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

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

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

OFFICIAL

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

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

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

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Operations	**Environmental Protection Team**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	0	1	1	0	0	0	0	1	
	Net Impact	**1**	**0**	**1**	**1**	**0**	**0**	**0**	**0**	**1**	
	CCTV										
	Income	(51)	(59)	7	(102)	(117)	0	(117)	0	15	**Income**: Income from one of the Service Level Agreements that used to be coded here has now been moved to CCTV Shared Service. The budget going forward will be updated to reflect this change.
	Expenses	0	0	0	0	0	0	0	0	0	
	Net Impact	**(51)**	**(59)**	**7**	**(102)**	**(117)**	**0**	**(117)**	**0**	**15**	
	CCTV Shared Service										
	Income	(643)	(274)	(369)	(1,286)	(548)	0	(548)	0	(738)	**Income:** (£200k) **a**dditional income from new service level agreements going live and project management income. (£17k)additional keyholding income. (£521k) from the recovery of associated project costs from services and third parties. Future year budgets have been increased to reflect additional income from service level agreements and keyholding services.
	Expenses	804	421	382	1,607	843	0	843	0	764	**Expenses:** £635k relates to the CCTV service who have taken on more project work which is recoverable. This is not budgeted for as projects are one off and custom. Some HDC project costs that are not being recharged to the service also include (sheltered housing, Slade Dyke), £48k Hinchingbrooke Country Park. Related project costs has been recovered in prior years but the cost has fallen into 26/27. £81k Line Rental costs have increased due to BT lease lines increasing by 100%. The service are currently working with Transformation for alternative ways to reduce this cost going forward. The line rental budget in future years has been increased in line with the current year budget.
	Net Impact	**161**	**147**	**13**	**321**	**295**	**0**	**295**	**0**	**27**	
	Head of Operations										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	66	63	3	132	126	0	126	0	7	
	Net Impact	**66**	**63**	**3**	**132**	**126**	**0**	**126**	**0**	**7**	
	Green Spaces										
	Income	(196)	(94)	(102)	(310)	(187)	0	(187)	(81)	(204)	**Income:** Arboricultural - (£14k) additional income from selling logs there is no guarantee this income will continue at this level in future years and so the budget has not been adjusted going forward. Grounds - (170k) Increased income from contracted works from parish/towns and local organisations. It is expected that this will be an ongoing income stream in future years. The budget in future years has been increased to reflect this. (£20k) underspend is on multiple lines. **Reserves:** (£81k) is commuted sums contribution to cover the maintenance of various sites.
	Expenses	769	701	68	1,537	1,402	0	1,402	0	135	**Expenses:** £67k increased grounds maintenance subcontractor costs. This is to take on additional contracted works which will provide additional income for the service. £20k arboricultural materials needed for the log yard to process logs to be sold. £51k grounds agency staff to cover sickness and vacancies within the service. (£3k) underspend on multiple lines. As these variances are either one off or uncertain, the budget going forward has not been adjusted but these areas will be monitored.
	Net Impact	**573**	**607**	**(34)**	**1,227**	**1,215**	**0**	**1,215**	**(81)**	**(69)**	
	Street Cleansing										
	Income	(22)	(6)	(16)	(44)	(11)	0	(11)	0	(32)	**Income:** (£32k) Increased income from contracted works for town/parish councils. It is expected that this will be an ongoing income stream in future years, the budget in future years has been increased to reflect this.
	Expenses	645	702	(57)	1,290	1,404	0	1,404	0	(115)	**Expenses:** (£125k) Underspend on vacant posts, due to market conditions. HDC have been unable to fill a number of roles and these will be left vacant for the year. These roles are temporary and will no longer be included in the budget in future years. +£10k overspend on multiple lines.
	Net Impact	**623**	**697**	**(74)**	**1,246**	**1,393**	**0**	**1,393**	**0**	**(147)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
	Waste Management										**Income: R**ecycling credit income (£800k) from Cambridgeshire County Council which was not budgeted for as it was assumed that this income stream would end in 25/26. A budget bid has been submitted to include this in the budget going forward. Additional income from green bin subscription (£113k) due to increased take up, the budget in future years has been increased to reflect this. Additional income from trade waste (£190k) due to increased take up. + £25k overspend on multiple lines. **Expenses:** £260k Increased agency staff costs due to sickness levels and annual leave within the waste team. This is partially offset by vacancies within the teams of (£99k). Funding for green initiatives is less than budgeted by (£150k). This is due to uptake of the support by the community being less than expected. The green initiative budget has been reduced in future years to reflect this. (£400k) of savings from the recycling collection contract as global issues have increased the value of recyclable materials, which has increased the rebate paid back to HDC. The budget has not been changed in future years as the current underspend is being driven by uncertain external factors. £100k increased spend for green waste subscription and food waste material sent out to the public. £140k higher waste disposal costs for Trade Waste, £10k higher waste disposal costs for Skips. Increased disposal costs are due to the increased work load within the services. £16k overspend on multiple lines.
	Income	(3,293)	(2,754)	(539)	(6,586)	(5,508)	0	(5,508)	0	(1,078)	
	Expenses	4,472	4,533	(62)	8,943	9,067	0	9,067	0	(123)	
	Net Impact	**1,179**	**1,779**	**(601)**	**2,357**	**3,558**	**0**	**3,558**	**0**	**(1,201)**	
	Fleet Management										
	Income	(18)	(19)	1	(37)	(39)	0	(39)	0	2	
	Expenses	198	199	(1)	396	398	0	398	0	(2)	
	Net Impact	**179**	**179**	**0**	**359**	**359**	**0**	**359**	**0**	**0**	
	HoS Total	**2,730**	**3,414**	**(684)**	**5,542**	**6,828**	**0**	**6,828**	**(81)**	**(1,368)**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	*Current Budget £000*	*Over/ (Under) Spend £000*	*Forecast £000*	*Original Budget £000*	*Budget Carry Forwards/ Virements £000*	*Current Budget £000*	*Contribution To/(From) Reserves £000*	*Over/ (Under) Spend £000*	
Head of Leisure Health & Environment	**Head of Leisure & Health**										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	60	62	(2)	120	124	0	124	0	(4)	
	Net Impact	**60**	**62**	**(2)**	**120**	**124**	**0**	**124**	**0**	**(4)**	
	One Leisure Active Lifestyles										
	Income	(337)	(321)	(16)	(675)	(643)	0	(643)	0	(32)	**Income: A** £92k reduction in income from cost recovery and a £5k reduction from other minor variances is offset by strong membership income resulting in an additional (£90k) and additional grant income of (£39k). Total variance = (£32k). Overall performance is positive, with continued membership growth and additional grant funding supporting the position.
	Expenses	385	413	(28)	770	826	0	826	0	(56)	**Expenses:** (£76k) of salary savings arising from the service restructure, partly offset by £11k higher premises hire and £9k mileage allowance costs. Total variance of (£56k).
	Net Impact	**47**	**92**	**(44)**	**95**	**183**	**0**	**183**	**0**	**(88)**	
	One Leisure Facilities Sawtry Leisure Centre										
	Income	(4,216)	(4,278)	62	(8,432)	(8,555)	0	(8,555)	0	123	**Income:** St Neots membership income remains below budget following the opening of a low-cost competitor gym in October 2025. The loss of approximately 400 members has continued to affect direct debit income in 2026/27. Although there are early signs of recovery, the opening of the new gym at Wintringham has further affected the Health & Fitness income with a loss of a further 89 members. This has a compound effect and has impacted the forecast accordingly. Other centres are performing at or above target and mitigation measures are being developed to rebuild membership at St Neots.
	Expenses	3,904	3,817	87	7,679	7,634	0	7,634	128	173	**Expenses:** The forecast £173k overspend is driven by £38k of unbudgeted Sawtry business rates, £102k of additional repairs and maintenance, £90k of miscellaneous expenses/cost of sale, and £165k of salary costs where the budget assumed vacancies rather than the full establishment. These pressures are partly offset by (£208k) of utility savings, largely from solar PV. The position reflects both underlying establishment pressures and one-off/current-year costs and will be monitored closely. Expenditure control measures have been implemented to ensure the forecast position is protected.
	Net Impact	**(312)**	**(461)**	**148**	**(753)**	**(921)**	**0**	**(921)**	**128**	**297**	
	Parks and Open Spaces										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	1	0	2	2	0	2	0	0	
	Net Impact	**1**	**1**	**0**	**2**	**2**	**0**	**2**	**0**	**0**	
	Parks, Countryside and Climate										
	Income	(523)	(664)	141	(1,046)	(1,329)	0	(1,329)	0	283	**Income: Parks & Countryside:** The forecast £283k shortfall mainly relates to café, car park, room-hire income, and the Aqua Park at Hinchingbrooke Country Park. The budget assumed a full year of income, whereas slippage in the capital project means the income will not commence until the back end of Q4.
	Expenses	790	904	(114)	1,581	1,760	49	1,809	0	(228)	**Expenses: Parks & Countryside:** The forecast underspend arises from lower café cost of sales (£19k), reduced staffing following the service review (£120k), utility savings while the countryside centre is closed (£29k), and maintenance & other ancillary expenditure of (£10k). These are one off as a result of the countryside centre being closed. **Climate** (£36k) was carried forward into this year for Eden Seven Scope 3 Emission reporting. (£13k) was carried forward to deliver meaningful and lasting way to remember and acknowledge those who passed away from covid and the sacrifices of keyworkers. This is on track to be delivered this year.
	Net Impact	**267**	**240**	**27**	**535**	**431**	**49**	**480**	**0**	**55**	
	HoS Total	**63**	**(66)**	**130**	**(1)**	**(181)**	**49**	**(133)**	**128**	**259**	

Head of Service	Service Grouping	Year To Date			Full Year						Commentary On Underspend/Overspend
		Actuals £000	Current Budget £000	Over/ (Under) Spend £000	Forecast £000	Original Budget £000	Budget Carry Forwards/ Virements £000	Current Budget £000	Contribution To/(From) Reserves £000	Over/ (Under) Spend £000	
Head of Property & Facilities	**Energy & Sustainability Mgt**										
	Income	0	0	0	0	0	0	0	0	0	**Expenses:** (£24k) The original Energy and Sustainability Officer post has been removed and a Building Maintenance Officer post has been created, this post is now being paid out off Facilities Management. The job role change was approved by the Senior Leadership Team.
	Expenses	13	25	(12)	27	50	0	50	0	(24)	
	Net Impact	**13**	**25**	**(12)**	**27**	**50**	**0**	**50**	**0**	**(24)**	
	Public Conveniences										
	Income	0	0	0	0	0	0	0	0	0	
	Expenses	1	0	1	2	0	0	0	0	2	
	Net Impact	**1**	**0**	**1**	**2**	**0**	**0**	**0**	**0**	**2**	
	Facilities Management										
	Income	(212)	(251)	38	(425)	(501)	0	(501)	0	77	**Income:** £77k overspend due to an increase in vacancies from lease breaks and the end of leases at Pathfinder House, with Local Government Reorganisation being a contributing factor. A reduction in rental income has been included in future years through an unavoidable pressure. The service is actively going out to the to market to find suitable tenants for these leases.
	Expenses	824	853	(29)	1,649	1,666	40	1,706	0	(57)	**Expenses:** (£62k) Priory Centre recharge that was expected to be paid to St Neots Town Council will not occur. The previous lease has been surrendered and the new lease which has yet to come into effect due to the renovation removes this provision. This has been removed from the budget in future years. £56k new posts have been added for Hard Services and Health & Safety, these come out of Corporate Health & Safety and Energy & Sustainability Mgt. (£51k) Reduction in utility cost at Pathfinder House and Eastfield House through efficiencies and the contract not increasing as much as expected. This reduction has been reflected in the budget for next year.
	Net Impact	**612**	**602**	**10**	**1,224**	**1,165**	**40**	**1,205**	**0**	**19**	
	Commercial Estates										
	Income	(2,257)	(2,253)	(4)	(4,514)	(4,506)	0	(4,506)	0	(8)	**Expenses:** £190k additional back rent to be paid for Phoenix Court due to negotiations dragging on plus the newly provisionally agreed rent, the back rent is a one off cost. £167k increased business rates costs due to vacant units, the majority of this relates to Fareham. HDC is working with local agents to lease floors within the properties but there are a number a vacant units within the business park. An unavoidable pressure has been submitted to capture the increased business rates cost within the future years budget. **Reserves:** (£27k) will be released from reserves to offset a member of staff dedicating their time to local government reorganisation.
	Expenses	951	786	165	1,928	1,571	0	1,571	(27)	330	
	Net Impact	**(1,306)**	**(1,467)**	**161**	**(2,586)**	**(2,935)**	**0**	**(2,935)**	**(27)**	**322**	
	HoS Total	**(680)**	**(840)**	**160**	**(1,332)**	**(1,719)**	**40**	**(1,679)**	**(27)**	**320**	

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

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

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

OFFICIAL

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

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

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