phasing	Work	From	To
Phase 1	11 a Side Football Pitch	14/05/26	04/09/26
Phase 2	Access Road & Site Set-Up	14/05/26	02/07/26
Phase 3	Pickleball Courts	14/05/26	09/07/26
Phase 4	Main Construction Works	12/06/26	03/05/28
Phase 5	Padel Courts	29/11/27	04/04/28
Phase 6	Conversion of Existing Wet Side Facility	10/01/28	13/07/28

8.2 It is important to note that whilst every endeavour will be made by Officer's and the project and construction teams to deliver this schedule on time this programme is inextricably linked to the final negotiations and conclusion of all legal processes and is subject to any unforeseen eventualities that may arise throughout the mobilisation and construction period.

8.3 As part of the wider programming of this project Alliance Leisure have as part of the project costs appointed Varsity Consulting who will oversee the main project management of construction works on this project. They have a long and successful history on leisure development programmes like Huntingdon Sports & Health Hub. In addition, they will also oversee the project related risk register, and this will be reviewed weekly by the entire project management team inclusive of Officers of the Council.

8.4 As stated within Section 4.6 Officer's on behalf of the Council have appointed NPS Property Consultants to act on their behalf to embed themselves within the project management team to add that extra layer of scrutiny and forensic review as a project of this magnitude deserves and will aim to provide the

Council with the confidence and reassurance they will seek to obtain to ensure the project is delivered on time and on budget.

8.5 The Member Advisory Board set-up as part of the RIBA Stage 1 & 2 process will continue to act and advise the Officer team based upon the agreed Terms of Reference in place. Regular meetings will be facilitated to ensure updates are provided to the respective Councillors and in furtherance to this the appropriate political reports can be developed and presented to Council committees to aid information sharing and progress of the overarching project.

8.6 All of the information will be shared with the Council's Transformation team, and all the required Project Initiation Document's and associated processes will be followed to ensure that the correct procedures are followed, and the Transformation Board can be updated as required throughout the construction and delivery phases.

9. COMMUNICATION & ENGAGEMENT

9.1 Following on from the submission and approval of the RIBA Stage 1 & 2 reports to Council in April and October 2025 the Head of Leisure, Health & Environment and wider colleagues have undertaken a significant amount of stakeholder engagement to help progress the Huntingdon Sport & Health Hub project and have continued to update and improve opportunities to promote the scheme not only with stakeholders but residents too. Please see below for some key updates since RIBA Stage 2 in October 2025:

- Key resident messaging has been published across social media with support from the Marketing & Communications department which focussed on the planning approval (16th February 2026), Full Council budget approval (25th February 2026) and CIL approval by Cabinet (17th March 2026).
- Stakeholder communications meetings have been set up and happen bi-weekly. The stakeholders at these meetings are HDC, HTC, CAM Trust, Alliance Leisure and HDC Communications.
- A dedicated micro-site for the project has been set-up to enable the operational team to clearly showcase the Huntingdon Sport & Health Hub project and to keep residents informed. Have Your Say Today - Huntingdon Sport And Health Hub - Commonplace
- As part of this a Frequently Asked Question's (FAQ) has been developed and has been shared as part of the micro-site. The operational team will be sharing this and briefing the Council customer services team on this information in case residents contact them about the project.
- Finally, a meeting and a process has been developed by the operational team and customer services around how day to day enquiries or complaints once the project has commenced are dealt with. This is aimed at ensuring residents feel connected with and we can keep these enquiries away from the leisure development team.

9.2 An updated Communication & Engagement Plan can be viewed in **Appendix 5.**

10. REASONS FOR RECOMMENDATIONS

10.1 This report provides cost certainty and Officer's with support of their expert leisure development consultants have supplied TCMG with a feasible business case which is within the £30.5m budget envelope previously approved by Cabinet in October 2025 and Full Council in February 2026.

10.2 To support this process an independent assessment has been undertaken by the Sports Consultancy to revise and re-forecast the original financial projections of the Huntingdon Sport & Health scheme, and these results have shown significant improvement underpinning the feasibility of the overarching scheme.

10.3 The wider social and health benefit this scheme will bring to the local community are vast and this report supports the development and implementation of a dedicated health and wellbeing hub at the site thus allowing wider financial support to the capital scheme.

10.4 The independent legal expert advice sought by Officer's provides confidence and reassurance to TCMG that whilst there is risk associated to this project that those stated risks are low and are identifiable and can be mitigated by the actions of Officer's and key stakeholders involved allowing this project to proceed.

10.5 All stakeholders involved within this project and identified within this report are onboard and extremely positive about the scheme itself, the ability to provide better social, economic, health and physical activity outcomes for their residents, staff, employees and wider visitors to the town, district and region.

10.6 This ambition that the Council have undertaken and shown commencing from the procurement of the Built and Playing Strategies in 2023/2024, One Leisure Long Term Operating Model & Independent Review 2024, Swim England Aquatic Review 2025, RIBA Stage 1 – 4 2024/2025 provide the methodology and strategic direction to ensure the Huntingdon Sport & Health Hub project is a success for the Council.

10.7 This scheme also strongly supports all the priorities set out within the Corporate Plan namely through the partnership working on show with the NHS and ICB around the proposed co-located health and wellbeing hub thus creating improved health infrastructure that this will bring to the community.

10.8 The creation of new products and services in the proposed soft play space benefitting the local community and underpinning the commercial performance of One Leisure whilst also introducing new jobs, trainings and skills for residents.

10.9 The ability to work in partnership with all the key stakeholders within this project and the opportunity as a Council to leave a legacy on the town and district and providing facilities and services that are fit for future and protected for generations to come.

10.10 This scheme also through the main leisure development enables the attraction of new members, providing new and exciting opportunities to be physically active and it is estimated that the scheme will increase leisure centre attendances by over 500,000 per annum once complete.

10.11 The wider links that this provides the One Leisure Active Lifestyles teams to imbed themselves with the NHS/ICB and create a new innovative end to end health service and the ability to draw in new and increased levels of physical activity and external funding.

11. LIST OF APPENDICES INCLUDED

Appendix 1 – RIBA Stage 2 Cabinet Report – RAG Status Update
Appendix 2 – Browne Jacobson – Land & Legal Review
Appendix 3 – Brown Jacobson – DMA & Main Building Contract Review
Appendix 4 – NPS Huntingdon DC Key Risks RAG Report
Appendix 5 – Communication & Engagement Plan
Appendix 6 – RIBA Stage 2 (April 2025) Cabinet Report (Exempt)
Appendix 7 – Varsity Consultancy – RIBA Stage 4 – Interim Report
Appendix 8 – Sports Consultancy – RIBA Stage 4 Financial Projections
Appendix 9 - Social Value Engine Project Report
Appendix 10 – TCMG Social Value Briefing Note

12. BACKGROUND PAPER – LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

- Huntingdon Sport & Health Hub - RIBA Stage 1 Report – April 2025
- Huntingdon Sport & Health Hub - RIBA Stage 2 Report – October 2025
- Development Management Committee (Planning Approval – February 2026
- Full Council – Budget Approval – February 2026
- Community Infrastructure Levy Cabinet Report – March 2026

RIBA Stage 2 Recommendation	RAG	Status
Project Development & Progression:		
a. To note the project progression to date and approve the recommended option – **(Option 2 C)**.		Complete
b. To delegate to the Head of Leisure, Health & Environment in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) to proceed to and conclude RIBA Stages 3 & 4, including the submission (December 2025) and resolution of a planning application, and secure any other necessary consents to allow the development to commence (RIBA Stage 5).		Complete
c. To note that, subject to the project securing all necessary consents; funding being secured through the budget process; and project costs being within budget; the intention is for works to commence on-site in 2026 with an anticipated opening in the 27/28 financial year.		Complete
Funding & Community Infrastructure Levy (CIL):		
d. To note and agree the capital budget envelope of £30.5m for the project to be utilised for budget setting purposes.		Complete
e. To approve within the budget scope, the forward funding of £1m of capital to support the health & wellbeing hub fit out, subject to the conclusion of necessary legal agreements with the NHS/ICB – with the intention that this capital funding is repaid to the Council over time (for example through future S106 monies).		Complete
f. To note and approve that the Head of Leisure, Health & Environment will lead on and complete negotiations with the Football Foundation with the intention to secure around £800k of capital funding towards a new 3G Pitch.	N/A	The Football Foundation will not be used to support this scheme. The budget is within the main project capital envelope and will be delivered by Officer's
g. To note and support a joint Fields In Trust submission for the re-provision of land to support the wider Huntingdon Sport & Health Hub project; the details of which will be delegated to the Head of		Complete

Leisure, Health & Environment to develop and facilitate in conjunction with Huntingdon Town Council.		
h. To note that a CIL funding application has been made by Huntingdon Town Council for a new Cricket Pavillion which closely relates to the release of Town Council land for the re-provision of Fields In Trust land – **This will however be considered through a separate process and decision.**		Complete
Partners & Legal Agreements:		
i. To delegate to the Head of Leisure, Health & Environment to facilitate, and in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) complete all relevant land and legal requirements to facilitate this project and enable its delivery.		This is updated through the TCMG report and Officer's awaiting approval from this meeting to proceed and final legal arrangements this action.
j. To delegate and allow the Head of Leisure, Health & Environment to facilitate, and in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) to finalize the MOU; Heads of Terms; and subsequent legal agreements with the NHS/ICB for the co-located health and wellbeing hub.		Ongoing
Engagement:		
k. To approve the associated stakeholder communication and engagement plan and support its implementation following the proposed recommendations set out as part of this report being approved by Cabinet.		Complete

Huntingdon District Council – Real Estate Transactions in connection with the redevelopment of Huntingdon Leisure Centre

Positional Statement/Consequences of Withdrawal Report

Browne Jacobson

Third Party	Proposed Transaction Arrangements	Current Position	Consequences of Withdrawal Once Arrangements Entered Into
Huntingdon Town Council (HTC)	The proposed extension to the existing leisure centre is to be constructed partly on land currently owned by HTC. This land will be acquired by HDC before work commences. The extension of the existing leisure centre will also involve the removal of a number of existing sports facilities, including a tennis court, and HDC will construct replacement facilities on HTC land. The development also requires vehicular access over a new road to be constructed on HTC land as well as rights of drainage and other services over HTC land. The documents required to effect this are:	Discussions with HTC and its lawyers have been ongoing since October 2025 and negotiations on the documents are progressing.	The transfer of land and the grant of easements that will be effected by the documents to be entered into between HDC and HTC will be impossible to reverse or undo once they have been completed without the consent of HTC. In addition HTC is entering into these arrangements in the expectation that in return HDC will carry out various works on HTC's land, including the construction of padel ball courts and associated drainage infrastructure. Although these additional works are not currently documented in the property documents described in this report (and therefore as currently drafted HDC is not contractually obliged to carry them out) if they are not carried out after the land transfers have completed then this is likely to lead to significant ill feeling at HTC.

	Overarching Agreement Sets out the obligations on the two parties in relation to the entering into the transfers and deed of easement mentioned below.	In draft form and with HTC for comment. HTC are awaiting updated plans of the drainage apparatus required by HDC over HTC's land.	Once entered into there is no way to withdraw from the obligations in the Overarching Agreement without breaching the contract. A breach of the Overarching Agreement will entitle HTC to bring a claim for any losses it suffers as a result of HDC's breach.
	Transfer to HDC from HTC Transfers the land required by HDC for the construction of the leisure centre extension	In draft form and largely agreed.	Once this transfer is completed there will be no way to undo the transfer without the consent of HTC which it is not obliged to provide.
	Transfer to HTC Transfers land from HDC to HTC in compensation for the land required for the leisure centre extension along with a right to connect to a drainage outfall on HDC land.	In draft form and largely agreed save that an additional right to connect into use a drainage outfall on HDC land must be added. An additional plan is also being produced by HDC's consultants to be attached to this document.	Once this transfer is completed there will be no way to undo the transfer without the consent of HTC which it is not obliged to provide.

	Deed of Easement Grants rights to HDC over HTC land to: 1. Construct and use an access road leading from the extended leisure centre to a car park on HTC land; 2. Lay and use drains and other service media serving the extended leisure centre through HTC land.	With HTC for comment. The draft requires updating to reflect the drainage and other services rights required by HDC over HTC land. Updated plans are being produced by HDC's consultants to enable these changes.	Once this transfer is completed there will be no way to undo the grant without the consent of HTC which it is not obliged to provide. Note that as currently drafted there is no obligation on HDC to construct the access road or the services within in, there is just a right to carry out such works.
	Tennis Club Lease Surrender A local tennis club has the benefit of a lease of a tennis court on the HTC land to be transferred to HDC. Although there is no contractual relationship between HDC and the tennis club it is vital to the success of the project that the tennis club agrees to surrender their lease and to be relocated elsewhere on HTC's land.	HDC are not party to the negotiations between HTC and the tennis club but we understand that heads of terms for the surrender of the existing lease and the grant of a replacement has been issued to the tennis club for approval.	Once the existing lease is surrendered it will be up to HTC and the tennis club to agree a replacement lease. There will be no adverse consequences for HDC from the tennis club if the proposed arrangements do not proceed.
	Fields In Trust Consent The HTC land is protected by Fields in Trust and consent is required to its disposal. This requires an application to be made by HTC to Fields in Trust and HDC are supporting this by providing information.	The application for this consent is being prepared by HTC. HTC has requested information form HDC in order to comply with Fields in Trust's requirements and HDC is responding to that request.	The consent of Fields in Trust to the proposed arrangements does not obliged HTC or HDC to implement them. There will be no adverse consequences for HDC from Fields in Trust if the proposed arrangements do not proceed.

Cam Academy Trust (CAT)	The extension of the existing leisure centre to allow the construction of the new swimming pool will involve the loss of a football pitch. This facility is to be replaced by the construction by HDC of a new five-a-side football pitch on land owned by CAT. CAT will lease the football pitch to HDC for 30 years but will be granted the right to use the facility during School hours. CAT will also grant HDC the right to use part of its car park outside of school hours as parking for visitors to HDC's leisure facilities. This requires the following documents:	Negotiations between HDC and CAT are ongoing and the drafting of the various documents is at an advanced stage. Initial trenching works have already been carried out.	The documents set out in this report do not oblige HDC to carry out the works to the football pitch or the car park. The lease of the football pitch and the licence to use the car park will only be granted once those works have been completed.
	Trenching Licence Grants HDC the right to carry out archaeological investigations on the football pitch site prior to the commencement of the main works as required by the planning permission.	This licence was granted on 2 April 2026 and the initial works have been carried out with some reinstatement works outstanding at the time of writing.	The works permitted by this licence have already been carried out and therefore the licence cannot be withdrawn from.
	Pitch Works Licence Grants HDC the right to carry out the works to construct the new five-a-side pitch on CAT's land. On completion of these works CAT will grant to HDC the lease referred to below and HDC will then enter into the Shared Use Agreement.	Not yet prepared but is to be based on the Trenching Licence referred to above.	Entering into this licence does not oblige HDC to carry out the works, but once the works are complete HDC will be obliged to take the lease of the football pitch described below.

	Lease of Football Pitch Grants HDC exclusive occupation and use of the newly constructed football pitch for 30 years, along with responsibility for its repair and maintenance. This lease will be entered into once the works to construct the football pitch have been completed.	Prepared by CAT's solicitors and with HDC's solicitors for comment/approval.	HTC will only be able to end the lease without the consent of CAT by breaking the lease by giving not less than 12 months' written notice on either the 10th or the 20th anniversary of its commencement. Doing so would remove HDC's obligation to maintain the football pitch, but at the cost of losing the ability to generate an income from its use. It would also involve losing ownership of an asset (the football pitch) that HDC has already paid for in full.
	Shared Use Agreement Grants CAT the right to use the new football pitch during School hours subject to various conditions for 30 years. HDC will remain responsible for the maintenance of the football pitch.	HDC's solicitors have provided comments on the draft for CAT's solicitors to review.	This arrangement cannot be ended by HDC without the consent of CAT unless the lease of the football pitch is also brought to an end. Any breach of the Shared Use Agreement by HDC would potentially give CAT the right to bring a claim against HDC for compensation for the loss of the use of the football pitch.
	Fencing Works Licence Grants HDC the right to carry out works to the car park on CAT land to make it suitable for use as additional parking for visitors to HDC leisure facilities out of school hours.	Not yet prepared but is to be based on the Trenching Licence referred to above.	Entering into this licence does not oblige HDC to carry out the works, but once the works are complete HDC will be obliged to enter into the Car Park Licence described below.

	Car Park Licence Grants HDC the right to use part of the car park on CAT land as additional parking for visitors to HDC leisure facilities out of school hours for 30 years.	With CAT's solicitors for final approval. There are no significant points left to be resolved.	The licence can be ended by HDC on 4 weeks' written notice to CAT.
	Secretary of State for Education Consent CAT land is a school site and therefore any dealings (including the grant of the lease referred to above) with it must be approved by the Secretary of State for Education before they begin.	The application for consent was submitted by CAT on 2 April 2026. It is anticipated that a decision will be received within 6 weeks of that application.	The consent of the Secretary of State for Education to the proposed arrangements does not obliged CAT or HDC to implement them. There will be no adverse consequences for HDC from the Secretary of State for Education if the proposed arrangements do not proceed.
Cambridgeshire County Council (CCC)	HDC is the tenant of the existing swimming pool. CCC is the Landlord. The repurposing of the existing swimming pool for use as a soft play area and other leisure activities requires a variation to the lease and for CCS to consent to the alterations to be carried out to the building to enable its new proposed use. This is to be effected using the following document:	CCC has agreed in principle to the changes needed to the existing lease and to the proposed works.	CCC likely has little interest in whether the proposed works are carried out or not, but if the works are carried out CCC will want to know they have been done correctly.

	Deed of Variation and Licence for Alterations Varying the existing lease and confirming CCC's consent to the proposed works to the existing swimming pool building.	A draft deed has been prepared by HDC's solicitors and is with CCC's solicitors for approval.	Entering to into the proposed deed with CC does not oblige HDC to carry out the permitted alterations, but if the alterations are carried out they must be done in accordance with the deed. CCC will be entitled to enforce the deed to ensure the works are carried out as agreed, and to bring a claim against HDC for any losses suffered if they are not.

Huntingdon District Council - Development Management Agreement in connection with Huntingdon Leisure Centre

RAG Risk Report

No.	Issue	Proposed Action / Amendment	RAG
1	**Commencement Date and Planning Risk** The DMA commences immediately on signing with no trigger event. A sizable fee is payable from day one (60% of the total amount to be paid to Alliance) regardless of whether any necessary consents are in place and the building contract has been entered into. We understand planning permission has already been obtained, however the commencement date should be in line with the date of the Building Contract to avoid HDC incurring Alliance's Management Fees before HDC are satisfied the Contractor is procured and ready to commence works.	The commencement date of the DMA could be amended so that it is the same as the date of the Building Contract, acting as a condition precedent to the DMA becoming fully operative and payments to Alliance becoming due. This would offer some protection as you will then not be paying Alliance until the building contract has been entered into and you can have more confidence that the project will be progressed.	**A**
2	**Payment to Alliance** As set out above, 60% of Alliance's total fee is payable at the outset of the project, with the remaining 40% to be apportioned evenly across payments over the course of the project. There is a risk that paying Alliance so much at the outset of the project disincentivises them from delivering the services after they have already received such a large up front payment.	You could seek to renegotiate the payment terms so that no up-front lump sum is paid upon executing the DMA, or that the lump sum paid at the outset is not as large as 60% of the total fee payable to Alliance.	**A**

No.	Issue	Proposed Action / Amendment	RAG
3	**HDC Bears the Financial / Economic Risk** HDC must indemnify Alliance against all liability Alliance incurs under the Building Contract and Third Party Agreements. All costs, including on contractor insolvency, ultimately flow back to HDC. Based on the fees Alliance is taking, you may expect Alliance to take on more risk in the event of contractor insolvency or any other event that could increase the costs of the project. Should Alliance's contractor cease trading, the Council will be responsible for any additional costs re-procuring a contractor to complete a smaller works package and may be left.	We could redraft the agreement to provide that Alliance have more liability for costs if things go wrong. Please note that we do not anticipate Alliance will readily agree to these amendments.	R

No.	Issue	Proposed Action / Amendment	RAG
4	**Alliance's Liability is Heavily Capped** Alliance's liability is limited to its own Delivery Fee. HDC's only realistic recourse for defects, delay or quality issues will be against the Contractor and the Consultants directly via collateral warranties, not against Alliance.	You may want to try and negotiate an uplift to Alliance's liability cap, or a separate, higher cap for losses arising from Alliance's wilful default or negligence. However, it's worth noting that Alliance may be reluctant to accept any increase to their risk exposure. It is therefore vital that HDC obtains executed collateral warranties from Contractor and all Consultants within 20 Working Days of the DMA being signed (as currently set out in the DMA), all with appropriate liability caps. It may also be helpful for the DMA to list all the Consultants/Sub-contractors by trade so HDC know who to expect them from. Separately, we understand that the NHS is or will be a tenant at the property, and therefore consideration should be given as to whether the also NHS require a warranty if any works are being carried out in the NHS's demise, as the DMA contains no obligations on Alliance to procure warranties to other parties with an interest.	R

No.	Issue	Proposed Action / Amendment	RAG
4	**Delivery of Performance Bond / Parent Company Guarantee** Although a performance bond can be specified as being required by completing the particulars as appropriate, if one is not provided there is limited recourse available to HDC. Given we would expect the bond to be to a value of at least 10% of the contract sum, we would expect there to be some provisions included to encourage the Contractor to provide the necessary performance bond.	You may want to include a bond retention clause that allows you to withhold payment until the bond they are required to provide has been put in place and delivered to HDC. This could be a percentage of sums that would otherwise be payable, or a complete retention of all sums until the total value of the performance bond is withheld (or a mix of these two approaches). Please note this could apply equally to a parent company guarantee but we are not certain of the identity of the Contractor/their parent company and whether a PCG will be provided.	R

No.	Issue	Proposed Action / Amendment	RAG
5	**Tight Payment Obligations and No Verification Mechanism and Monitoring Clauses** Payment timescales under the DMA are tight (10 Working Days for most invoices, with Pay Less Notices required at least 3 days before the final payment date). There is currently no mechanism for HDC to independently verify the sums it is asked to pay or dispute them.	If required, we could draft provisions in the DMA that would give HDC greater control over the project, including rights to independent surveying and monitoring, as well as a clear mechanism for HDC to issue instructions to Alliance and raise any issues or concerns as they arise. At the least, we would usually expect to see provisions enabling a representative to attend inspections prior to the certificates of practical completion or of making good defects being issued and for Alliance to procure that the individual issuing those certificates has regard to any reasonable submissions made by your representative prior to issuing those certificates. You could include formal procedures to address payment and invoicing disputes, covering Alliance's internal management process for handling Pay Less Notices and the cost for variations. HDC's independent representative should have the right to conduct site visits for the purposes of making valuations and proposing Pay Less Notices to Alliance. The payment timeframe should also be extended to afford HDC adequate time to dispute invoices and issue Pay Less Notices.	R

No.	Issue	Proposed Action / Amendment	RAG
6	**Payment for all Materials** You will be responsible for all payments due to the Contractor, regardless of whether those payments relate to materials stored on site. We understand that given the current industry and wider economic climate, contractors are increasingly paying for materials in advance to mitigate the risk of delays or price increases for those materials,	You may want to consider whether HDC's payment obligation should be limited to materials that are physically on site unless it has been agreed otherwise by HDC's representatives. Tying HDC's obligation to pay only for on-site materials would provide a practical safeguard against HDC bearing the cost of materials that have merely been ordered but not yet delivered and the risk involved in evidencing ownership should the Contactor cease trading during the course of the works. We also note that there is no provision for vesting certificates, if Alliance are unwilling to accept the above position you could seek to amend the DMA so that payment for off-site materials will only be required where Alliance are able to provide a vesting certificate to HDC evidencing that title in materials stored off-site will pass to HDC upon payment.	A
7	**Insurance Obligations Sit with HDC** We understand that insurance option C will likely be selected in the building contract, which means that HDC must procure and maintain all Building Contract Policies, including insurance for 1. The works themselves and 2. the existing structure in Joint Names Policies covering both Alliance, HDC and the Building Contractor. Alliance has no obligation to maintain insurance.	HDC to discuss with its own insurance team (and broker if necessary) to confirm such cover can be obtained. If it is not possible to put this position in place the insurance provisions within the Building Contract will then need to be updated to reflect the cover that will be in place.	A

No.	Issue	Proposed Action / Amendment	RAG
8	**Practical Completion of the Works does not mean the leisure centre will be operationally ready** The current definition of Practical Completion does not require the installation and testing of the Equipment. The Equipment is dealt with separately within the DMA to the Building Contract with the required equipment to be inserted in a schedule and Alliance will then instructing the Equipment Supplier to deliver and install the Equipment at the leisure centre. To provide a true turnkey solution, the Building Contract could be updated to provide that the scope of works includes the installation of the Equipment. The DMA could then be amended to define Practical Completion as the point at which the leisure centre is operationally ready.	You could look to amend the DMA to replace the definition of practical completion with one which reflects when the centre is ready for operation. Alternatively, you could seek to include the provision and installation of the equipment within the scope of works to be carried out under the Building Contract and amend the Building Contract's Practical Completion criteria to expressly require all Equipment to have been installed, tested and found to be operational before Practical Completion can be certified.	A
9	**Short timeframe to test Equipment and risk of Deemed Acceptance** HDC has only 10 Working Days from installation to inspect Equipment and notify Alliance of defects (or return a Certificate of Acceptance). Failure to do so results in deemed acceptance and HDC will lose the ability to raise any further issues or reject the Equipment.	The DMA could be amended to provide a longer period than 10 Working Day window to allow adequate time for testing.	A
10	**Branding and Marketing** Clause 15.1 currently requires HDC to allow Alliance and DLL branding on all external facades and hoardings, with DLL having absolute discretion over the requirement. We understand HDC does not wish to have any external organisations' branding on the external facades or external fabric of the building.	Propose an amendment to clause 15.1 to carve out external facades and the external fabric of the building from the branding obligation. At a minimum, amend so that the size, form and location of any logos must be agreed with HDC (not to be unreasonably withheld), and remove DLL's absolute discretion.	G

No.	Issue	Proposed Action / Amendment	RAG
11	**Termination Triggers Automatic Step-In** If the DMA is terminated for any reason (including Alliance's default), HDC is obliged to step in to Alliance's shoes in the Building Contract, any Consultant appointments and Equipment supply contracts.	If this is of concern to HDC we could amend the step-in provisions so that step-in is an option for HDC rather than automatic upon termination. However, we anticipate that this will not be accepted by Alliance (or the various counterparties to the agreements) as without an obligation to step-in Alliance will be left as the Employer under the various contracts with no right to reimbursement for its costs following termination of the DMA. One solution to this could be the insertion of a back-to-back "termination at will" mechanisms being included throughout the suite of contracts so that if the DMA is terminated and HDC elects not to step in, the Building Contract, Consultant Appointments and Equipment supply contracts are also terminated.	G
12	**Standard of Care and Reasonable Endeavours** Alliance's standard of care is measured by its own professional standards (not those of a design and build contractor), and its key delivery obligations (including completing on time and within budget) are expressed on a "reasonable endeavours" basis only, not as absolute obligations. Note that this is somewhat of a moot point given Alliance's low level of liability reported upon above.	You may want to seek to strengthen the standard of care to require "all the reasonable skill, care and diligence to be expected of a qualified and experienced design and build contractor undertaking services of a similar nature, value, complexity and timescale to the Project" and make the obligation to meet the key deliverables an absolute obligation or an "all" reasonable endeavours obligation.	A

No.	Issue	Proposed Action / Amendment	RAG
13	**IP Licence Conditional on Payment** HDC's licence to use the Material Alliance prepares (e.g. design and as-built documentation) is conditional on payment of the Management Fee. HDC could risk losing access to such critical project documentation in the event of any payment dispute.	Amend clause 7.3 to remove the conditionality on payment, so that the licence to use designs is unconditional once granted.	A
14	**Cost Savings and Value Improvements** There is a clause which provides that Alliance is encouraged to propose changes to the design and specification that may benefit HDC, although as it offers no benefit to Alliance we suspect it will not in practice be used.	You may want to amend the clause to provide that there is motivation to Alliance in the form of a share of any savings made as a result of value engineering exercises. This approach is not without risk however, as Alliance may claim their share of savings that would have been achieved anyway.	G
15	**Programme** There is an obligation to agree a project programme but there is no obligation to keep the programme updated and provide a copy of the updated programme to HDC every time there is a change to that programme or at regular intervals.	You may want to amend clause 4 to include an obligation to keep the programme updated to reflect the works being carried out and to provide HDC with copies of that programme each time it is updated.	G

No.	Issue	Proposed Action / Amendment	RAG
16	**Lack of a drawdown schedule** You will be obliged to make all payments due to the Building Contractor and any Equipment Suppliers or Consultants but you are unaware what level of payments may be required over the course of the project.	You may want to provide an obligation to provide a particularised cashflow forecast which will enable you to see when sums will likely need to be paid over the course of the project. We understand your technical advisors would appreciate provision in the DMA for Alliance to issue a revised development cashflow spreadsheet that is aligned with both the Building Contract and a works programme. The DMA could also include provisions on costs reporting and projected final accounts.	G

RAG Key:

- **R (Red)** — High risk: must be addressed. Significant legal or financial exposure for HDC if not resolved.
- **A (Amber)** — Medium risk: should be addressed or at minimum HDC should be fully aware of the position and take steps to mitigate.
- **G (Green)** — Low risk: awareness point only or manageable within the current drafting or with minor clarification.

Huntingdon District Council - Development Management Agreement in connection with Huntingdon Leisure Centre
RAG Risk Report

No.	Issue	Proposed Action / Amendment	R A	HDC Comments 14/04/26
1	Commencement Date and Planning Risk The DMA commences immediately on signing with no trigger event. A sizable fee is payable from day one (60% of the total amount to be paid to Alliance) regardless of whether any necessary consents are in place and the building contract has been entered into. We understand planning permission has already been obtained, however the commencement date should be in line with the date of the Building Contract to avoid HDC incurring Alliance's Management Fees before HDC are satisfied the Contractor is procured and ready to commence works.	The commencement date of the DMA could be amended so that it is the same as the date of the Building Contract, acting as a condition precedent to the DMA becoming fully operative and payments to Alliance becoming due. This would offer some protection as you will then not be paying Alliance until the building contract has been entered into and you can have more confidence that the project will be progressed.	**A**	Agreed - draft as per suggestion Signature of Building Contract and DMA to be linked together to reduce financial exposure of HDC.
2	Payment to Alliance As set out above, 60% of Alliance's total fee is payable at the outset of the project, with the remaining 40% to be apportioned evenly across payments over the course of the project. There is a risk that paying Alliance so much at the outset of the project disincentivises them from delivering the services after they have already received such a large up front payment.	You could seek to renegotiate the payment terms so that no up-front lump sum is paid upon executing the DMA, or that the lump sum paid at the outset is not as large as 60% of the total fee payable to Alliance.	**A**	30% to be paid on signature of DMA and Building Contract. 70% to be cashflowed thereafter across duration of Contract.
3	HDC Bears the Financial / Economic Risk HDC must indemnify Alliance against all liability Alliance incurs under the Building Contract and Third Party Agreements. All costs, including on contractor insolvency, ultimately flow back to HDC. Based on the fees Alliance is taking, you may expect Alliance to take on more risk in the event of contractor insolvency or any other event that could increase the costs of the project. Should Alliance's contractor cease trading, the Council will be responsible for any additional costs re-procuring a contractor to complete a smaller works package and may be left.	We could redraft the agreement to provide that Alliance have more liability for costs if things go wrong. Please note that we do not anticipate Alliance will readily agree to these amendments.	**R**	Alliance to bear at least some responsibility - Browne Jacobson to re-draft to place more responsibility on Alliance in the event costs rise due to their actions.
4 recours and the	Alliance's Liability is Heavily Capped Alliance's liability is limited to its own Delivery Fee. HDC's only realistic e for defects, delay or quality issues will be against the Contractor Consultants directly via collateral warranties, not against Alliance.	You may want to try and negotiate an uplift to Alliance's liability cap, or a separate, higher cap for losses arising from Alliance's wilful default or negligence. However, it's worth noting that Alliance may be reluctant to accept any increase to their risk exposure. It is therefore vital that HDC obtains executed collateral warranties from Contractor and all Consultants within 20 Working Days of the DMA being signed (as currently set out in the DMA), all with appropriate liability caps. It may also be helpful for the DMA to list all the Consultants/Sub-contractors by trade so HDC know who to expect them from. Separately, we understand that the NHS is or will be a tenant at the property, and therefore consideration should be given as to whether the also NHS require a warranty if any works are being carried out in the NHS's demise, as the DMA contains no obligations on Alliance to procure warranties to other parties with an interest.	**R**	As a minimum, CWs to be provided by Main Contractor, design Sub-Contractors and all Consultants. Retention to be held back on provision of warranties. Suggest: £50k for Main Contractor CW £20k for each Sub Contractor CW £10k for each Consultant CW Include for provision for CW in favour of NHS and for uplift in Alliance liability.
4	Delivery of Performance Bond / Parent Company Guarantee Although a performance bond can be specified as being required by completing the particulars as appropriate, if one is not provided there is limited recourse available to HDC. Given we would expect the bond to be to a value of at least 10% of the contract sum, we would expect there to be some provisions included to encourage the Contractor to provide the necessary performance bond.	You may want to include a bond retention clause that allows you to withhold payment until the bond they are required to provide has been put in place and delivered to HDC. This could be a percentage of sums that would otherwise be payable, or a complete retention of all sums until the total value of the performance bond is withheld (or a mix of these two approaches). Please note this could apply equally to a parent company guarantee but we are not certain of the identity of the Contractor/their parent company and whether a PCG will be provided.	**R**	Agreed Performance Bond as a minimum and retention to be held against provision of it. Figure TBC. We understand Universal have a parent company and so PCG should be sought also.
5	Payment timescales under the DMA are tight (10 Working Days for most invoices, with Pay Less Notices required at least 3 days before the final payment date). There is currently no mechanism for HDC to independently verify the sums it is asked to pay or dispute them.	If required, we could draft provisions in the DMA that would give HDC greater control over the project, including rights to independent surveying and monitoring, as well as a clear mechanism for HDC to issue instructions to Alliance and raise any issues or concerns as they arise. At the least, we would usually expect to see provisions enabling a representative to attend inspections prior to the certificates of practical completion or of making good defects being issued and for Alliance to procure that the individual issuing those certificates has regard to any reasonable submissions made by your representative prior to issuing those certificates. You could include formal procedures to address payment and invoicing disputes, covering Alliance's internal management process for handling Pay Less Notices and the cost for variations. HDC's independent representative should have the right to conduct site visits for the purposes of making valuations and proposing Pay Less Notices to Alliance. The payment timeframe should also be extended to afford HDC adequate time to dispute invoices and issue Pay Less Notices.	**R**	Re-draft to fifteen working days payment time and one day for Pay Less Notice. Need to include provisions for independent monitoring surveyor to inspect and review on behalf of HDC. Also need to include for Alliance to pay independent monitoring surveyor fees.
6	Payment for all Materials You will be responsible for all payments due to the Contractor, regardless of whether those payments relate to materials stored on site. We understand that given the current industry and wider economic climate, contractors are increasingly paying for materials in advance to mitigate the risk of delays or price increases for those materials,	You may want to consider whether HDC's payment obligation should be limited to materials that are physically on site unless it has been agreed otherwise by HDC's representatives. Tying HDC's obligation to pay only for on-site materials would provide a practical safeguard against HDC bearing the cost of materials that have merely been ordered but not yet delivered and the risk involved in evidencing ownership should the Contactor cease trading during the course of the works. We also note that there is no provision for vesting certificates, if Alliance are unwilling to accept the above position you could seek to amend the DMA so that payment for off-site materials will only be required where Alliance are able to provide a vesting certificate to HDC evidencing that title in materials stored off-site will pass to HDC upon payment.	**A**	Vesting certificates for offsite materials to be provided as a minimum, noting that refusing any off site material payments will likely bring cost uplifts as Contractor looks to protect themself against inflation.
7	Insurance Obligations Sit with HDC We understand that insurance option C will likely be selected in the building contract, which means that HDC must procure and maintain all Building Contract Policies, including insurance for 1. The works themselves and 2. the existing structure in Joint Names Policies covering both Alliance, HDC and the Building Contractor. Alliance has no obligation to maintain insurance.	HDC to discuss with its own insurance team (and broker if necessary) to confirm such cover can be obtained. If it is not possible to put this position in place the insurance provisions within the Building Contract will then need to be updated to reflect the cover that will be in place.	**A**	NCS to draft email for HDC insurers to outline query for them to review

8	Practical Completion of the Works does not mean the leisure centre will be operationally ready The current definition of Practical Completion does not require the installation and testing of the Equipment. The Equipment is dealt with separately within the DMA to the Building Contract with the required equipment to be inserted in a schedule and Alliance will then instructing the Equipment Supplier to deliver and install the Equipment at the leisure centre. To provide a true turnkey solution, the Building Contract could be updated to provide that the scope of works includes the installation of the Equipment. The DMA could then be amended to define Practical Completion as the point at which the leisure centre is operationally ready.	You could look to amend the DMA to replace the definition of practical completion with one which reflects when the centre is ready for operation. Alternatively, you could seek to include the provision and installation of the equipment within the scope of works to be carried out under the Building Contract and amend the Building Contract's Practical Completion criteria to expressly require all Equipment to have been installed, tested and found to be operational before Practical Completion can be certified.	A	Equipment to be added into Building Contract, which brings PC in line with installation of equipment. Contract will be sectional, so this will only apply to sections where equipment is to be provided?
9	Short timeframe to test Equipment and risk of Deemed Acceptance HDC has only 10 Working Days from installation to inspect Equipment and notify Alliance of defects (or return a Certificate of Acceptance). Failure to do so results in deemed acceptance and HDC will lose the ability to raise any further issues or reject the Equipment.	The DMA could be amended to provide a longer period than 10 Working Day window to allow adequate time for testing.	A	See point 8 above
10	Branding and Marketing Clause 15.1 currently requires HDC to allow Alliance and DLL branding on all external facades and hoardings, with DLL having absolute discretion over the requirement. We understand HDC does not wish to have any external organisations' branding on the external facades or external fabric of the building.	Propose an amendment to clause 15.1 to carve out external facades and the external fabric of the building from the branding obligation. At a minimum, amend so that the size, form and location of any logos must be agreed with HDC (not to be unreasonably withheld), and remove DLL's absolute discretion.	G	Agreed to carve out external fabric as recommended and provide for HDC approval of any internal branding, removing DLL discretion
11	Termination Triggers Automatic Step-In If the DMA is terminated for any reason (including Alliance's default), HDC is obliged to step in to Alliance's shoes in the Building Contract, any Consultant appointments and Equipment supply contracts.	If this is of concern to HDC we could amend the step-in provisions so that step-in is an option for HDC rather than automatic upon termination. However, we anticipate that this will not be accepted by Alliance (or the various counterparties to the agreements) as without an obligation to step-in Alliance will be left as the Employer under the various contracts with no right to reimbursement for its costs following termination of the DMA. One solution to this could be the insertion of a back-to-back "termination at will" mechanisms being included throughout the suite of contracts so that if the DMA is terminated and HDC elects not to step in, the Building Contract, Consultant Appointments and Equipment supply contracts are also terminated.	G	Agreed - make step-in optional rather than automatic. Also include 'termination at will'.
12	Standard of Care and Reasonable Endeavours Alliance's standard of care is measured by its own professional standards (not those of a design and build contractor), and its key delivery obligations (including completing on time and within budget) are expressed on a "reasonable endeavours" basis only, not as absolute obligations. Note that this is somewhat of a moot point given Alliance's low level of liability reported upon above.	You may want to seek to strengthen the standard of care to require "all the reasonable skill, care and diligence to be expected of a qualified and experienced design and build contractor undertaking services of a similar nature, value, complexity and timescale to the Project" and make the obligation to meet the key deliverables an absolute obligation or an "all" reasonable endeavours obligation.	A	Agreed - re-draft as proposed
13	IP Licence Conditional on Payment HDC's licence to use the Material Alliance prepares (e.g. design and as-built documentation) is conditional on payment of the Management Fee. HDC could risk losing access to such critical project documentation in the event of any payment dispute.	Amend clause 7.3 to remove the conditionality on payment, so that the licence to use designs is unconditional once granted.	A	Agreed - re-draft as proposed
14	Cost Savings and Value Improvements There is a clause which provides that Alliance is encouraged to propose changes to the design and specification that may benefit HDC, although as it offers no benefit to Alliance we suspect it will not in practice be used.	You may want to amend the clause to provide that there is motivation to Alliance in the form of a share of any savings made as a result of value engineering exercises. This approach is not without risk however, as Alliance may claim their share of savings that would have been achieved anyway.	G	Leave as drafted. HDC are comfortable with current position.
15	Programme There is an obligation to agree a project programme but there is no obligation to keep the programme updated and provide a copy of the updated programme to HDC every time there is a change to that programme or at regular intervals.	You may want to amend clause 4 to include an obligation to keep the programme updated to reflect the works being carried out and to provide HDC with copies of that programme each time it is updated.	G	Agreed - re-draft as proposed
16	Lack of a drawdown schedule You will be obliged to make all payments due to the Building Contractor and any Equipment Suppliers or Consultants but you are unaware what level of payments may be required over the course of the project.	You may want to provide an obligation to provide a particularised cashflow forecast which will enable you to see when sums will likely need to be paid over the course of the project. We understand your technical advisors would appreciate provision in the DMA for Alliance to issue a revised development cashflow spreadsheet that is aligned with both the Building Contract and a works programme. The DMA could also include provisions on costs reporting and projected final accounts.	G	Agreed - re-draft as proposed

RAG Key:
- R (Red) — High risk: must be addressed. Significant legal or financial exposure for HDC if not resolved.
- A (Amber) — Medium risk: should be addressed or at minimum HDC should be fully aware of the position and take steps to mitigate.
- G (Green) — Low risk: awareness point only or manageable within the current drafting or with minor clarification.

Communications Plan - Huntingdon Sport and Health Hub

Background

This Communications and Engagement Plan supports the development and delivery of the Huntingdon Sport and Health Hub, ensuring key audiences are informed, involved, and supportive at each stage. It underpins the council's strategic objectives, particularly in health, leisure participation, and financial sustainability.

Communications and engagement objectives

- Raise awareness of the project's purpose, benefits, and timeline.
- Facilitate two-way communication and feedback with stakeholders and the wider community.
- Build and maintain public confidence.
- Promote the strategic value of the project in addressing health, wellbeing, and infrastructure gaps.
- Ensure alignment with council strategic priorities and One Leisure's transformation goals.

Key messages

- The Huntingdon Sport and Health Hub is a significant investment in local health, leisure, and wellbeing.
- It addresses the district-wide shortfall in aquatic provision, modernises facilities, and improves accessibility.
- This investment maximises swimming, health, and fitness opportunities for residents of all ages.
- The new hub is designed for future generations and supports sustainable council operations.

Audiences

Audience	**Stakeholders**
Primary Audiences	• Existing leisure centre users • Potential new leisure centre users • Residents • Senior Leadership Team • Council Cabinet • NHS & ICB partners • Local schools and sports clubs • Local business networks
Secondary Audiences	• Huntingdon Town Council

	• One Leisure staff and facility operators • District councillors and Members • Local media • Community and voluntary groups

Stakeholder Matrix

The stakeholder matrix has been designed in accordance with the council's engagement principles.

Stakeholder	Interest/Influence	Role	Engagement strategy
HDC Councillors and Staff	High / High	Decision-makers, project delivery	Inform, Consult
Member Advisory Board	High / High	Cross-party guidance and support	Collaborate
Sport England & Swim England	High / Medium	Strategic, technical partners	Involve, Consult
NHS & Integrated Care Board (ICB)	High / High	Health service integration	Collaborate, Co-design
St Peter's Secondary School	Medium / Medium	Local site partner	Consult, Involve
Cambridgeshire County Council	High / Medium	Infrastructure and planning input	Consult
Huntingdon Town Council	High / High	Local government liaison	Inform, Consult
Local Sporting Clubs & Site Organisations	Medium / High	Current and future users	Involve
General Public & Community Residents	Medium / High	Leisure users (existing and new), taxpayers	Inform, Engage
Media & Press	Medium / High	Public communication platform	Inform
Alliance Leisure & Consultants	High / High	Design and delivery partners	Collaborate, Inform

Communication channels

- Council website and social media

- One Leisure digital communications
- Stakeholder briefings and newsletters
- Local media (print, radio, TV)
- Public meetings, webinars, and consultation events
- On-site signage and digital boards
- Email marketing to current gym members

Communication and engagement phases and timeline

The communications and engagement approach will be developed around the following key phases.

Phase	Status	Timeframe	Objective	Key activities
RIBA Stage 1	Complete	April 2025	Internal and stakeholder briefing	Position statement to Councillors, staff, and key partners
RIBA Stage 2	Complete	May – Sept 2025	Stakeholder engagement and soft public messaging	Stakeholder meetings, website content, social media, informal Q&A
RIBA Stages 3 & 4	Progressing	Early 2026	Formal public consultation and campaign launch	Community consultation events, digital surveys, public briefings, media rollout

Roles and responsibilities

Team/individual	Responsibility
Head of Leisure, Health & Environment	Overall leadership, stakeholder engagement, strategic oversight
Comms Team	Communications strategy, messaging, media and digital comms delivery
Executive Councillor – Health & Leisure	Political spokesperson, supports public and stakeholder confidence
Shadow Board	Provides strategic political insight and advisory function
Alliance Leisure	TBC
Huntingdon Town Council	TBC
Cam Academy Trust	TBC

Communications sign off

Before any communications are issued, key representatives from all primary partners (HDC, HTC, Cam Academy Trust, Alliance Leisure), must have confirmed they are happy to sign off via email.

Risk mitigation

Risk	Impact	Likelihood	Mitigation measures
Low public awareness	Medium	Medium	Gradual public messaging, community teasers, use of local media and social platforms
Stakeholder disengagement	High	Medium	Regular direct communication, personalised briefings, Shadow Board involvement
Misinformation or negative perceptions	High	High	Develop clear, accessible FAQs, rapid response comms, proactive Q&A opportunities
Political delays or conflicting priorities	High	Medium	Maintain Councillor briefings, align project stages with Council calendars
Budget pressure or financial uncertainty	High	Medium	Transparent budget reporting, phased RIBA delivery, and clarity on pre-construction fees
Misalignment with partner bodies	High	Low	Early collaboration, shared objectives, formal agreements where necessary

Monitoring and evaluation

- **Engagement metrics:** Attendance at engagement events, survey completion rates, digital engagement stats.
- **Sentiment analysis:** Social media monitoring, stakeholder feedback sessions, qualitative comment analysis.
- **Reporting frequency:** Quarterly internal review, formal Cabinet update at the end of each RIBA stage.
- **Adjustments:** Engagement plan will be updated following each RIBA stage to reflect public feedback and evolving needs.

Appendix 1 - RIBA Stage 3 & 4

“Huntingdonshire District Council completed a strategic review of its facilities with a Built Facility Strategy in 2023. Following this an Independent Review of One Leisure was undertaken in 2024 and as part of this process the council identified how and where capital investment could be spent over the coming years. Through this process it prioritised that investment was required to start at Huntingdon Leisure Centre.

“Over the last 12 months the council has been working in collaboration with its leisure development partner, Alliance Leisure. Through this process the council has approved a preferred option to be put forward for planning approval and wider development. This can be seen on the council’s planning portal.

“We would welcome any comments or feedback relating directly to this exciting leisure development so that these ideas can be factored into the final design and planning process.”

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Confidential (Part 1)
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter:	Huntingdon Sport & Health Hub Feasibility Report
Meeting/Date:	O&S (Environment, Communities & Partnerships) – 2nd October 2025 Cabinet – 14th October 2025
Executive Portfolio:	Executive Councillor for Communities, Health & Leisure - Councillor Sally Howell
Report by:	Gregg Holland Head of Leisure, Health & Environment
Ward(s) affected:	All

Executive Summary:

The Independent Review of the Long-Term Operating Model for One Leisure was undertaken in 2023 and subsequently adopted by the Council in April 2024. The review included a proposed prioritisation of capital investment across the One Leisure estate in line with the Council's ambitions for One Leisure to grow participation and become financially sustainable.

The proposed capital investment in leisure forms a critical part of the transformation journey that One Leisure has been on in recent years, supporting increased participation, an enhanced customer experience and financial sustainability.

This report focuses on the opportunity that exists at Huntingdon and provides an update for Councillors on the progress that has been made through the RIBA Stage 2 design process following Cabinet approval in April 2025 (RIBA Stage 1) of "Option 2".

It provides context on the three sub options of "Option 2" that have been developed by the Council and its consultants, in order to determine an optimum solution that delivers against the project objectives:

- Addressing the shortfall of swimming pool provision across the district as identified in the Built Facility Strategy and Swim England Aquatics Review
- Growth in participation
- Future proofing local council assets for future generations
- Supporting the financial sustainability of One Leisure and the Council
- Supporting the Council's Corporate Plan and wider Strategic Priorities

Given the shortfall in swimming facilities, the optimum solution should prioritise the replacement of the existing swimming pool that has far exceeded its expected lifespan and relocate the aquatic offer by building a larger pool, potentially on to the main dry-side building.

With the cooperation of all relevant stakeholders there is the opportunity to develop a modern, fit for purpose and fit for the future, flagship leisure facility for Huntingdon with significant capital investment.

This report seeks to formally endorse "Option 2C" as the preferred option which will allow for significant improvement and major transformation in the leisure offer at Huntingdon and for its residents. This will then allow for further scheme development and financial planning. This report also seeks formal approvals and delegations for Officer's to proceed as outlined within the recommendations below.

Whilst this will be a sizeable and complex proposal, the opportunities to create an improved leisure, health and well-being facility for Huntingdon are significant, and align with a variety of Council strategies, policies and ambitions; as well as those of other partner organisations.

Recommendation(s):

The Cabinet is

RECOMMENDED

Project Development & Progression:

a. To note the project progression to date and approve the recommended option – **(Option 2 C)**.
b. To delegate to the Head of Leisure, Health & Environment in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) to proceed to and conclude RIBA Stages 3 & 4, including the submission (December 2025) and resolution of a planning application, and secure any other necessary consents to allow the development to commence (RIBA Stage 5).
c. To note that, subject to the project securing all necessary consents; funding being secured through the budget process; and project costs being within budget; the intention is for works to commence on-site in 2026 with an anticipated opening in the 27/28 financial year.

Funding & Community Infrastructure Levy (CIL):

d. To note and agree the capital budget envelope of £30.5m for the project to be utilised for budget setting purposes.
e. To approve within the budget scope, the forward funding of £1m of capital to support the health & wellbeing hub fit out, subject to the conclusion of necessary legal agreements with the NHS/ICB – with the intention that this capital funding is repaid to the Council over time (for example through future S106 monies).

f. To note and approve that the Head of Leisure, Health & Environment will lead on and complete negotiations with the Football Foundation with the intention to secure around £800k of capital funding towards a new 3G Pitch.
g. To note and support a joint Fields In Trust submission for the re-provision of land to support the wider Huntingdon Sport & Health Hub project; the details of which will be delegated to the Head of Leisure, Health & Environment to develop and facilitate in conjunction with Huntingdon Town Council.
h. To note that a CIL funding application has been made by Huntingdon Town Council for a new Cricket Pavillion which closely relates to the release of Town Council land for the re-provision of Fields In Trust land – **This will however be considered through a separate process and decision.**

Partners & Legal Agreements:

i. To delegate to the Head of Leisure, Health & Environment to facilitate, and in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) complete all relevant land and legal requirements to facilitate this project and enable its delivery.
j. To delegate and allow the Head of Leisure, Health & Environment to facilitate, and in consultation with the Corporate Director (Place) & Corporate Director (Finance and Resources) to finalize the MOU; Heads of Terms; and subsequent legal agreements with the NHS/ICB for the co-located health and wellbeing hub.

Engagement:

k. To approve the associated stakeholder communication and engagement plan and support its implementation following the proposed recommendations set out as part of this report being approved by Cabinet.

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to inform Councillors of the progress Officers have made on the RIBA Stage 2 process for Huntingdon Sport & Health Hub including final designs, progress of the project and overall capital costs.

1.2 To showcase three sub-options for the final design of Huntingdon Sport & Health Hub following approval of Option 2 by Cabinet in April 2025.

1.3 To provide confidence to the Cabinet and wider Council that due diligence has been undertaken by Officer's on the final designs and costs with support of expert consultants.

1.4 To utilise the final capital costs outlined within this report to help inform budget setting and approval and the wider project delivery of Huntingdon Sport & Health Hub.

1.5 To provide an update on stakeholder engagement and progress to date across the project and to illustrate the broad support Officers have gained from partners for the Huntingdon Sport & Health Hub project.

1.6 To gain full approval from Cabinet to allow this project to proceed to RIBA Stage 3 & 4 and to allow for a full planning application to be submitted (December 2025).

2. BACKGROUND

2.1 Built & Playing Pitch Strategies for Huntingdonshire were commissioned in late 2022 and were then presented to Overview & Scrutiny Committee (Environment, Communities & Partnerships) on 8th June 2023 and full approval from Cabinet was gained on 20th June 2023.

2.2 The Built Facility Strategy identified that there was a shortfall of Swimming pool provision across the Huntingdonshire district of the equivalent of 12 lanes of a 25-metre swimming pool based upon current population across the district.

2.3 This was supported by Swim England who undertook an Aquatics Review for One Leisure in late 2024 and they confirmed that there was a shortfall of swimming pool provision across the district equivalent to circa 13 lanes of a 25 metre Swimming pool.

2.4 An Independent Review of the Long-Term Operating Model for One Leisure was undertaken in Autumn 2023 and subsequently adopted by the Council in March 2024.

2.5 The Independent Review included a proposed prioritisation of capital investment across the One Leisure estate in line with the Council's ambitions for One Leisure to grow participation and become financially sustainable.

2.6 As part of this independent review one of its key recommendations based upon the swimming pool shortfall across the district identified by the Built Facility Strategy and Swim England was that Council and One Leisure should undertake a commercial options feasibility on wider capital investment across all One Leisure sites but determined that the process should start at Huntingdon Leisure Centre.

2.7 Based upon the shortfall of swimming pool provision across the district outlined within the Built Facility Strategy and Swim England's Aquatics Review the Independent Review of the Long-Term Operating Model for One Leisure confirmed that as a priority outline business cases should be developed for 1. Huntingdon, 2. St Neots and 3. St Ives Indoor Leisure Centre's.

2.8 Following initial feasibility work undertaken by First Point Management, the Council appointed Alliance Leisure who are an industry leading leisure development consultant.

2.9 They undertook a more detailed feasibility options analysis to establish and develop concept floor designs, construction costs, revenue generation associated to all options and return on investment and payback years. This work was presented to Councillors in April 2025 as a RIBA Stage 1 report.

2.10 Within the RIBA Stage 1 report four options were considered and presented these are summarised below:

Core Facilities	Option 1 - Refurb and Extend (6-lane pool)	Option 2 - Refurb and Extend (8-lane pool)	Option 3 - New Build (8-lane pool)	Option 4 - New Build (50m pool)
Ground Floor				
Main Pool	6 lane 25m	8 lane 25m	8 lane 25m competition	6 lane 50m
Spectator Seating				
Learner / Teaching Pool	Water area 104m	Water area 104m	Water area 104m	
Studio 1	25	28		
Spin Studio	37	34		
Health and Wellbeing Spaces	120m	304m	209m	
Sports Hall / Activity Space	2 Court Sports Hall/Activity Zone 428m	2 Court Sports Hall / Activity Zone 428m	4 Court Sports Hall / Activity Zone 599m	Activity Zone 270m
Treatment Rooms	Heat Treatment 70m		4 x treatment rooms 45m	
Cafe	185m	76m	67m	197m
Party Room / Community Room				2 x party rooms
Pavilion Replacement			223m	
First Floor				
Fitness Suite	98	107	114	106
Studio 1	28		29	37
Studio 2			24	20
Studio 3			24	
Spin Studio			20	15
Health and Wellbeing Spaces	500m	500m		
Activity Zone				270m
Total GIFA	**6030**	**6800**	**6922**	**4341**

2.11 In April 2025 the Cabinet approved the preferred option "Option 2" should be taken forward for further feasibility work and cost certainty through the RIBA Stage 2 process. It was also agreed that officers should continue to work with Alliance Leisure to bring forward a proposal for consideration at the end of RIBA Stage 2; to develop proposals with partners including the NHS & Integrated Care Board (ICB) and develop a detailed communication and engagement plan.

2.12 As part of the RIBA Stage 2 process Officers have worked closely with Alliance Leisure and their partners to finalise building plans, site plans, capital costs and timelines for project commencement and completion subject to Council approval.

2.13 The RIBA Stage 2 process also considered three sub options as part of the preferred proposal "Option 2" which mainly centred around the future use of the existing wet side (swimming pool) facility. These sub options are outlined below in Section 3.

2.14 This report seeks to build on the work to date, address the requests made previously under 2.11 and seek to secure delegations and approvals to enable the scheme to move forward to RIBA stages 3 & 4 at pace. The information to date will also be used for budget setting purposes, with the project being structured in a way which will enable development to commence promptly subject to all necessary approvals and budget agreements being made over the coming months in accordance with the indicative timeline.

3. OPTIONS CONSIDERED & FINANCIAL CONSIDERATIONS

Options:

3.1 As stated in Section 2 Alliance Leisure as part of their wider options analysis reviewed the preferred option "Option 2" from the RIBA Stage 1 process and provided final designs for the existing dry side and proposed new wet side facility but also three sub options for how the Council could utilise the existing wet side facility. These sub options are shown below:

- **<u>Option 2 A (base scheme):</u>**
    - New wet build extension and refurbishment works to existing buildings. Reprovision 1nr tennis court
    - Provision of 2nr new padel courts
    - Reprovision of play area
    - **Demolish existing wet side and reprovision as parking**

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- **<u>Option 2 B:</u>**
    - New wet build extension and refurbishment works to existing buildings. Reprovision 1nr tennis court
    - Provision of 2nr new padel courts
    - Reprovision of play area
    - **Decommission existing wet side building and handover to school**

- **Option 2 C:**
    - New wet build extension and refurbishment works to existing buildings. Reprovision 1nr tennis court
    - Provision of 2nr new padel courts
    - Reprovision of play area
    - **Existing wet side conversion to soft play and changing facilities**

3.2 The table below shows the three sub options of "Option 2" and the core facility mix.

ACTIVITY AREAS	Option 2 A	Option 2 B	Option 2 C
	Existing wet side demolition and convert to additional parking	Decommission existing wet side building	Existing wet side conversion to soft play and pitch changing
New Build and Extension			
Main Pool, 8 Lane 25m			
Poolside Spectator Seating, 247 Seats			
Learner / Teaching Pool, 104m^2			
Studio 1			
Spin Studio			
Fitness Suite			
Health and Wellbeing Spaces			
Sports Hall x 2 Courts			
Treatment Rooms			
Café with Seating			
Conversion of Existing Wet side			
Large Indoor Soft Play / Tag Active etc.			
Party Rooms x 2			
Squash Courts x 2			
Other			
11 v 11 3G Football Pitch			
Pitch Changing			
Total GIFA of Buildings	**5712**	**5712**	**7212**

* Option 2 is the same as Option 1 but includes decommissioning of the old wet side site and prepare to transfer to school for additional educational space

Assessment of Options:

3.3 Officers have reviewed all of the options considered and presented by Alliance Leisure and have in partnership with them undertaken an options appraisal to establish the suitability of each sub option against criteria set out in the options appraisal table below. It should be acknowledged that the options appraisal will continue to be reviewed as more detailed design work is undertaken during RIBA Stage 3 & 4, this is to ensure that the Council can maintain assurance that the most appropriate option is pursued as detailed technical information becomes available.

Options Appraisal (Consultants):

Scoring (1 = poor fit, 3 = strong fit)	Option 2 A	Option 2 B	Option 2 C
Criteria	Existing wet side demolition and convert to additional parking	Decommission existing wet side building	Existing wet side conversion to soft play and pitch changing
Meets a clearly identified need	3	3	3
Supported by stakeholders	3	3	3
Physical test of fit on site	3	3	3
Form factor & energy efficiency	3	3	3
Whole life carbon consumption	3	3	3
Financial viability and payback period	1	2	3
Range of facilities / activities	2	2	3
Throughput & visitor numbers	2	2	3
Total	**20**	**21**	**24**
Ranking	**3**	**2**	**1**

3.4 In addition to this Officers have also reviewed the outcomes of the options appraisal alongside the evidence base that the Council have developed over recent years to help underpin and support wider capital investment across its facilities supported by data and research thus strengthening decision making. The reports are as follows:

1. Built Facility Strategy
2. Independent Review of the Long-Term Operating Model for One Leisure
3. Swim England Aquatics Review

3.5 The outcome of the options appraisal undertaken by Officer's inclusive of the evidence base in points 1-3 above **confirms that the preferred sub option is Option 2C**.

3.6 This is the preferred choice as it:

- Maximizes and supports the shortfall of swimming pool lane provision across the district.
- It supports the Built Facility Strategy and Swim England Aquatics Review and the recommendations from the Long-Term Operating Model Review for One Leisure.
- It provides a greater facility mix of options, increased commercial opportunities and shorter ROI and pay back in years.
- This scheme allows the re-purpose and re-provisioning of the existing wet side centre.
- It supports Squash provision within the District.
- It allows for the reprovision of the 2 x astro turf Football pitches with a state-of-the-art full size 11 a side 3G Football pitch.

- It provides a children and young people's destination facility with the new 8 lane swimming and learner pool and soft play areas.
- It turns cost (demolition) into a commercial opportunity for the benefit of children and young people.
- This scheme will also capture improvements through car park reconfiguration, CCTV implementation and new lighting and provide security of the area.
- This project will also provide a multi-use health and wellbeing hub supported by the NHS/ICB for the benefits of local residents.
- It allows for wider partner collaboration with the NHS/ICB, Huntingdon Town Council, Cambridgeshire County Council and other key stakeholders.
- It supports the HDC Corporate Plan and Place Strategy by supporting local people to become more physically active and ensuring we have facilities that are fit for future generations.

Financial Considerations

3.7 The table below outlines the three sub-options considered, the differences in net revenue (comparison of existing contribution vs. proposed contribution), funding limits and payback periods:

Funding & Affordability	Option 2A	Option 2B	Option 2C
Total Project Cost	£25.2m	£24.2m	£27.9m
Improvement in Revenue to Fund Borrowing	£868,000	£868,000	£1.1m
Total Funding	£10.5m	£10.5m	£13.6m
Funding Requirement from Council Resources	-£14.8m	-£13.7m	-£14.3m
Payback Period (Years)	**29**	**28**	**26**

Note: Based upon the work undertaken by the external consultants the payback period of 26 years assumes no borrowing costs (loan repayments or interest costs).

3.8 The table shows the funding which the consultants advise could be achieved based on the improvement in revenue. The results show that all options have a significant funding gap, which will need to be closed to deliver any of the options. These range from £13.7m (Option 2B) to £14.8m (Option 2A).

3.9 Overall, Option 2B is the most affordable option, followed by Option 2A and Option 2C. Whilst there is a gap in terms of overall project costs to deliver the respective schemes it is deemed that this is fairly low based upon the level of commitment proposed for a scheme of this nature, the added value in terms of new facilities Option 2C would introduce and the overall benefit in payback.

3.10 To support this further there is a need to look beyond pure cost of delivery, and consider how this relates to income generation, need and overall affordability. In this context, **it is recommended that Option 2C** is taken forward to RIBA Stage 3 & 4.

3.11 **Option 2C** was selected based upon a number of factors both by the consultants and the Officer's. This was based upon the following principles:

a. The net revenue in Option 2C was nearly £200,000 per annum better that the other two options. This is equivalent to £5.2m over 26 years of the life of the investment.
b. This leads to an improved financial return on investment (payback) as Option 2C was 26 years and Option 2B was 28 years and 2C was 29 years.
c. The overall income betterment in Option 2C is centred around the inclusion of soft play and the 11 a side 3G Football pitch leading to Point B above.
d. A greater facility mix can be provided through Option 2C providing better outcomes to local residents and wider visitors to the area. This will be seen by:
    - A state of the art 11 a side 3G Football pitch allowing greater access for children and young people to be physically active
    - Supports the students at the local secondary school as they have improved facilities to utilise
    - One Leisure can increase utilisation and support increases in physical activity across its membership base and Active Lifestyle's can provide increased classes for health prevention
    - It provides a new innovative soft play centre for children and young people which will enhance the offering across Huntingdon and further afield which will also attract customers from the nursery opposite the site.
    - Dedicated birthday party rooms enabling One Leisure to launch new products and services
    - Newly refurbished Squash courts as part of the wider project
    - Meeting and corporate hospitality space
    - Overall the additionality of new facilities and services as part of Option 2C will support the wider health and wellbeing of residents of all ages and links closely to the outcomes outlined in Section 8.

3.12 Following the submission of the RIBA Stage 2 proposals the Head of Leisure, Health & Environment is continuing to work closely with the finance team and consultants who developed the financial projections to fully work through how the capital funding can be accessed to support the wider delivery of this scheme.

3.13 Officers have sought to test the financial information provided by our consultants to ensure that in headline terms, the preferred option could be affordable to the Council – noting that a final decision on financing is not proposed at this time. There are various sources of funding which could come forward to support this project including borrowing, use of reserves, external funding, and CIL as examples.

3.14 Based upon the information provided within section 3.13 the table below is an illustrative example of how various forms of funding could be layered to achieve the overall figure required to deliver the development:

Organisation/Scheme	**Estimated Capital Contribution**
Prudential Worker Loan Board (PWLB) (Includes Football Foundation (£800,000)	£13,600,000
HDC	£9,400,000
Community Infrastructure Levy (CIL)	£5,000,000
Section 106	£1,000,000
Total	**£29,000,000**

3.15 At this stage it has been established that an appropriate working budget for the project is £30.5m, and this is the figure which is recommended to be used to inform future budget setting. This allows for the c£29m of core cost, plus an allowance of c£1.5m for any necessary additional or faciliatory works. The Head of Leisure, Health & Environment is working closely with the Section 151 Officer, Head of Finance and Corporate Director (Place) to agree a package of funding which covers the level of capital required.

3.16 This process will be finalised through the RIBA Stage 3 & 4 process and will be overseen and guided by the Corporate Director (Finance & Corporate Resources – Section 151 Officer) as to the feasibility and access to capital investment.

3.17 However, for budget setting purposes for the 26/27 MTFS, it is reasonable to conclude the £30.5m is to be incorporated as the relevant capital figure for this proposed scheme. This is based upon professional advice and guidance and cost reviews by the relevant consultants.

3.18 Further cost reviews would continue to be undertaken as RIBA stages 3 & 4 progress. Subject to conclusion of RIBA stage 4 a final cost plan would be developed, and subject to that being within the budget envelope agreed as part of the 26/27 MTFS, works could then proceed.

3.19 Where necessary, Officers will work with the consultant team to refine Option 2C, to ensure that it is deliverable and within budget; whilst ensuring that the fundamental principles and core facilities required are not lost. This can be managed through typical project management.

4. COMMENTS OF OVERVIEW & SCRUTINY

4.1 The Overview & Scrutiny (Environment, Communities and Partnerships) Panel discussed the report at its meeting on 2nd October 2025.

4.2 Following enquiries from Councillors Criswell and Bywater, the Panel heard that Officers had met with the Academy on multiple occasions and had ongoing communication with them, through this, it had been established that the school did not have any current or future plans to utilise the space where the current wetside building is located. It was also confirmed that Officers had been working alongside Planning colleagues and did not anticipate for any issues to be caused by the imminent Local Plan refresh, that the developments at the site were in line with HDCs existing building strategy and supported the anticipated population growth of the district.

4.3 It was confirmed following a question from Councillor Alban, that the existing squash courts would remain in line with the current plans. It was also noted that the 11 a-side pitch proposed would be similar to the recently installed pitch at Sawtry which was in the process of coming under the One Leisure umbrella. The need for an additional 11 a-side pitch in the area has been identified via the Local Football Plan.

4.4 Following concerns raised in relation to car parking spaces, Officers advised that due to the free carparking available on site, other individuals, notably Royal Mail staff and those visiting the town centre, were known to park onsite thus reducing available parking for centre users. Options to introduce paid for parking with free parking for members were being considered as part of the development along with options to reconfigure the car park layout. It was also advised that discussions were ongoing with the adjoining school to utilise their car parking provision during evenings and weekends thus creating an anticipated 60 additional spaces during peak user hours.

4.5 Councillor Mokbul raised safeguarding concerns relating to the viewing area for the learner pool and its proximity to the cafe. The Panel were advised that whilst the centre would have access turnstiles it was essentially open to the public and restrictions between the café and the learner pool would be considered to address safeguarding concerns.

4.6 Following an enquiry from Councillor Hassall, the Panel heard that the swimming pool and gym would be on different levels of the building and that opportunities to develop commercial operations would be looked at through RIBA stages 3 and 4. In particular, the opportunity to extend the gym to a 24 hour model utilising the Council’s existing CCTV systems would be considered.

4.7 The timescales of the development were discussed, and in particular a question from Councillor Lowe regarding Local Government Review. The Panel were informed that it was hoped for construction to commence in Autumn 2026 with completion in Spring 2027 when the shadow LGR boards would be introduced. Following a further question from Councillor Bywater relating to potential delays to the planning process, the Panel were advised that there may be a requirement to decouple the 11 a-side pitch from the main application to ensure delays were minimised. It was also clarified that due to the proposed layout of the new centre, there would be minimal disruption to current users and sports, an example being given that swimming would continue in the existing pool until the new pool was ready for use at which point the sport would transfer location and redevelopment of the wetside building would commence.

4.8 The Panel heard, following an enquiry from Councillor Shaw, that in general discussions with local stakeholders had been positive and that where raised, Officers had been able to address concerns and collaborate to find amicable solutions. There were many letters of support available from stakeholders to support the development.

4.9 Councillor Pitt expressed his delight at partnership working with the NHS and observed that due to the shared entrance space of the development, this would be a window to maximise opportunities for One Leisure through NHS footfall. The Panel were advised that terms and a Memorandum of Understanding were being developed with Health partners and that further opportunities to develop any unused space for either the One Leisure Active Lifestyles team or Customer Service teams would be investigated as they were presented.

4.10 Following a further question from Councillor Pitt, Officers reassured the Panel they were working in conjunction with specialists in the leisure industry and were confident of robust budgeting and that plans were being adapted as the progress of the planning stage moved on.

4.11 Councillor Hassall expressed concern that the development would create a valuable asset and was concerned that following LGR, the new authority may look to sell this asset for a financial benefit. The Panel were assured that the centre development was for the benefit of residents regardless of its ownership however it would be hoped that the intention of a leisure provision for all residents would remain. It was advised that due to the complexities of the multiple landowners across the site and restrictive covenants upon the land being that it must remain in use for leisure gave some security. It was also noted that the land at One Leisure Ramsey and St Neots sites was owned by the schools. It was further advised by Officers that whilst the perceived risk was noted this would need further investigation by specialists in the field and that the Council would look to protect and preserve this asset for the future.

4.12 In response to an enquiry from Councillor Lowe, the Panel heard that a wider communications plan was in place with details to follow in further stages of the development.

4.13 Concerns were raised by Councillors Lowe, Alban and Hassall relating to the potential loss of hedgerows in the carpark through a potential reconfiguration. The Panel were advised that Officers were already in discussions about creating habitat banks across the council's parks and open spaces which could be used for BioDiversity Net Gain Credits both for internal projects and external developers. Following the suggestion of a memorial garden to be added to the site, Officers undertook to investigate opportunities to develop this proposal either at the Huntingdon site or nearby utilising HDC assets.

4.14 In response to an enquiry from Councillor Hunt, it was confirmed that the NHS space would utilise the former PURE heat suite which was unused following being mothballed during Covid. It was also advised that opportunities for the Shadow Leisure Board to further scrutinise the plans would be made available as the project progressed.

4.15 The Panel heard, following several enquiries and suggestions relating to the redevelopment of the wetside building, that Officers were looking for opportunities which would fit within the existing structure and that would generate a long term income. The merits of more specialist teen activities such as clip and climb were discussed but that in practice these operations tended to have a short income generation period. The proposal to create a multipurpose super soft play with the addition of laser tag for older children, at times later than younger customers would be using the area, would maximise income streams for a sustainable period.

4.16 Officers addressed concerns relating to the lack of creche facilities on site, it was noted that a traditional nursery set up was at an exceptionally high cost to the operating costs of the centre, however other opportunities to utilise the sports hall in lieu of a creche facility would be investigated and development as the project moved forward.

4.17 Following the discussion, the Panel were informed that their comments would be added to the Cabinet report in order for an informed decision to be made on the report recommendations.

5. RISKS & MITIGATION

5.1 An internal risk and mitigation plan for the project was developed by Officer's following RIBA Stage 1 approval by Council in April 2025. This has been updated as part of the journey through RIBA Stage 2 and can be viewed in **Appendix 1.**

5.2 In separation to this a fully comprehensive risk register has been developed and prepared by Alliance Leisure and their partners covering all aspects of design, project and construction delivery subject to Council approval. This will be overseen and implemented by their project management partner Varsity Consulting. This will continuously be updated as we move forward with RIBA Stage 3 & 4 following Council approval. This will be managed and monitored by Alliance Leisure in liaison with HDC.

5.3 To support this process the Head of Leisure, Health and Environment has set up through Alliance Leisure and Varsity Consulting a bi-weekly project management meeting. This is supported when required by colleagues across other areas including planning, regeneration and finance. Both risk and project management will be considered on a whole council basis as per our capital project management approach and this will continue to be reviewed as the process moves forward.

6. GOVERNANCE

6.1 As part of the RIBA Stage 1 report and approvals in April 2025 the Council approved the set-up and facilitation of a dedicated Member Advisory Board to ensure the Huntingdon Sport & Health Hub project had a robust governance structure.

6.2 This board is utilised to develop, review and implement plans and monitor and manage all associated risks across the project.

6.3 The Member Advisory Board have met twice since April 2025. This was on Tuesday 15th July and Thursday 18th September 2025.

6.4 From the last Member Advisory Board Meeting where Officers provided a robust update on the RIBA Stage 2 process and preferred Option 2C proposal a number of comments were made to the operational team and they have been summarised below for full transparency and all of which have either been or are in the process of being actioned by the Head of Leisure, Health & Environment and his colleagues. These points were:

a. Greater understanding around legal agreements with partners around land swaps and lease changes to allow for the wider project to be delivered
b. Confirmation that the Squash courts will be retained in Option 2C
c. Whether there would be catering provision for families in the proposed soft play area through the wider development of facilities
d. How the catering space would be staffed and thus One Leisure would look to complete this in line with St Ives Indoor Leisure Centre
e. How the overall funding for the project would be afforded and what Officer's plans were for engaging with partners
f. A wider brief on how residents will access and benefit from the co-located health and wellbeing hub
g. How would the health and wellbeing hub be funded?
h. Why had Officer's stated that stakeholder engagement on the risk and mitigation plan was recorded as "high" which centred around the council requiring direct support from Huntingdon Town Council and the Tennis club around land swaps and wider agreement of the overarching project
i. How would the Council but more importantly One Leisure engage with local swimming clubs once the new 8 lane swimming pool had opened. This would be supported by Swim England following the strategic aquatic review that was undertaken in early 2025.

7. TIMETABLE FOR IMPLEMENTATION

7.1 To move the project forwards, the next stage would be to undertake RIBA Stage 3 & 4. Based on progressing Option 2C (£29m value), the pre-construction fees are £499,737 (RIBA Stage 3) and £767,107 (RIBA Stage 4) (exc. VAT) including contingency.

7.2 The costs outlined here are not extra costs to the project, they are extracted from the overall capital costs required to deliver the project. They will initially be revenue costs and upon the proposed option being approved by council then they would become capital costs aligned to wider project delivery.

7.3 To support this process Alliance Leisure and the wider team will attend Council meetings (and briefings) as necessary, to provide the information outlined in this proposal and produce and issue the final report and presentation.

8. LINK TO THE CORPORATE PLAN & STRATEGIC PRIORITIES

8.1 The work undertaken on the Huntingdon Sport and Health Hub strongly support the council's corporate plan and its key priorities which are:

1. Improving the quality of life for local people
2. Creating a better Huntingdonshire for future generations
3. Delivering good quality, high value for money services with good control and compliance with statutory obligations

8.2 The development of the options feasibility presented as part of this report on Huntingdon Sport and Health Hub can contribute and support the delivery of the Councils strategic priorities and Corporate Plan in the following ways:

a. Meeting the recommendations set out in the Long-Term Operating Model Independent Review of One Leisure by supporting the shortfall of swimming pool lane provision. Currently short by 12/13 lanes across the District on current population levels.
b. Supporting the evidence provided by Swim England as part of their Aquatics Review.
c. It will allow an increase of 4 swimming pool lanes from 4 (existing swimming pool) to 8 lanes in the proposed new swimming pool.
d. It will create 3 Group Exercise studios which is an increase of one studio on existing arrangements, and this will allow more extensive programming, an increase in physical activity and improvements in current and future customer service delivery.
e. Within Option 2C it will also provide a dedicated spectator viewing gallery which will allow One Leisure to work in partnership with Swim England, Amateur Swimming Association (ASA), Royal Lifesaving Society (RLSS), and Swimming clubs to facilitate local, regional and national Swimming competitions which will support a grass roots to elite athlete talent pathway to help create and support local children become Olympic and Paralympic athletes.

f. This scheme will also deliver a dedicated learner pool which can be utilised to deliver a more expansive learn to swim programme, additional water-based group exercise classes, disability sessions, health intervention classes and pre- and post-natal classes which will all be an increase on current provision.
g. The proposed option will also provide a larger fitness centre floor space which will align itself with the opportunity to welcome more health and fitness pre-paid and casual members aimed at getting more people, more physically active, more often and support financial sustainability.
h. Option 2C will also enable a greater floor space for health and wellbeing. This will provide the potential opportunity to work collaboratively with the NHS and Integrated Care Board (ICB) to develop and deliver a "health hub" which will in itself welcome more people to the facility, enable greater working relationships between the NHS staff and Active Lifestyles, access for their patients to be prescribed access to our interventions and more widely a greater opportunity for those patients to become One Leisure members and more importantly become healthier, happier residents.
i. It provides a dedicated soft play area for children and young people which will be supported by dedicated birthday party rooms supporting commercial sustainability and physical activity opportunities.
j. The same soft play area will also provide a positive option to avoid having an unnecessary capital cost in the demolition of the existing wet side (swimming pool) as per Option 2B.
k. The potential opportunity to introduce a state of the art 11 a side 3G Football pitch on the land adjacent to the existing wet side facility (St Peter's School land) which would reprovision the old and end of life x 2 astro turf pitches near the existing dry side facility.
l. Option 2C also allows HDC to retain the x 2 squash courts at the existing facility and this will be combined with the soft play area, birthday party rooms and new dedicated Football Association grade changing rooms.
m. Creating these new spaces will benefit and improve the quality of life of local residents and it will provide a greater access to state-of-the-art facilities, a larger space to exercise in, and in doing so will deliver health and wellbeing facilities that will be fit for future generations and a better Huntingdonshire for local residents.
n. It will support and enhance priority three within the Corporate Plan as it will deliver good quality, high value for money services which will continue to run in line with our membership architecture, which is based upon choice, affordability, value for money and importantly access to our facilities so that local residents do not have a barrier to participation.

8.3 Likely use of the new Huntingdon Sport and Health Hub will stem from across Huntingdon, Brampton, Godmanchester and Alconbury Weald and based upon the existing Local Plan current committed homes expected to be completed by 2036 are 4,457. A further 1,480 are committed and expected to be built after this and up to the mid-2040's.

8.4 The Local Plan (2036) is currently being updated, and this will look to add significant additional new homes which are likely to start being built from 2028 onwards to 2046. There could likely be further growth of 5,000 new homes.

8.5 Following the approval of the final proposals they will take into account the future growth of Huntingdon and its wider area so the new facility will support existing and new residents become and remain physically active, provide high quality facilities for future generations and will deliver multiple benefits and outcomes for the community of Huntingdon and wider District.

9. STAKEHOLDER ENGAGEMENT & COMMUNICATION

Stakeholder Engagement:

9.1 Following on from the submission and approval of the RIBA Stage 1 report to Council in April 2025 the Head of Leisure, Health & Environment and wider colleagues have undertaken a significant amount of stakeholder engagement to help progress the “Option 2C” proposal and to enable and influence the recommendations put forward as part of this RIBA Stage 2 process.

9.2 To showcase the engagement work undertaken with stakeholders the table below summarises the current HDC position:

Stakeholder	Dates of Meetings
Huntingdon Town Council (HTC)	• Tuesday 24 June 2025 • Tuesday 5 August 2025 • Monday 1 September 2025 • Thursday 11 September 2025 • Thursday 18 September 2025
Tennis Club	• Thursday 11 September 2025
St Peter’s Road Secondary School	• Thursday 1 May 2025 • Tuesday 2 September 2025
Cambridgeshire County Council (CCC)	• Wednesday 9 July 2025 • Thursday 4 September 2025
Football Foundation or Hunts FA (HFA)	• Monday 12 May 2025 • Friday 25 July 2025 • Friday 1 August (HFA) • Wednesday 13 September 2025

9.3 Following these meetings and subject to full Council approval during the RIBA Stage 2 process and as part of the recommendations of this report the Head of Leisure Health & Environment will continue to lead on all stakeholder engagement to enable this project to be realised.

9.4 The key principles discussed with each stakeholder can be summarised as follows:

9.5

Organisation	Key Principles
Huntingdon Town Council	a. Land swap/s b. Rights of way through a new road to support emergency vehicle access and chemical deliveries c. Re-provision of land through Fields in Trust submission (Tennis court x 1 & Play area) d. HDC support of Community Infratrsucture Levey (CIL) funding bid for the Cricket Pavillion
Tennis Club	a. Relocation of one Tennis court b. HDC to support space for x 2 Padel courts as part of wider project (Tennis club to fund) c. Likely re-provision of Tennis court will be x 4 Picke Ball courts to support wider access for users
St Peter's Road Secondary School	a. Negotiations on future use of existing wet side facility b. Potential use of a soft play facility for existing wet side c. Request from HDC to utilise land to create a new 11 a side 3G pitch for wider benefit of school students through multi use agreement
Cambridgeshire County Council (CCC)	a. Land swap/Asset transfer/Lease amendments b. Building condition & future use
Football Foundation (FF)	a. External funding discussions around new 11 a side 3G Football pitch
NHS/ICB	a. Likelihood of a co-located health & wellbeing hub in existing dry side facility b. Heads of Terms (commercial arrangements & long-term lease) c. Memorandum of Understanding d. External funding e. Health & wellbeing offer

Communications:

9.6 Following the approval of the RIBA Stage 1 report by Cabinet in April 2025 the Head of Leisure, Health and Environment worked closely with the HDC Marketing, Communications and Engagement team to develop and implement a communications plan. This can be viewed in **Appendix 2.**

9.7 This plan has been set across three key phases, and the messaging and target audience will reflect each phase and is clearly summarised below:

Stage	Status	Communication Date/s	Audience
RIBA Stage 1	Complete	April 2025 – (Position Statement)	Relevant HDC Staff Councillors Key Stakeholders
RIBA Stage 2	Complete	October 2025	Relevant HDC Staff Councillors Key Stakeholders Public – (Soft Messaging)
RIBA Stage 3 & 4	Not Started	2026 – (February 2026 once Full Council approves 2026/2027 budget)	Relevant HDC Staff Councillors Key Stakeholders Public – (Full Launch Messaging)

9.8 As a reminder the RIBA Stage 1 communication as set out in the table included a position statement to relevant HDC staff members, Councillors and key stakeholders. The position statement read as follows:

"The purpose of this scheme is to inform Councillors, HDC staff and key stakeholders of the options developed as part of the wider capital investment feasibility works into One Leisure Huntingdon as identified within Independent Review of the Long-Term Operating Model for One Leisure

It is also to showcase the potential opportunities that this capital investment scheme can deliver to the community to access state of the art leisure facilities fit for future generations".

9.9 It is our intention that following approval by Council of RIBA Stage 2 in October 2025 that following consultation between the Head of Leisure, Health & Environment and the Head of Communications, Engagement & Public Affairs that we release the same statement to Councillors, Staff and stakeholders as we did in April 2025 similar to section 9.7. This is to ensure that the messaging is appropriately managed to ensure that expectations are met, noting the need to secure planning permission and budget approval through annual budget setting.

9.10 Subject to approval by Council the intention of Officer's is to then fully implement the Communication's & Engagement Plan as set out in **Appendix 2.**

10. LEGAL IMPLICATIONS & SITE CHARACTERISTICS

10.1 The leisure facilities at One Leisure Huntingdon are comprised of a number of different sport and leisure interests operated either by HDC or other parties and are unusually split over two sites. There are also a number of other potential complexities arriving from landownerships, leases and other matters.

10.2 As per the RIBA Stage 1 report presented to Council in April 2025 HDC commissioned Browne Jacobson through 3C Shared Services to undertake a high-level review of land ownership and the relevant covenants and leases that exist on the whole footprint. The report included the bowls, cricket and tennis facilities and albeit they are beyond the scope of this report; they were included as it was believed it would provide a useful holistic insight into the entirety of the site.

10.3 Following the completion of the Browne Jacobson legal report and subsequent RIBA Stage 1 report to Council in April 2025 and as outlined in section 9.4 of this report the Head of Leisure, Health & Environment has with his council colleagues completed a series of stakeholder engagement meetings with partners to help facilitate a clear understanding of how this project can be delivered with their help and support through land swaps, lease changes, building transfers and likely submissions to the Field in Trust.

10.4 As part of the next stage of development (RIBA Stages 3 & 4), further due diligence by Officer's will be undertaken, along with continued discussions with relevant parties to discuss the emerging proposals and seek to ensure that the Council can obtain any necessary agreements to ensure that the existing arrangements pertaining to the site are not an impediment to delivery. The Head of Leisure, Health & Environment with support from 3C Legal Shared Services will look to continue working with Browne Jacobson to move the points outlined in section 9.4 to a conclusion.

10.5 Officers are also conscious of the landscape of local government reform, and whilst this will become clearer as the project develops, there is no reason legally that the Council should not continue to explore developments such as this at the current time. Members will note that the timetable currently identified allows for conclusion of works within the 27/28 financial year.

11. RESOURCE IMPLICATIONS

11.1 The 2025/2026 Budget has been used to fund all design, conceptual imagery, costs, payback and ROI works undertaken by Alliance Leisure in line with RIBA Stages 1 and 2.

11.2 Subject to approval by Cabinet in October 2025 it is the intention to submit a Capital Investment Bid to include the overall amount of the approved option so that it can be part of the 2026/2027 HDC Annual Budget and MTFS.

11.3 A small project team has been set-up and introduced to enable and support the wider delivery of the proposed option. These costs sit within the One Leisure budget. The project will be supported by the Council's existing officer governance for projects, and it is proposed that the Member Advisory Board also have a role in this moving forward as part of the assurance for Cabinet and wider Council.

12. HEALTH IMPLICATIONS

12.1 The building of the Huntingdon Sport and Health Hub would provide a valuable and accessible community asset that can enhance both social and health benefits to the community now and in the future for Huntingdonshire residents. Accessibility is a key factor, with specifically locality and affordability important considerations of public leisure provision as public pools can help reduce health inequalities experienced by low-income individuals and families.

12.2 The Council is a partner authority of the Cambridgeshire & Peterborough Integrated Care Service (ICS) and has worked in partnership with them to offer residents evidence-based interventions for those with mild to moderate frailty and those at risk of cardiovascular disease. The building of the Huntingdon Sports and Health Hub can play a key role in delivering these types of health interventions and other social prescribing initiatives and is accessible for people with mobility difficulties or disabilities. As previously explained, part of the investment within the recommended proposal is to increase the swimming pool from 4 lanes currently (old swimming pool) to a recommended 8 lanes; giving greater access and opportunities to residents and clubs.

12.3 In addition to this and as set out in both the RIBA Stage 1 report (April 2025) and this RIBA Stage 2 report the Huntingdon Sport & Health Hub will also look to house a "health hub" which will be fronted by the NHS and ICB and their wider neighbourhood teams to ensure that local residents have the health services that they require on their doorstep. Their staff will also work closely with the Active Health team to ensure we have an end-to-end health service offering.

12.4 Swimming is one of the best forms of exercise that works all the main muscles of the body and supports maintaining and improving physical health and mental health. Unlike many other activities, swimming is universally accessible to all including people with mobility disabilities, and is an all-year-round activity, which provides life skills including saving lives and reducing the risk of drowning. The benefits of the Huntingdon Sport and Health Hub are not just limited to swimming; the new facility would offer a larger gym and 3 studios; that would facilitate more gym stations (meeting the needs set out in the Built Facility Strategy to increase gym station provision in the district) and wider programming of the studios increasing the opportunity and access to health and fitness activities and classes.

12.5 Sport England, the Association for Public Service Excellence (APSE), Community Leisure UK (CLUK), the Local Government Association (LGA) and the Chief Leisure Officers Association (CLOA) all champion the need for public leisure facilities as a critical component of the community infrastructure supporting health and wellbeing, community cohesion, tackling inequalities, and creating a positive and active environment for local people.

12.6 Swim England confirm that community swimming pools are positive investments for communities for multiple reasons. Community pools serve as an encouragement to community health and increase the social cohesiveness of the area. Community pools can have many benefits on the physical, mental, emotional, and social health of the community as illustrated below:

- Improves community bonds
- Confidence
- Fitness for all – Swimming/Physical Activity is fun
- Increases public safety
- Combats childhood obesity
- Local employment
- Pathways to other sports

12.7 This opportunity will also allow The One Leisure Active Lifestyles team an opportunity to utilise the Huntingdon Sport and Health Hub to develop and enhance their programming and increase their membership base to allow residents a wider service offering and access to a 'Best in Class leisure centre.

12.8 Overall, the utilisation of this new facility will benefit the local residents and provide facilities that will allow access to help improve their quality of life, create a better Huntingdonshire for future generations and offer good quality value for money services.

13. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

13.1 The sustainability principles that have been used to develop and finalise Option 2C as part of this report are summarised below:

13.2 These principles and the initiatives behind them will continue to be developed for Option 2C (Preferred Option) as part of the RIBA Stage 3 & 4 process.

13.3 The new Member Advisory Board (supported by the consultant team) will be utilised to develop, finalise and implement plans associated with a number of important design characteristics and energy and sustainability of a new leisure centre is part of this process.

13.4 As part of the RIBA Stage 2 process and report the designers and architects have indicated that Solar PV will be installed on the roof of the new wet side (Swimming pool) building.

13.5 In addition to this air source heat pumps have been proposed to be installed within the new building to support a fully decarbonised approach to energy management.

13.6 The existing dry side site that will be retained and housed by the NHS/ICB will continue to be powered through gas and electricity. Prior to the RIBA process being undertaken at Huntingdon a consultant report was developed and produced by the HDC Facility Management team to consider the costs and benefits of decarbonising the dry side site. As plans were expedited to review the feasibility study for new leisure provision at Huntingdon leisure centre the decarbonisation was paused, with a view that we would revisit this option as we proceeded through the RIBA phases. We will consider this as part of RIBA Stages 3 & 4. An indicative cost of doing this scheme was reported at £1.4m.

13.7 Once the scheme for the Huntingdon Sport & Health Hub is known, proposals for heating and hot water for the retained parts of the current building could be developed further. As per section 13.6 there may be the option to keep this part of the building on gas, which would be by far the lowest capital cost option as the pipework and emitters could be retained and replacement boilers would be a relatively low capital cost.

13.8 Final plans for energy and sustainability for the preferred Option 2C will be developed and finalised through RIBA Stages 3 & 4.

14. REASONS FOR THE RECOMMENDED DECISIONS

14.1 **Option 2C is the preferred choice** as it maximizes and supports the shortfall of swimming pool lane provision across the District whilst also addressing the need to increase gym stations and current and future demand for studio space.

14.2 It also supports the Built Facility Strategy and Swim England Aquatics Review and the recommendations from the Long-Term Operating Model Review for One Leisure.

14.3 It allows for wider cross programming and operational efficiencies for all aquatics disciplines and sport and fitness activities.

14.4 It provides a dedicated poolside viewing gallery which will support competitive swimming galas and regional events and an area for parents and guardians to watch children participate in swimming lessons or sessions.

14.5 It has a combined 800 sqm of floor space to support a health and wellbeing co-located space.

14.6 Option 2C creates a state-of-the-art 11 aside 3G Football pitch and new innovative soft play centre which supports the commercial sustainability of the project and allows for wider access to new and improved facilities for residents.

14.7 Option 2C provides a larger fitness centre, including an additional studio, thus creating a larger provision for gym equipment, and an increase in the programme/classes, therefore supporting commercial opportunities and giving residents greater opportunity to access leisure activities and be more active.

14.8 The Huntingdon Sport & Health Hub future proofs and ensures that important local Council assets are fit for future generations. The current swimming pool is at the end of life and does not meet the current needs of the population and this development will support wider provision.

14.9 It allows for more people to be more physically active more often in one place and supports the wider health and wellbeing outcomes for our residents and visitors.

15. LIST OF APPENDICES INCLUDED

Appendix 1 – Internal Risk & Mitigation Plan

Appendix 2 – Communication & Engagement Plan

16. BACKGROUND PAPERS

- Built Facility Strategy 2022
- Independent Review of the Long-Term Operating Model for One Leisure
- RIBA Stage 1 Cabinet Report – April 2025
- Swim England Aquatic Review
- Swim England Strategic Plan
- Local Plan 2036

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Huntingdon Leisure Centre

Pre-Contract Cost Update and Review

April 2026

VARSITY CONSULTING

1.0 Introduction

1.1 This report has been prepared for Huntingdonshire District Council to provide commentary on capital costs for the Huntingdon Leisure Centre extension. Pricing has been received from the Main Contractor (Universal Civils and Build), and following negotiations, the figures in this report set out the cost basis recommended to enter into contract. All figures in this report exclude VAT.

1.2 The scope comprises an extension to the existing leisure centre housing a new 25m pool, separate learner pool and viewing area, associated changing rooms and fitness suite. The existing building is remodelled to include an improved café and reception area and two new studios to the ground floor. The scope excludes work to the existing sports hall and areas beyond the reception area as well as any work to the existing first floor. Externally, a new 3G football pitch will be added to the school site, and padel and pickleball courts added to the main site alogn with a new children's play area. The current swimming pool hall will be converted to a soft play and the pool changing rooms converted to changing rooms to serve the new 3G football pitch. Additional parking spaces will be added, and the bowls club car park improved.

1.3 Varsity Consulting Ltd is a RICS Chartered quantity surveying practice with extensive experience of leisure projects. Varsity is based in St Ives, Huntingdonshire.

2.0 Findings

2.1 To date £1,222,031 has been spent on design fees and surveys. The proposed sum for the construction stage works is £24,579,533 (the anticipated Contract Sum), therefore the total contractor cost is £25,801,564. There is also a £1,000,000 allowance for the 3G pitch that is being procured separately, as well as fees, contingency, fixtures, fittings and equipment taking the project cost total to £29,475,000.

2.2 We have undertaken a leisure centre comparison review to analyse the cost per square metre for similar projects based Varsity's own database, re-basing the prices to reflect the construction dates for this project. This can be found in section 7 of this report. This analysis demonstrates good value for money when compared to other projects.

2.3 The construction industry is currently experiencing a significant spike in construction prices as a result of the situation in Iran. Whilst the effects of this have not yet been fully realised, there is significant nervousness in the market and suppliers are adding risk allowances to their prices at all levels of the supply chain to try to protect themselves from rises they cannot control. Universal has included a sensible level of pricing for this risk and the preference is certainly for this risk to be transferred to the Contractor rather than retained by the Council.

2.4 There are several provisional sums in the Contractors price, for items where prices cannot currently be fixed. These will be adjusted in due course to reflect the actual costs, with the Council either benefitting from reductions, or meeting the costs of increases. This is normal in construction projects of this scale and nature. These are set out in section 4 of this this report.

2.5 There are several opportunities to reduce the construction cost via value engineering, albeit these items will have an effect on functionality, quality or revenue. These are set out in section 6 of this this report.

VARSITY CONSULTING

3.0 Cost Summary

The below sets out the project cost based on Universal's price submission for the works.

Item	£
Pre-Construction Fees	£1,222,031
Construction Costs	£24,579,533
3G Football pitch	£1,000,000
Fixtures, fittings and equipment	£860,000
Project delivery fees	£937,901
Client contingency	£816,587
Framework access fee	£58,948
TOTAL £ (excl VAT)	**£29,475,000**

Costs have increased since RIBA Stage 2 due to additions to the racket facilities, additional parking spaces, tennis club ehancements, gates to the school for additional out of hours parking, bowls club parking works, enhancements to the soft play WC facilities, new cricket wickets, archaeological requirements, ecological requirements, market conditions, abnormal ground conditions, drainage attenuation requirements and other firming up of pricing and scope.

4.0 Provisional Sums

These figures include the following provisional sums

Item	£
Utilities Connections	£ 250,000.00
Asbestos Removal	£ 50,000.00
Access Control	£ 20,000.00
AV	£ 15,000.00
Blinds	£ 36,408.62
Sheet & CFA Piling	£ 392,380.00
Football Changing Foul Drainage works	£ 25,000.00
Service Trenching	£ 14,086.34
Reception Desks	£ 40,000.00
Turnstiles	£ 70,000.00
Play Park	£100,000
FF&E (soft play frame, gym and studio equipment, pool equipment, catering equipment, general furniture and signage)	£860,000
3G pitch	£1,000,000
Works to bowls club car park	£120,000

These will be adjusted in due course to reflect the actual costs, with the Council either benefitting from reductions, or meeting the costs of increases. It may be possible to firm up the provisional sum for piling prior to contract depending on timing of entering into contract.

5.0 Key Cost Risks

Some of the key cost risks that could potentially require drawdown of contingency are as follows:
- Exceeding provisional sums
- Asbestos removal costs in excess of allowances
- Issues with structures of existing buildings
- Archaeological requirements beyond initial trial trenching
- Unknown ecological requirements
- Discharge of planning conditions
- Client changes
- Services diversions

6.0 Contingency and Value Engineering

The project contingency is currently £816,587, equating to 3.16% of the construction cost. This is tight, albeit it is a design and build contract that passes significant levels of risk on to the Contractor, and the Contractor has taken on the ground risk, (one of the largest risks for a project of this type).

The scope is well considered, however there are some potential value engineering options to reduce the construction cost and increase the contingency. Easier items to achieve are set our below:

Item	Saving £
Omit pool cover. Omission of this results in a small increase to utilities consumption but benefits in terms of water cleanliness.	£66,000
Omit BMS from soft play, simple controls in lieu. This omits external control or monitoring of system but OK if site staff are trained.	£38,000
Omit acoustic baffles in fitness suite. This would be subject to acoustic review.	£48,000

Taking all of these savings would increase the project contingency to £968,587 (3.75% of construction cost). Further, less desirable value engineering optons are as follows:

Item	Saving £
Alternative cubicle supplier. This would likely reduce the quality and lifespan of the installation.	£27,000
Omit learner pool moveable floor, fixed depth in lieu. This may reduce the revenue associated with the wet facilities by circa 10%.	£383,000
Reduce the secure line around the tennis club to individual facilities only. This would affect their ability to manage the site.	£41,000
Omit the raised access floor from the fitness suite. This would make future changes to data and power for equipment more complex and expensive.	£27,000

Taking all of these savings in addition to those in the table above would increase the project contingency to £1,446,587 (5.61% of construction cost).

The Council should review and confirm whether they wish to explore any of these items further.

7.0 Benchmarking of Wet and Dry Leisure Centre Build Costs

Project	Start on Site Date	Construction Cost Total (Inflated to 1Q 27)	GIFA (m2)	Total Rate (£/m2)
Dover	Q2 2018	£ 25,950,920	5,000	**5,190**
Spelthorne	Q1 2019	£ 44,033,164	8,303	**5,303**
Huntingdon	Q2 2026	£ 25,801,564	4,663	**5,533**
The Wave	Q4 2016	£ 40,132,032	7,300	**5,498**
Mablelthorpe	Q4 2022	£ 13,970,766	2,450	**5,702**
Caerphilly	2Q 2025	£ 30,999,009	5,423	**5,716**
Skelmersdale	Q4 2023	£ 22,395,823	3,812	**5,875**
Ormskirk	Q4 2023	£ 24,521,447	3,800	**6,453**
Tides	Q1 2023	£ 26,765,595	3,800	**7,044**
Britannia	Q3 2020	£ 62,064,523	8,663	**7,164**
Berkhampstead	Q4 2022	£ 42,525,600	5,500	**7,732**
Bedworth	Q3 2022	£ 38,195,418	4,635	**8,241**

Huntingdon cost includes pre-construction fees
Benchmarked to mid-point of consttruction

VARSITY CONSULTING

Varsity Consulting Ltd is a Chartered Surveying Practice, Regulated by RICS

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Funding and Affordability Summary – August 2025

Oneleisure

Funding and Affordability	Option 2 A	Option 2 B	Option 2 C
TOTAL PROJECT COST	£25,296,150	£24,278,741	£27,948,318
IMPROVEMENT IN REVENUE AVAILABLE TO FUND BORROWING	£868,658	£868,658	£1,058,983
TOTAL FUNDING	£10,503,724	£10,503,724	£13,605,111
FUNDING REQUIREMENT FROM COUNCIL RESOURCES	-£14,792,427	-£13,775,017	-£14,343,207
PAYBACK PERIOD	29	28	26

Summary:

- Total capital funding required for construction = £28m + £1m to forward fund NHS fit out – Total capital envelope requested £30.5m
- Option 2 C is the preferred option based upon 26 year pay back
- Total life span of traditional leisure centre = 40 years
- Indicative funding streams that may be used to fund project;
  - CIL
  - Section 106
  - HDC Capital
  - NHS rental income (to be agreed)
  - Football Foundation + other stakeholders

Funding and Affordability Summary – April 2026

Funding and Affordability	August 2025	April 2026	Comparison
TOTAL PROJECT COST	£27,948,318	£29,475,000	£1,526,682
IMPROVEMENT IN REVENUE AVAILABLE TO FUND BORROWING	£1,058,983	£1,255,909	£196,926
TOTAL FUNDING	£13,605,111	£15,186,318	£1,581,207
FUNDING REQUIREMENT FROM COUNCIL RESOURCES	-£14,343,207	-£14,288,682	£54,525
PAYBACK PERIOD	26	23	-2.9

Summary:

- Total capital funding required for construction = £29,475,000
- April 2026 modelling shows a 23-year payback period
- Designed life span of traditional leisure centre = 40 years
- £800k Football Foundation funding from August 2025 modelling removed
- Indicative funding streams that may be used to fund project;
  - CIL
  - Section 106
  - HDC Capital
  - NHS rental income (to be agreed)

April 2026 – Updated Modelling Assumptions

Oneleisure

NOTES TO UPDATED REVENUE MODELLING
Base financial position for the last financial year, has been updated from c.£60.4k in 2025 to c.£157k, due mainly to improvements in health and fitness membership numbers and income.
H&F member numbers remain at 35% uplift on latent demand - This compares with 57% average uplift seen at new / refurbished centres.
Increased membership fees for H&F from £37 to £39.
Increased membership fees for Active Health Suite from £30 to £33.
Increased swimming income from £1,291m^2 to £1,571m^2, mainly through increased lessons utilisation in learner pool - This compares with benchmark figure of £2.032m^2.
Increased soft play area from 350m^2 to 431m^2.
Utilisation of the party rooms reduced to 80%.
11 v 11 3G income not changed.
Secondary spend increases, due to increased throughput from swimming.
Health and wellbeing rental income unchanged.
Staffing structure and costs reviewed by HDC and remain unchanged.
Total building areas assumed the same as previous stage (total GIFA modelled = 7,212m^2)
No change in borrowing rates and calculation.
Potential VAT reduction of £200k removed from the April 2026 'Current Net Revenue', to enable a like for like comparison. If applied, a similar reduction would also be applied to the 2026 modelling.
No other significant changes to income and expenditure.

Comparison of August 2025 Revenue with April 2026

	August 2025	April 2026	Comparison
Income	**10-year average**	**10-year average**	**10-year average**
Sports Hall & Squash	£76,210	£76,210	£0
Health & Fitness	£1,561,252	£1,638,679	£77,427
Swimming	£742,088	£903,645	£161,557
Party Rooms	£65,220	£52,176	(£13,044)
Soft Play/Tag Active	£253,633	£312,331	£58,698
Health & Wellbeing (804m2)	£182,073	£182,073	£0
Secondary	£696,305	£743,626	£47,321
Outdoor	£176,619	£176,619	£0
Total Income	**£3,753,400**	**£4,085,358**	**£331,958**
Expenditure	**10-year average**	**10-year average**	**10-year average**
Staffing costs:	(£1,133,758)	(£1,133,758)	£0
Premises costs:	(£862,164)	(£862,164)	£0
Management costs:	(£330,468)	(£347,747)	(£17,278)
Cost of sales:	(£307,535)	(£328,435)	(£20,900)
Other costs:	£0	£0	£0
Total expenditure	**(£2,633,925)**	**(£2,672,104)**	**(£38,178)**
Net Revenue	**10-year average**	**10-year average**	**10-year average**
Surplus / (Deficit) exc Lifecycle Costs	**£1,119,475**	**£1,413,255**	**£293,780**
Membership and Throughput			
Membership Numbers	**10-year average**	**10-year average**	**10-year average**
H&F memberships	3,226	3,226	0
Throughput	**10-year average**	**10-year average**	**10-year average**
Total Throughput	580,254	619,688	39,434

Latent Demand Versus Actual

Centre Name	Latent Demand forecast Membership Projection	Actual / Projected Performance	Comparison (no)	Comparison (%)	Operator
Aylestone - Leicester	1477	1765	288	19%	Leicester City Council
Braunstone - Leicester	2124	3706	1582	74%	Leicester City Council
Cossington Street - Leicester	562	1277	715	127%	Leicester City Council
Evington - Leicester	1372	2453	1081	79%	Leicester City Council
Westminster Lodge Leisure Centre - St Albans	3300	6000	2700	82%	Everyone Active
The Castle Leisure Centre - Southwark	2900	3320	420	14%	Everyone Active
Winchester Leisure Centre	3645	5774	2129	58%	Everyone Active
Dover Leisure Centre	3000	4200	1200	40%	Places for People Leisure
Flitwick Leisure Centre - Bedfordshire	3250	3856	606	19%	Everyone Active
Ely Leisure Centre	2900	3500	600	21%	GLL
Bromsgrove Leisure Centre	1800	3750	1950	108%	Everyone Active
Dunstable Leisure Centre	2095	3868	1773	85%	Everyone Active
Whiteoak Leisure Centre	1314	3200	1886	144%	Everyone Active
Total	**29739**	**46669**	**16930**	**57%**	

Average performance of operation centres compared to latent demand forecast:		**57%**

Comparison of April 2026 Modelling 35% v 50% H&F Uplift

Oneleisure

	35% Increase in Latent Demand	50% Increase in Latent Demand	Comparison
Income	**10-year average**	**10-year average**	**10-year average**
Sports Hall & Squash	£76,210	£76,210	£0
Health & Fitness	£1,638,679	£1,806,436	£167,758
Swimming	£903,645	£903,645	£0
Party Rooms	£52,176	£52,176	£0
Soft Play/Tag Active	£312,331	£312,331	£0
Health & Wellbeing (804m2)	£182,073	£182,073	£0
Secondary	£743,626	£775,887	£32,261
Outdoor	£176,619	£176,619	£0
Total Income	**£4,085,358**	**£4,285,377**	**£200,019**
Expenditure	**10-year average**	**10-year average**	**10-year average**
Staffing costs:	(£1,133,758)	(£1,133,758)	£0
Premises costs:	(£862,164)	(£862,164)	£0
Management costs:	(£347,747)	(£360,774)	(£13,027)
Cost of sales:	(£328,435)	(£342,683)	(£14,249)
Other costs:	£0	£0	£0
Total expenditure	**(£2,672,104)**	**(£2,699,379)**	**(£27,276)**
Net Revenue	**10-year average**	**10-year average**	**10-year average**
Surplus / (Deficit) exc Lifecycle Costs	**£1,413,255**	**£1,585,997**	**£172,743**
Membership and Throughput			
Membership Numbers	**10-year average**	**10-year average**	**10-year average**
H&F memberships	3,226	3,585	358
Throughput	**10-year average**	**10-year average**	**10-year average**
Total Throughput	619,688	646,573	26,884

Funding and Affordability Summary – 35% v 50% H&F Uplift

Funding and Affordability	35% Increase in Latent Demand	50% Increase in Latent Demand	Comparison
TOTAL PROJECT COST	£29,475,000	£29,475,000	£0
IMPROVEMENT IN REVENUE AVAILABLE TO FUND BORROWING	£1,255,909	£1,428,651	£172,743
TOTAL FUNDING	£15,186,318	£17,275,108	£2,088,789
FUNDING REQUIREMENT FROM COUNCIL RESOURCES	-£14,288,682	-£12,199,892	£2,088,789
PAYBACK PERIOD	23	21	-2.8

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Social Value Engine

Report for:

Huntingdon Sports and Health Club

Wed Mar 11 2026

Social Return on Investment

£4.72

Net SRoI: £3.72

Impact	£7,454,320.00
− Discount	£252,078.45
= Present Value	£7,202,241.54
Present Value	£7,202,241.54
÷ Input	£1,525,000.00
= SRoI	£4.72
Present Value	£7,202,241.54
− Input	£1,525,000.00
= Net Present Value	£5,677,241.54
Net Present Value	£5,677,241.54
÷ Input	£1,525,000.00
= Net SRoI	£3.72

Present Value

£7,202,241.54

Discount Rate: 3.5%

Year 1:	£7,202,241.54

Impact

£7,454,320.00

Based on 1 year

Year 1:	£7,454,320.00

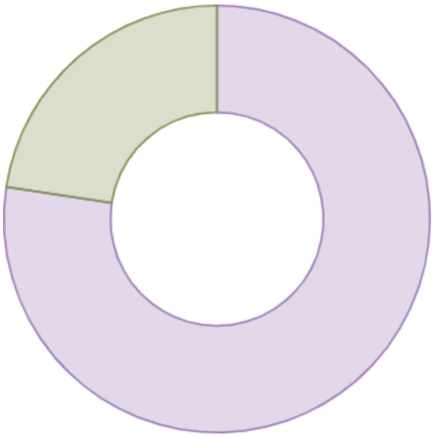
Input

£1,525,000.00

Largest category: Money

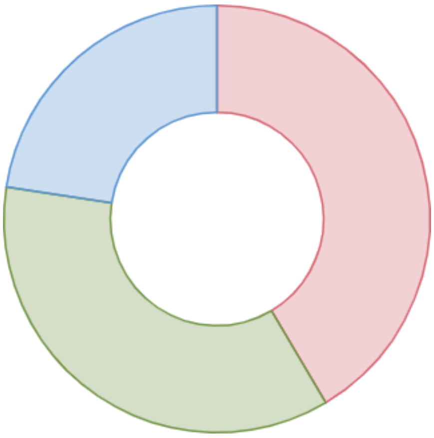
Money:	£1,525,000.00

Present Value by Stakeholder



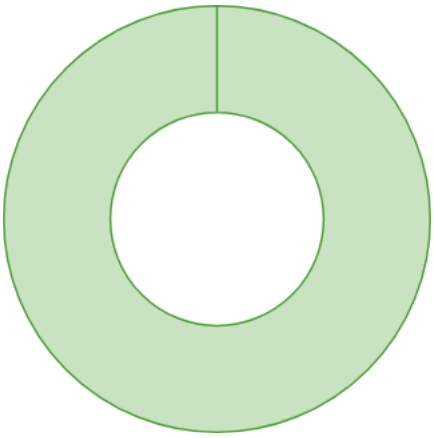
Local Residents: £5,574,028.98 (77.39%)
Children and Young People: £1,628,212.56 (22.61%)

Present Value by Outcome



Improved mental wellbeing through participation in sport and physical activity: £2,987,072.46 (41.47%)
Improved physical health through increased participation in physical activity: £2,586,956.52 (35.92%)
Improved wellbeing for children and young people through participation in sport: £1,628,212.56 (22.61%)

Present Value by Priority



Good Health and Well-Being: £7,202,241.54 (100.00%)

To: TCMG	**Title:** TCMG Social Value Huntingdon Sport & Health Hub – Briefing Note
From: Head of Leisure, Health & Environment	**Date:** April 2026

Project Overview

Huntingdon Leisure Centre (HLC) is a flagship facility within Huntingdonshire District Council's (HDC) leisure portfolio. It offers an extensive range of outdoor and indoor sports amenities, including a 4-lane swimming pool, 2 x 7v7 3G artificial turf pitch, sports hall, gym, and studios, a functional training suite, and high-quality ancillary facilities.

The site serves 423,187 users each year, drawing participants not only from Huntingdon and its surrounding areas but also from across the wider region. In addition to regular local use, HLC has a strong record of hosting county and regional competitions, educational programmes, and recreational events, underlining its significance as a venue of both local and regional importance.

- **A new 8-lane swimming pool:**
    - Changing from 4 lanes (existing) to 8 lanes which will allow greater flexibility in programming and increase physical activity opportunities for children and young people, older adults, and other key stakeholders. This supports the approved Built Facility Strategy which identified a shortfall of lane provision equivalent to 12 lanes of a 25m swimming pool across the district.

- **A new dedicated learner pool:**
    - This will allow One Leisure to offer better infrastructure and allow more children to learn a key life skill which can be supported by the RLSS who stated that *"the National Child Mortality Database (NCMD) which shows that "**the number of child drowning deaths in England has doubled over the last four years."***

- **New 120 station gym:**
    - It will enable the council to offer state of the art equipment which will be fit for future generations. It will also allow wider benefits such as increased physical activity opportunities, end to end support for Active Lifestyles and NHS programmes and wider financial sustainability.

- **New co-located health and well-being hub:**
    - This project proposes to deliver a dedicated 800 sqm. Health and wellbeing space situated in the existing dry side facility.
    - It has broad support from the Cambridgeshire & Peterborough Integrated Care Board (ICB)
    - It will also allow Active Lifestyles to work closely with the NHS and Neighbourhood teams to support wider partner working and programme development

- **New full-sized 3G Artificial Turf Pitch (ATP):**
    - It would allow the Academy free access to a state-of-the-art Football pitch which it currently does not have and will thus in turn provide students the ability to use this new space Monday – Friday between 9am – 4pm. One Leisure will use it sporadically between these times but will have exclusive use from 4pm on weekdays and solely at weekends.
    - It also allows and creates the ability to ensure that the school can focus on physical activity and have an all-weather space they can use in inclement weather as their grass pitches may be out of use so sessions can continue.

- **Padel and Pickleball Courts**
    - In partnership with Huntingdon Tennis Club (HTC). HDC will fund and build three new padel courts and one pickleball court (to repurpose existing tennis court.
    - Attached to this will be a community use agreement where 38 hours a week will be dedicated to public access.
    - This is an additional benefit to the local community that is not currently provided.
    - Consultation with the public evidenced that the facilities would be well used and will in turn encourage increases in physical activity and more choice for residents thinking of accessing new activities.

- **Super Soft Play**
    - The existing pool is to be refurbished to u8s super soft play venue.
    - This will provide parents a unique opportunity to utilise a facility of this type in and around Huntingdon not only for obvious commercial purposes, but that it allows children and young people the opportunity to be physically active, parents more choice as there isn't anything similar to this in the local area and it provides the Council the ability to generate new jobs for local people and with this new training and developmental opportunities.

The wider priorities delivered by this scheme will include:

- Support identified housing and economic growth supporting growth in participation.
    - HDC is progressing an emerging Local Plan to 2046, with significant housing growth proposed across the district. The Local Plan continues to structure development around Spatial Planning Areas (SPAs), with the Huntingdon SPA identified as a key focus for growth. This includes Huntingdon itself and surrounding settlements.
    - The Preferred Options Local Plan consultation indicates that, if delivered in full, the emerging strategy would provide over 15,000 new homes by 2046, with the largest sites continuing to build beyond the plan period. This scale of development will significantly increase demand for accessible sport and physical activity opportunities, particularly those that are flexible, sociable, and suitable for a wide age range.

- Support the development of grassroots and competitive sport by working closely with National Governing Bodies (notably Huntingdonshire FA, Lawn Tennis Association, Pickleball England, local clubs, and schools)
- Increase participation across a wide range of user groups, including women and girls, young people, disabled users, and underrepresented communities.
- This project addresses a critical infrastructure deficit formally identified the Playing Pitch and Outdoor Sport Strategy (PPOSS) and IBFS and other strategic documents such as:
    - Football Foundation (FF) Local Football Facility Plan (LFFP, 2024)
    - Swim England Latency Demand for One Leisure
    - Swim England Aquatic Review 2025

Benefits of the Huntingdon Sport & Health Hub

The Huntingdon Sport & Health Hub would deliver wide-ranging benefits for residents, sports clubs, partner organisations, and public services at local, district and county level. The project would increase access to sport, physical activity, and health-related facilities, whilst also supporting community participation, club development and wider health and wellbeing outcomes.

Stakeholder beneficiaries

- Huntingdon town residents (26,648 residents)
- Huntingdonshire district residents (186,070 residents)
- Cambridgeshire county residents (699,573 residents)
- Huntingdon Football Club (86 teams)
- St Peter's School (1,366 pupils)
- Huntingdon Piranhas Swimming Club (130 members)
- Huntingdon and District Cricket Club (4 teams)
- Huntingdon Tennis Club (301 members)
- Huntingdon Bowls Club (40 members)
- NHS/ICB, through improved health and wellbeing outcomes for residents across Cambridgeshire (699,573 residents)

The total capital cost of the project is £30.5 million. **Based on the Huntingdonshire population, this equates to an indicative cost of £161 per resident,** excluding the additional value generated through sports club usage, wider community participation and longer-term health and social benefits.

Total number of immediate beneficiaries from the Huntingdon Sport & Health Hub

- 1,365 players associated with 91 teams
- 1,366 pupils
- 2,050 existing One Leisure members
- 1,100 swim school pupils
- 60 cricket players
- 471 sports club members

- It also indicates attendances at the new facility will increase by circa 500,000 per annum upon completion and opening

This gives a total of 6,412 people who would benefit immediately from the project.

The maximum potential number of beneficiaries within Huntingdonshire is estimated at 192,482 people.

Social Value

National Perspective:

The project will contribute significantly to the social value of sport as defined by Sport England, by increasing opportunities for sustained physical activity across all age groups. National evidence shows that each adult who meets recommended activity levels generates an average of £2,500 in wellbeing benefits annually, while active children and young people contribute up to £4,100 per person per year. In addition, regular sport volunteering, facilitated by accessible, high-quality facilities adds up to £2,100 in wellbeing value per individual.

Beyond these personal benefits, increased participation also results in reduced demand on public health services, with each active adult generating an estimated £315 in annual healthcare savings. These outcomes reflect the wider contribution of sport and physical activity to England's social value, estimated at over £100 billion per year. By delivering a new 8 lane pool with learner pool with a co-located health and wellbeing hub and improvements to ancillary provision through a new gym, studios, padel and pickleball courts this project aligns directly with Sport England's strategic framework and will help unlock both local wellbeing improvements and wider system savings.

District Wide Perspective:

Locally, the scale of social value generated by sport and physical activity in Huntingdonshire is already substantial. Sport England estimates the total annual value at over £220 million, made up of £30.86 million in physical and mental health outcomes, £130.1 million in mental wellbeing, and £62.7 million in social and community development. These figures highlight the essential role that local infrastructure plays in delivering long-term value across the district.

Project Perspective:

Key headline benefits of the Huntingdon Sport & Health Hub are as follows:

- The Huntingdon Sport & Health Hub is projected to generate over £7.2 million in social value within its first year alone, **delivering a £4.72 return for every £1 invested, demonstrating strong value for money for residents and public finances.**

- More than three quarters of the project's social value (77%) will directly benefit residents, improving health, wellbeing and community participation across Huntingdonshire.

- The hub will deliver substantial health benefits through increased physical activity, with over £5.5 million of the total social value linked to improved physical and mental wellbeing for participants.

- Children and young people are a major beneficiary, with the project expected to generate over £1.6 million in wellbeing benefits through increased youth participation in sport and physical activity.

- The main social value report for this project can be seen in **Appendix 1.**

Community Benefit

Local authority leisure services exist primarily to improve residents' health, wellbeing and to reduce inequalities. Unlike a private gym model (where success is primarily measured by profit), a council run leisure facility is designed to maximise participation and public benefit across the whole community, including people who are least likely to be active and most likely to experience poor health outcomes.

A key advantage of a council run facility is that income is retained and reinvested into:

- facility maintenance and renewal (protecting long-term viability),
- safeguarding and workforce quality,
- community access initiatives and targeted programmes, and
- improvements that respond to local need (rather than shareholder return).

There is compelling evidence that regular physical activity reduces the risk of major illnesses (including coronary heart disease, stroke, type 2 diabetes, and some cancers) and improves mental wellbeing. The NHS also notes that being physically active can reduce the risk of early death by up to 30%.

Furthermore, increased capacity and participation with the addition of four extra lanes and a learner pool, One Leisure would be able to significantly increase swim school capacity (currently c. 1,000 pupils), widening access to lessons and improving progression opportunities.

Retaining the facilities within the public authority means it is easier to work with and respond to the needs of other partners including those from health, who themselves are undergoing change, and there will be opportunities to co-locate with them – examples of which are about to happen imminently – but which can be expanded in future.

Health Benefits

Swim England confirm that community swimming pools are positive investments for communities for multiple reasons. Community pools serve as an encouragement to community health and increase the social cohesiveness of the area. Community pools can have many benefits on the physical, mental, emotional, and social health of the community as illustrated below:

- Improves community bonds.
- Confidence
- Fitness for all – Swimming/Physical Activity is fun.
- Increases public safety.
- Combats childhood obesity
- Local employment
- Pathways to other sports

This opportunity will also allow The One Leisure Active Lifestyles team an opportunity to utilise the Huntingdon Sport and Health Hub to develop and enhance their programming and increase their membership base to allow residents a wider service offering and access to a ‘Best in Class leisure centre.

Overall, the utilisation of this new facility will benefit the residents and provide facilities that will allow access to help improve their quality of life, create a better Huntingdonshire for future generations, and offer excellent quality value for money services.

Appendix 1: Social Value Benefits:

Level	Social Value Indicator	Annual Value
National (England)	Total social value of sport & physical activity	£100+ billion
	Wellbeing value per active adult	£2,500 per person
	Wellbeing value per active child/young person	Up to £4,100 per person
	Wellbeing value from sport volunteering	Up to £2,100 per person
	Healthcare savings per active adult	£315 per person
District (Huntingdonshire)	Total social value of sport & activity	£220 million
	Physical & mental health benefits	£30.86 million
	Mental wellbeing	£130.1 million
	Social & community development	£62.7 million
Local (Huntingdon Sport & Health Hub)	Social Value	£7.2 million & £4.72 for every £1 spent
	Health, Wellbeing and Community Participation	77% of Local Residents Impacted Directly
	Improved Physical and Mental Wellbeing	£5.5 million Social Value
	Improved Children and Young People Physical and Mental Wellbeing	£1.6 million Social Value

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Agenda Item 11

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