

Public*
Key Decision – Yes

HUNTINGDONSHIRE DISTRICT COUNCIL

Title/Subject Matter: Local Government Reorganisation (LGR) in Cambridgeshire and Peterborough

Meeting/Date: Extraordinary Council – 19th November 2025
Extraordinary Cabinet – 24th November 2025

Executive Portfolio: Executive Leader of the Council – Councillor S J Conboy

Report by: Chief Executive – Michelle Sacks

Ward(s) affected: All

Executive Summary:

In line with the Government's commitment to reform local government in England, the English Devolution White Paper (December 2024) and the subsequent Community Empowerment Bill set out a clear ambition to replace two-tier structures with unitary authorities by April 2028.

This report presents a comprehensive, well-evidenced and robust overview of the five main options for Local Government Reorganisation (LGR) in Cambridgeshire and Peterborough. Developed collaboratively by all seven councils, each option has been rigorously assessed against national criteria, local priorities, and independent expert evidence.

The options include North/South Split (Option A), Horseshoe (Option B), East/West Split (Option C), Three Unitary Authorities (Option D), and Huntingdonshire Three Unitary Authorities (Option E). Each option presents distinct strengths and challenges, particularly around financial resilience, service quality, and local identity. The report includes a comparative assessment and detailed appraisal of each option.

The report provides particular detail on the two options (C & E) which the Council is responsible for the preparation of. Members are invited to review the evidence and indicate their preferred option (if any) to inform the future decision of the Cabinet over which option (if any) should be put forward as part of the single proposal for Cambridgeshire & Peterborough, ensuring the region's submission is both robust and aligned with local and national objectives.

Recommendations:

The Council is RECOMMENDED to:

- A. Note the various options that have been presented relating to Local Government Reorganisation for Cambridgeshire & Peterborough.
- B. Note the criteria and process established by Government and that the Secretary of State will be the end decision-maker.
- C. Note that the responsibility for providing the Council's feedback and position on the proposals rests with the Executive.
- D. Consider and comment on the various options against the criteria identified, noting that the various options will be incorporated into a single submission made on behalf of all Councils in Cambridgeshire & Peterborough.
- E. Confirm, by recorded vote, its support for one or none of the options presented (noting that the Council can only support a single option), to inform the decision to be taken by the Cabinet.

The Cabinet is RECOMMENDED to:

- A. Note the various options that have been presented relating to Local Government Reorganisation for Cambridgeshire & Peterborough.
- B. Note the criteria and process established by Government and that the Secretary of State will be the end decision-maker.
- C. Consider and comment on the various options against the criteria identified, noting that the various options will be incorporated into a single submission made on behalf of all Councils in Cambridgeshire & Peterborough.
- D. Consider the comments provided by the Overview and Scrutiny Joint Group and Full Council in respect of the proposals and the vote by Council to support any or none of the options presented.
- E. Determine which, if any, of the options the Council wishes to support (noting that the Council can only support one option).
- F. Delegate authority to the Chief Executive, in consultation with the Executive Leader of the Council, to write to the Secretary of State and other Leaders & Chief Executives within Cambridgeshire & Peterborough to communicate the Council's decision (rec E).
- G. Delegate authority to the Chief Executive, in consultation with the Leader of the Council, to complete and finalise a Foreword for the final business case in support of any chosen option (rec E).
- H. Based upon the final decision (rec E), to delegate authority to the Chief Executive, in consultation with the Executive Leader of the Council, to liaise with other Leaders and Chief Executives to make any final amendments to the single submission for Cambridgeshire & Peterborough in advance of submission to the Government.
- I. Delegate to the Chief Executive, in consultation with all Group Leaders and non-group aligned Members, to formulate and submit a response to any formal consultation on proposals for Local Government Reorganisation in Cambridgeshire & Peterborough.

RECOMMENDATION

Given the significance of the matter, combined with the criteria established by Government, no formal recommendation on an option is presented.

This report does identify the merits and challenges of the various options, along with other key factors for consideration, so that Members may make informed decisions.

1. PURPOSE OF THE REPORT

- 1.1 This report seeks to provide an overview of proposals for Local Government Reorganisation (LGR) in Cambridgeshire & Peterborough and seeks to enable Members to make an informed decision over what, if any, response the Council wishes to make within the timescales and processes established by Government.
- 1.2 Members are reminded that:
 - There will be a single submission for the entire Cambridgeshire & Peterborough region.
 - The Council can only choose to support one option/business case.
 - The criteria against which proposals will be judged have been set by the Secretary of State and it is the Secretary of State who will make the final decision following a formal, statutory consultation next year.
 - The Secretary of State also has powers to direct areas to re-consider options or to modify them, but there is no explicit power for them to develop alternative options – this is because of the nature of the existing legislation.
- 1.3 Given the significance of the matter, combined with the criteria established by Government, no formal recommendation is presented in respect of any given option. This report does include an options appraisal which has been undertaken by Officers, supported by our retained consultants. This seeks to correlate a scoring matrix to the established Government criteria. The report does not seek to critically analyse each of the business cases presented but does seek to identify the merits and challenges of the various options, along with other key factors for consideration, so that Members may make informed decisions.
- 1.4 Members are encouraged to clearly identify which, if any, option is preferred, in light of the business cases and in recognition of the Government's criteria.
- 1.5 Linked from the report as background papers are versions of the business cases which are being developed by other parties. Whilst Officers have had some input into option B, we have not been involved in other options to any significant degree – beyond working in a collaborative way through workstream groups and development of shared databases and reports. As far as practicable, Officers have sought to provide Members with the latest iteration of those cases; however, as we are not responsible for them, we are unable to guarantee that amendments have not been made since this report was made available.
- 1.6 This is clearly an evolving and time limited issue, given the submission date, and thus, Officers have sought to provide information to Members which is the most up-to-date available.

It is also likely that there may be further updates given at the formal meetings in respect of decisions/recommendations made by the other

Councils in the region, who are all beholden to their own timescales and programmes for decision-making based upon their constitutions.

- 1.7 It is recognised that in many ways, this is a deeply emotive subject, for Councillors, communities and staff. It is recognised that there may be views regarding disengagement with the process and a lack of desire to partake at all.

It is clear however, that Government has established this process, set the criteria, and intends to move forward, including making the final decision over implementation.

- 1.8 The advice is that the Council should continue to engage with the process and identify its preferences over the option to move forward by choosing a single option to support; in that way, Huntingdonshire can ensure it is meaningfully engaged in the process. This will be the first stage of formal submissions on the matter to Government.
- 1.9 There will, in 2026, be a formal statutory consultation and consideration of the options by the Secretary of State who will take the final decision. It is anticipated (based on examples such as Surrey) and feedback from MHCLG, that proposals which are compliant with the criteria will go forward for consideration.
- 1.10 Recent advice from the District Council Network (DCN) and that of other areas which have been through reorganisation has reiterated the need for careful consideration of the language used in commenting on options and reorganisation. For example, advice that there cannot be 'winners' and 'losers', and consideration should be given to language when expressing preferences as Councils will still need to work together in partnership, irrespective of the various submissions and their outcomes; there will be a need to continue business as usual and seek to continue joint projects, whilst decisions are made and during the implementation phase.
- 1.11 Members will also recognise that all proposals taken forward will be subject to further formal statutory consultation and at that stage, there will be scope for further recommendations and opinion to be shared with the Government. This includes any additional perspectives or further opinion as to opposition and support of options or for example on more detailed matters such as warding arrangements. This would be a later stage of the reform journey.
- 1.12 The report and the delegations sought seek to make provision for the future requirement for the Council to respond to the statutory consultation, with the outcomes of Members' deliberations forming the basis for and informing that response.
- 1.13 Members are encouraged to consider the options presented and determine which option(s) if any, represent the most appropriate solution for the region.

Recognising that of the Government criteria, “**Criterion 1: A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government**” establishes the need for a whole region solution across Cambridgeshire & Peterborough as opposed to what is best for the future of local government in Huntingdonshire.

2. BACKGROUND

- 2.1 On the 16th December 2024, the Government published its English Devolution White Paper setting out its plans for both devolution and reorganising local government.
- 2.2 Following this, the former Deputy Prime Minister and Secretary of State for Housing, Communities and Local Government, Angela Rayner, exercised her powers under Part 1 of the Local Government and Public Involvement in Health Act 2007, which allow her to invite any principal authority in the county of Cambridgeshire and the neighbouring Peterborough to submit a proposal for a single tier of local government.
- 2.3 A letter was received on the 5th February 2025 to this effect, inviting the Council to submit proposals for local government reorganisation. The letter includes six criteria the Government will consider proposals against and a range of guidance. The link to a copy of this letter is provided in the list of background papers for this report.¹ This letter commenced the process of local government reorganisation under the legislation.

What is devolution?

- 2.4 Devolution is the transfer of powers and funding from national to local government. Through the Government’s White Paper, it has set out a strong preference to see new ‘strategic authorities’ created in all regions across England. These authorities, led by an elected Mayor and covering an area of at least 1.5 million population, would be responsible for setting the key strategic vision for a region as well as having powers and responsibilities for areas such as transport, economic development and skills and employment support. These are predominantly policy making authorities and strategic scale decision makers, rather than local service providers.
- 2.5 The Council is already part of a devolved arrangement with powers being devolved to the Mayor of the Cambridgeshire & Peterborough Combined Authority. It is anticipated that further powers and requirements will be placed upon the Combined Authority in coming years. All of the Councils in the region have representation on the Combined Authority and its component boards.

¹ [Original Letter to two-tier areas invited to submit LGR proposals](#)

What is local government reorganisation?

- 2.6 In the White Paper, the Government also set out its vision for local government reorganisation. Local government reorganisation is the process in which the structure and responsibilities of local authorities are reconfigured.

The Government asked the local authorities within Cambridgeshire (including the neighbouring Peterborough City Council) to propose option(s) for a single tier of unitary authorities across the area. A unitary council is a type of local authority in England that is responsible for all local government services within its area, combining the functions of both county and district councils.

- 2.7 The Government's view is that unitary councils make it clearer for residents and businesses, who is responsible for all local government services in an area and allows a more holistic and joined up approach to service provision, with the aim of ensuring better outcomes for local people.

What is the current position and next steps for Local Government Reorganisation?

- 2.8 The Government issued a letter on the 5th February 2025 inviting the councils in Cambridgeshire and the neighbouring Peterborough City Council to submit proposals for local government reorganisation.

- 2.9 The letter required councils to submit an interim plan for unitary councils to replace the existing structure of county and district councils in Cambridgeshire and Peterborough to the government by the 21st March 2025. **A final proposal must be submitted to the Government by the 28th November 2025.**

- 2.10 The letter set out six criteria the Government will assess proposals against:

- A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government.
- Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.
- Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens.
- Proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.
- New unitary structures must support devolution arrangements.
- New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.

- 2.11 The letter also set out a range of guidance for councils to consider when

developing proposals. This specifically requested that councils work together where possible to ideally reach consensus on a proposal for new unitary councils for each county area, rather than submit competing proposals.

- 2.12 Since the English Devolution White Paper was first published, the Council has participated in several workshops for council leaders and chief executives across Cambridgeshire and Peterborough to consider how we can work together and the possible ways forward.

Was agreement reached over the Interim Plan?

- 2.13 Councils in Cambridgeshire and Peterborough worked together to assess the options for unitary councils against the six criteria set out in the letter from the former Minister.
- 2.14 The interim plan was approved by 6 out of 7 councils in the region and submitted to Government on the 21st March. The Government provided feedback on the interim plan which has been used to inform the work carried out to develop the full proposal for submission to Government.²

How have proposals been developed?

- 2.15 Since the interim plan submission in March, the Council has continued to work collaboratively with partner councils from across the region. Within this context, various workstreams were established (financial, democratic and engagement) with input from relevant Officers from across the region. This has also resulted in a series of joint pieces of work being commissioned:
- Pixel (a company who provide financial advice to over 160 local authorities) – to assess the financial viability of 6 initial options proposed in the region, in terms of scale, balance of funding and need and the potential for growth from local taxbases.
 - Pixel – the above analysis updated as a result of fairer funding
 - Newton (a company who provide consultancy advice across the public sector) – to assess the impact of LGR on people services in the options proposed. The report assesses the demand and caseload for Adults, Children, SEND and Homelessness as well as estimated costs for service delivery.
 - Engagement survey – intended to collect feedback from residents to inform business case development, including resident priorities, travel patterns for work, health and shopping and concerns that residents have with re-organisation.
 - A piece of work commissioned by Cambridgeshire County Council and Peterborough City Council from PwC (a global professional services firm offering public sector advice) on transformation opportunities through LGR in Cambridgeshire and Peterborough.

² [Local government reorganisation: summary of feedback on interim plans - GOV.UK](#)

2.16 As a consequence of the emerging evidence and data and discussions between the partners, an initial options appraisal was undertaken against the criteria to distil potential options down. This was a high-level appraisal and concluded that:

- **A single unitary for the region was discounted** as Government has indicated that there must be at least 2 principal authorities under each Strategic Mayoral Authority. On this basis, a single unitary was not viable.
- Three new unitaries would have the least alignment with the Government criteria and guidance (most notably the estimated 500k population) and was the least likely to move forward.
- Two new unitaries was considered to have the most alignment with the Government criteria and guidance.
- **A “No change” option was considered** but is unlikely to meet the Government’s ambition for reform and public service transformation.

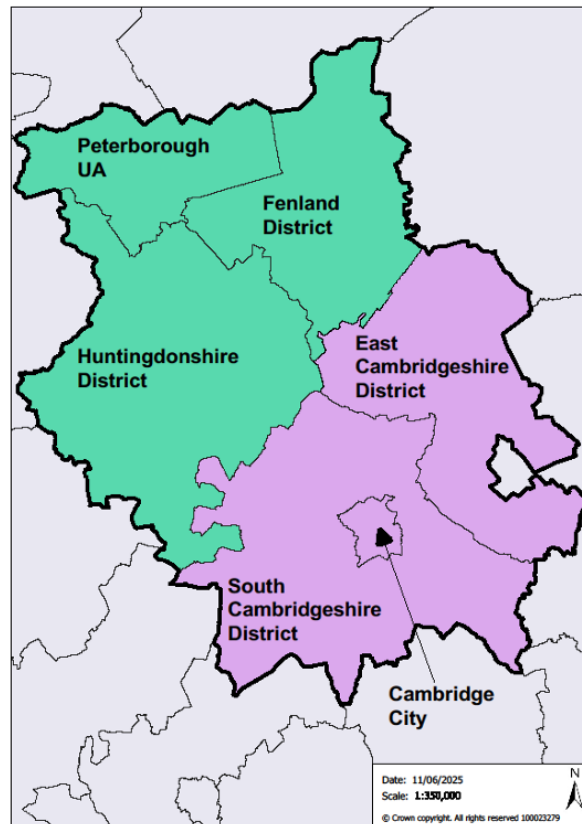
2.17 This identified 3 options that would be taken forward to business case stage, based on different geographic splits – options A, B and C.

This position was agreed by Leaders and Chief Executives but noting that no council was bound by it and could develop alternative proposals. There was however, continued agreement of a single submission to Government for the region; and an acceptance that Government would be looking for a limited number of options and ideally, local agreement.

The 3 initial options and identified leads for those options are below; all three options are based on a two unitary council model and are based on district boundaries:

Option A – Lead Cambridgeshire County Council (CCC)

Option A

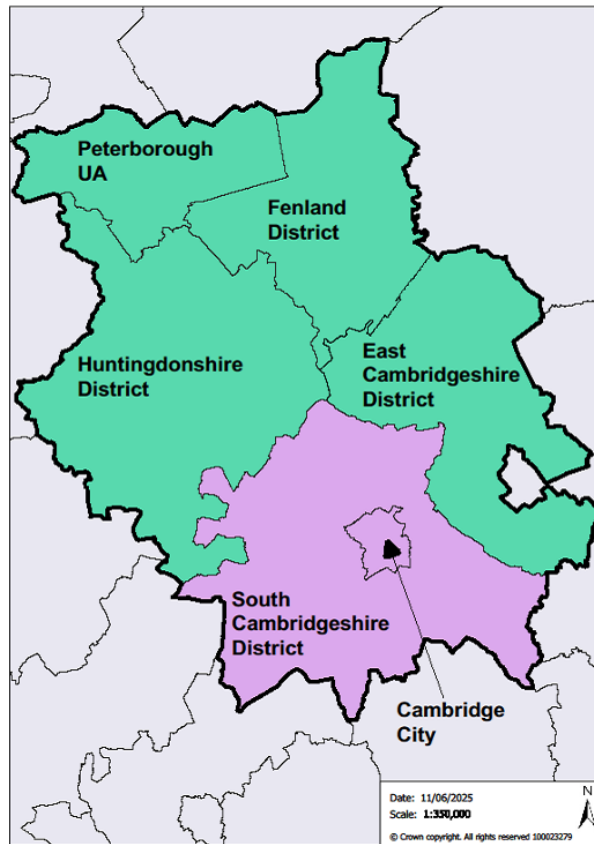


Unitary 1 – Huntingdonshire District Council, Peterborough City Council and Fenland District Council with County Council functions

Unitary 2 - East Cambridgeshire District Council, South Cambridgeshire District Council and Cambridge City Council with County Council functions.

Option B – Lead Cambridge City Council (CC)

Option B

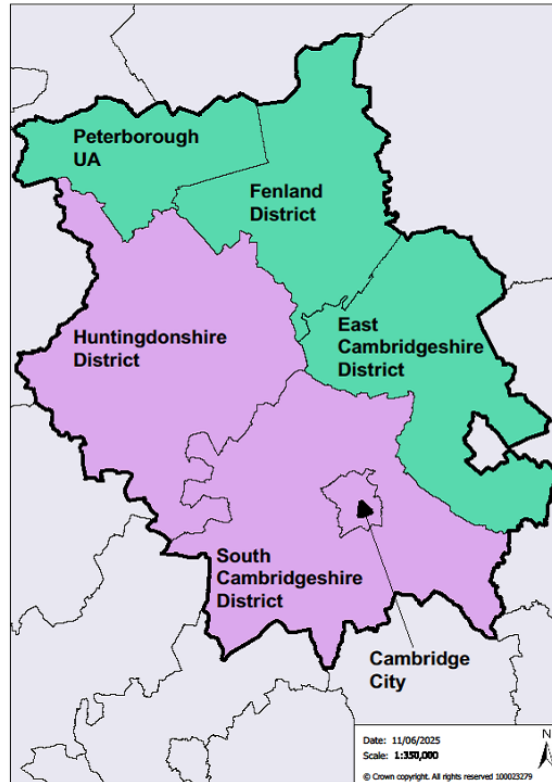


Unitary 1 – Huntingdonshire District Council, Peterborough City Council, Fenland District Council and East Cambridgeshire District Council with County Council functions

Unitary 2 - South Cambridgeshire District Council and Cambridge City Council with County Council functions.

Option C – Lead Huntingdonshire District Council (HDC)

Option C



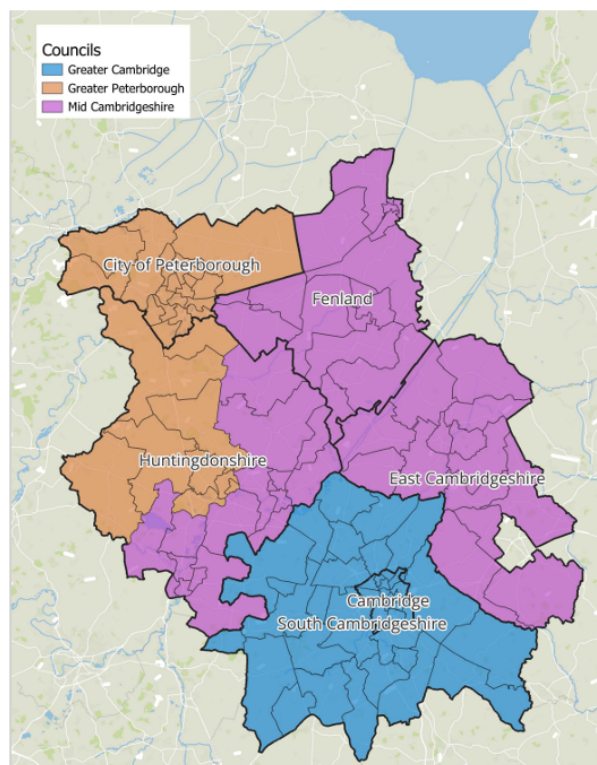
Unitary 1 – Peterborough City Council, Fenland District Council and East Cambridgeshire District Council with County Council functions

Unitary 2 – Huntingdonshire District Council, South Cambridgeshire District Council and Cambridge City Council with County Council functions.

- 2.18 In respect of Option C (being led by HDC), a staged approach to assessment of the option was undertaken. This included two gateways – financial viability and economic analysis; only if these two gateways were passed would the proposals be worked up to a full business case. The Council commissioned Local Partnerships to work alongside council officers, utilise available data and provide independent analysis at the gateways. As these gateways were passed, it was agreed that Local Partnerships would work alongside officers to develop out the full business case.
- 2.19 Throughout the process, regular updates have taken place with HDC Group Leaders and through All Member briefings. An electoral workshop was also held to discuss proposed options for democratic arrangements in the new unitary structure.
- 2.20 A further option proposed by Peterborough City Council has also been developed; a three unitary council model, but notably relies on the existing district (HDC) boundaries being split to create the middle unitary:

Option D – Peterborough City Council

Greater Peterborough Option



Unitary 1 – Peterborough City Council and west Huntingdonshire with County Council functions.

Unitary 2 – Fenland District Council, East Cambridgeshire District Council and east Huntingdonshire with County Council functions.

Unitary 3 – South Cambridgeshire District Council and Cambridge City Council with County Council functions.

- 2.21 More recently, (September 25), HDC Group Leaders agreed that the Council should consider developing a further alternative proposal. This would be a three unitary model with Huntingdonshire as a new unitary council, but is based on district boundaries:

Option E – Lead Huntingdonshire District Council (HDC)



Figure [*]:
Option E.

Unitary 1 – Peterborough City Council, Fenland District Council and East Cambridgeshire District Council with County Council functions.

Unitary 2 – Huntingdonshire District Council with County Council functions.

Unitary 3 - South Cambridgeshire District Council and Cambridge City Council with County Council functions.

- 2.22 The subsequent detailed business cases which are being developed for each of the options are based upon an agreed structure for the region. They do however, contain a combination of quantitative analysis and data, alongside qualitative information and evaluation. Thus, all of the business cases are different in their approach, their view on the proposal they put forward and their view on those developed by others.

- 2.23 It is proposed that the final submission for the region will include all proposals which Councils wish to put forward and promote as their preferred option; along with a covering letter/statement from the collective leaders across the region which invites the Secretary of State to consider the submission in advance of determining next step.
- 2.24 When the Government set out its Local Government Re-Organisation programme, there were multiple phases outlined for the 21 areas invited. Cambridgeshire & Peterborough are in the last phase of submissions and, as such, Surrey and the Devolution Priority Programme have already submitted proposals to Government.
- 2.25 The Council has been engaging with organisations such as the LGA and the DCN to absorb as much learning as possible from previous iterations of LGR and the priority areas. In particular, the areas who sent submissions in the first waves, demonstrate a similar pattern to our own area in that multiple proposals have gone forward to Government, with varying numbers of unitary authorities proposed.
- 2.26 Council officers have attended various workshops including:
- Presentations from MHCLG and the LGBCE (Local Government Boundary Commission for England) on boundary changes and the process of suggesting electoral arrangements in the proposals.
 - Various devolution forums run by the DCN, providing fortnightly updates on the LGR and devolution programme.
 - Workshops carried out by the LGA/DCN on service-specific considerations including workforce considerations, cyber/digital, social care and finance.
 - The LGR Delivery Network, led by the LGA, focused on providing practical advice to those delivering the programme.
 - The Comms and Engagement Network, led by the LGA, designed to support comms professionals through public engagement processes.
 - General lessons learned workshops on submission of proposals and next steps, hosted by councils in areas such as Surrey, North Yorkshire, Cumbria and Somerset.
- 2.27 In addition to the above, the Council has received correspondence from MHCLG on multiple occasions to provide further clarity. This includes the interim plan feedback that we received but also, on the 25th July, further notes on partnership working in service delivery, making major financial decisions before the SCO comes into effect and a summary of the timeline moving forward³.
- 2.28 The above workshops highlighted a number of key points for officers, such as:
- Councils can only support one proposal for submission to Government.
 - District boundaries must be used as the building blocks for any options put forward.
- This applies even if councils are suggesting boundary changes – the proposal should use the district areas as a ‘best fit’ and should request

³ [Update to the LGR process - Letter to areas invited to submit proposals for LGR July 2025](#)

a modification from the minister or a Principal Area Boundary Review for any changes.

- Councils in an area must endeavour to work together and to use shared datasets where possible. Variations must be explained.
- An area should make one submission on behalf of all councils. This may include multiple options/proposals; however, one submission must be made.
- The next steps will include the creation of a Structural Change Order: the statutory instrument that allows the abolition of the current authorities and the creation of the new ones. In the SCO, the Government will ask officers for input to establish the electoral arrangements for the new authorities, the interim arrangements for implementation and the governance arrangements during the shadow period, including the recruitment of key senior officers.

In particular highlighting that the Council can only support 1 option

2.29 This view is confirmed by the letter from the Secretary of State dated 17th June 2025 to the Leaders of Reigate & Banstead Borough and Crawley Borough Council⁴ (linked in background papers). This clearly sets out the Government's position that Councils cannot support more than one option. It is noted that despite a "novel proposal" to pursue multiple options, this would be contrary to the criteria and guidance; that emphasis is placed on adherence to "statutory process" is essential; and that there is a "reasonable expectation" from other Councils that if their proposals are compliant, they should be taken forward promptly. The letter also identifies that at statutory consultation stage, Councils could comment on "one or other" of the proposals submitted, or "contend that the Secretary of State and I should not implement either of the proposals".

2.30 Members may also wish to note that a recent Written Ministerial Statement has advised on the outcome of the decision of the Secretary of State in respect of reorganisation in Surrey, following formal consultation. This announcement and a summary note by the District Councils Network (DCN) have been provided to member. It is noted that the announcement concludes by stating that this decision does not set a precedent for other areas, and that decisions will be taken individually on the merits of each proposal received.

3. THE GOVERNMENT'S CRITERIA

- 3.1 The following provides a summary of the criteria which have been established by Government, alongside typical examples of how such criteria can be met, informed by bids submitted elsewhere and information collected from other sources such as webinars.
- 3.2 What is clear is that there is no consistent approach in respect of any of the business cases that have been submitted elsewhere.

⁴ [Letter - Borough Councils of Reigate and Banstead; Crawley](#)

Local government reorganisation criteria	SUCCESS FACTORS - EXAMPLES
Criteria 1: <i>A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government.</i>	• The proposal should demonstrate sensible economic areas, with an appropriate tax base that does not disadvantage any area – the three unitary proposal in Suffolk directly compares council tax bases with an analysis of options for harmonising and the impact that this could have on residents. • Other proposals have used existing research commissioned in their regions to demonstrate alignment with existing economic geographies. For example, the Best4Essex proposal uses transport infrastructure mapping to argue for 4 unitary authorities in line with existing connections. • Most proposals include a comparison of housing need, with future projections used to estimate population sizes for housing supply – see the three unitary proposals for Suffolk. • Most proposals are not calling for boundary changes – where they do so (Hampshire and Solent 5 unitary model), the proposal still uses the districts as building blocks.
Criteria 2: <i>Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.</i>	• Aim for a population of 500k or more – proposals that haven't met the 500k mark have had to demonstrate a sufficient argument as to why. For example, see Hampshire's 5 unitary model which includes a separate section for why the Isle of Wight is suggested as a single unitary (141k population). • All proposals set out financial efficiencies through LGR and the management of transition costs, as well as any debt implications. See East Sussex's two unitary model and their analysis of implementation costs as well as potential transformation savings. • Whilst the Government has recommended 500,000 as the guiding principle for population size, subsequent guidance has indicated that it is not a hard target and that decisions will be made based on the context of each individual local area.
Criteria 3: <i>Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens</i>	• Other proposals have identified opportunities for public sector reform through LGR, particularly in high-risk services. See Suffolk's three unitary proposal which highlights the short-,

	medium- and long-term opportunities for their option. • Most proposals separate the contents into Adults, Children, SEND and Homelessness to directly address the services identified in the Government's guidance.
Criteria 4: <i>Proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.</i>	• Submitted proposals have demonstrated how councils engaged locally in a meaningful and constructive way by responding to resident councils. See the five unitary proposal for Sussex and their 'you said, we did' section. • Proposals have considered local identity and heritage when exploring options. The one unitary proposal for Norfolk does this by outlining how a joined-up approach can improve heritage and the visitor economy through strengthened placemaking. • Whilst councils have submitted competing proposals, many areas have sought to work together to share evidence bases. For example, at a recent webinar, Surrey's district councils highlighted the information they received from their county and the agreement on shared sections, such as implementation plans. • Proposals have sought to engage with key partner stakeholders including NHS, Fire, VCSE, and PCC's. See the one unitary Surrey proposal which outlined clearly the extent of its engagement.
Criteria 5: <i>New unitary structures must support devolution arrangements.</i>	• Many of the areas on the accelerated path have sought to demonstrate how their option facilitates devolution through the creation of new combined authorities – see Surrey as an example. • As a region, we are submitting a proposal for LGR with an existing Combined Authority already in place. Cambridgeshire & Peterborough must therefore demonstrate alignment with the existing arrangements, rather than suggest the creation of anything new.
Criteria 6: <i>New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.</i>	• Proposals have demonstrated plans to ensure that communities are engaged. • Many proposals have sought to build on existing neighbourhood arrangements. An example is the 4 unitary proposal for Essex which lists the existing partnership arrangements mapped onto the new authorities to demonstrate how their option best facilitates coverage of the area.

4. HDC LED OPTIONS SUMMARY – TWO-UNITARY MODEL

- 4.1 One of the fundamental differences between the options is whether they are a 2 or 3 unitary model, with A/B/C providing a 2 unitary model and D/E providing a 3 unitary model.

It is worth noting that a two unitary model is more in line with the Government's guidance in terms of population size, scale and balance. Therefore, a two unitary model that is well-balanced and can satisfy community engagement needs, will naturally score higher against the criteria – which isn't to say that a three unitary model isn't viable for the region, if the evidence is strong enough to show that a three-council model satisfies the criteria set by Government.

The following table highlights an options appraisal of the two-unitary models in the region. The options appraisal in the cover report and the proposals have been pulled together by Huntingdonshire District Council with the support of Local Partnerships and are intended to highlight the high level perspective of HDC officers on the options being put forward.

RAG Status Explanation (relevant to all tables):

GREEN – assessed as a strong level of compliance against the Government’s criteria

AMBER – satisfies Government criteria, but with a number of areas of challenge

RED – does not reconcile against Government criteria and cannot be recommended as acceptable

Criteria	Option A - led by Cambridgeshire County	Option B - Led by Cambridge City / South Cambridgeshire	Option C - Led by HDC
Lead authority	Cambridgeshire County Council	Cambridge City Council	Huntingdonshire District Council
Other councils in support of the option	None	SCDC and ECDC. FDC, PCC and HDC have not declared support but have been sighted on content and providing information, where applicable.	None
Any upper-tier support for the option?	Yes	No – upper-tier insight has been given through Peterborough City Council	No
1. Single tier of local government	4 (GREEN) – Balanced resource/size/capacity, but East Cambs aligns less well with Cambridge than Huntingdonshire with the Innovation Corridor.	4 (GREEN) – Economic focus, but South may lack delivery capacity due to smaller scale; geographic imbalance.	5 (GREEN) – More capacity for growth, less specific economic focus but better balance of need/resources.
2. Right size for efficiencies	5 (GREEN) – Well-balanced, achieves efficiencies and resilience.	4 (GREEN) – Scale imbalance; smaller councils may struggle to save enough for transition but still viable.	5 (GREEN) – Financially sustainable, balanced size and efficiency.
3. High quality services	4 (GREEN) – Good scale for efficiency, but would split shared services in the South. In line with partnerships.	3 (AMBER)– Small scale for commissioning, large unitary may be less localised, higher service costs due to geography.	4 (GREEN) – Balanced for service delivery, keeps shared services in South, but less local focus in larger authorities.

4. Local collaboration & views	4 (GREEN) – Good stakeholder support but loses Huntingdonshire's Cambridge connection and Fenland's Ely link; weaker place identity.	3 (AMBER)– Supported in South, but North's rural perspective at risk; stronger South identity; regional support.	4 (GREEN) – Retains Huntingdonshire-Cambridge link, preserves rural North, but lacks widespread support.
5. Supports devolution	4 (GREEN) – Balanced economic areas, but South's economic identity weakened by splitting Huntingdonshire from Cambridge.	3 (AMBER) – Economic imbalance, no clear North identity; CPCA board representation imbalance.	4 (GREEN) – Balanced population/economic areas, strong sector links, balanced CPCA board representation.
6. Community engagement	5 (GREEN) – Balanced population/capacity, matches partnerships, no district splitting so engagement can strengthen.	4 (GREEN) – North's engagement could suffer due to large unitary size.	5 (GREEN)– High capacity for engagement; best practice can scale up.
Conclusions	26/30 (GREEN) – Strong balance, aligns with population guidance, but weaker economic/identity links (esp. Huntingdonshire).	21/30 (AMBER) – More sustainable than three unitaries, but major population imbalance; risk of less effective service delivery in wider geography.	27/30 (GREEN) – High on sustainability/capacity; strong balance; maintains Huntingdonshire's Cambridge link.

4.2 Key strengths of Option C (led by HDC):

Option C provides greater balance of size and scale, allowing for more capacity to deliver key services with equal representation of population size on the CPCA board. The option is more financially sustainable, with less up-front transition costs due to ability to consider retention of existing shared services and utilise the success of that model to embed new services disaggregated from County. It connects similar economic sectors in the North and the South and allows for growth and expansion.

4.3 Key weaknesses of Option C (led by HDC):

Option C could provide less place identity, potentially disrupting existing community ties. The economic focus will be less specialised and existing strategies couldn't be continued.

The positioning and identity of Huntingdonshire against that of (Greater) Cambridge could be seen as a weakness, particularly for the northern parts of Huntingdonshire. There are also concerns regarding the eastern unitary in relation to service demands, costs of service, and fragility of economic potential.

4.4 Comments on Options A and B:

There are many similarities in issues between Option A and Option C, and this is reflected in the scoring. Based on the limited knowledge of the full content of Option A, it is considered to represent a proposal which is compliant against the Government criteria.

Of the two unitary models, it is felt that Option B is the weakest of the three due to the limited scale of the Greater Cambridge unitary that would result. This is highlighted as a concern in the Local Partnerships financial modelling. That said, overall, it is considered to represent a proposal which is compliant against the Government criteria. Additionally, it is recognised that Cambridge and South Cambridgeshire councils (who would make up the Greater Cambridge unitary in this option) have sought to develop, and engage with their communities on this option; this implies that neither option A, or indeed option C (where Huntingdonshire would also become part of the southern unitary) would be acceptable to them. This would impact upon the likely viability of option C, making it less viable without their support.

5. HDC LED OPTIONS SUMMARY – THREE-UNITARY MODEL

The following table seeks to provide a snapshot summary of the three unitary options being prepared in the region.

	Option D	Option E
Lead Authority	Peterborough City Council	Huntingdonshire District Council
Other Councils in support of the option	None	None
Any upper-tier support for the option?	Yes	No
1 Single tier of local government	2 (RED) – Meets urban priorities but ‘mid’ area faces connectivity and delivery issues. Disadvantages mid area on council tax base/resources.	4 (GREEN) – Lower capacity but may allow specialised economic focus. Resource/capacity imbalance for delivery.
2 Efficiency, capacity, financial resilience	3 (AMBER) – Two councils may cover transition costs in 5 years; third may struggle, creating a disadvantaged authority.	3 (AMBER) – Higher up-front transition costs, creating ongoing pressure. Option remains viable but financially challenging.
3 High quality, sustainable public services	2 (RED) – Splitting to three unitaries increases costs and disrupts service delivery. Less shared learning for district services split.	4 (GREEN) – Imbalanced scale/capacity, but smaller population allows more agile local response. Shared-service models could continue.
4 Collaboration, local needs, local views	2 (RED) – Smaller scale preserves identity in Peterborough/Cambridge but major impact on Huntingdonshire. No external support.	4 (GREEN) – Late in process, so wider support unclear, but positive feedback. Retains place identity in Huntingdonshire/Cambridge. Scores similar to C due to lack of external support.
5 Support devolution arrangements	3 (AMBER) – Less scale, less capacity to influence funding. Three CPCA board leaders could balance, but populations uneven.	3 (AMBER) – Smaller unitaries mean less capacity but sharper economic focus. Three CPCA leaders may balance, but representation uneven.
6 Community engagement, neighbourhood empowerment	3 (AMBER) – Unitaries closer to community but may lack resilience for effective engagement. Severs Huntingdonshire connections.	5 (GREEN) – Best practice can be strengthened (esp. in Huntingdonshire), though capacity to deliver is questionable. Smaller councils may suit local decision-making.

5.1 Key strengths of Option E (HDC led):

Option E provides more specific economic focus and place identity for its constituent councils, with Huntingdonshire able to build on existing strategies and capacity to deliver. It retains the 'two cities' model with Huntingdonshire acting as a bridging location between the two areas. Smaller authorities can be more agile in service delivery and may be better placed to deliver community engagement. It also retains existing strong planning and delivery capacity for growth. This is backed up by recent DCN analysis on unitary size, with the summary demonstrating that smaller unitary authorities can deliver positive outcomes for residents and that there is little to no correlation between bigger population size and performance. This analysis has been shared with members.

Option E also provides scope for the integration of other growth opportunities which could be beneficial both to the new unitary, but also the wider region. This is explored in more detail in relation to the scope for a Principal Area Boundary Review. In summary, the scope for bringing in the proposed housing growth immediately around St Neots (e.g. Tempsford) to the extent of the new Huntingdonshire would allow those new communities to be served by existing facilities whilst new ones come online, but these would also positively reinforce the economic sustainability of the new unitary. The new unitary would also be able to positively reinforce and support the wider growth ambition of Government to deliver housing growth at pace through the New Towns programme.

Alignment with other public sector boundaries is maintained, including the ICB, Police, Fire and NHS. The option also complements the high growth clusters outlined in the CPCA Local Growth Plan, retaining the delivery capacity for the North Hunts cluster, satisfying the growth of the two anchor cities and ensuring effective scale and resource for the Fens Growth Triangle.

Under Option E, the "Greater Cambridge" geography and ambition from Option B would be retained. This is potentially a strength, as it would interplay with the various work undertaken by City/South Cambridgeshire in respect of the merits of the Greater Cambridge unitary, and the associated public engagement which has been undertaken and which is largely supportive (69% of residents in favour). It would also allow for the Government stated ambition for Cambridge to continue to be realised, for example that set out in the Case for Cambridge. Option E could be said to be less disruptive in reform terms to the wider ambition for Cambridge; and complements rather than replaces existing work.

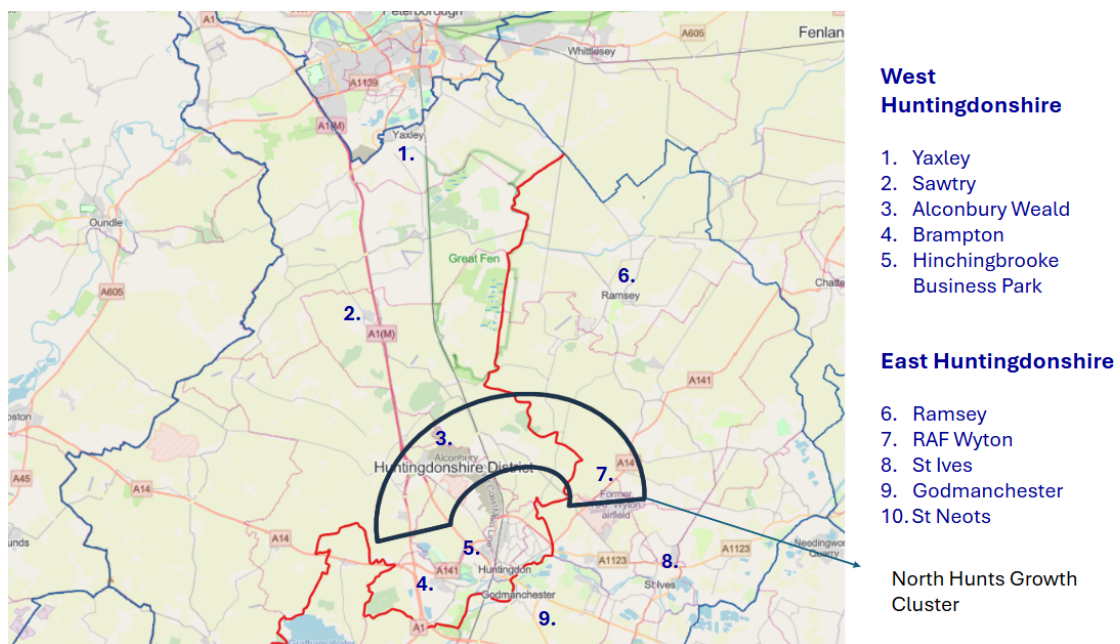
5.2 Key weaknesses of Option E (HDC led):

This option would lead to an imbalance in population representation on the CPCA board and is less financially sustainable due to greater up-front transition costs. Imbalance in population size and scale may

mean less capacity to deliver services. However, this can be mitigated across all 3 unitaries, in particular for the Huntingdonshire and Greater Cambridge unitaries where those authorities can effectively afford the cost of transition due to their strong financial positions, and there is already an existing array of shared-service models which could be continued in future (such as ICT, Building Control, Legal) which would reduce transition costs, and which could provide a blueprint for other shared-arrangements resulting from the disaggregation of other County services; for example the Highway function could be moved into a shared service for which the 2 new unitaries would be jointly responsible.

5.3 Comments on Option D:

Following the recent publication of Peterborough's business case, officers now have more clarity on the Huntingdonshire split proposed in Option D. It should be noted that officers were previously unaware of the warding arrangements and therefore, it has been difficult to ascertain the financial, economic and place identity impact of Option D, thus far. The warding arrangements split is now included as a background report and the below map highlights the split of key sites across the unitaries.



5.4 In Option D, unitary 1 joins the high-growth areas with the Peterborough unitary authority, leaving the mid Cambridgeshire section weakened. This is exemplified by our recent Economic Growth Strategy where Huntingdon and Ramsay were projected to grow and St. Ives and St. Neots were projected to shrink. It also includes a lack of coherent place identity with areas like Godmanchester and St. Ives placed in a different authority to Huntingdon. This not only affects place identity but it is also less aligned with the growth clusters identified in the CPCA Local Plan

as it severs the North Hunts cluster in half, stagnating the delivery of a high growth area. The removal of RAF Wyton from the north of Huntingdon will have significant implications for residents who may not feel the benefits of the high growth projected at this site whilst simultaneously going against the strong connection of Huntingdon to the base.

- 5.5 One of the most notable concerns relating to Option D relates to the financial position and sustainability. The business case for this option recognises this concern in relation to Debt Financing as a % of Funding (rated as Red - 11%) for the Greater Peterborough unitary. Whereas in E (and all other options) the unitaries produced are rated as Amber or Green against the same characteristic. The same applies to Reserves analysis. Both of these are set out in the Option D business case. Based on this alone, Option D would appear to result in a weaker 3 unitary arrangement, compared to Option E.
- 5.6 The most substantial concern in respect of option D is the splitting of Districts which goes against the building blocks principle, and where there are no exceptional circumstances for doing so. The split goes against established economic areas, with areas like Godmanchester and Huntingdon being placed in separate unitary authorities despite their strong economic and place ties.
- 5.7 Based on what is available, there does not appear to be any strong rationale for why the lines have been drawn where they are. The consequence of this construct is that it splits a district without regard to communities or place identity. It is recognised that there are parts of Huntingdonshire which share closer connections to Peterborough simply by virtue of proximity, but this proposal does not fully reflect this. On paper, this proposal seems to desire to secure the potential engines for growth which are the A1 corridor, Alconbury Weald, and areas around Brampton Cross; but with little regard to what is left in the remaining part of south Huntingdonshire (as present) and the connections between the market towns.
- 5.8 Splitting the region in this manner would leave the 'Mid' unitary without a clear identity other than rurality (noting the connection between Fenland and East Cambridgeshire in particular). There would be no clear centre, or connection between places, particularly on the western side of the new unitary. This is a weakness of the proposal which would also be likely to have wider implications in terms of service delivery, which would already be impacted upon by the rural nature of the 'Mid' and the limited connectivity which already exists.
- 5.9 In summary, for a variety of reasons, this proposal would not satisfy the Government criteria.

6. FIVE MODEL OPTIONS APPRAISAL

	Option A	Option B	Option C	Option D	Option E
RAG RATINGS	GREEN	AMBER	GREEN	RED	GREEN
Criteria 1: <i>Single tier</i>	4 (GREEN)	4 (GREEN)	5 (GREEN)	2 (RED)	4 (GREEN)
Criteria 2: <i>Financial Sustainability</i>	5 (GREEN)	4 (GREEN)	5 (GREEN)	3 (AMBER)	3 (AMBER)
Criteria 3: <i>Public Services</i>	4 (GREEN)	3 (AMBER)	4 (GREEN)	2 (RED)	4 (GREEN)
Criteria 4: <i>Collaboration</i>	4 (GREEN)	3 (AMBER)	4 (GREEN)	2 (RED)	4 (GREEN)
Criteria 5: <i>Devolution</i>	4 (GREEN)	3 (AMBER)	4 (GREEN)	3 (AMBER)	3 (AMBER)
Criteria 6: <i>Community Engagement</i>	5 (GREEN)	4 (GREEN)	5 (GREEN)	3 (AMBER)	5 (GREEN)
Overall	26/30	21/30	27/30	15/30	23/30
Conclusions	Well-balanced but less aligned with place identity of Huntingdonshire.	Imbalance in population size with very large authority in the North. Risk of less place identity and ability to deliver services over large geography.	Well-balanced with more alignment to place identity for Huntingdonshire.	Major concern - Splitting districts; no exceptional circumstance; 'Mid' lacks identity and connection, more difficult to provide sustainable services	Contains elements of Option B (namely the southern unitary) and strong place identity. May struggle on capacity and sustainability but the scoring does not reflect transformation opportunities or service re-design; nor does the scoring include the potential for growth that could be achieved as a result of a Principal Area Boundary Review to include planned and potential growth in areas around St Neots which currently are outside Huntingdonshire.

2.1 Given the comments in sections 4 and 5 in respect of the 2 or 3 unitary nature of the models for the region that are proposed, Members may wish to apply a staged approach to their deliberation and thought process in reaching a conclusion as to which option to support. This is reflective of the fact that not all options are equal in terms of outcomes and so direct comparisons are hard to draw.

2.2 This could be as follows:

1. Is a 2 unitary model the preferred option for the whole region?
If so, the choice is between A, B or C.
2. Is a 3 unitary model the preferred option for the whole region?
If so, the choice is between D and E.

6.3 A choice between a two and three unitary option may be dependent on different priorities. These can be defined as:

- Two unitary options is more in line with Government guidance for population size and economies of scale and will see lower transitional costs. Net annual savings would be higher in this model but would still require significant investment and consolidation. It may be seen to be more financially viable for the immediate term, with greater capacity and resources to deliver services. Two unitary options can provide greater stability; however, it may be more difficult to provide localised working and neighbourhood engagement, with councils that could be further removed from residents with less distinct priorities.
- A three unitary option is less in line with the Government's guidance but it continues to partially meet it and retains a number of merits which mean it should not be discounted outright. Three unitary options will have greater up-front costs and therefore will have a greater financial impact on councils in the immediate term, with potentially less capacity and resource to deliver. However, analysis has shown that the three councils presented in Option E can be viable for the long-term. Whilst the payback of transition costs would be longer, these could be mitigated by retaining some shared services and exploration of that model moving forward. A three-unitary model can deliver greater neighbourhood engagement and localised working, particularly in the preventative space. It can create sharper economic focus for the unitary authorities to lobby for investment and greater scope for organisations to continue good practice and existing strategies. A three unitary model also retains connection with the established functional economic market areas for the region, and represents geographies which are recognised, evidenced, and well understood. It is also recognised by DCN research that there are cogent arguments for small unitaries – offering quality over scale as a defining factor.

- 2.3 It then falls to Members to consider the information presented to determine which if any of the options represent the Council's preference, to be taken forward within the single submission for the region.
- 2.4 **Do nothing:** The Council could decide not to be part of the proposal to Government. However, this would mean it would have no say in the future local government arrangements that serve the communities of Cambridgeshire & Peterborough. **This option is therefore not recommended.**
- 2.5 It is Officers' understanding that any proposals which are compliant with the Government criteria are likely to be taken forward for consideration by the Government. Out of all the proposals being taken forward in the region, **Option D can be considered to be non-compliant with the Government's guidance as it does not use the current district council boundaries as building blocks for the new unitary authorities.** Whilst the guidance states that a strong justification is needed for boundary changes, we believe no strong justification has been given. More detail on this is set out elsewhere in this report.
- 2.6 In light of the advice from within the sector, and the desire to maintain partnership working within the region, Officers have not sought to undertake an in-depth critique of each of the options. This is in an effort to balance providing advice to HDC Members without being overly critical of options which are preferred by other partners. Moreover, greater effort has been placed on ensuring two robust and compliant business cases that could be put forward by the Council within the single submission; recognising that in the end, the Secretary of State will be the decision maker on which options are taken forward.
- 2.7 It will be open to individual Members to consider each of the options and cases presented and any other factors that they determine are relevant and as appropriate, provide rationale for their reasoning.
- 2.8 Noting that the Council can only support one proposal, in the scenario that the Council were to identify a second preference, comments in relation to this second option, along with the work undertaken to date, could be taken forward to form a technical appendix in relation to the formal statutory consultation.
- 2.9 The intention is that any relevant comments made through the Council and Cabinet process will be captured in order to inform the Council's response to the formal statutory consultation which will be undertaken by the Secretary of State in 2026. This report seeks an appropriate delegation to enable the Council to respond to this consultation in a timely manner and ensure deadlines are met whilst respecting a process to enable views to be captured and informed by the established evidence.

- 2.10 This approach would not restrict individual Members, or indeed any other stakeholder or individual, from making their own individual representations to the Secretary of State at the relevant time.

7. OTHER CONSIDERATIONS

Splitting Districts

- 7.1 The Government's guidance for submission explicitly states that existing districts should serve as the building blocks for the proposals submitted. However, they have put forward a number of methods for pursuing boundary changes after LGR, including by requesting a Principal Area Boundary Review (PABR) or a modification to the submitted proposal. This would allow the minister to consider any requests for boundary changes whilst still assessing a proposal that is in line with the guidance.
- 7.2 Subject to the above advice, it is the belief of officers that Option D is not in line with the Government's guidance and therefore can be considered non-compliant. The proposal requests the direct splitting of an existing district council as part of the submission and therefore does not comply with advice given, as we believe there is no strong justification for the split. Officers are now aware of the warding split for HDC under Option D, following the publication of their papers. The map published is included as an appendix. It should be noted that Option D would see high-growth areas, like Alconbury, Huntingdon and Brampton, as well as the A1 corridor subsumed into the Northern unitary. The option also severs the North Hunts Growth Cluster in half. The mid Cambridgeshire unitary would be affected by the lack of high-growth areas.
- 7.3 The benefits of defence explored within the proposals would also be affected by this split, with the complexity potentially impacting the delivery of growth in RAF Wyton as well as there being a severed connection between Huntingdon and the base, going against natural reliance on services and recreation for employees located there. Residents of the north of Huntingdon would not feel the economic impacts of this growth as strongly, in comparison to being governed under the same unitary.
- 7.4 The implications of this split should not be under-estimated. It would require the disaggregation of county and district services, leading to significant transitional costs, impacting future viability of the authorities. In particular it is noted that by its own admission the payback period for this option is in excess of 50 years. The splitting of district boundaries would also add additional disaggregation risk for splitting district functions which could have significant impacts on the safety of vulnerable service users, particularly with regard to homelessness and housing services as well as those residents who need financial support. It would also incur increased risk for social care services as disaggregating will be more complex across district boundaries. This impact appears not to have been considered within this option.

- 7.5 The proposal suggested severely disadvantages the 'Mid' section by concentrating growth in the other two authorities. The move would also stutter growth in Huntingdonshire by disconnecting existing delivery engines and splitting projected benefits between the two new areas. The 'Mid' section would also be left with no clear identity, other than being a large, rural geography with characteristics which make it difficult to serve in practical terms.
- 7.6 To conclude, the guidance leans away from splitting districts unless there are exceptional circumstances and we are not aware of any exceptional circumstances which would support splitting Huntingdonshire under Option D, to the extent that when considered in the context of the need for a whole region solution, would outweigh the negative implications, particularly in relation to: financial impact/sustainability; the practical implications of serving the new geographies and the distinct lack of identity for 2 of the 3 new unitaries – in particular the 'Mid'. All of these factors reinforce that Option D should not be pursued further.

Population Size Guidance

- 7.7 As mentioned earlier in the report, the original guidance stated that 500k was the ideal population size for new unitaries proposed through LGR. However, subsequent messaging from the Government has indicated that this is a guiding principle and not a hard target. As such, if there is a strong justification, unitary authorities can be below the 500k mark.
- 7.8 The justification for unitary authorities being below the 500k mark is backed up by a number of reports recently published. This includes a recent DCN report⁵ outlining that 'there is little or no evidence to support a preference for large unitary councils and no evidence to support the 500k population level.' The report went on to conclude that there is little correlation between population size and positive outcomes for residents, with little to no evidence to suggest that smaller unitary authorities can't perform well.

Projected Populations Under C & E

- 7.9 The below tables outline the projected populations underneath Options C and E. Whilst C poses unitary authorities that are more in line with the 500k guidance, taking into account the above reports provide a different perspective on sustainability which could be met by lower populations. Underneath Option E, all of the unitaries are projected to grow significantly up to 2040, particularly if the Huntingdonshire unitary incorporates Tempsford.

⁵ [No evidence exists to support mega councils, study reveals | District Councils' Network](#)

Option C

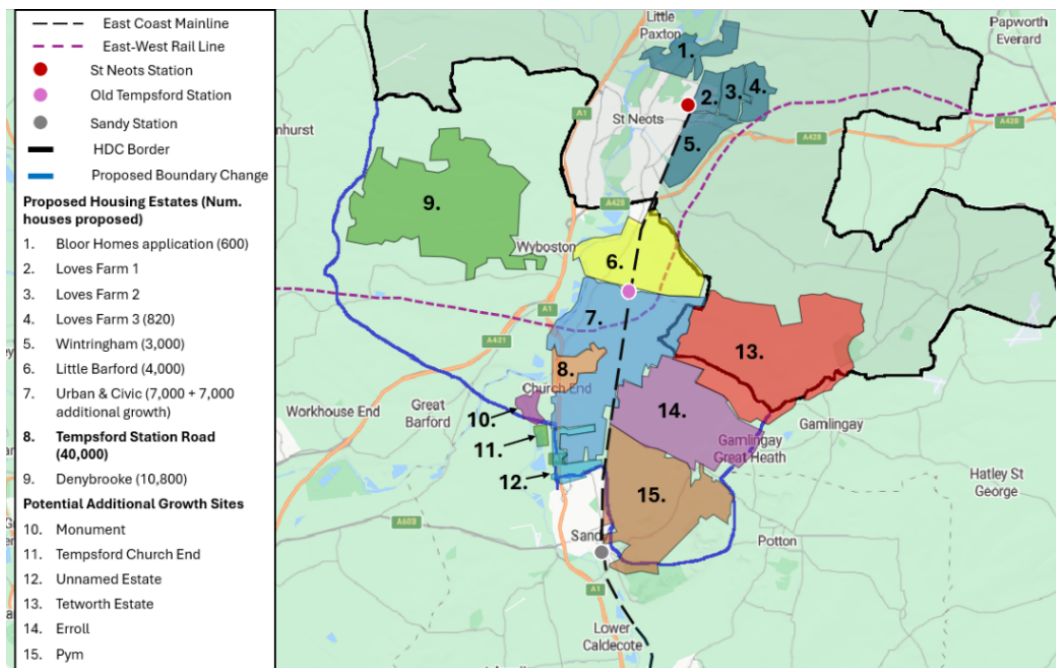
Unitary Authority	Population Currently	Population estimate in 2040
North-East Cambridgeshire (Pboro/Fen/East)	424,864	476,900
South-West Cambridgeshire (Hunts/City/South)	516,565	600,085

Option E

Unitary Authority	Population Currently	Population estimate in 2040
North-East Cambridgeshire (Pboro/Fen/East)	424,864	476,900
Greater Cambridge (City/South)	319,815	386,545
Huntingdonshire	186,000	213,540
Huntingdonshire + Tempsford Boundary	193,600	317,600

Principal Area Boundary Review (PABR) – Option E - Increasing the new unitary size

- 7.10 As outlined above, there are compliant ways of suggesting boundary changes within an LGR submission. This is something that officers have been considering for Option E, with the designation of Tempsford as a 'New Town' by Government having implications for Huntingdonshire due to the area's projected reliance on St Neots. The New Towns Taskforce Report claims the area has the potential to accommodate around 40,000 new homes. The Option E business case has therefore suggested a PABR to occur after LGR has taken place to accommodate the additional growth in Tempsford as part of the suggested Huntingdonshire unitary. This will allow the area to gain the benefits of growth from the new town whilst ensuring service connections that are in line with resident patterns of behaviour are maintained.
- 7.11 The below map highlights the potential new area that the Huntingdonshire unitary could incorporate through a PABR, based on planned new developments and evidence submitted to the New Towns Taskforce.



Current population of Huntingdonshire	186,000
Current population of the suggested area in Bedfordshire	7,600
Population increase if all 40,000 homes are built	96,000
Total	289,600
Total including projected increase to 2040	317,600

7.13 The above table demonstrates the projected population increase if this was pursued. Ultimately, the increase with the new developments alone would take the area up to 288k population size. By 2040, this is likely to be around 317k; therefore, the proposed area would be more in line with (emphasis added) the population guidance of 500k and around the same size of most unitary authorities in the UK.

7.14 It is also noted that this has potential for further growth given the scale of the New Town ambition in the south (up to 100k homes) and that which could also be accommodated within Huntingdonshire (North Hunts Growth Cluster, and around the Peterborough fringe for example).

7.15 This represents a clear pathway to a viable, sustainable unitary that is more aligned to the Government's 500k population criteria.

Democratic arrangements

- 7.16 All of the business cases put forward include proposals for future democratic arrangements. In formulating the proposals included within Options C and E, after an initial all Member briefing on the Devolution White Paper on 7 January 2025, there then followed all Member monthly briefings on LGR Updates on 4 February and 4 March, then 6 weekly briefings on 6 May, 23 June, 5 August, 22 September and an all Member drop-in session on 13 October 2025, allowing Members an opportunity to receive regular updates on progress and the ability to ask questions. An FAQ document has been available throughout this process that has been kept regularly updated and shared with Members through their weekly Member Brief via email. Furthermore, an electoral arrangements workshop was held on 2 September 2025 comprising cross-party membership of the Corporate Governance Committee and Constitution Review Working Group to discuss the practical arrangements for appropriate Council size for the new unitaries based upon current electorates.
- 7.17 It is clear that as part of the Government's agenda, there is a drive to simplify democratic arrangements; this will be in conjunction with wider forthcoming changes which will require a Leader and Cabinet model to be used, as opposed to the Committee system. The main drivers for this appear to be both cost/efficiency, but also accountability. However, ultimately there is an expectation that as a result of LGR, local democratic arrangements would change.
- 7.18 There is some debate, locally and nationally, about when and how this change should take place – ie whether it is from the formation of the Shadow Authority or after a period of time following the formal establishment of the new unitary (after day 1). There are various different examples from previous reorganisations, with pros and cons for each – for example retention of historic knowledge (pro), but this is countered by the inability to introduce new cultures (con) or clarity that the new unitary is new.
- 7.19 This is ultimately something which will be established by the formal structural order in due course, but for the purposes of the business case we have worked on the basis of retaining a Leader and Cabinet model as this approach to democratic arrangements is representative of the majority of other authorities in Cambridgeshire and Peterborough. The proposal has also suggested retaining 2 member divisions as the basis for electoral arrangements, given the short timeframe for implementation and the guidance by the LGBCE that existing wards/divisions should be the basis for recommendations. Officers recommended divisions due to parity of electoral representation it provided across the region. The structural change order will provide further clarity on electoral arrangements.
- 7.20 Members will also recognise that all proposals taken forward will be subject to further, formal statutory consultation, and at that stage there will be scope for further recommendations and opinion to be shared with

Government. This includes any additional perspectives on warding arrangements (such as splitting out two member divisions).

Deliverability

- 7.21 Another aspect that Members may wish to consider is the deliverability and impact of the transition upon current and future activity over the coming 2-3 years. Whilst any of the proposed options will create transitional issues and create a delivery burden, Options C and E both have the potential to create reduced impacts, both from a Huntingdonshire and wider regional perspective. Both of these are considered to be deliverable.
- 7.22 In Option C, this would be because the Council would be coming together with other existing Councils where we already share some services, and where there is a degree of synergy in respect of corporate plan ambition and approach to growth. It would also be respectful of existing relationships between Cambridge and South Cambridgeshire and their existing shared arrangements. Thus the main complexity would come from the disaggregation of the County Council functions, and the establishment of the two new unitaries.
- 7.23 Option E by comparison would have the same considerations, but would also have Huntingdonshire able to continue its ambitions in respect of growth. This would have some added complexity, due to the need to split county functions across 3 authorities; however, with the exception of the Peterborough/Fenland/East Cambridgeshire geography, two of the geographies are already relatively well established and understood at District/City level. This is likely to be seen as a more feasible and deliverable solution from a Government perspective, owing to the nature of the geographies, existing boundaries, and reporting. From the perspective of the Huntingdonshire unitary, implementation will be easier as only two councils will be involved in the process, meaning that no district services need to be merged.
- 7.24 There are, however, concerns with Option D from a delivery perspective, linked back to the need to split Districts; which in relation to back office functions, information, and data, is likely to represent a significant challenge to the Greater Peterborough and Mid authorities. This is linked to the understanding of the scale at which County Council information is held, which is largely at a divisional, or county ward basis, as opposed to district/borough level wards which are more granular in nature. This would be likely to add an additional layer of complexity and risk when seeking to merge information or bring services together.
- 7.25 Within both options C and E (the options being led by HDC), due regard has been given to the need to balance delivery and risk – with an established principle around “safety”. Delivery and risk are likely to be end consideration for the decision-maker; in this respect, Option E could be considered as favourable due to the crossover with Option B (the Greater Cambridge element) and alignment with national Government priorities. It

also carries less risk as it does not propose splitting of districts as discussed above.

- 7.26 Option E also retains a narrative around supporting growth whilst allowing key structural reform within the region and allowance for and a future pathway towards long-term sustainability for the new unitaries. These factors are likely to be appealing to Government.

Shared Services

- 7.27 It is noted that the 3 unitary model would be likely to have greater costs and result in reduced annual savings compared to a two unitary model. However, it is considered that there is scope to mitigate this financial differential in a manner which would enable service delivery, savings to be made, but above all quality outcomes provided for residents.
- 7.28 The guidance set by Government explicitly states that proposals should 'avoid unnecessary fragmentation of services.' It is therefore important for councils to consider how the options put forward best align with existing footprints of service provision, including shared service arrangements. This will not only make implementation easier but would support alignment with the Government's criteria.
- 7.29 The Council has several existing shared service arrangements (including ICT, Legal, and Building Control) which, under Option E, could be potentially retained with the established Greater Cambridge unitary and used as the basis for the integration of functions that would be disaggregated from the County Council. Other arrangements such as CCTV could be explored for deepening and broadening. There is no reason that this model cannot prevail and in the short-term deliver natural savings, whilst the new unitaries establish themselves.
- 7.30 It could be argued that the provision of 3 unitaries would result in additional costs due to the need for Directors of Adults, Children and Social Services and that this would also result in a challenge pertaining to recruitment. Whilst these are noted, there is no reason recruitment could not be overcome owing to the scale and nature of the areas proposed to be covered under Option E and their connectivity and attractiveness as areas.

Whilst these are headline costs which each authority would be likely to adopt, there is no reason that areas cannot work together to provide cross boundary services which are responsive to the needs of the overall population, with a balance of locational geography and key locations brought under Option E. Thus, there are mitigations which could be sensibly applied.

- 7.31 The Council has a history of collaborating with key partners, to ensure delivery of services and outcomes for our communities; there is no reason that this cannot continue to evolve under the Option E proposal.

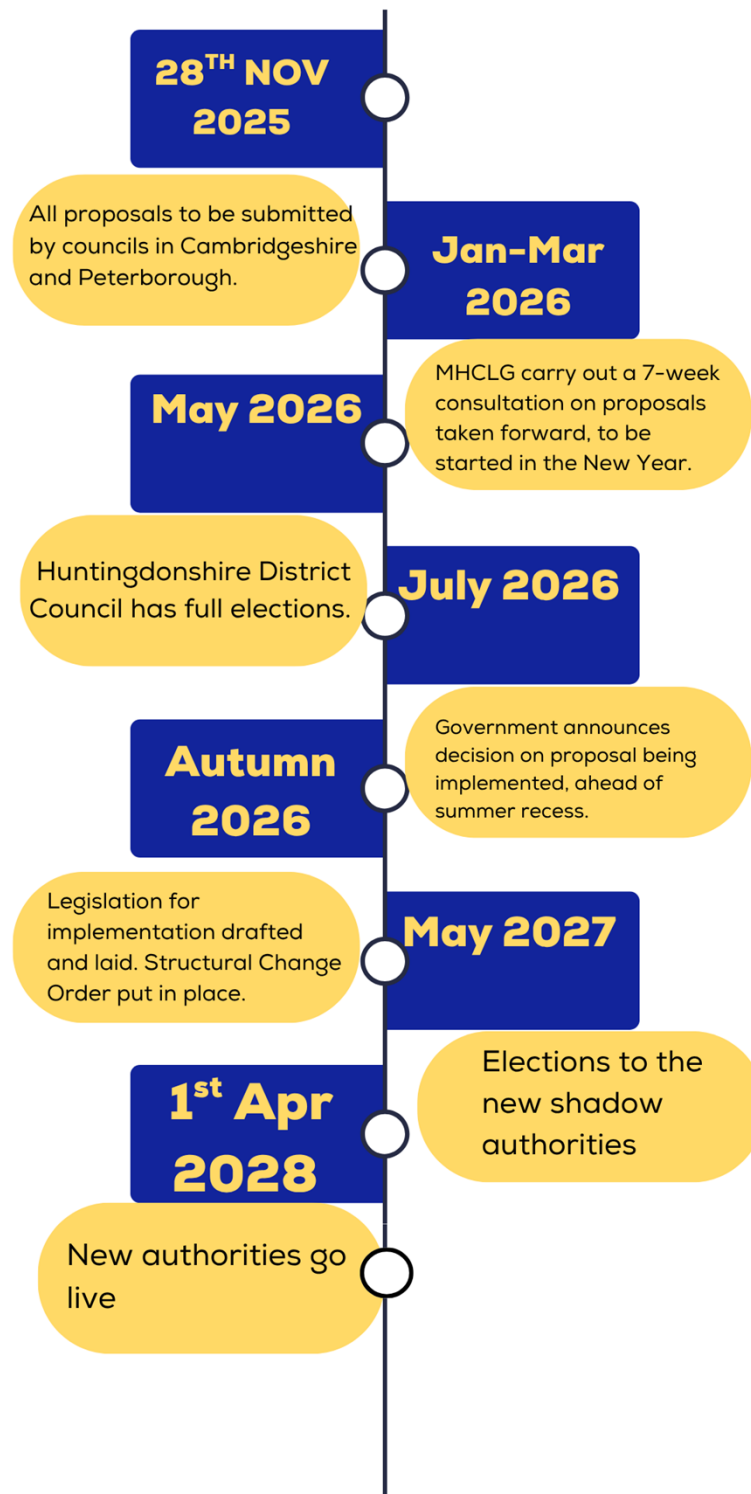
8. COMMENTS OF OVERVIEW & SCRUTINY

- 8.1 The comments of the LGR Overview and Scrutiny Joint Group will be published as a separate supplement prior to its consideration by Council and the Cabinet, following the meeting on the 12th November 2025.
- 8.2 A LGR Overview and Scrutiny Joint Group was appointed at Council on 15th October 2025 comprising 12 Members with membership taken from 6 Members from each current Overview and Scrutiny Panel and politically proportionate.
- 8.3 In accordance with Section 16 of the Overview and Scrutiny Procedure Rules of the Constitution, the Chairs of both Overview and Scrutiny Panels have confirmed their agreement to waive call-in on the basis that both the public and Council's interests would be seriously prejudiced if the Council's submission could not be made by 28 November 2025 due to the impact of call-in.

9. WHAT ACTIONS WILL BE TAKEN/TIMETABLE FOR IMPLEMENTATION

- 9.1 Please see below a visual timetable for the next steps to implementation:

LGR TIMELINE



9.2 Following the submission of the LGR proposal, central government will carry out a 7-week statutory consultation that could be launched in the New Year.

9.3 In May 2026, Huntingdonshire District Council will have full elections.

- 9.4 Following this consultation, the Government will announce its decision for the area before the summer recess. This means that a decision may not be taken until July 2026.
- 9.5 Following this, the secondary legislation will be prepared to be laid in the House after the summer recess. Subject to parliamentary approval, the legislation can then be made.
- 9.6 This legislation will include the Structural Change Order which will be drafted by the Government with input from the councils in the area. The SCO allows for the creation of new unitary authorities with the abolition of predecessor authorities. It will also include electoral arrangements for the shadow elections.
- 9.7 In May 2027, elections to the new shadow authorities will take place.
- 9.8 The new authorities will go live on 1 April 2028.
- 9.9 Internally, Huntingdonshire District Council has already worked to resource its project management team to prepare for LGR implementation. This work will continue alongside the prioritisation of actions from our risk register to ensure that the organisation is prepared, regardless of which decision the Government will take.
- 9.10 Councils in the region will continue to work together in various workstreams to ensure that LGR work is kept at pace and the region will begin to plan and recruit for a shared implementation team.

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

- 10.1 The main consideration here is whether or not the proposals are compliant with the Government's established criteria.
- 10.2 Whilst Members will want to see and support proposals which represent the best for Huntingdonshire and its residents, communities and businesses, the main criteria require the decision to be based on finding a solution which works for the whole region.
- 10.3 At implementation stage there will be the opportunity to help shape the vision and priorities for the new authorities as they are formed and it is most likely that policies such as the Local Plan will be transferred over to the relevant authorities in the interim until such time as the new unitary has developed its own.

11. CONSULTATION

- 11.1 No specific consultation has been undertaken. This is because the formal consultation will be undertaken by the Secretary of State at a future date, likely to be in 2026.
- 11.2 The Government guidance is clear that at this stage whilst it wishes to see engagement embedded as part of the development proposals, there is no

formal requirement for consultation at this stage; noting that engagement and consultation are different things with different expectations.

- 11.3 Once proposals have been appraised by Government, the legislation requires a statutory consultation on the preferred option which will be undertaken by Government. Following this, the Secretary of State will undertake an exercise to determine which proposal moves forward to implementation, before formally laying the necessary legislation to invoke the change. It is our understanding that provided proposals are compliant with the Government criteria, they will be consulted upon.
- 11.4 A joint regional engagement exercise took place across Cambridgeshire & Peterborough, the findings of which have been used to inform the various business cases. The details of this are within the attached documents.
- 11.5 The Council's communication team will continue to work with partners, including the other councils, to keep residents, businesses and stakeholders updated regularly throughout the process of local government reorganisation. These updates will be provided through the Council's communication channels.
- 11.6 The Council have also not sought, at this stage, to lobby and seek support from other public bodies such as the Police & Crime Commissioner, Integrated Care Board etc. This is a conscious decision. Officers are acutely aware of the need for procedural assurance on such a sensitive matter as this and note that in areas such as Surrey, there has been a suggestion that the County Council gaining support from such public bodies at such an early stage could open up future decisions to legal challenge or judicial review. Public bodies are bound by: the Nolan Principles; Professional Codes of Conduct; legislation relating to Politically Restricted Posts and compliance with Statutory Consultations best practice. Seeking their endorsement without them having all available information (such as all full business cases) could lead to questions regarding openness, impartiality and undue influence. In short, this has the potential to prejudice the ability for an open-minded and fair consideration of proposals, particularly if taken forward to statutory consultation (Gunning and Moseley case law principles). For these reasons, Officers have not undertaken this activity to date but remain open minded about pursuing support from these bodies in future.
- 11.7 It should be noted that other councils within the region have carried out further engagement – notably, Cambridgeshire County and Cambridge City/South Cambridgeshire. This engagement included online surveys and focus groups with residents. Whilst Huntingdonshire District Council has not been involved with this engagement, the Council has cited Cambridge City and South Cambridgeshire's engagement within the proposal for Option E as it highlights the high level of support from residents in the south for a South Cambridgeshire/Cambridge City unitary.

12. LEGAL IMPLICATIONS

- 12.1 The Secretary of State for Housing, Communities and Local Government, in exercise of powers under Part 1 of the Local Government and Public Involvement in Health Act 2007 ('the 2007 Act'), can invite at any time, any principal authority to submit a proposal for a single tier of local government. This may be one of the following types of proposal as set out in the 2007 Act:
- Type A – a single tier of local authority covering the whole of the county concerned
 - Type B – a single tier of local authority covering an area that is currently a district, or two or more districts
 - Type C – a single tier of local authority covering the whole of the county concerned, or one or more districts in the county; and one or more relevant adjoining areas
 - Combined proposal – a proposal that consists of two or more Type B proposals, two or more Type C proposals, or one or more Type B proposals and one or more Type C proposals.
- 12.2 The Council is submitting a combined proposal for both C and E for the purposes of the Act for multiple single tier authorities covering areas which include district councils and a unitary authority (Type B and Type C).
- 12.3 The Council has submitted an interim plan for Local Government Reorganisation and feedback has been provided on this. A final plan is required to be submitted by 28 November.
- 12.4 Huntingdonshire District Council has sought Kings Counsel advice on the decision-making process. This advice has confirmed that the decision about what, if any, proposal to submit to the Secretary of State is one for the Cabinet to take, as set out in s9DA of the Local Government Act 2000.
- 12.5 Because of the advice received, a clear decision-making pathway has been established including extraordinary meetings being called. This includes the creation of a dedicated Local Government Reorganisation Overview and Scrutiny Joint Group, an extraordinary meeting of Full Council on 19 November 2025 where the relevant issues can be discussed and debated, with the final decision scheduled to be taken by an extraordinary meeting of Cabinet on 24 November 2025.
- 12.6 Given the timescales that are being worked to by all of the other councils, this report is based upon the best and most up to date information that is available at the point of drafting and publication and it may be necessary for Officers to provide supplemental information at the meeting – for example an update on decisions taken by other councils.
- 12.7 The overall submission must be made by 28th November 2025. In order for the Council to participate in the process and identify its preferences, we must comply with that date.
- 12.8 To ensure that the proposals submitted are legally sound, HDC

commissioned Trowers to carry out a review of both proposals as well as this cover report. In conclusion, the proposals were determined to be 'comprehensive and... well supported by facts, data and evidence.' Feedback was given to support the strengthening of the proposal; however, overall, they were deemed to be appropriate for submission. Following the feedback, HDC included an additional appendix to the document outlining the assumptions and methodology for the financial assessment alongside reviewing the public service delivery section to provide additional context, along with other changes where feasible.

- 12.9 Once the Council's preferred approach is known (as a result of the Executive decision), delegated authority is sought to enable the Chief Executive and Leader to work with other partner councils to finalise the single submission for the region. This is necessary to comply with the Government's wishes.
- 12.10 There may be a need for amendments to be made to the final plan (points of clarification, grammar etc) at short notice and therefore delegation to make such changes is needed as set out in the recommendations above.
- 12.11 Following the submission of the final plan the Secretary of State may implement the proposal with or without modification or decide to take no action. The Secretary of State may make an order implementing a proposal without having consulted. **The Secretary of State, not the Council will be the end decision-maker.**
- 12.12 The implementation of any of the proposals would have significant implications most notably as a result of disaggregation & aggregation of services; these would be further exaggerated if proposals result in changes to boundaries which would be undertaken by the Boundary Commission. Government has advised that existing district boundaries should be considered the building blocks for the proposals, but where there is a strong justification, more complex boundary changes will be considered (thus suggesting a principle against splitting districts). Strong justification must be based on a public service delivery or financial sustainability basis, noting that boundary changes can lead to additional costs and complexities. They have advised that boundary reviews can be requested either during, or post implementation.
- 12.13 The legal implications of local government reorganisation and its implementation would be significant under any of the proposals. They would form part of an overall implementation plan and would need to be managed to ensure principles such as "safe and legal" are in place on day 1. This will be further mitigated by the Council continuing to engage with other councils who have been through reorganisation, capturing lessons learned, and engaging with groups such as the Local Government Association (LGA), District Councils Network (DCN) and County Councils Network (CCN) as well as various consultancies who have also been involved previously and currently. The Council has also sought to work with relevant specialists as necessary to inform the business case development.

13. RISK

- 13.1 As part of LGR work, Officers have undertaken enterprise-wide review of the risks arising from LGR, and work is ongoing for the identification, control and mitigation of such risk. RSM UK has been engaged to support on this work, and enterprise-wide work for HDC to pursue to further reduce likelihood of risk occurrence is being taken forward. This work is being led by the Project Management Office in consultation with service areas.
- 13.2 The principal risk connected with this decision would arise if the Council does not agree to submit the full proposal. In that case the Council would lose the ability to influence the process and it would increase the likelihood of the Council receiving a decision that it does not agree with.
- 13.3 There is also the risk that the Government decides to implement a competing or alternative proposal that is not supported by the Council. This is a risk that is not fully controllable but the best mitigation is the evidence-led process that the region has engaged with thus far to develop a robust, full proposal in line with Government criteria.
- 13.4 The risk implications of local government reorganisation and its implementation would be significant under any of the proposals. They would form part of an overall implementation plan and would need to be managed to ensure principles such as “safe and legal” are in place on day 1. Initial work to understand this has been undertaken and has helped inform the business cases being developed. This will be further mitigated by the Council continuing to engage with other councils who have been through reorganisation, capturing lessons learned, and engaging with groups such as the Local Government Association (LGA), District Councils Network (DCN) and County Councils Network (CCN) as well as various consultancies who have also been involved previously and currently. The Council has also sought to work with relevant specialists as necessary to inform the business case development.
- 13.5 There is a risk that Local Government Re-organisation (LGR) may slow or pause some transformation initiatives the Council is aiming to deliver. As the new unitary authority establishes strategic direction, it may be necessary to realign programmes to reflect evolving priorities.
- 13.6 Given the uncertainty of LGR, the process may prove to be a barrier to growth and investment in the region. Whilst the Council hopes that the new authorities will be well placed to deliver growth in the future, there is a recognition that investment may stall during implementation.
- 13.7 LGR is happening alongside wider public sector changes, including reforms to ICB boundaries, the upcoming Casey commission and the transfer of powers in fire and rescue to combined authorities. There is a risk that the LGR process is carried out without bearing wider changes in mind, leading to less alignment with public sector providers and new services that are not in line with upcoming legislative changes.
- 13.8 LGR entails major change for the Council’s workforce, creating uncertainty

for staff. There is a risk that the process could lead to recruitment challenges and an increase in vacancies. This risk can be mitigated through an effective internal comms approach and a strong focus on positive recruitment and retention activities within the Workforce Strategy. This is a piece of work that the Council already carries out and is strengthening through the LGR process.

- 13.9 There is a risk existing and future contracts/shared services may be harder to deliver during the process of LGR which could be mitigated by sound procurement practices and novation clauses in partnership agreements and contracts. A procurement sub-group has been set up within the region to start mapping contracts within the various authorities. This will allow us to understand our current position including contract lengths, end-dates and type but also allows us to be pro-active in new contracts, including sufficient novation clauses and ensuring that contract length is suitable for the LGR timeline.
- 13.10 Asset transfer activity may be prevented or delayed if a direction is made by the Secretary of State pursuant to Section 28 of the 2007 Act preventing certain disposals without consent. There is a risk that this could delay planned activity of the current authorities.

14. RESOURCE IMPLICATIONS

- 14.1 The finance and resource implications of local government reorganisation and its implementation would be significant under any of the proposals. This information has fed into the business case development and consideration of factors such as cost of change and pay back periods. Some of this has been informed by outcomes from previous reorganisation and information provided from a range of sources including industry bodies and consultants.
- 14.2 Moving forward the resource implications would form part of an overall implementation plan and would need to be managed to ensure principles such as “safe and legal” are in place on day 1, as well as setting out proposals for transformation and how savings will be made. This will be further mitigated by the Council continuing to engage with other councils who have been through reorganisation, capturing lessons learned, and engaging with groups such as the Local Government Association (LGA), District Councils Network (DCN) and County Councils Network (CCN) as well as various consultancies who have also been involved previously and currently. The Council has also sought to work with relevant specialists as necessary to inform the business case development.
- 14.3 Beyond day 1, the new authorities would be responsible for the management of their own resources and finances, including staff, assets and buildings.
- 14.4 Notwithstanding whatever decision Council and the Executive reaches, there will be resource implications for the Council as we seek to manage Business As Usual, and undertaking ongoing preparatory LGR work whilst the Secretary of State determines the next steps. To this point this has

been managed through internal resourcing, and employment of consultants/specialists as required, with funding provided through our existing budget framework and reserves. There has been some limited funding made available to Cambridgeshire & Peterborough from Government to facilitate the development of the single proposal. However, moving forward, there will be a need to continue to consider resourcing and how we work with partner councils to ensure best value for money.

- 14.5 LGR also represents a resource risk in respect of staffing, particularly in some key areas. This is reflected in our Corporate Risk Register around LGR.

15. HEALTH IMPLICATIONS

- 15.1 There are none specifically arising from this report or its recommendations; however, it is to be noted that proposals relating to LGR will have implications for the delivery of services around Adult Social Care and Education. Additionally, it will have implications for how we work in partnership with other organisations such as the NHS, ICBs etc in respect of health outcomes; noting that one of the critical success factors for LGR is related to identifying opportunities and outcomes for the wider public sector (including health) as part of the process.

16. ENVIRONMENT AND CLIMATE CHANGE IMPLICATIONS

- 16.1 There are none specifically arising from this report or its recommendations; however, it is to be noted that proposals relating to LGR will have implications for the delivery of services around economic development, planning and climate change. Dependent on the option chosen by Government, there may be different implications for the authority.
- 16.2 For example, it is more likely that under Option E, the Huntingdonshire area would feel the financial benefits of growth within the new unitary authority due to the geography of the area remaining the same. In comparison, Option C would see Huntingdonshire potentially benefit from Cambridge City and South Cambridgeshire's growth; however, there is the risk that more investment is placed in the city region, and that Huntingdonshire investment decreases.
- 16.3 The legal status of Local Plans is not affected by Local Government Re-Organisation; however, the new organisations will be expected to promptly prepare a Local Plan for the new geographic area. Until a new Local Plan is adopted, the existing Local Plan remains in force for the area.

17. OTHER IMPLICATIONS

Equality and diversity

- 17.1 The Council as a public body is required to meet its statutory obligations under the Equality Act 2010 to have due regard to eliminate unlawful discrimination, promote equal opportunities between people from different groups and to foster good relations between people who share a protected characteristic and people who do not share it. The protected

characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

- 17.2 A full equality impact assessment is included with the full proposal in Appendix 7.
- 17.3 The Council is not the end decision-maker in respect of LGR, and thus the final requirement for an EQIA will rest with Government.
- 17.4 As implementation plans for LGR are developed, further work will be undertaken to strengthen the evidence base. This will support a more detailed understanding of the implications of disaggregating and aggregating services upon residents and users, as well as the potential impacts on staff that may occur.

18. REASONS FOR THE RECOMMENDED DECISIONS

- 18.1 As stated at the outset, given the significance of the matter, combined with the criteria established by Government, no formal recommendation is presented in respect of any given option.
- 18.2 This report does, however, identify the merits and challenges of the various options, along with other key factors for consideration, so that Members may make informed decisions.
- 18.3 Members are encouraged to consider the options presented and determine which option(s) if any, represents the most appropriate solution for the region. Recognising that of the Government criteria, **“Criterion 1: A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government”** establishes the need for a whole region solution across Cambridgeshire & Peterborough; as opposed to what is best for the future of local government in Huntingdonshire.

STATUTORY OFFICER COMMENTS

Chief Executive / Head of Paid Service

Whilst the officers of the Council have led on the development of Business Cases for Options C and E, all Business Cases (A-E) will be presented to members for consideration. This is a political decision and officers have, with external consultants, provided information and guidance in the context of the formal criteria that form the basis on which a submission should be made, to support members in their decision making. It should be noted that the Council may only support one Business Case for submission.

Monitoring Officer

Extensive consideration has been given to the appropriate governance and decision-making arrangements in relation to Local Government Reorganisation (LGR). Following a review of the relevant legislative provisions and in consultation with other Statutory and Senior Officers, it has been confirmed that Cabinet is the appropriate and lawful decision-making body for this matter.

S151 Officer

The unitary authority models for Huntingdonshire have been prepared for consideration and to aid the decision process by Members by officers and retained external consultants. The full details of the financial implications are presented within each option proposal.

Each of the options presented will require significant investment to implement the transition and Central Government expects these costs be funded locally which may impact on reserves and future borrowing capacity.

This report does not seek budget approval or authority to spend at this stage but highlights the requirement for robust financial planning should approval to go forward be given to identify funding to cover the potential future financial implications that will be required to transition to the new authority model.

LIST OF APPENDICES INCLUDED

- Appendix 1 – Option C
- Appendix 2 – Option E
- Appendix 3 – [Newton LGR Cambridgeshire Peterborough report](#)
- Appendix 4 – [Local Government Funding Update](#) (PIXEL)
- Appendix 5 – Local Partnerships Financial Assessment
- Appendix 6 – Local Partnerships Economic Growth Analysis
- Appendix 7 – EQIA

BACKGROUND PAPERS

Draft Business Cases and Supporting Information:

- [Option A - Cambridgeshire County Council](#)
- [Option B - Cambridge City Council](#)
- [Option D - Peterborough City Council](#)
- [Option D HDC Warding Split](#)
- [PwC Financial Analysis Outputs](#)
- [Final Focus Group Report](#)
- [Final Stakeholder Survey](#)
- [Final Public Survey report](#)

LGR – Government Guidance and Supporting Information:

- [Update to the LGR process - Letter to areas invited to submit proposals for LGR July 2025](#)
- [Original Letter to two-tier areas invited to submit LGR proposals](#)
- [Boundary Commission Guidance Note for LGR](#)
- [Letter - Borough Councils of Reigate and Banstead; Crawley](#)
- [Surrey Decision Letter](#)
- [Local government reorganisation: summary of feedback on interim plans - GOV.UK](#)
- [New Towns Taskforce: final report](#)

Other government guidance/information:

- [New Towns Taskforce: final report](#)

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