



**2025/26 Budget
&
Medium Term Financial Strategy
2026/27 to 2029/30**

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Annex A - Budget Bids

Annex B – Fees and Charges

1.0 STRATEGIC BUDGET SUMMARY

1.1 Savings, Income Generation, Growth and Revenue Implications of Capital

1.1.1 The financial climate continues to be unusual with inflation and interest rates having risen to levels not seen for decades, and world conflicts causing disruption to energy and food supplies. This has put considerable pressure on the Council's finances with significant, unavoidable cost increases being borne by services as well as increased demand from residents as they too struggle to cope with the same financial pressures. Portfolio holders and budget managers have reviewed planned service delivery to seek means of mitigating these impacts, whilst still delivering effective value for money outcomes.

1.1.2 The Provisional Local Government Settlement, announced in December 2024, provided some funding to assist with escalating costs in 2025/26 but, as in recent years, it is only a one-year settlement, continuing the uncertainty for the latter years of the MTFS. The Final Local Government Settlement confirmed this position in February 2025.

The NNDR reset, which will have a significant detrimental impact to the Council's finances, is expected to be implemented in 2026/27.

1.1.3 The Council generates a considerable proportion of its own funding from the various services it provides. These range from income from One Leisure and Car Parking through to charging for Licensing and Planning Services. Service specific income is shown later in this report within the service budget pages.

The introduction of the Garden Waste subscription service in 2024/25 has been highly successful, with an uptake rate of over 60%. The additional income attributable to this increased uptake is reflected in the 2025/26 MTFS.

The MTFS also reflects changes to budgets following an appraisal of the One Leisure centres, ensuring that they operate on a sound commercial basis, deliver enhanced services that meet the needs of our residents which in turn encourage growth in leisure centre usage and subscriptions. This demonstrates our continued focus on achieving best value through an effective operating cost model and pursuit of opportunities for improvement.

1.1.4 The Council generates further income from corporate activity; this mainly focuses on:

- Treasury Management; our returns in this area have benefitted from higher interest rates received on balances held, whilst our borrowings are at fixed rates agreed with the Public Works Loan Board, protecting the Council's exposure.
- Commercial Estates; where the Council is proactively enhancing its commercial estate activity to develop for the Council a medium to long term revenue stream to fund services and acting as a hedge against inflation. A review of the Commercial Investment Strategy is currently underway to continue this work.

1.1.5 The ongoing challenge for this budget is to understand the unavoidable pressures that the Council will continue to face as a result of the economic uncertainty created by world events. Previous assumptions have been reviewed and challenged considering the uncertainty around the Local Government Financial settlement beyond 2025/26.

1.1.6 Growth in the budget arises for three reasons:

- Inflation on employee costs; the MTFS incorporates a notional 4% increase in staffing costs for 2025/26 and 2% per annum for the following years.
- Non-employee budgets non-controllable growth (unavoidable); the most significant increase in this area is the anticipated rise in waste processing costs associated with the MRF contract procured by Cambridgeshire County Council, £1m additional cost has been assumed across the MTFS.
- Controllable growth.

1.1.7 All of the savings, income generation and growth are summarised in the service budget pages later in this report. The total Service Proposals for 2025/26 are £0.131m and **Table 1** below shows how this is allocated by service and portfolio.

Table 1a	Savings and Growth Proposals		
Service	Budget Savings £m	Budget Growth £m	Total £m
Chief Digital Information Officer	(0.200)	0.450	0.250
Chief Executive Officer	0.030	0.477	0.507
Communications, Engagement & Public Affairs	-	0.081	0.081
Customer Change Director	(0.307)	0.722	0.415
Democratic Services & Monitoring Officer	(0.064)	0.247	0.183
Environmental Services	(2.420)	1.703	(0.717)
Finance	(1.540)	0.168	(1.372)
Economy, Regeneration & Housing	(0.153)	0.576	0.423
Human Resources & Officer Development	(0.001)	0.108	0.107
Leisure, Health & Environment	(1.164)	1.054	(0.110)
Planning, Infrastructure & Public Protection	(0.575)	0.923	0.348
Policy, Performance & Emergency Planning	(0.040)	0.204	0.164
Property & Facilities	(0.246)	0.098	(0.148)
Total	(6.680)	6.811	0.131

Table 1b	Savings and Growth Proposals		
Portfolio	Budget Savings £m	Budget Growth £m	Total £m
Climate, Transformation & Workforce	(0.240)	0.632	0.392
Communities, Health & Leisure	(1.756)	1.200	(0.556)
Economic, Regeneration & Housing	(0.069)	0.225	0.156
Finance & Resources	(1.512)	0.152	(1.360)
Governance & Democratic Services	0.005	0.092	0.097
Leader	(0.102)	0.544	0.442
Parks & Countryside, Waste & Street Scene	(2.501)	2.269	(0.232)
Planning	(0.303)	0.469	0.166
Resident Services & Corporate Performance	(0.202)	1.228	1.026
Total	(6.680)	6.811	0.131

1.1.8 The 2025/26 budget, as shown in table 5, is set to maintain a breakeven position. When the 2024/25 budget was set it intended to make a contribution to reserves of £1.872m. The most recent forecast outturn indicates a £1.503m contribution to reserves for 2024/25. It is proposed that an earmarked reserve is created using £1m of this contribution to fund the costs of Local Government reorganisation rather than adding this to the general reserves when the 2024/25 accounts are closed.

Tables 1a and 1b show that through the Finance Service area and Finance Portfolio, adjustments have been made to reflect that the interest from investments is not expected to be as high in 2025/26 as it has been in 2024/25. This is a prudent approach based on economic forecasts that interest rates will fall over 2025/26.

1.1.9 A list of budget bids can be found at **ANNEX A**.

Commercial Investment Strategy

1.1.10 A key part of the Council's previous Budget strategy has been the Commercial Investment Strategy (CIS), as approved by the Council in 2015. The Council's Commercial Investments contribute a significant proportion of income to our budgets, and income has remained consistent over the past year. Investing in the property market remains challenging, never more so than in the current climate. Whilst financial interest rates remain high there is no reward for taking on additional risk through alternative investments. Due to the continued uncertain economic conditions, particularly around retail and office space, it is difficult to predict how the market will evolve, although it should be stressed that the Council's portfolio is built around investments it plans to hold for the medium to long term. A review of the Commercial Investment Strategy is currently underway to ensure the Council continues to invest its funds effectively.

The table below illustrates the contribution that the CIS makes to the Council's revenue budget.

Actual 2023/24	Budget 2024/25	Forecast 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29	Budget 2029/30
£m	£m	£m	£m	£m	£m	£m	£m
(2.397)	(3.165)	(2.574)	(3.338)	(3.416)	(3.465)	(3.507)	(3.499)

Capital – Revenue Implications

1.1.11 The revenue budget contains any implications from the proposed capital programme for 2025/26 and the MTFs, whether that will be savings because of investment, additional running costs or the cost of borrowing (Minimum Revenue Provision).

Summary Impact of all budget changes – comparing Final Budget 2024/25 to Final Budget 2025/26

1.1.12 Overall, the revenue changes to the budget in respect of Savings & Additional Income, Service Growth and Capital have resulted in a net increase in the Council's budget of £0.460m (2%) when compared to the 2024/25 Original Budget and an increase of £1.276m (5%) when compared to the 2024/25 Forecast Outturn. A service-by-service and portfolio-by-portfolio summary is shown in **Table 2** below.

Service	Summary of Total Budget Movements (Original Budget for 2022/23 to Base Budget 2023/24)											
	2024/25		2025/26								Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Growth Bids	Income Bids	Savings Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2023/24 Forecast	To 2023/24 Budget
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	%
Chief Digital Information Officer	2.762	2.945	2.887	0.052	0.139	-	-	0.259	(0.200)	3.137	14%	7%
Chief Executive Officer	2.059	0.817	0.687	0.182	0.120	-	-	0.175	0.030	1.194	(42%)	46%
Communications, Engagement & Public Affairs	0.166	0.164	0.166	-	0.063	-	-	0.018	-	0.247	49%	51%
Customer Change Director	5.088	4.060	4.483	0.510	(0.315)	-	(0.054)	0.527	(0.253)	4.898	(4%)	21%
Democratic Services & Monitoring Officer	1.591	1.554	1.561	0.047	0.010	(0.050)	-	0.190	(0.014)	1.744	10%	12%
Economy, Regeneration & Housing	(0.454)	(0.582)	(0.725)	0.350	0.036	(0.104)	-	0.190	(0.049)	(0.302)	(33%)	(48%)
Environmental Services	4.115	5.453	4.994	0.602	0.221	(0.160)	(0.020)	0.880	(2.240)	4.277	4%	(22%)
Finance	5.857	7.740	8.990	0.106	-	-	-	0.062	(1.540)	7.618	30%	(2%)
Human Resources & Officer Development	0.942	0.922	0.877	0.001	0.069	-	-	0.038	(0.001)	0.984	4%	7%
Leisure, Health & Environment	1.667	1.737	1.323	0.213	0.520	(0.325)	-	0.321	(0.839)	1.213	(27%)	(30%)
Planning, Infrastructure & Public Protection	2.343	2.437	2.446	0.025	0.296	(0.132)	-	0.602	(0.443)	2.794	19%	15%
Policy, Performance & Emergency Planning	0.474	0.581	0.717	-	0.094	-	-	0.110	(0.040)	0.881	86%	52%
Property & Facilities	(1.422)	(1.824)	(2.073)	0.035	-	-	-	0.063	(0.246)	(2.221)	56%	22%
Net Expenditure	25.188	26.004	26.333	2.123	1.253	(0.771)	(0.074)	3.435	(5.835)	26.464		
Forecast Outturn	25.188					→ 1.276 ←				26.464	5%	
Budget		26.004				→ 0.460 ←				26.464		2%

Portfolio	Summary of Total Budget Movements (Original Budget for 2022/23 to Base Budget 2023/24)											
	2024/25		2025/26								Variance	
	Forecast Outturn	Original Budget	Previously Approved	Unavoidable Pressures	Growth Bids	Income Bids	Savings Bids	Inflation & Employee Related Growth	Other Operational Adjustments	Proposed Budget	To 2023/24 Forecast	To 2023/24 Budget
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	%
Climate, Transformation & Workforce	4.050	4.201	4.107	0.054	0.208	-	-	0.370	(0.240)	4.499	11%	7%
Communities, Health & Leisure	1.968	2.090	1.886	0.015	0.497	(0.325)	-	0.688	(1.431)	1.330	(32%)	(36%)
Economic, Regeneration & Housing	0.500	0.679	0.582	0.016	0.045	-	-	0.164	(0.069)	0.738	48%	9%
Finance & Resources	2.198	3.455	4.477	0.035	-	-	-	0.117	(1.512)	3.117	42%	(10%)
Governance & Democratic Services	1.592	1.494	1.479	0.047	0.010	-	-	0.035	0.005	1.576	(1%)	5%
Leader	2.151	0.592	0.459	0.182	0.121	-	-	0.241	(0.102)	0.901	(58%)	52%
Parks & Countryside, Waste & Street Scene	4.318	5.413	4.777	1.149	0.234	(0.264)	(0.020)	0.886	(2.217)	4.545	5%	(16%)
Planning	1.416	1.524	1.505	0.080	0.178	(0.182)	-	0.211	(0.121)	1.671	18%	10%
Resident Services & Corporate Performance	6.995	6.556	7.061	0.545	(0.040)	-	(0.054)	0.723	(0.148)	8.087	16%	23%
Net Expenditure	25.188	26.004	26.333	2.123	1.253	(0.771)	(0.074)	3.435	(5.835)	26.464		
Forecast Outturn	25.188					→ 1.276 ←				26.464	5%	
Budget		26.004				→ 0.460 ←				26.464		2%

1.2 Corporate and Government Funding

Government Grant

1.2.1 The government provides a fair proportion of the core funding of the Council. Some of this funding is in relation to specific services e.g., Housing Benefit, but some of the funding is in support of general activity; with regard to:

- New Homes Bonus (NHB): on the 18 December 2024 the Government provisionally made an announcement in respect of NHB and the 2025/26 settlement is expected to be £1.472m; this is the final year of this funding.
- Minimum Funding Guarantee Grant: this continues into 2025/26 but on a much-reduced basis. The 2025/26 settlement is expected to be £0.724m for one year only.
- Employer National Insurance Contributions: the government announced plans to compensate local authorities for the burden placed upon them due to the changes in National Insurance. The MTFS provides for annual compensation of £0.245m for 2025/26 to 2029/30 in accordance with expert advice. This funding compensates the Council for only 38% of the additional annual £0.650m cost expected.
- Revenue Support Grant (RSG): the Government confirmed there would be no negative RSG for 2025/26. As the Fair Funding Review continues to be delayed, the 2025/26 MTFS provides for prudent RSG receipts for 2025/26 to 2029/30 in accordance with expert advice.

Council Tax and Business Rates

- 1.2.2 There is an assumption within the 2025/26 Budget there will be a Council Tax increase of 3.11% (equating to £5) for a Band D property. The final Local Government Financial Settlement 2025/26 confirmed the referendum principle for Council Tax increases of up to 2.99% or £5, whichever is higher, for shire district councils. The Council Tax for 2025/26 will be £165.86 per Band D equivalent property based on this increase.

Council Tax					
	2021/22	2022/23	2023/24	2024/25	2025/26
	£145.86	£150.86	155.86	£160.86	£165.86
% increase on previous		3.43%	3.31%	3.21%	3.11%
Cumulative % increase		3.43%	6.86%	10.28%	13.71%

- 1.2.3 The Council receives 40% of the Business Rates collected and, after allowing for the tariff payment and Section 31 grant funding, this is estimated to be £13.171m in 2025/26.

Collection Fund (Surplus)/Deficit

- 1.2.4 The Collection Fund is the statutory account for the Council Tax and Business Rates income and the payments to preceptors of their respective shares. Any surplus or deficit on the Collection Fund at year end is distributed to the preceptors, as per legislation. The Council is required to make an estimate of the projected surplus or deficit of each component of the Collection Fund at year end in order for the preceptors to bring their share of the surplus or deficit into the budget setting process.
- 1.2.5 For the purposes of budget setting the Council Tax element of the estimated year end position of the Collection Fund is shown in **Table 3** below along with the share that is apportioned to the Council.

Table 3	Collection Fund Estimated Deficit	
	2024/25	
	Deficit £m	HDC Share £m
Council Tax	1.885	0.242

1.3 Summary Budget

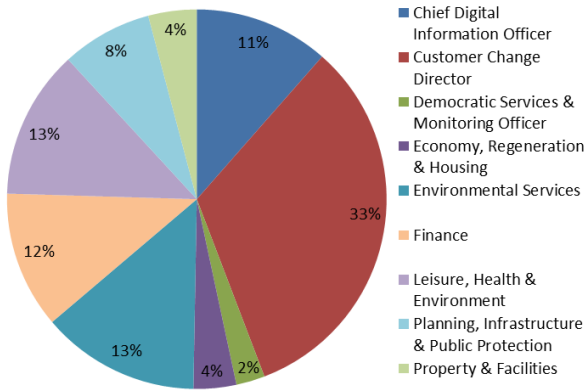
- 1.3.1 Considering the 3.11% increase in Council Tax for 2025/26 and the annual increases over the MTFS period, this results in the funding statement shown in **Table 4** and **Table 5** below.

Table 4a By Head of Service	Council Services Net Expenditure Budget (2025/26) and MTFS						
	2024/25		2025/26	Medium Term Financial Strategy			
	Budget £m	Forecast £m	Budget £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Chief Digital Information Officer	2.945	2.762	3.137	3.163	3.209	3.256	3.302
Chief Executive Officer	0.817	2.059	1.194	1.150	1.093	1.113	1.133
Communications, Engagement & Public Affairs	0.164	0.166	0.247	0.252	0.258	0.263	0.268
Customer Change Director	4.060	5.088	4.898	5.037	5.155	5.234	5.325
Democratic Services & Monitoring Officer	1.554	1.591	1.744	1.788	1.759	1.785	1.811
Economy, Regeneration & Housing	(0.582)	(0.454)	(0.302)	(0.477)	(0.437)	(0.368)	(0.339)
Environmental Services	5.453	4.115	4.277	4.394	4.274	4.321	4.360
Finance	7.740	5.857	7.618	7.256	7.427	7.753	7.897
Human Resources & Officer Development	0.922	0.942	0.984	0.893	0.866	0.880	0.894
Leisure, Health & Environment	1.737	1.667	1.213	0.303	0.030	(0.078)	(0.147)
Planning, Infrastructure & Public Protection	2.437	2.343	2.794	2.739	2.821	2.915	3.006
Policy, Performance & Emergency Planning	0.581	0.474	0.881	0.837	0.907	0.923	0.940
Property & Facilities	(1.824)	(1.422)	(2.221)	(2.170)	(2.185)	(2.122)	(2.107)
Net Expenditure	26.004	25.188	26.464	25.165	25.177	25.875	26.343

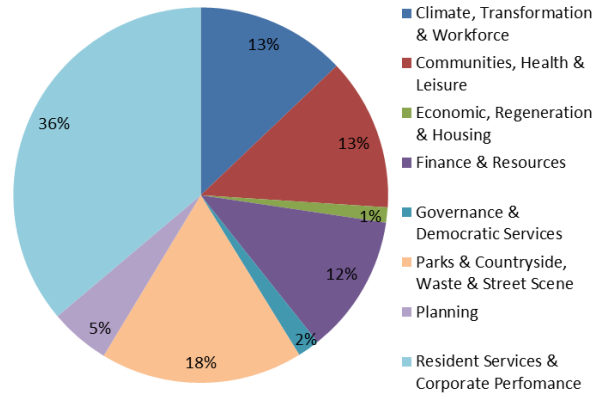
Table 4b By Portfolio	Council Services Net Expenditure Budget (2025/26) and MTFS						
	2024/25		2025/26	Medium Term Financial Strategy			
	Budget £m	Forecast £m	Budget £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Climate, Transformation & Workforce	4.201	4.050	4.499	4.412	4.565	4.634	4.704
Communities, Health & Leisure	2.090	1.968	1.330	0.698	0.507	0.509	0.434
Economic, Regeneration & Housing	0.679	0.500	0.738	0.841	0.866	0.934	0.952
Finance & Resources	3.455	2.198	3.117	2.649	2.762	3.048	3.202
Governance & Democratic Services	1.494	1.592	1.576	1.597	1.620	1.641	1.662
Leader	0.592	2.151	0.901	0.871	0.809	0.823	0.837
Parks & Countryside, Waste & Street Scene	5.413	4.318	4.545	4.289	4.143	4.192	4.260
Planning	1.524	1.416	1.671	1.616	1.697	1.754	1.812
Resident Services & Corporate Performance	6.556	6.995	8.087	8.192	8.208	8.340	8.480
Net Expenditure	26.004	25.188	26.464	25.165	25.177	25.875	26.343

Table 5	Council Funding Statement Budget (2025/26) and MTFS						
	2024/25		2025/26	Medium Term Financial Strategy			
	Budget £m	Forecast £m	Budget £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Net Expenditure	26.004	25.188	26.464	25.165	25.177	25.875	26.343
Contribution to/(from) Earmarked Reserves	(0.787)	(0.780)	0.221	0.244	0.256	0.518	0.530
Contribution to/(from) General Reserves	1.872	1.503	(0.000)	(0.442)	(1.184)	(2.669)	(2.231)
Budget Requirement	27.090	25.911	26.685	24.967	24.249	23.723	24.642
Retained Business Rates Income	(36.843)	(34.668)	(35.867)	(34.105)	(35.249)	(36.465)	(37.712)
Tariff	22.320	22.320	22.565	28.049	28.406	28.792	29.176
Levy	3.303	2.535	2.725	0.488	0.849	1.229	1.626
Renewables	(1.170)	(1.156)	(1.146)	(1.146)	(1.146)	(1.146)	(1.146)
Designated (Enterprise Zones)	(1.390)	(1.410)	(1.412)	(1.481)	(1.517)	(1.553)	(1.590)
Green Plant & Machinery Grant	-	(0.036)	(0.036)	-	-	-	-
Returned BRRS Surplus	-	-	-	(0.584)	(0.584)	(0.584)	(0.584)
Returned Cap Compensation	-	-	-	(1.005)	(1.005)	(1.005)	(1.005)
Damping	-	-	-	(2.976)	(1.394)	-	-
	(13.780)	(12.415)	(13.171)	(12.760)	(11.640)	(10.732)	(11.236)
Revenue Support Grant (RSG)	(0.188)	(0.188)	(0.216)	(0.425)	(0.360)	(0.290)	(0.220)
New Homes Bonus	(1.699)	(1.699)	(1.472)	-	-	-	-
Collection Fund Deficit	0.093	0.093	0.242	-	-	-	-
Minimum Funding Guarantee Grant	(0.804)	(0.979)	(0.724)	-	-	-	-
Employers' NICs funding	-	-	(0.245)	(0.245)	(0.245)	(0.245)	(0.245)
Services Grant	(0.029)	(0.032)	-	-	-	-	-
Rural Services Grant	(0.050)	(0.058)	-	-	-	-	-
Second Home Premium	-	-	(0.045)	(0.046)	(0.047)	(0.049)	(0.050)
Council Tax Requirement	10.632	10.632	11.053	11.491	11.957	12.408	12.891
- Base (*)	66,095.9	66,095.9	66,638.0	67,256.1	67,949.0	68,465.1	69,066.3
- Per Band D (£)	160.86	160.86	165.86	170.86	175.97	181.23	186.65
- Increase (£)			5.00	5.00	5.11	5.26	5.42
- Increase %			3.11%	3.01%	2.99%	2.99%	2.99%

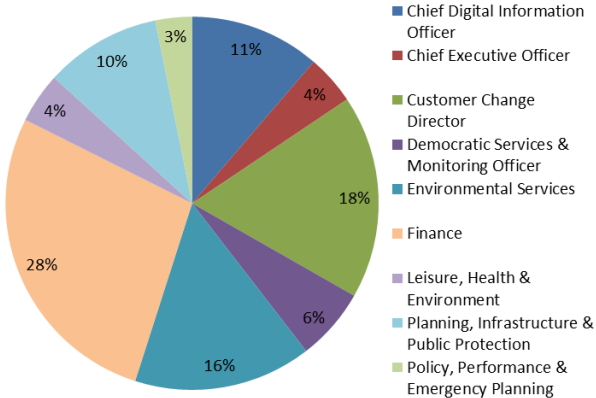
Gross Spend by Service 2025/26 %



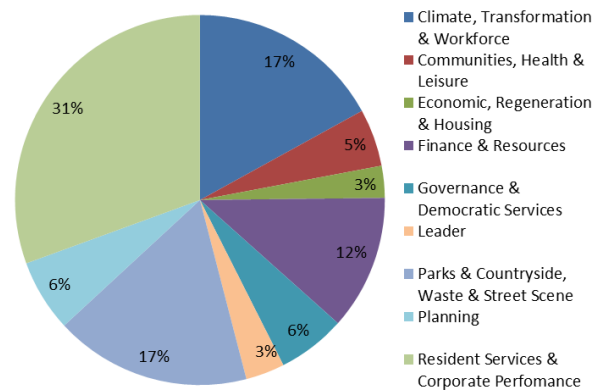
Gross Spend by Portfolio 2025/26 %



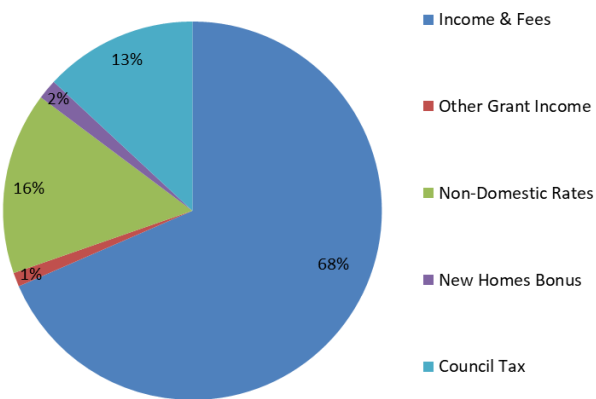
Net Spend by Service 2025/26 %



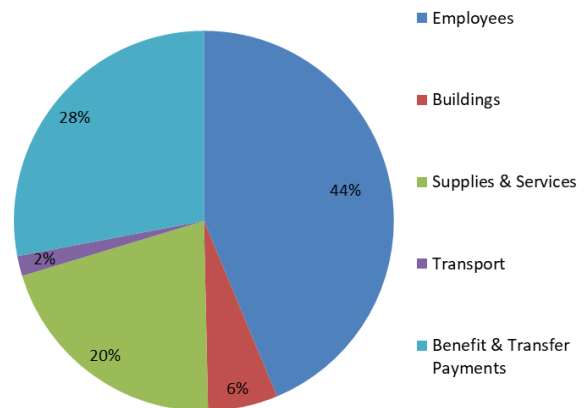
Net Spend by Portfolio 2025/26 %



How Services Are Paid For in 2025/26 %



Subjective Analysis 2025/26 %



1.4 Revenue Reserves

1.4.1 The impact on the **General Fund Reserve** of the grant settlement from Government, the Council's policy to increase Council Tax and the savings, income and growth built into the budget 2025/26 and MTFS is shown in **Table 6** below.

GENERAL RESERVES MOVEMENT							
Table 6	Reserves and MTFS						
	2024/25		2025/26	Medium Term Financial Strategy			
	Budget £m	Forecast £m	Budget £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
BUDGET SURPLUS RESERVE							
b/f	6.230	6.398	6.201	4.729	4.287	3.103	0.434
Contribution from (to) General Fund	1.872	1.503	(0.000)	(0.442)	(1.184)	(2.669)	(2.231)
Contribution from (to) CIS Reserve	(1.699)	(1.699)	(1.472)	-	-	-	1.797
c/f	6.403	6.201	4.729	4.287	3.103	0.434	-
COMMERCIAL INVESTMENT RESERVE							
b/f	7.212	5.804	7.503	8.975	8.975	8.975	8.975
Contribution from (to) Budget Surplus Reserve	1.699	1.699	1.472	-	-	-	(1.797)
c/f	8.911	7.503	8.975	8.975	8.975	8.975	7.178
GENERAL FUND (Unallocated) RESERVE							
b/f	2.175	2.175	2.175	2.175	2.175	2.175	2.175
Contribution to/(from) Reserve	1.872	1.503	(0.000)	(0.442)	(1.184)	(2.669)	(2.231)
Contribution from(to) Budget Surplus	(1.872)	(1.503)	0.000	0.442	1.184	2.669	2.231
c/f	2.175	2.175	2.175	2.175	2.175	2.175	2.175
Minimum Level of Reserves	2.175	2.175	2.175	2.175	2.175	2.175	2.175

1.4.2 Contributions to Earmarked Reserves occur when budget is identified for specific purposes and will only be available for those specific purposes. Contributions from Earmarked Reserves occur when the specific purpose for which the budget was identified has been delivered. This approach matches costs and funding.

2.0 REVENUE OPERATIONAL BUDGETS AND MEDIUM-TERM FINANCIAL STRATEGY

2.1 Subjective Analysis of Spend and Income

Huntingdonshire District Council Table 7

Actuals 2023/24	Subjective Analysis : Controllable Only		2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
-	Income & Fees	Commuted sums	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)
(0.066)		Developer Contributions	(0.050)	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(17.248)		Fees & charges	(17.460)	(22.412)	(22.994)	(23.201)	(23.463)	(23.784)
(29.197)		Government grants	(24.327)	(20.046)	(18.934)	(17.915)	(18.918)	(18.920)
(3.354)		Interest Income	(1.633)	(1.414)	(1.219)	(1.155)	(1.025)	(1.025)
(0.054)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)
(6.573)		Other grants and contributions	(6.902)	(7.623)	(7.117)	(7.033)	(7.126)	(7.221)
(4.295)		Rent	(5.148)	(5.377)	(5.411)	(5.464)	(5.514)	(5.514)
(0.775)		Sales	(0.781)	(0.868)	(0.970)	(1.034)	(1.045)	(1.056)
(61.562)	Income & Fees Total		(56.391)	(57.885)	(56.785)	(55.943)	(57.229)	(57.659)
20.286	Employees	Salary	23.088	26.207	26.241	26.355	26.866	27.387
1.835		National Insurance	1.829	3.134	3.168	3.196	3.271	3.346
3.220		Pension	3.761	4.243	4.260	4.280	4.365	4.452
0.322		Employee Insurance	0.321	0.353	0.359	0.366	0.366	0.366
1.398		Hired Staff	0.360	0.660	0.630	0.631	0.632	0.633
1.930		Other staff costs	1.913	1.718	1.716	1.716	1.716	1.716
0.067		Recruitment	0.036	0.034	0.034	0.034	0.034	0.034
0.198		Severance payments	0.152	0.152	0.152	0.152	0.152	0.152
0.244		Training	0.094	0.181	0.180	0.176	0.176	0.176
0.103		Uniform & laundry	0.044	0.044	0.045	0.045	0.045	0.045
29.604	Employees Total		31.599	36.725	36.786	36.951	37.623	38.307
1.695	Buildings	Energy Costs	2.344	1.666	1.759	1.775	1.882	1.877
-		Equipment, furniture & materials	-	0.020	0.020	0.020	0.020	0.020
0.011		Ground Maintenance Costs	0.011	0.012	0.012	0.012	0.012	0.012
0.057		Premises Cleaning	0.085	0.100	0.092	0.092	0.092	0.092
0.078		Premises Insurance	0.134	0.135	0.135	0.135	0.135	0.135
0.010		Rates	0.007	0.011	0.011	0.011	0.011	0.011
0.007		Rents	0.013	0.013	0.013	0.013	0.013	0.013
1.455		Rents Payable	1.855	1.972	2.000	2.047	2.047	2.047
0.766		Repairs & Maintenance	0.820	0.949	1.328	1.350	1.361	1.383
0.162		Water Services	0.134	0.106	(0.251)	(0.422)	(0.485)	(0.503)
4.242	Buildings Total		5.404	4.984	5.119	5.032	5.087	5.086
0.008	Supplies & Services	Catering	0.006	0.009	0.009	0.009	0.009	0.009
1.020		Communication and computing	0.260	0.730	0.256	0.257	0.258	0.258
(0.032)		Election Costs	-	-	-	-	-	-
5.349		Equipment, furniture & materials	4.202	4.088	4.269	4.325	4.335	4.356
0.009		Expenses	-	0.004	0.004	0.004	0.004	0.004
0.080		Insurance - service related	0.091	0.092	0.092	0.093	0.093	0.093
0.405		Members Allowances	0.430	0.444	0.452	0.461	0.470	0.480
0.595		Office expenses	0.580	0.800	0.643	0.624	0.625	0.626
0.005		Other staff costs	-	-	-	-	-	-
0.127		Premises Cleaning	0.074	0.074	0.074	0.074	0.074	0.074
0.005		Repairs & Maintenance	-	-	-	-	-	-
(0.035)		Sales	(0.035)	(0.035)	(0.035)	(0.035)	(0.035)	(0.035)
6.984		Services	11.781	11.158	9.976	10.006	10.230	10.399
14.520	Supplies & Services Total		17.389	17.363	15.741	15.819	16.064	16.264
0.024	Transport	Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006	0.006
0.033		Mileage Allowance	0.054	0.055	0.054	0.054	0.054	0.054
1.305		Operating Costs	1.112	1.158	1.188	1.199	1.211	1.223
0.013		Other Transport Costs	-	-	-	-	-	-
0.029		Pool Car	0.021	0.022	0.022	0.022	0.022	0.022
0.004		Public Transport	0.011	0.012	0.012	0.012	0.012	0.012
0.154		Vehicle Insurance	0.173	0.177	0.180	0.184	0.184	0.184
1.562	Transport Total		1.378	1.430	1.462	1.477	1.489	1.501
26.053	Benefit & Transfer Payments	Benefits	23.775	20.632	19.682	18.682	19.682	19.682
1.423		Contributions paid	1.068	1.212	1.212	1.212	1.212	1.212
1.709		Grants	0.975	1.016	0.986	0.990	0.995	0.999
0.554		Levies	0.564	0.629	0.629	0.629	0.629	0.629
0.002		Other Misc Payments	0.007	0.009	0.009	0.009	0.009	0.009
29.741	Benefit & Transfer Payments Total		26.388	23.498	22.518	21.522	22.526	22.530
-	Renewals Fund Contribution	Renewals Fund Contribution	0.083	0.104	0.083	0.083	0.083	0.083
-	Renewals Fund Contribution Total		0.083	0.104	0.083	0.083	0.083	0.083
0.088	Reserve-Revenue Transfers	Bad Debts Provision	0.155	0.155	0.155	0.155	0.155	0.155
-		Reserve-Revenue Transfers	(0.001)	0.089	0.085	0.082	0.078	0.074
0.088	Reserve-Revenue Transfers Total		0.154	0.244	0.240	0.237	0.233	0.229
18.195	Net Service Expenditure		26.004	26.464	25.165	25.177	25.875	26.343

2.2 Service Budgets by Head of Service

Huntingdonshire District Council

Table 8

Actuals 2023/24	Head of Service	Chief Digital & Information Officer	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(2.442)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.026)		Government grants	-	-	-	-	-	-
(3.338)		Other grants and contributions	(5.857)	(6.151)	(6.375)	(6.461)	(6.549)	(6.640)
(5.806)	Income & Fees Total		(5.857)	(6.151)	(6.375)	(6.461)	(6.549)	(6.640)
3.040	Employees	Salary	3.453	3.913	3.983	4.055	4.128	4.202
0.312		National Insurance	0.355	0.463	0.474	0.485	0.496	0.507
0.522		Pension	0.581	0.607	0.619	0.631	0.644	0.657
(0.001)		Hired Staff	0.074	0.074	0.074	0.074	0.074	0.074
0.032		Other staff costs	0.057	0.057	0.057	0.057	0.057	0.057
0.001		Recruitment	0.010	0.010	0.010	0.010	0.010	0.010
0.035		Training	-	0.030	0.030	0.030	0.030	0.030
3.941	Employees Total		4.531	5.154	5.247	5.342	5.439	5.537
(0.001)	Buildings	Repairs & Maintenance	-	-	-	-	-	-
(0.000)	Buildings Total		-	-	-	-	-	-
0.001	Supplies & Services	Repairs & Maintenance	-	-	-	-	-	-
0.526		Communication and computing	-	0.001	0.001	0.001	0.001	0.001
3.760		Equipment, furniture & materials	3.188	3.042	3.201	3.228	3.257	3.286
0.001		Expenses	-	-	-	-	-	-
(0.024)		Office expenses	-	-	-	-	-	-
(0.006)		Sales	-	-	-	-	-	-
0.227		Services	1.067	1.073	1.071	1.080	1.090	1.099
4.484	Supplies & Services Total		4.254	4.115	4.272	4.309	4.347	4.386
0.003	Transport	Contract Hire & operating leases	-	-	-	-	-	-
0.003		Mileage Allowance	0.015	0.016	0.016	0.016	0.016	0.016
0.001		Operating Costs	-	-	-	-	-	-
0.003		Pool Car	-	-	-	-	-	-
0.001		Public Transport	0.003	0.003	0.003	0.003	0.003	0.003
0.010	Transport Total		0.018	0.019	0.019	0.019	0.019	0.019
2.629	Net Service Expenditure		2.945	3.137	3.163	3.209	3.256	3.302
8.435	Gross Service Expenditure		8.803	9.288	9.538	9.670	9.805	9.942
(5.806)	Gross Service Income		(5.857)	(6.151)	(6.375)	(6.461)	(6.549)	(6.640)
2.629	Net Service Expenditure		2.945	3.137	3.163	3.209	3.256	3.302
2.629	3CICT Shared Service		2.945	3.137	3.163	3.209	3.256	3.302
2.629	Net Service Expenditure		2.945	3.137	3.163	3.209	3.256	3.302

Actuals 2023/24	Head of Service	Chief Executive Officer	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.138)	Income & Fees	Government grants	-	-	-	-	-	-
(0.138)	Income & Fees Total		-	-	-	-	-	-
0.523	Employees	Salary	0.608	0.729	0.756	0.715	0.729	0.743
0.063		National Insurance	0.073	0.101	0.104	0.100	0.102	0.104
0.090		Pension	0.105	0.125	0.129	0.122	0.125	0.127
0.008		Hired Staff	-	-	-	-	-	-
0.001		Other staff costs	0.002	0.002	0.002	0.002	0.002	0.002
0.038		Recruitment	-	-	-	-	-	-
0.002		Training	0.007	0.038	0.038	0.038	0.038	0.038
0.725	Employees Total		0.795	0.994	1.029	0.976	0.995	1.014
0.001	Buildings	Rents Payable	0.000	0.003	0.003	0.003	0.003	0.003
0.001		Repairs & Maintenance	-	-	-	-	-	-
0.002	Buildings Total		0.000	0.003	0.003	0.003	0.003	0.003
0.002	Supplies & Services	Communication and computing	0.001	0.001	0.001	0.001	0.001	0.001
0.000		Catering	0.003	0.006	0.006	0.006	0.006	0.006
0.021		Equipment, furniture & materials	-	0.000	0.000	0.000	0.000	0.000
0.001		Expenses	-	-	-	-	-	-
0.044		Office expenses	0.039	0.078	0.073	0.074	0.075	0.076
0.002		Other staff costs	-	-	-	-	-	-
0.040		Services	(0.025)	0.105	0.031	0.026	0.026	0.026
0.110	Supplies & Services Total		0.018	0.190	0.110	0.106	0.107	0.108
0.000	Transport	Mileage Allowance	0.002	0.003	0.003	0.003	0.003	0.003
0.001	Transport Total		0.003	0.004	0.004	0.004	0.004	0.004
0.002	Benefit & Transfer Payments	Other Misc Payments	0.001	0.003	0.003	0.003	0.003	0.003
0.135		Grants	-	-	-	-	-	-
0.137	Benefit & Transfer Payments Total		0.001	0.003	0.003	0.003	0.003	0.003
0.836	Net Service Expenditure		0.817	1.194	1.150	1.093	1.113	1.133
0.974	Gross Service Expenditure		0.817	1.194	1.150	1.093	1.113	1.133
(0.138)	Gross Service Income		-	-	-	-	-	-
0.836	Net Service Expenditure		0.817	1.194	1.150	1.093	1.113	1.133
0.820	Directors		0.800	1.176	1.133	1.076	1.096	1.116
0.017	Executive Support & Business Planning		0.017	0.018	0.017	0.017	0.017	0.017
0.836	Net Service Expenditure		0.817	1.194	1.150	1.093	1.113	1.133

Actuals 2023/24	Head of Service	Head of Communications, Engagement & Public Affairs	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.019)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.019)	Income & Fees Total		-	-	-	-	-	-
0.118	Employees	Salary	0.126	0.176	0.180	0.183	0.187	0.191
0.013		National Insurance	0.014	0.022	0.023	0.024	0.024	0.025
0.021		Pension	0.022	0.030	0.031	0.032	0.032	0.033
0.005		Hired Staff	-	-	-	-	-	-
0.001		Training	-	-	-	-	-	-
0.157	Employees Total		0.161	0.229	0.234	0.239	0.243	0.248
0.001	Supplies & Services	Equipment, furniture & materials	0.001	0.001	0.001	0.001	0.001	0.001
0.001		Office expenses	-	-	-	-	-	-
0.021		Services	0.001	0.016	0.017	0.017	0.018	0.018
0.022	Supplies & Services Total		0.002	0.017	0.018	0.018	0.018	0.019
-	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.001	0.001	0.001	0.001	0.001	0.001
0.160	Net Service Expenditure		0.164	0.247	0.252	0.257	0.263	0.268
0.179	Gross Service Expenditure		0.164	0.247	0.252	0.257	0.263	0.268
(0.019)	Gross Service Income		-	-	-	-	-	-
0.160	Net Service Expenditure		0.164	0.247	0.252	0.257	0.263	0.268
0.160	Communications & Information		0.164	0.247	0.252	0.257	0.263	0.268
0.160	Net Service Expenditure		0.164	0.247	0.252	0.257	0.263	0.268

Actuals 2023/24	Head of Service	Customer Change Director	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(1.093)	Income & Fees	Fees & charges	(1.635)	(1.714)	(1.729)	(1.729)	(1.729)	(1.729)
(27.250)		Government grants	(23.421)	(19.830)	(18.762)	(17.741)	(18.741)	(18.741)
(0.001)		Other grants and contributions	-	(0.034)	(0.034)	(0.035)	(0.036)	(0.037)
(28.345)	Income & Fees Total		(25.056)	(21.578)	(20.526)	(19.506)	(20.506)	(20.507)
2.772	Employees	Salary	3.088	3.265	3.330	3.396	3.464	3.534
0.267		National Insurance	0.299	0.429	0.439	0.450	0.460	0.471
0.445		Pension	0.490	0.547	0.558	0.569	0.581	0.593
0.087		Hired Staff	-	-	-	-	-	-
0.038		Other staff costs	0.026	0.026	0.026	0.026	0.026	0.026
0.003	Training	-	-	-	-	-	-	
3.611	Employees Total		3.903	4.267	4.353	4.442	4.531	4.623
0.010	Supplies & Services	Communication and computing	0.020	0.020	0.020	0.020	0.020	0.020
0.050		Equipment, furniture & materials	0.011	0.011	0.011	0.021	0.011	0.011
0.149		Office expenses	0.111	0.161	0.111	0.111	0.111	0.111
0.101		Services	0.090	0.090	0.090	0.090	0.090	0.090
0.310	Supplies & Services Total		0.233	0.283	0.233	0.243	0.233	0.233
0.007	Transport	Pool Car	0.008	0.008	0.008	0.008	0.008	0.008
0.000		Mileage Allowance	0.002	0.002	0.002	0.002	0.002	0.002
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002	0.002
0.020	Transport Total		0.013	0.013	0.013	0.013	0.013	0.013
26.053	Benefit & Transfer Payments	Benefits	23.775	20.632	19.682	18.682	19.682	19.682
1.333		Contributions paid	0.991	1.135	1.135	1.135	1.135	1.135
0.124		Grants	0.124	0.120	0.124	0.127	0.131	0.135
27.510	Benefit & Transfer Payments Total		24.890	21.887	20.940	19.944	20.948	20.952
(0.068)	Reserve-Revenue Transfers	Bad Debts Provision	0.147	0.147	0.147	0.147	0.147	0.147
-		Reserve-Revenue Transfers	(0.071)	(0.120)	(0.124)	(0.127)	(0.131)	(0.135)
(0.068)	Reserve-Revenue Transfers Total		0.076	0.027	0.023	0.020	0.016	0.012
3.039	Net Service Expenditure		4.060	4.898	5.037	5.155	5.234	5.325
31.384	Gross Service Expenditure		29.115	26.476	25.563	24.661	25.741	25.832
(28.345)	Gross Service Income		(25.056)	(21.578)	(20.526)	(19.506)	(20.506)	(20.507)
3.039	Net Service Expenditure		4.060	4.898	5.037	5.155	5.234	5.325
(0.195)	Council Tax Support		(0.114)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.784	Customer Services		0.994	1.122	1.144	1.167	1.191	1.215
0.002	Directors		-	(0.000)	0.000	0.000	(0.000)	0.000
0.167	Document Centre		0.176	0.151	0.154	0.167	0.160	0.163
1.365	Housing Benefits		2.174	2.542	2.635	2.697	2.738	2.781
0.915	Housing Needs		1.060	1.314	1.335	1.355	1.376	1.398
0.000	Local Tax Collection		(0.231)	(0.231)	(0.231)	(0.231)	(0.231)	(0.231)
3.039	Net Service Expenditure		4.060	4.898	5.037	5.155	5.234	5.325

Actuals 2023/24	Head of Service	Head of Democratic Services & Monitoring Officer	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.205)	Income & Fees	Fees & charges	(0.198)	(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
(0.066)		Government grants	-	-	-	-	-	-
(0.003)		Sales	-	-	-	-	-	-
(0.275)	Income & Fees Total		(0.198)	(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
0.485	Employees	Salary	0.549	0.664	0.651	0.620	0.632	0.645
0.047		National Insurance	0.053	0.085	0.084	0.080	0.082	0.084
0.085		Pension	0.095	0.115	0.113	0.107	0.109	0.112
0.034		Hired Staff	0.022	0.022	0.022	0.022	0.022	0.022
0.004		Training	0.016	0.002	0.006	0.002	0.002	0.002
0.654	Employees Total		0.735	0.888	0.876	0.831	0.848	0.864
0.003	Buildings	Rents Payable	-	-	-	-	-	-
0.003	Buildings Total		-	-	-	-	-	-
0.000	Supplies & Services	Catering	0.003	0.003	0.003	0.003	0.003	0.003
0.057		Communication and computing	0.006	0.004	0.004	0.004	0.004	0.004
(0.032)		Election Costs	-	-	-	-	-	-
0.021		Equipment, furniture & materials	0.013	0.013	0.003	0.003	0.003	0.003
0.004		Insurance - service related	0.003	0.003	0.003	0.003	0.003	0.003
0.405		Members Allowances	0.430	0.444	0.452	0.461	0.470	0.480
0.160		Office expenses	0.174	0.205	0.205	0.205	0.205	0.205
0.268		Services	0.312	0.309	0.316	0.323	0.323	0.323
0.885	Supplies & Services Total		0.941	0.980	0.986	1.002	1.011	1.020
0.003	Transport	Mileage Allowance	0.005	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002	0.002
0.004	Transport Total		0.008	0.008	0.008	0.008	0.008	0.008
0.000	Benefit & Transfer Payments	Contributions paid	0.001	0.001	0.001	0.001	0.001	0.001
0.002		Grants	0.002	0.002	0.002	0.002	0.002	0.002
0.003	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003	0.003
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.065	0.100	0.100	0.100	0.100	0.100
-	Reserve-Revenue Transfers Total		0.065	0.100	0.100	0.100	0.100	0.100
1.272	Net Service Expenditure		1.554	1.744	1.788	1.759	1.785	1.811
1.548	Gross Service Expenditure		1.752	1.978	1.972	1.943	1.969	1.995
(0.275)	Gross Service Income		(0.198)	(0.234)	(0.184)	(0.184)	(0.184)	(0.184)
1.272	Net Service Expenditure		1.554	1.744	1.788	1.759	1.785	1.811
0.135	Audit		0.181	0.192	0.196	0.199	0.202	0.206
0.800	Democratic & Elections		0.972	1.035	1.064	1.078	1.096	1.114
0.245	Legal		0.281	0.278	0.285	0.292	0.292	0.292
0.069	Procurement		0.088	0.204	0.208	0.155	0.158	0.161
0.024	Risks & Control		0.031	0.034	0.035	0.036	0.037	0.037
1.272	Net Service Expenditure		1.554	1.744	1.788	1.759	1.785	1.811

Actuals 2023/24	Head of Service	Head of Economy, Regeneration & Housing	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(2.635)	Income & Fees	Fees & charges	(3.034)	(3.086)	(3.297)	(3.292)	(3.251)	(3.251)
(0.396)		Government grants	(0.702)	-	-	-	-	-
-		Other grants and contributions	(0.159)	(0.162)	(0.050)	-	-	-
(0.002)		Rent	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
(3.033)	Income & Fees Total		(3.897)	(3.250)	(3.349)	(3.293)	(3.252)	(3.252)
0.637	Employees	Salary	0.980	1.092	1.113	1.100	1.122	1.144
0.062		National Insurance	0.078	0.122	0.125	0.123	0.125	0.128
0.110		Pension	0.140	0.166	0.169	0.167	0.170	0.173
0.016		Other staff costs	0.005	0.005	0.005	0.005	0.005	0.005
0.000		Recruitment	-	-	-	-	-	-
0.010		Training	-	-	-	-	-	-
0.002		Uniform & laundry	0.002	0.002	0.002	0.002	0.002	0.002
0.835	Employees Total		1.205	1.387	1.414	1.397	1.425	1.453
0.118	Buildings	Energy Costs	0.065	0.065	0.065	0.065	0.065	0.065
-		Premises Cleaning	0.004	0.004	0.004	0.004	0.004	0.004
0.006		Rates	0.000	0.004	0.004	0.004	0.004	0.004
0.007		Rents	0.013	0.013	0.013	0.013	0.013	0.013
0.262		Rents Payable	0.509	0.550	0.562	0.574	0.574	0.574
0.109		Repairs & Maintenance	0.135	0.140	0.140	0.140	0.140	0.140
0.001		Water Services	0.001	0.001	0.001	0.001	0.001	0.001
0.501	Buildings Total		0.728	0.777	0.789	0.801	0.801	0.801
0.011	Supplies & Services	Communication and computing	0.007	0.009	0.010	0.010	0.011	0.011
0.142		Equipment, furniture & materials	0.057	0.102	0.057	0.058	0.058	0.058
0.013		Office expenses	0.048	0.048	0.023	0.023	0.023	0.023
0.007		Premises Cleaning	-	-	-	-	-	-
0.311		Services	0.808	0.123	0.077	0.066	0.065	0.065
0.485	Supplies & Services Total		0.921	0.282	0.167	0.158	0.158	0.158
0.001	Transport	Mileage Allowance	0.002	0.002	0.002	0.002	0.002	0.002
0.007		Operating Costs	0.004	0.004	0.004	0.004	0.004	0.004
0.002		Pool Car	0.000	0.000	0.000	0.000	0.000	0.000
0.009	Transport Total		0.006	0.006	0.006	0.006	0.006	0.006
0.444	Benefit & Transfer Payments	Grants	0.485	0.495	0.495	0.495	0.495	0.495
0.444	Benefit & Transfer Payments Total		0.485	0.495	0.495	0.495	0.495	0.495
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(0.030)	-	-	-	-	-
-	Reserve-Revenue Transfers Total		(0.030)	-	-	-	-	-
(0.758)	Net Service Expenditure		(0.582)	(0.303)	(0.477)	(0.437)	(0.368)	(0.339)
2.275	Gross Service Expenditure		3.315	2.948	2.872	2.856	2.885	2.913
(3.033)	Gross Service Income		(3.897)	(3.250)	(3.349)	(3.293)	(3.252)	(3.252)
(0.758)	Net Service Expenditure		(0.582)	(0.303)	(0.477)	(0.437)	(0.368)	(0.339)
0.209	Economic Development		0.397	0.310	0.291	0.297	0.354	0.361
0.200	Housing Strategy		0.205	0.325	0.330	0.290	0.295	0.300
0.080	Market Towns		0.008	0.051	0.167	0.221	0.226	0.230
0.037	Markets		0.037	0.143	0.136	0.134	0.132	0.134
(1.253)	Parking - Off Street		(1.229)	(1.131)	(1.401)	(1.379)	(1.375)	(1.365)
(0.030)	Parking - On Street		-	-	-	-	-	-
(0.758)	Net Service Expenditure		(0.582)	(0.303)	(0.477)	(0.437)	(0.368)	(0.339)

Actuals 2023/24	Head of Service	Head of Environmental Services	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
-	Income & Fees	Commuted sums	(0.081)	(0.081)	(0.081)	(0.081)	(0.081)	(0.081)
(2.819)		Fees & charges	(3.379)	(6.444)	(6.544)	(6.654)	(6.772)	(6.899)
(0.151)		Other grants and contributions	(0.120)	(0.121)	(0.121)	(0.121)	(0.121)	(0.121)
(0.004)		Sales	(0.009)	(0.009)	(0.009)	(0.009)	(0.009)	(0.009)
(2.974)	Income & Fees Total		(3.588)	(6.655)	(6.755)	(6.864)	(6.982)	(7.110)
3.688	Employees	Salary	3.894	4.687	4.780	4.799	4.894	4.991
0.328		National Insurance	0.350	0.590	0.604	0.608	0.622	0.637
0.610		Pension	0.670	0.825	0.841	0.845	0.862	0.879
1.127		Hired Staff	0.216	0.502	0.504	0.505	0.506	0.507
0.204		Other staff costs	0.280	0.153	0.153	0.153	0.153	0.153
0.022		Training	0.002	0.002	0.002	0.002	0.002	0.002
0.089		Uniform & laundry	0.030	0.031	0.031	0.031	0.031	0.031
6.070	Employees Total		5.442	6.789	6.914	6.942	7.070	7.200
0.013	Buildings	Energy Costs	0.019	0.019	0.019	0.019	0.019	0.019
-		Equipment, furniture & materials	-	0.020	0.020	0.020	0.020	0.020
0.002		Ground Maintenance Costs	-	-	-	-	-	-
(0.001)		Premises Cleaning	-	-	-	-	-	-
(0.001)		Repairs & Maintenance	0.060	0.060	0.060	0.060	0.060	0.060
0.001		Water Services	0.000	0.000	0.000	0.000	0.000	0.000
0.014	Buildings Total		0.080	0.100	0.100	0.100	0.100	0.100
0.269	Supplies & Services	Communication and computing	0.100	0.090	0.096	0.096	0.096	0.096
0.002		Catering	-	-	-	-	-	-
0.421		Equipment, furniture & materials	0.315	0.308	0.318	0.313	0.302	0.290
0.001		Expenses	-	-	-	-	-	-
0.002		Insurance - service related	0.004	0.004	0.004	0.004	0.004	0.004
0.083		Office expenses	0.036	0.040	0.044	0.044	0.044	0.044
(0.027)		Sales	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)
0.655		Services	1.995	2.484	2.526	2.481	2.519	2.554
1.406	Supplies & Services Total		2.416	2.892	2.954	2.904	2.930	2.953
0.022	Transport	Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006	0.006
0.001		Mileage Allowance	0.000	0.000	0.000	0.000	0.000	0.000
1.231		Operating Costs	1.082	1.130	1.161	1.172	1.184	1.196
0.001		Other Transport Costs	-	-	-	-	-	-
0.007		Pool Car	0.001	0.001	0.001	0.001	0.001	0.001
0.000		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.013		Vehicle Insurance	0.001	0.001	0.001	0.001	0.001	0.001
1.275	Transport Total		1.091	1.139	1.170	1.181	1.193	1.206
0.031	Benefit & Transfer Payments	Grants	0.012	0.012	0.012	0.012	0.012	0.012
0.031	Benefit & Transfer Payments Total		0.012	0.012	0.012	0.012	0.012	0.012
5.821	Net Expenditure		5.453	4.277	4.394	4.274	4.321	4.360
8.795	Gross Service Expenditure		9.041	10.931	11.149	11.138	11.304	11.470
(2.974)	Gross Service Income		(3.588)	(6.655)	(6.755)	(6.864)	(6.982)	(7.110)
5.821	Net Service Expenditure		5.453	4.277	4.394	4.274	4.321	4.360
(0.109)	CCTV		(0.116)	(0.117)	(0.117)	(0.117)	(0.117)	(0.117)
0.280	CCTV Shared Service		0.371	0.279	0.303	0.317	0.319	0.321
0.270	Fleet Management		0.313	0.345	0.350	0.355	0.361	0.366
0.693	Green Spaces		1.037	1.178	1.196	1.127	1.146	1.165
0.005	Head of Operations		0.001	0.001	0.001	0.001	0.001	0.001
1.045	Street Cleansing		1.036	1.254	1.275	1.198	1.217	1.237
3.638	Waste Management		2.811	1.337	1.387	1.393	1.394	1.387
5.821	Net Service Expenditure		5.453	4.277	4.394	4.274	4.321	4.360

Actuals 2023/24	Head of Service	Head of Finance	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
0.103 (0.001) (3.354) (2.481) (0.015)	Income & Fees	Fees & charges Government grants Interest Income Other grants and contributions Sales	- - (1.633) - -	(0.100) - (1.414) (0.313) -	(0.100) - (1.219) - -	(0.100) - (1.155) - -	(0.100) - (1.025) - -	(0.100) - (1.025) - -
(5.748)	Income & Fees Total		(1.633)	(1.827)	(1.319)	(1.255)	(1.125)	(1.125)
0.497 0.049 0.086 0.321 1.572 0.197 0.003	Employees	Salary National Insurance Pension Employee Insurance Other staff costs Severance payments Training	0.704 (0.258) 0.103 0.321 1.502 0.152 0.005	0.717 0.078 0.103 0.353 1.415 0.152 0.010	0.731 0.080 0.105 0.359 1.415 0.152 0.010	0.746 0.082 0.107 0.366 1.415 0.152 0.010	0.760 0.084 0.110 0.366 1.415 0.152 0.010	0.775 0.086 0.112 0.366 1.415 0.152 0.010
2.726	Employees Total		2.529	2.829	2.853	2.878	2.897	2.916
0.078 0.001	Buildings	Premises Insurance Rents Payable	0.107 -	0.107 -	0.107 -	0.107 -	0.107 -	0.107 -
0.079	Buildings Total		0.107	0.107	0.107	0.107	0.107	0.107
0.001 0.003 0.082 0.006 0.010 3.554	Supplies & Services	Catering Communication and computing Equipment, furniture & materials Insurance - service related Office expenses Services	- 0.003 0.052 0.028 0.017 5.864	- 0.003 0.052 0.029 0.017 5.517	- 0.003 0.052 0.029 0.017 4.618	- 0.003 0.052 0.030 0.017 4.697	- 0.003 0.052 0.030 0.017 4.874	- 0.003 0.052 0.030 0.017 4.998
3.656	Supplies & Services Total		5.963	5.617	4.719	4.798	4.975	5.099
0.000 0.140	Transport	Public Transport Vehicle Insurance	0.001 0.172	0.001 0.175	0.001 0.179	0.001 0.182	0.001 0.182	0.001 0.182
0.140	Transport Total		0.172	0.176	0.179	0.183	0.183	0.183
0.034 0.089 0.554	Benefit & Transfer Payments	Grants Contributions paid Levies	- 0.076 0.564	- 0.076 0.629	- 0.076 0.629	- 0.076 0.629	- 0.076 0.629	- 0.076 0.629
0.677	Benefit & Transfer Payments Total		0.640	0.705	0.705	0.705	0.705	0.705
0.155 -	Reserve-Revenue Transfers	Bad Debts Provision Reserve-Revenue Transfers	0.008 (0.046)	0.008 0.004	0.008 0.004	0.008 0.004	0.008 0.004	0.008 0.004
0.155	Reserve-Revenue Transfers Total		(0.038)	0.012	0.012	0.012	0.012	0.012
1.685	Net Service Expenditure		7.741	7.618	7.256	7.427	7.753	7.897
7.433 (5.748)	Gross Service Expenditure Gross Service Income		9.374 (1.633)	9.445 (1.827)	8.575 (1.319)	8.683 (1.255)	8.878 (1.125)	9.022 (1.125)
1.685	Net Service Expenditure		7.741	7.618	7.256	7.427	7.753	7.897
0.407 0.609 0.668	Corporate Finance Corporate Insurance Finance		6.235 0.672 0.834	6.015 0.711 0.892	5.627 0.722 0.907	5.771 0.734 0.922	6.080 0.735 0.938	6.207 0.736 0.954
1.685	Net Service Expenditure		7.741	7.618	7.256	7.427	7.753	7.897

Actuals 2023/24	Head of Service	Head of Human Resources & Officer Development	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.001)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.001)		Other grants and contributions	-	-	-	-	-	-
(0.002)	Income & Fees Total		-	-	-	-	-	-
0.482	Employees	Salary	0.494	0.527	0.538	0.517	0.528	0.538
0.048		National Insurance	0.050	0.068	0.070	0.067	0.068	0.070
0.082		Pension	0.085	0.091	0.093	0.089	0.091	0.093
0.038		Other staff costs	0.029	0.030	0.030	0.030	0.030	0.030
0.014		Recruitment	0.021	0.021	0.021	0.021	0.021	0.021
0.094		Training	0.057	0.087	0.082	0.082	0.082	0.082
0.759	Employees Total		0.737	0.825	0.833	0.807	0.820	0.834
0.001	Buildings	Ground Maintenance Costs	-	-	-	-	-	-
0.001	Buildings Total		-	-	-	-	-	-
0.046	Supplies & Services	Communication and computing	0.041	0.041	0.041	0.041	0.041	0.041
0.001		Equipment, furniture & materials	0.003	0.003	0.003	0.003	0.003	0.003
0.004		Office expenses	0.004	0.004	0.004	0.004	0.004	0.004
0.010		Services	0.161	0.111	0.011	0.011	0.011	0.011
0.061	Supplies & Services Total		0.208	0.158	0.058	0.058	0.058	0.058
0.001	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001	0.001
0.000		Pool Car	0.001	0.001	0.001	0.001	0.001	0.001
0.001	Transport Total		0.002	0.002	0.002	0.002	0.002	0.002
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(0.025)	-	-	-	-	-
-	Reserve-Revenue Transfers Total		(0.025)	-	-	-	-	-
0.819	Net Service Expenditure		0.922	0.984	0.893	0.866	0.880	0.894
0.821	Gross Service Expenditure		0.922	0.984	0.893	0.866	0.880	0.894
(0.002)	Gross Service Income		-	-	-	-	-	-
0.819	Net Service Expenditure		0.922	0.984	0.893	0.866	0.880	0.894
0.057	Corporate Health & Safety		0.063	0.066	0.068	0.069	0.070	0.072
0.762	Human Resources		0.859	0.918	0.825	0.797	0.810	0.822
0.819	Net Service Expenditure		0.922	0.984	0.893	0.866	0.880	0.894

Actuals 2023/24	Head of Service	Head of Leisure, Health & Environment	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
-	Income & Fees	Commuted sums	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
(5.626)		Fees & charges	(6.386)	(7.919)	(8.160)	(8.372)	(8.555)	(8.744)
(0.305)		Government grants	(0.016)	(0.016)	(0.016)	(0.016)	(0.016)	(0.016)
(0.008)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)
(0.226)		Other grants and contributions	(0.362)	(0.233)	(0.159)	(0.159)	(0.159)	(0.159)
(0.033)		Rent	(0.031)	(0.031)	(0.031)	(0.031)	(0.031)	(0.031)
(0.697)		Sales	(0.753)	(0.845)	(0.947)	(1.011)	(1.022)	(1.033)
(6.894)	Income & Fees Total		(7.557)	(9.053)	(9.322)	(9.597)	(9.792)	(9.992)
4.313	Employees	Salary	4.744	5.209	5.165	5.244	5.343	5.444
0.269		National Insurance	0.357	0.508	0.505	0.517	0.530	0.542
0.546		Pension	0.701	0.736	0.730	0.745	0.759	0.774
0.002		Hired Staff	-	0.002	-	-	-	-
0.021		Other staff costs	0.003	0.003	0.003	0.003	0.003	0.003
0.001		Recruitment	-	-	-	-	-	-
0.001		Severance payments	-	-	-	-	-	-
0.065		Training	0.000	0.000	0.000	0.000	0.000	0.000
0.011		Uniform & laundry	0.009	0.008	0.009	0.009	0.009	0.009
5.228	Employees Total		5.814	6.465	6.413	6.517	6.644	6.772
1.024	Buildings	Energy Costs	1.445	1.095	1.095	1.095	1.095	1.095
0.008		Ground Maintenance Costs	0.011	0.012	0.012	0.012	0.012	0.012
0.040		Premises Cleaning	0.038	0.054	0.046	0.046	0.046	0.046
0.585		Rents Payable	0.615	0.647	0.629	0.647	0.647	0.647
0.370		Repairs & Maintenance	0.271	0.373	0.745	0.771	0.792	0.810
0.055		Water Services	0.090	0.090	(0.267)	(0.438)	(0.502)	(0.519)
2.082	Buildings Total		2.471	2.271	2.259	2.134	2.091	2.090
0.084	Supplies & Services	Communication and computing	0.068	0.548	0.068	0.068	0.068	0.068
0.004		Catering	-	-	-	-	-	-
0.765		Equipment, furniture & materials	0.494	0.477	0.542	0.567	0.569	0.572
0.003		Expenses	-	-	-	-	-	-
0.002		Insurance - service related	-	-	-	-	-	-
0.074		Office expenses	0.085	0.151	0.084	0.084	0.084	0.084
0.023		Premises Cleaning	-	-	-	-	-	-
0.005		Repairs & Maintenance	-	-	-	-	-	-
(0.002)		Sales	-	-	-	-	-	-
0.295		Services	0.255	0.225	0.156	0.156	0.156	0.156
1.253	Supplies & Services Total		0.902	1.401	0.850	0.874	0.877	0.880
0.011	Transport	Mileage Allowance	0.007	0.007	0.007	0.007	0.007	0.007
0.059		Operating Costs	0.018	0.019	0.018	0.018	0.018	0.018
0.001		Pool Car	0.002	0.002	0.002	0.002	0.002	0.002
0.002		Vehicle Insurance	0.001	0.001	0.001	0.001	0.001	0.001
0.074	Transport Total		0.028	0.029	0.027	0.027	0.027	0.027
0.013	Benefit & Transfer Payments	Grants	0.005	0.005	-	-	-	-
0.013	Benefit & Transfer Payments Total		0.005	0.005	-	-	-	-
-	Renewals Fund Contribution	Renewals Fund Contribution	0.075	0.096	0.075	0.075	0.075	0.075
-	Renewals Fund Contribution Total		0.075	0.096	0.075	0.075	0.075	0.075
1.755	Net Expenditure		1.737	1.213	0.302	0.030	(0.078)	(0.147)
8.650	Gross Service Expenditure		9.294	10.266	9.624	9.627	9.714	9.845
(6.894)	Gross Service Income		(7.557)	(9.053)	(9.322)	(9.597)	(9.792)	(9.992)
1.755	Net Service Expenditure		1.737	1.213	0.302	0.030	(0.078)	(0.147)
0.164	Active Lifestyles		0.173	0.097	0.097	0.094	0.097	0.104
0.077	Climate Change Strategy		0.150	0.080	0.050	0.050	0.050	0.050
0.405	Countryside		0.542	0.665	0.592	0.538	0.527	0.534
0.497	Leisure Facilities		0.262	(0.219)	(1.004)	(1.229)	(1.338)	(1.431)
0.611	Parks and Open Spaces		0.609	0.591	0.567	0.577	0.587	0.597
1.755	Net Service Expenditure		1.737	1.213	0.302	0.030	(0.078)	(0.147)

Actuals 2023/24	Head of Service	Head of Planning, Infrastructure & Public Protection	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.066)	Income & Fees	Developer Contributions	(0.050)	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(2.199)		Fees & charges	(2.534)	(2.610)	(2.675)	(2.567)	(2.567)	(2.572)
(1.011)		Government grants	(0.189)	(0.200)	(0.156)	(0.158)	(0.160)	(0.162)
(0.106)		Other grants and contributions	(0.228)	(0.479)	(0.248)	(0.252)	(0.256)	(0.260)
(0.108)		Rent	(0.134)	(0.098)	(0.103)	(0.107)	(0.107)	(0.107)
(0.055)		Sales	(0.019)	(0.014)	(0.014)	(0.014)	(0.014)	(0.014)
(3.546)	Income & Fees Total		(3.155)	(3.456)	(3.246)	(3.149)	(3.155)	(3.166)
2.722	Employees	Salary	3.384	3.956	3.781	3.758	3.834	3.911
0.269		National Insurance	0.343	0.505	0.499	0.500	0.512	0.524
0.461		Pension	0.584	0.682	0.663	0.659	0.672	0.686
0.091		Hired Staff	0.047	0.060	0.030	0.030	0.030	0.030
0.005		Other staff costs	0.004	0.005	0.004	0.004	0.004	0.004
0.002		Recruitment	-	-	-	-	-	-
0.003		Training	0.004	0.007	0.007	0.007	0.007	0.007
0.001		Uniform & laundry	0.003	0.003	0.003	0.003	0.003	0.003
3.554	Employees Total		4.367	5.217	4.985	4.961	5.061	5.163
0.070	Buildings	Energy Costs	0.095	0.056	0.063	0.070	0.070	0.070
0.002		Rents Payable	0.003	0.003	0.003	0.003	0.003	0.003
0.005		Repairs & Maintenance	0.005	0.025	0.027	0.027	0.027	0.026
0.090		Water Services	0.028	-	-	-	-	-
0.167	Buildings Total		0.130	0.084	0.092	0.100	0.099	0.099
0.006	Supplies & Services	Communication and computing	0.013	0.012	0.012	0.012	0.012	0.012
0.070		Equipment, furniture & materials	0.047	0.045	0.045	0.045	0.045	0.045
0.001		Expenses	-	0.004	0.004	0.004	0.004	0.004
0.065		Office expenses	0.057	0.067	0.054	0.054	0.054	0.054
-		Sales	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.531	Services	0.534	0.345	0.345	0.345	0.345	0.345	
0.674	Supplies & Services Total		0.650	0.473	0.460	0.460	0.460	0.460
0.013	Transport	Mileage Allowance	0.016	0.015	0.015	0.015	0.015	0.015
0.008		Operating Costs	0.008	0.005	0.005	0.005	0.005	0.005
0.005		Pool Car	0.006	0.007	0.007	0.007	0.007	0.007
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.026	Transport Total		0.032	0.029	0.029	0.029	0.029	0.029
0.883	Benefit & Transfer Payments	Grants	0.299	0.335	0.306	0.306	0.307	0.307
0.883	Benefit & Transfer Payments Total		0.299	0.335	0.306	0.306	0.307	0.307
-	Renewals Fund Contribution	Renewals Fund Contribution	0.008	0.008	0.008	0.008	0.008	0.008
-	Renewals Fund Contribution Total		0.008	0.008	0.008	0.008	0.008	0.008
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.105	0.105	0.105	0.105	0.105	0.105
-	Reserve-Revenue Transfers Total		0.105	0.105	0.105	0.105	0.105	0.105
1.758	Net Expenditure		2.437	2.794	2.739	2.821	2.915	3.006
5.304	Gross Service Expenditure		5.591	6.251	5.985	5.969	6.070	6.171
(3.546)	Gross Service Income		(3.155)	(3.456)	(3.246)	(3.149)	(3.155)	(3.166)
1.758	Net Service Expenditure		2.437	2.794	2.739	2.821	2.915	3.006
0.123	Building Control		0.250	0.165	0.165	0.165	0.165	0.165
0.300	Communities		0.383	0.406	0.425	0.430	0.435	0.440
0.188	Community Resilience		0.301	0.330	0.328	0.348	0.355	0.363
0.163	Development Management		(0.124)	(0.059)	(0.193)	(0.157)	(0.121)	(0.084)
0.126	Environmental Health Admin		0.046	0.050	0.051	0.052	0.053	0.054
0.587	Environmental Health Services		0.758	0.899	0.890	0.907	0.925	0.938
(0.177)	Licencing		(0.071)	(0.002)	0.005	(0.035)	(0.029)	(0.022)
0.448	Planning Policy		0.893	1.006	1.068	1.112	1.132	1.152
1.758	Net Service Expenditure		2.437	2.794	2.739	2.821	2.915	3.006

Actuals 2023/24	Head of Service	Head of Policy, Performance & Emergency Planning	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.080)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.004)		Government grants	-	-	-	-	-	-
-		Other grants and contributions	(0.170)	(0.125)	(0.125)	-	-	-
(0.084)	Income & Fees Total		(0.170)	(0.125)	(0.125)	-	-	-
0.562	Employees	Salary	0.554	0.731	0.681	0.657	0.670	0.682
0.061		National Insurance	0.059	0.092	0.088	0.086	0.088	0.090
0.096		Pension	0.096	0.121	0.112	0.108	0.110	0.112
0.038		Hired Staff	-	-	-	-	-	-
0.000		Other staff costs	0.000	0.016	0.016	0.016	0.016	0.016
0.001		Recruitment	0.005	0.003	0.003	0.003	0.003	0.003
0.001		Training	0.002	0.005	0.005	0.005	0.005	0.005
0.760	Employees Total		0.717	0.967	0.905	0.875	0.891	0.908
0.004	Supplies & Services	Equipment, furniture & materials	0.016	0.014	0.014	0.014	0.014	0.014
0.000		Office expenses	0.001	0.021	0.021	0.001	0.001	0.001
0.001		Other staff costs	-	-	-	-	-	-
0.003		Services	0.005	(0.008)	0.010	0.005	0.005	0.005
0.008	Supplies & Services Total		0.022	0.027	0.045	0.020	0.020	0.020
0.000	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001	0.001
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.001	Transport Total		0.002	0.002	0.002	0.002	0.002	0.002
0.006	Benefit & Transfer Payments	Grants	0.011	0.011	0.011	0.011	0.011	0.011
0.006	Benefit & Transfer Payments Total		0.011	0.011	0.011	0.011	0.011	0.011
0.691	Net Expenditure		0.581	0.881	0.837	0.907	0.923	0.940
0.775	Gross Service Expenditure		0.751	1.006	0.962	0.907	0.923	0.940
(0.084)	Gross Service Income		(0.170)	(0.125)	(0.125)	-	-	-
0.691	Net Service Expenditure		0.581	0.881	0.837	0.907	0.923	0.940
0.031	Emergency Planning		0.032	0.128	0.130	0.084	0.084	0.085
0.144	Projects & Programme Delivery		0.062	0.072	0.073	0.075	0.076	0.078
0.208	Strategic Insight & Delivery		0.303	0.388	0.333	0.314	0.321	0.327
0.309	Transformation		0.184	0.293	0.301	0.434	0.443	0.451
0.691	Net Service Expenditure		0.581	0.881	0.837	0.907	0.923	0.940

Actuals 2023/24	Head of Service	Head of Property & Facilities	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.231)	Income & Fees	Fees & charges	(0.294)	(0.304)	(0.304)	(0.304)	(0.304)	(0.304)
(0.046)		NDR	-	-	-	-	-	-
(0.269)		Other grants and contributions	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)	(0.005)
(4.153)		Rent	(4.981)	(5.246)	(5.275)	(5.324)	(5.374)	(5.374)
(4.698)	Income & Fees Total		(5.280)	(5.555)	(5.585)	(5.634)	(5.684)	(5.684)
0.448	Employees	Salary	0.512	0.542	0.553	0.564	0.575	0.586
0.047		National Insurance	0.055	0.072	0.074	0.075	0.077	0.079
0.069		Pension	0.089	0.094	0.096	0.098	0.100	0.102
0.009		Hired Staff	-	-	-	-	-	-
0.002		Other staff costs	0.006	0.006	0.006	0.006	0.006	0.006
0.009		Recruitment	-	-	-	-	-	-
0.001	Training	-	-	-	-	-	-	
0.584	Employees Total		0.662	0.715	0.729	0.744	0.759	0.774
0.470	Buildings	Energy Costs	0.720	0.431	0.517	0.526	0.633	0.628
0.001		Ground Maintenance Costs	-	-	-	-	-	-
0.018		Premises Cleaning	0.042	0.042	0.042	0.042	0.042	0.042
-		Premises Insurance	0.027	0.028	0.028	0.028	0.028	0.028
0.006		Rates	0.007	0.007	0.007	0.007	0.007	0.007
0.601		Rents Payable	0.727	0.770	0.805	0.820	0.820	0.820
0.283		Repairs & Maintenance	0.349	0.351	0.356	0.351	0.342	0.347
0.015	Water Services	0.016	0.015	0.015	0.015	0.015	0.015	
1.394	Buildings Total		1.888	1.643	1.769	1.788	1.887	1.887
0.007	Supplies & Services	Communication and computing	0.001	0.001	0.001	0.001	0.001	0.001
0.011		Equipment, furniture & materials	0.006	0.021	0.021	0.021	0.021	0.021
0.001		Expenses	-	-	-	-	-	-
0.067		Insurance - service related	0.055	0.056	0.056	0.056	0.056	0.056
0.016		Office expenses	0.009	0.009	0.009	0.009	0.009	0.009
0.097		Premises Cleaning	0.074	0.074	0.074	0.074	0.074	0.074
0.967	Services	0.714	0.768	0.709	0.709	0.709	0.709	
1.166	Supplies & Services Total		0.860	0.929	0.870	0.870	0.870	0.870
0.003	Transport	Pool Car	0.002	0.002	0.002	0.002	0.002	0.002
0.003	Transport Total		0.003	0.003	0.003	0.003	0.003	0.003
0.037	Benefit & Transfer Payments	Grants	0.037	0.037	0.037	0.037	0.037	0.037
0.001		Contributions paid	-	-	-	-	-	-
(0.001)		Other Misc Payments	0.006	0.006	0.006	0.006	0.006	0.006
0.037	Benefit & Transfer Payments Total		0.043	0.043	0.043	0.043	0.043	0.043
(1.514)	Net Expenditure		(1.824)	(2.221)	(2.170)	(2.185)	(2.122)	(2.107)
3.185	Gross Service Expenditure		3.456	3.334	3.415	3.448	3.562	3.577
(4.698)	Gross Service Income		(5.280)	(5.555)	(5.585)	(5.634)	(5.684)	(5.684)
(1.514)	Net Service Expenditure		(1.824)	(2.221)	(2.170)	(2.185)	(2.122)	(2.107)
(2.397)	Commercial Estates		(3.165)	(3.338)	(3.416)	(3.465)	(3.507)	(3.499)
0.043	Energy & Sustainability Mgt		0.044	0.048	0.049	0.050	0.051	0.052
0.838	Facilities Management		1.297	1.069	1.197	1.230	1.335	1.341
0.002	Public Conveniences		-	-	-	-	-	-
(1.514)	Net Service Expenditure		(1.824)	(2.221)	(2.170)	(2.185)	(2.122)	(2.107)

2.3 Service Budgets by Portfolio

Huntingdonshire District Council Table 21

Actuals 2023/24	Portfolio	Climate, Transformation & Workforce	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(2.524)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.026)		Government grants	-	-	-	-	-	-
(3.338)		Other grants and contributions	(6.027)	(6.276)	(6.500)	(6.461)	(6.549)	(6.640)
(5.888)	Income & Fees Total		(6.027)	(6.276)	(6.500)	(6.461)	(6.549)	(6.640)
3.860	Employees	Salary	4.212	4.753	4.840	4.898	4.988	5.079
0.397		National Insurance	0.434	0.573	0.586	0.596	0.609	0.623
0.661		Pension	0.713	0.752	0.767	0.777	0.793	0.809
0.037		Hired Staff	0.074	0.074	0.074	0.074	0.074	0.074
0.070		Other staff costs	0.086	0.087	0.087	0.087	0.087	0.087
0.017		Recruitment	0.036	0.034	0.034	0.034	0.034	0.034
0.160		Training	0.060	0.122	0.117	0.117	0.117	0.117
5.202	Employees Total		5.615	6.396	6.506	6.583	6.702	6.823
0.001	Buildings	Ground Maintenance Costs	-	-	-	-	-	-
(0.001)		Repairs & Maintenance	-	-	-	-	-	-
0.000	Buildings Total		-	-	-	-	-	-
0.572	Supplies & Services	Communication and computing	0.041	0.041	0.041	0.041	0.041	0.041
3.763		Equipment, furniture & materials	3.192	3.046	3.205	3.232	3.261	3.291
0.002		Expenses	-	-	-	-	-	-
(0.020)		Office expenses	0.004	0.004	0.004	0.004	0.004	0.004
0.001		Other staff costs	-	-	-	-	-	-
0.001		Repairs & Maintenance	-	-	-	-	-	-
(0.006)		Sales	-	-	-	-	-	-
0.271	Services	1.382	1.269	1.137	1.146	1.156	1.165	
4.583	Supplies & Services Total		4.619	4.360	4.387	4.424	4.462	4.501
0.003	Transport	Mileage Allowance	0.016	0.016	0.016	0.016	0.016	0.016
0.003		Contract Hire & operating leases	-	-	-	-	-	-
0.014		Operating Costs	-	-	-	-	-	-
0.003		Pool Car	-	-	-	-	-	-
0.002		Public Transport	0.003	0.003	0.003	0.003	0.003	0.003
0.024	Transport Total		0.019	0.019	0.019	0.019	0.019	0.019
(0.001)	Benefit & Transfer Payments	Grants	-	-	-	-	-	-
(0.001)	Benefit & Transfer Payments Total		-	-	-	-	-	-
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(0.025)	-	-	-	-	-
-	Reserve-Revenue Transfers Total		(0.025)	-	-	-	-	-
3.921	Net Service Expenditure		4.200	4.499	4.412	4.565	4.634	4.704
9.809	Gross Service Expenditure		10.228	10.775	10.912	11.026	11.183	11.343
(5.888)	Gross Service Income		(6.027)	(6.276)	(6.500)	(6.461)	(6.549)	(6.640)
3.921	Net Service Expenditure		4.200	4.499	4.412	4.565	4.634	4.704
2.629	3CICT Shared Service		2.945	3.137	3.163	3.209	3.256	3.302
0.077	Climate Change Strategy		0.150	0.080	0.050	0.050	0.050	0.050
0.762	Human Resources		0.859	0.918	0.825	0.797	0.810	0.822
0.144	Projects & Programme Delivery		0.062	0.072	0.073	0.075	0.076	0.078
0.309	Transformation		0.184	0.293	0.301	0.434	0.443	0.451
3.921	Net Service Expenditure		4.200	4.499	4.412	4.565	4.634	4.704

Actuals 2023/24	Portfolio	Communities, Health & Leisure	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(5.678)	Income & Fees	Fees & charges	(6.430)	(8.023)	(8.234)	(8.408)	(8.565)	(8.746)
(0.827)		Government grants	(0.169)	(0.180)	(0.136)	(0.138)	(0.140)	(0.142)
(0.072)		NDR	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)	(0.008)
(0.370)		Other grants and contributions	(0.194)	(0.418)	(0.164)	(0.164)	(0.164)	(0.164)
(0.279)		Rent	(0.344)	(0.344)	(0.344)	(0.344)	(0.344)	(0.344)
(0.452)		Sales	(0.560)	(0.643)	(0.650)	(0.661)	(0.672)	(0.683)
(7.679)	Income & Fees Total		(7.705)	(9.617)	(9.536)	(9.723)	(9.893)	(10.087)
4.048	Employees	Salary	4.161	4.936	4.706	4.776	4.865	4.957
0.252		National Insurance	0.305	0.477	0.465	0.476	0.487	0.499
0.491		Pension	0.602	0.690	0.663	0.676	0.689	0.703
0.004		Hired Staff	-	0.002	-	-	-	-
0.018		Other staff costs	0.007	0.007	0.007	0.007	0.007	0.007
0.001		Severance payments	-	-	-	-	-	-
0.034		Training	0.000	0.000	0.000	0.000	0.000	0.000
0.007		Uniform & laundry	0.007	0.006	0.007	0.007	0.007	0.007
4.854	Employees Total		5.082	6.118	5.849	5.942	6.057	6.173
1.347	Buildings	Energy Costs	2.066	1.417	1.503	1.512	1.620	1.615
0.007		Ground Maintenance Costs	0.010	0.011	0.010	0.010	0.010	0.010
0.054		Premises Cleaning	0.072	0.080	0.072	0.072	0.072	0.072
0.005		Rates	0.006	0.006	0.006	0.006	0.006	0.006
0.875		Rents Payable	1.083	1.153	1.156	1.188	1.188	1.188
0.372		Repairs & Maintenance	0.340	0.424	0.811	0.842	0.853	0.876
0.060		Water Services	0.097	0.097	(0.259)	(0.430)	(0.494)	(0.512)
2.721	Buildings Total		3.674	3.189	3.299	3.200	3.255	3.255
0.088	Supplies & Services	Communication and computing	0.068	0.548	0.068	0.068	0.068	0.068
0.496		Equipment, furniture & materials	0.370	0.390	0.418	0.421	0.423	0.426
0.001		Expenses	-	-	-	-	-	-
0.003		Insurance - service related	-	-	-	-	-	-
0.074		Office expenses	0.086	0.152	0.084	0.084	0.084	0.084
0.098		Premises Cleaning	0.074	0.074	0.074	0.074	0.074	0.074
0.393	Services	0.096	0.109	0.096	0.096	0.096	0.096	
1.152	Supplies & Services Total		0.694	1.273	0.740	0.743	0.746	0.749
0.011	Transport	Mileage Allowance	0.007	0.007	0.007	0.007	0.007	0.007
0.007		Operating Costs	0.010	0.010	0.009	0.009	0.009	0.009
0.003		Pool Car	0.002	0.002	0.002	0.002	0.002	0.002
0.022	Transport Total		0.019	0.020	0.018	0.018	0.018	0.018
0.816	Benefit & Transfer Payments	Grants	0.251	0.252	0.252	0.252	0.252	0.252
0.816	Benefit & Transfer Payments Total		0.251	0.252	0.252	0.252	0.252	0.252
-	Renewals Fund Contribution	Renewals Fund Contribution	0.075	0.096	0.075	0.075	0.075	0.075
-	Renewals Fund Contribution Total		0.075	0.096	0.075	0.075	0.075	0.075
1.886	Net Service Expenditure		2.090	1.330	0.698	0.507	0.509	0.434
9.565	Gross Service Expenditure		9.796	10.947	10.234	10.230	10.403	10.521
(7.679)	Gross Service Income		(7.705)	(9.617)	(9.536)	(9.723)	(9.893)	(10.087)
1.886	Net Service Expenditure		2.090	1.330	0.698	0.507	0.509	0.434
0.164	Active Lifestyles		0.173	0.097	0.097	0.094	0.097	0.104
0.343	Communities		0.314	0.327	0.349	0.353	0.356	0.360
-	Community Resilience		-	0.009	0.009	0.009	0.009	0.009
0.043	Energy & Sustainability Mgt		0.044	0.048	0.049	0.050	0.051	0.052
0.838	Facilities Management		1.297	1.069	1.197	1.230	1.335	1.341
0.497	Leisure Facilities		0.262	(0.219)	(1.004)	(1.229)	(1.338)	(1.431)
1.886	Net Service Expenditure		2.090	1.330	0.698	0.507	0.509	0.434

Actuals 2023/24	Portfolio	Economic, Regeneration & Housing	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.030)	Income & Fees	Fees & charges	(0.028)	(0.097)	(0.091)	(0.082)	(0.031)	(0.031)
(0.396)		Government grants	(0.702)	-	-	-	-	-
-		Other grants and contributions	(0.159)	(0.162)	(0.050)	-	-	-
(0.108)		Rent	(0.134)	(0.098)	(0.103)	(0.107)	(0.107)	(0.107)
(0.050)		Sales	(0.005)	-	-	-	-	-
(0.584)	Income & Fees Total		(1.028)	(0.357)	(0.243)	(0.189)	(0.138)	(0.138)
0.369	Employees	Salary	0.567	0.691	0.704	0.683	0.697	0.710
0.035		National Insurance	0.053	0.088	0.090	0.087	0.089	0.091
0.064		Pension	0.090	0.118	0.120	0.117	0.119	0.121
0.010		Training	-	-	-	-	-	-
0.477	Employees Total		0.711	0.898	0.915	0.887	0.905	0.923
0.070	Buildings	Energy Costs	0.095	0.056	0.063	0.070	0.070	0.070
0.005		Repairs & Maintenance	0.005	0.015	0.017	0.017	0.017	0.016
0.090		Water Services	0.028	-	-	-	-	-
0.164	Buildings Total		0.128	0.072	0.080	0.087	0.087	0.086
0.009	Supplies & Services	Communication and computing	0.007	0.007	0.008	0.009	0.009	0.009
0.007		Equipment, furniture & materials	0.002	0.002	0.000	0.000	0.000	0.000
0.011		Office expenses	0.032	0.032	0.007	0.007	0.007	0.007
0.192		Services	0.787	0.030	0.024	0.014	0.013	0.013
0.219	Supplies & Services Total		0.828	0.072	0.039	0.029	0.030	0.030
0.001	Transport	Mileage Allowance	0.001	0.001	0.001	0.001	0.001	0.001
0.001	Transport Total		0.002	0.002	0.002	0.002	0.002	0.002
0.286	Benefit & Transfer Payments	Grants	0.037	0.051	0.047	0.047	0.047	0.047
0.286	Benefit & Transfer Payments Total		0.037	0.051	0.047	0.047	0.047	0.047
-	Renewals Fund Contribution	Renewals Fund Contribution	0.002	0.002	0.002	0.002	0.002	0.002
-	Renewals Fund Contribution Total		0.002	0.002	0.002	0.002	0.002	0.002
0.564	Net Service Expenditure		0.679	0.738	0.841	0.866	0.934	0.952
1.147	Gross Service Expenditure		1.707	1.096	1.085	1.055	1.072	1.090
(0.584)	Gross Service Income		(1.028)	(0.357)	(0.243)	(0.189)	(0.138)	(0.138)
0.564	Net Service Expenditure		0.679	0.738	0.841	0.866	0.934	0.952
0.058	Communities		0.069	0.078	0.075	0.077	0.078	0.079
0.017	Community Resilience		0.000	(0.025)	(0.022)	(0.019)	(0.019)	(0.019)
0.209	Economic Development		0.397	0.310	0.291	0.297	0.354	0.361
0.200	Housing Strategy		0.205	0.325	0.330	0.290	0.295	0.300
0.080	Market Towns		0.008	0.051	0.167	0.221	0.226	0.230
0.564	Net Service Expenditure		0.679	0.738	0.841	0.866	0.934	0.952

Actuals 2023/24	Portfolio	Finance & Resources	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
0.038	Income & Fees	Fees & charges	(0.117)	(0.227)	(0.227)	(0.227)	(0.227)	(0.227)
(3.354)		Interest Income	(1.633)	(1.414)	(1.219)	(1.155)	(1.025)	(1.025)
0.018		NDR	-	-	-	-	-	-
(2.481)		Other grants and contributions	-	(0.313)	-	-	-	-
(3.875)		Rent	(4.638)	(4.902)	(4.932)	(4.981)	(5.031)	(5.031)
(0.015)		Sales	-	-	-	-	-	-
(9.669)	Income & Fees Total		(6.388)	(6.857)	(6.378)	(6.363)	(6.283)	(6.283)
0.765	Employees	Salary	1.035	1.087	1.108	1.130	1.152	1.175
0.080		National Insurance	(0.220)	0.129	0.132	0.135	0.138	0.141
0.133		Pension	0.160	0.167	0.171	0.174	0.178	0.181
0.007		Hired Staff	-	-	-	-	-	-
1.572		Other staff costs	1.502	1.415	1.415	1.415	1.415	1.415
0.009		Recruitment	-	-	-	-	-	-
0.197		Severance payments	0.152	0.152	0.152	0.152	0.152	0.152
0.003		Training	0.005	0.010	0.010	0.010	0.010	0.010
2.765	Employees Total		2.635	2.961	2.988	3.017	3.045	3.075
0.078	Buildings	Energy Costs	0.026	0.026	0.026	0.026	0.026	0.026
0.001		Ground Maintenance Costs	-	-	-	-	-	-
0.001		Premises Cleaning	0.002	0.002	0.002	0.002	0.002	0.002
-		Premises Insurance	0.027	0.028	0.028	0.028	0.028	0.028
0.000		Rates	0.001	0.001	0.001	0.001	0.001	0.001
0.310		Rents Payable	0.255	0.255	0.268	0.270	0.270	0.270
0.092		Repairs & Maintenance	0.161	0.181	0.171	0.161	0.161	0.161
0.005		Water Services	0.002	0.001	0.001	0.001	0.001	0.001
0.489	Buildings Total		0.473	0.492	0.495	0.487	0.487	0.487
0.005	Supplies & Services	Communication and computing	0.003	0.003	0.003	0.003	0.003	0.003
0.001		Catering	-	-	-	-	-	-
0.058		Equipment, furniture & materials	0.053	0.053	0.053	0.053	0.053	0.053
0.001		Expenses	-	-	-	-	-	-
0.064		Insurance - service related	0.056	0.056	0.056	0.056	0.056	0.056
0.010		Office expenses	0.019	0.019	0.019	0.019	0.019	0.019
0.003		Premises Cleaning	-	-	-	-	-	-
4.235	Services	6.559	6.294	5.317	5.395	5.572	5.697	
4.377	Supplies & Services Total		6.689	6.425	5.448	5.526	5.703	5.827
0.000	Transport	Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.001	0.001	0.001	0.001	0.001	0.001
0.090	Benefit & Transfer Payments	Contributions paid	0.076	0.076	0.076	0.076	0.076	0.076
0.034		Grants	-	-	-	-	-	-
(0.001)		Other Misc Payments	0.006	0.006	0.006	0.006	0.006	0.006
0.123	Benefit & Transfer Payments Total		0.082	0.082	0.082	0.082	0.082	0.082
0.155	Reserve-Revenue Transfers	Bad Debts Provision	0.008	0.008	0.008	0.008	0.008	0.008
-		Reserve-Revenue Transfers	(0.046)	0.004	0.004	0.004	0.004	0.004
0.155	Reserve-Revenue Transfers Total		(0.038)	0.012	0.012	0.012	0.012	0.012
(1.759)	Net Service Expenditure		3.455	3.117	2.649	2.762	3.048	3.202
7.910	Gross Service Expenditure		9.843	9.973	9.027	9.125	9.331	9.485
(9.669)	Gross Service Income		(6.388)	(6.857)	(6.378)	(6.363)	(6.283)	(6.283)
(1.759)	Net Service Expenditure		3.455	3.117	2.649	2.762	3.048	3.202
(2.397)	Commercial Estates		(3.165)	(3.338)	(3.416)	(3.465)	(3.507)	(3.499)
(0.145)	Corporate Finance		5.671	5.386	4.998	5.142	5.451	5.578
0.113	Directors		0.116	0.176	0.160	0.163	0.166	0.169
0.668	Finance		0.834	0.892	0.907	0.922	0.938	0.954
0.002	Public Conveniences		-	-	-	-	-	-
(1.759)	Net Service Expenditure		3.455	3.117	2.649	2.762	3.048	3.202

Actuals 2023/24	Portfolio	Governance & Democratic Services	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.018)	Income & Fees	Fees & charges	-	-	-	-	-	-
(0.066)		Government grants	-	-	-	-	-	-
(0.003)		Sales	-	-	-	-	-	-
(0.088)	Income & Fees Total		-	-	-	-	-	-
0.355	Employees	Salary	0.398	0.419	0.428	0.436	0.445	0.454
0.035		National Insurance	0.039	0.053	0.055	0.056	0.057	0.058
0.065		Pension	0.069	0.073	0.074	0.076	0.077	0.079
0.034		Hired Staff	0.022	0.022	0.022	0.022	0.022	0.022
0.005		Training	0.016	0.002	0.006	0.002	0.002	0.002
0.494	Employees Total		0.544	0.570	0.585	0.592	0.604	0.615
0.003	Buildings	Rents Payable	-	-	-	-	-	-
0.003	Buildings Total		-	-	-	-	-	-
0.057	Supplies & Services	Communication and computing	0.006	0.004	0.004	0.004	0.004	0.004
0.000		Catering	0.003	0.003	0.003	0.003	0.003	0.003
(0.032)		Election Costs	-	-	-	-	-	-
0.020		Equipment, furniture & materials	0.013	0.013	0.003	0.003	0.003	0.003
0.405		Members Allowances	0.430	0.444	0.452	0.461	0.470	0.480
0.106		Office expenses	0.111	0.124	0.124	0.124	0.124	0.124
0.268		Services	0.312	0.309	0.316	0.323	0.323	0.323
0.826	Supplies & Services Total		0.875	0.897	0.903	0.919	0.928	0.937
0.003	Transport	Mileage Allowance	0.005	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.002	0.002	0.002	0.002	0.002	0.002
0.003	Transport Total		0.007	0.007	0.007	0.007	0.007	0.007
0.000	Benefit & Transfer Payments	Contributions paid	0.001	0.001	0.001	0.001	0.001	0.001
0.002		Grants	0.002	0.002	0.002	0.002	0.002	0.002
0.003	Benefit & Transfer Payments Total		0.003	0.003	0.003	0.003	0.003	0.003
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.065	0.100	0.100	0.100	0.100	0.100
-	Reserve-Revenue Transfers Total		0.065	0.100	0.100	0.100	0.100	0.100
1.240	Net Service Expenditure		1.494	1.576	1.597	1.620	1.641	1.662
1.328	Gross Service Expenditure		1.494	1.576	1.597	1.620	1.641	1.662
(0.088)	Gross Service Income		-	-	-	-	-	-
1.240	Net Service Expenditure		1.494	1.576	1.597	1.620	1.641	1.662
0.135	Audit		0.181	0.192	0.196	0.199	0.202	0.206
0.860	Democratic & Elections		1.031	1.106	1.117	1.129	1.147	1.164
0.245	Legal		0.281	0.278	0.285	0.292	0.292	0.292
1.240	Net Service Expenditure		1.494	1.576	1.597	1.620	1.641	1.662

Actuals 2023/24	Portfolio	Leader	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
0.355	Employees	Salary	0.436	0.505	0.527	0.481	0.491	0.501
0.042		National Insurance	0.052	0.083	0.086	0.082	0.084	0.085
0.061		Pension	0.075	0.104	0.108	0.100	0.102	0.104
0.008		Hired Staff	-	-	-	-	-	-
0.038		Recruitment	-	-	-	-	-	-
0.002		Training	0.007	0.038	0.038	0.038	0.038	0.038
0.505	Employees Total		0.571	0.729	0.759	0.701	0.715	0.728
0.001	Buildings	Rents Payable	0.000	0.003	0.003	0.003	0.003	0.003
0.001		Repairs & Maintenance	-	-	-	-	-	-
0.001	Buildings Total		0.000	0.003	0.003	0.003	0.003	0.003
0.000	Supplies & Services	Catering	0.003	0.006	0.006	0.006	0.006	0.006
0.002		Communication and computing	0.001	0.001	0.001	0.001	0.001	0.001
0.020		Equipment, furniture & materials	-	0.000	0.000	0.000	0.000	0.000
0.044		Office expenses	0.039	0.078	0.073	0.074	0.075	0.076
0.002		Other staff costs	-	-	-	-	-	-
0.040	Services	(0.025)	0.077	0.022	0.017	0.017	0.017	
0.109	Supplies & Services Total		0.018	0.162	0.101	0.097	0.098	0.099
0.000	Transport	Mileage Allowance	0.002	0.003	0.003	0.003	0.003	0.003
0.000		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.000	Transport Total		0.003	0.004	0.004	0.004	0.004	0.004
0.002	Benefit & Transfer Payments	Other Misc Payments	0.001	0.003	0.003	0.003	0.003	0.003
0.002	Benefit & Transfer Payments Total		0.001	0.003	0.003	0.003	0.003	0.003
0.618	Net Service Expenditure		0.592	0.901	0.871	0.809	0.823	0.837
0.618	Gross Service Expenditure		0.592	0.901	0.871	0.809	0.823	0.837
-	Gross Service Income		-	-	-	-	-	-
0.618	Net Service Expenditure		0.592	0.901	0.871	0.809	0.823	0.837
0.601	Directors		0.575	0.883	0.854	0.792	0.806	0.820
0.017	Executive Support & Business Planning		0.017	0.018	0.017	0.017	0.017	0.017
0.618	Net Service Expenditure		0.592	0.901	0.871	0.809	0.823	0.837

Actuals 2023/24	Portfolio	Parks & Countryside, Waste & Street Scene	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
-	Income & Fees	Commuted sums	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)	(0.082)
(5.557)		Fees & charges	(6.538)	(9.529)	(9.878)	(10.029)	(10.183)	(10.319)
(0.305)		Government grants	(0.016)	(0.016)	(0.016)	(0.016)	(0.016)	(0.016)
(0.276)		Other grants and contributions	(0.293)	(0.175)	(0.121)	(0.121)	(0.121)	(0.121)
(0.033)		Rent	(0.032)	(0.032)	(0.032)	(0.032)	(0.032)	(0.032)
(0.249)		Sales	(0.202)	(0.211)	(0.306)	(0.359)	(0.359)	(0.359)
(6.420)	Income & Fees Total		(7.164)	(10.045)	(10.433)	(10.638)	(10.792)	(10.928)
4.783	Employees	Salary	5.387	6.093	6.170	6.217	6.341	6.467
0.426		National Insurance	0.475	0.745	0.757	0.765	0.783	0.802
0.793		Pension	0.905	1.046	1.059	1.067	1.088	1.109
1.127		Hired Staff	0.216	0.502	0.504	0.505	0.506	0.507
0.225		Other staff costs	0.287	0.160	0.160	0.160	0.160	0.160
0.026		Training	0.002	0.002	0.002	0.002	0.002	0.002
0.096		Uniform & laundry	0.034	0.035	0.035	0.035	0.035	0.035
7.477	Employees Total		7.307	8.583	8.686	8.750	8.915	9.082
0.200	Buildings	Energy Costs	0.157	0.167	0.167	0.167	0.167	0.167
-		Equipment, furniture & materials	-	0.020	0.020	0.020	0.020	0.020
0.002		Ground Maintenance Costs	0.002	0.002	0.002	0.002	0.002	0.002
0.002		Premises Cleaning	0.011	0.018	0.018	0.019	0.019	0.019
0.004		Rates	0.000	0.004	0.004	0.004	0.004	0.004
0.007		Rents	0.013	0.013	0.013	0.013	0.013	0.013
0.264		Rents Payable	0.514	0.559	0.571	0.583	0.583	0.583
0.296		Repairs & Maintenance	0.314	0.319	0.319	0.320	0.320	0.320
0.008		Water Services	0.008	0.008	0.008	0.008	0.008	0.008
0.783	Buildings Total		1.019	1.110	1.122	1.135	1.136	1.136
0.272	Supplies & Services	Communication and computing	0.102	0.093	0.099	0.099	0.099	0.099
0.006		Catering	-	-	-	-	-	-
0.853		Equipment, furniture & materials	0.499	0.514	0.520	0.536	0.525	0.514
0.004		Expenses	-	-	-	-	-	-
0.002		Insurance - service related	0.004	0.004	0.004	0.004	0.004	0.004
0.102		Office expenses	0.059	0.063	0.067	0.067	0.067	0.067
0.001		Other staff costs	-	-	-	-	-	-
0.026		Premises Cleaning	-	-	-	-	-	-
0.005		Repairs & Maintenance	-	-	-	-	-	-
(0.029)		Sales	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)	(0.034)
0.957		Services	2.068	2.625	2.601	2.556	2.593	2.628
2.200	Supplies & Services Total		2.698	3.265	3.256	3.227	3.254	3.277
0.022	Transport	Contract Hire & operating leases	0.006	0.006	0.006	0.006	0.006	0.006
0.003		Mileage Allowance	0.002	0.002	0.002	0.002	0.002	0.002
1.277		Operating Costs	1.095	1.142	1.173	1.184	1.196	1.209
0.001		Other Transport Costs	-	-	-	-	-	-
0.010		Pool Car	0.003	0.003	0.003	0.003	0.003	0.003
0.001		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.015		Vehicle Insurance	0.001	0.001	0.001	0.001	0.001	0.001
1.328	Transport Total		1.108	1.156	1.186	1.198	1.210	1.222
0.222	Benefit & Transfer Payments	Grants	0.476	0.476	0.471	0.471	0.471	0.471
0.222	Benefit & Transfer Payments Total		0.476	0.476	0.471	0.471	0.471	0.471
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	(0.030)	-	-	-	-	-
-	Reserve-Revenue Transfers Total		(0.030)	-	-	-	-	-
5.590	Net Service Expenditure		5.413	4.545	4.288	4.143	4.192	4.260
12.010	Gross Service Expenditure		12.577	14.589	14.722	14.782	14.984	15.188
(6.420)	Gross Service Income		(7.164)	(10.045)	(10.433)	(10.638)	(10.792)	(10.928)
5.590	Net Service Expenditure		5.413	4.545	4.288	4.143	4.192	4.260
(0.109)	CCTV		(0.116)	(0.117)	(0.117)	(0.117)	(0.117)	(0.117)
0.280	CCTV Shared Service		0.371	0.279	0.303	0.317	0.319	0.321
0.405	Countryside		0.542	0.665	0.592	0.538	0.527	0.534
0.693	Green Spaces		1.037	1.178	1.196	1.127	1.146	1.165
0.005	Head of Operations		0.001	0.001	0.001	0.001	0.001	0.001
0.037	Markets		0.037	0.143	0.136	0.134	0.132	0.134
(1.253)	Parking - Off Street		(1.229)	(1.131)	(1.401)	(1.379)	(1.375)	(1.365)
(0.030)	Parking - On Street		-	-	-	-	-	-
0.611	Parks and Open Spaces		0.609	0.591	0.567	0.577	0.587	0.597
1.045	Street Cleansing		1.036	1.254	1.275	1.198	1.217	1.237
3.638	Waste Management		2.811	1.337	1.387	1.393	1.394	1.387
5.590	Net Service Expenditure		5.413	4.545	4.288	4.143	4.192	4.260

Actuals 2023/24	Portfolio	Planning	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(0.066)	Income & Fees	Developer Contributions	(0.050)	(0.055)	(0.050)	(0.050)	(0.050)	(0.050)
(1.869)		Fees & charges	(2.238)	(2.339)	(2.354)	(2.254)	(2.254)	(2.254)
(0.156)		Government grants	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)	(0.020)
(0.003)		Other grants and contributions	(0.225)	(0.241)	(0.245)	(0.249)	(0.253)	(0.257)
(0.004)		Sales	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)	(0.002)
(2.098)	Income & Fees Total		(2.535)	(2.658)	(2.672)	(2.575)	(2.579)	(2.583)
1.605	Employees	Salary	2.097	2.307	2.304	2.289	2.335	2.382
0.161		National Insurance	0.215	0.298	0.299	0.300	0.307	0.314
0.277		Pension	0.363	0.399	0.399	0.396	0.404	0.412
0.072		Hired Staff	0.047	0.060	0.030	0.030	0.030	0.030
0.003		Other staff costs	0.002	0.003	0.002	0.002	0.002	0.002
0.002		Recruitment	-	-	-	-	-	-
(0.000)		Uniform & laundry	0.002	0.002	0.002	0.002	0.002	0.002
2.120	Employees Total		2.726	3.068	3.035	3.018	3.080	3.142
0.001	Buildings	Rents Payable	0.003	0.003	0.003	0.003	0.003	0.003
0.001	Buildings Total		0.003	0.003	0.003	0.003	0.003	0.003
0.005	Supplies & Services	Communication and computing	0.009	0.009	0.009	0.009	0.009	0.009
0.017		Equipment, furniture & materials	0.013	0.013	0.013	0.013	0.013	0.013
0.001		Expenses	-	-	-	-	-	-
0.004		Insurance - service related	0.003	0.003	0.003	0.003	0.003	0.003
0.111		Office expenses	0.103	0.133	0.120	0.120	0.120	0.120
0.437	Services	0.465	0.300	0.300	0.300	0.300	0.300	
0.575	Supplies & Services Total		0.594	0.459	0.446	0.446	0.446	0.446
0.002	Transport	Mileage Allowance	0.003	0.004	0.004	0.004	0.004	0.004
0.005		Pool Car	0.005	0.005	0.005	0.005	0.005	0.005
0.000		Public Transport	0.001	0.001	0.001	0.001	0.001	0.001
0.007	Transport Total		0.010	0.010	0.010	0.010	0.010	0.010
0.067	Benefit & Transfer Payments	Grants	0.059	0.056	0.061	0.061	0.062	0.062
0.554		Levies	0.564	0.629	0.629	0.629	0.629	0.629
0.621	Benefit & Transfer Payments Total		0.623	0.685	0.690	0.690	0.691	0.691
-	Reserve-Revenue Transfers	Reserve-Revenue Transfers	0.105	0.105	0.105	0.105	0.105	0.105
-	Reserve-Revenue Transfers Total		0.105	0.105	0.105	0.105	0.105	0.105
1.226	Net Service Expenditure		1.524	1.671	1.616	1.696	1.754	1.812
3.324	Gross Service Expenditure		4.059	4.328	4.288	4.272	4.334	4.396
(2.098)	Gross Service Income		(2.535)	(2.658)	(2.672)	(2.575)	(2.579)	(2.583)
1.226	Net Service Expenditure		1.524	1.671	1.616	1.696	1.754	1.812
0.123	Building Control		0.250	0.165	0.165	0.165	0.165	0.165
0.553	Corporate Finance		0.564	0.629	0.629	0.629	0.629	0.629
(0.061)	Democratic & Elections		(0.059)	(0.071)	(0.053)	(0.052)	(0.051)	(0.050)
0.163	Development Management		(0.124)	(0.059)	(0.193)	(0.157)	(0.121)	(0.084)
0.448	Planning Policy		0.893	1.006	1.068	1.112	1.132	1.152
1.226	Net Service Expenditure		1.524	1.671	1.616	1.696	1.754	1.812

Actuals 2023/24	Portfolio	Resident Services & Corporate Performance	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget
£m			£m	£m	£m	£m	£m	£m
(1.609)	Income & Fees	Fees & charges	(2.108)	(2.196)	(2.210)	(2.201)	(2.201)	(2.206)
(27.421)		Government grants	(23.421)	(19.830)	(18.762)	(17.741)	(18.741)	(18.741)
(0.104)		Other grants and contributions	(0.003)	(0.037)	(0.038)	(0.038)	(0.039)	(0.040)
(0.001)		Sales	(0.012)	(0.012)	(0.012)	(0.012)	(0.012)	(0.012)
(29.136)	Income & Fees Total		(25.544)	(22.076)	(21.023)	(19.993)	(20.994)	(21.000)
4.147	Employees	Salary	4.795	5.416	5.454	5.444	5.552	5.662
0.408		National Insurance	0.475	0.688	0.697	0.699	0.716	0.732
0.676		Pension	0.784	0.894	0.900	0.897	0.915	0.934
0.321		Employee Insurance	0.321	0.353	0.359	0.366	0.366	0.366
0.110		Hired Staff	-	-	-	-	-	-
0.041		Other staff costs	0.029	0.045	0.045	0.045	0.045	0.045
0.005		Training	0.004	0.007	0.007	0.007	0.007	0.007
0.001		Uniform & laundry	0.001	0.001	0.001	0.001	0.001	0.001
5.708	Employees Total		6.410	7.403	7.462	7.459	7.602	7.747
0.078	Buildings	Premises Insurance	0.107	0.107	0.107	0.107	0.107	0.107
0.002		Rents Payable	-	-	-	-	-	-
0.000		Repairs & Maintenance	-	0.010	0.010	0.010	0.010	0.010
0.080	Buildings Total		0.107	0.117	0.117	0.117	0.117	0.117
0.011	Supplies & Services	Communication and computing	0.024	0.023	0.023	0.023	0.023	0.023
0.114		Equipment, furniture & materials	0.060	0.056	0.056	0.066	0.056	0.056
0.000		Expenses	-	0.004	0.004	0.004	0.004	0.004
0.007		Insurance - service related	0.028	0.028	0.029	0.029	0.029	0.029
0.156		Office expenses	0.128	0.195	0.145	0.125	0.125	0.125
-		Sales	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.191		Services	0.136	0.146	0.164	0.160	0.160	0.161
0.479	Supplies & Services Total		0.375	0.452	0.421	0.407	0.397	0.398
0.009	Transport	Mileage Allowance	0.017	0.016	0.016	0.016	0.016	0.016
0.008		Operating Costs	0.008	0.005	0.005	0.005	0.005	0.005
0.011		Other Transport Costs	-	-	-	-	-	-
0.008		Pool Car	0.010	0.011	0.011	0.011	0.011	0.011
0.001		Public Transport	0.003	0.003	0.003	0.003	0.003	0.003
0.140		Vehicle Insurance	0.172	0.175	0.179	0.182	0.182	0.182
0.176	Transport Total		0.209	0.210	0.214	0.218	0.218	0.218
26.053	Benefit & Transfer Payments	Benefits	23.775	20.632	19.682	18.682	19.682	19.682
0.283		Grants	0.150	0.180	0.154	0.157	0.161	0.165
1.333		Contributions paid	0.991	1.135	1.135	1.135	1.135	1.135
27.669	Benefit & Transfer Payments Total		24.916	21.947	20.970	19.974	20.978	20.982
-	Renewals Fund Contribution	Renewals Fund Contribution	0.007	0.007	0.007	0.007	0.007	0.007
-	Renewals Fund Contribution Total		0.007	0.007	0.007	0.007	0.007	0.007
(0.068)	Reserve-Revenue Transfers	Bad Debts Provision	0.147	0.147	0.147	0.147	0.147	0.147
-		Reserve-Revenue Transfers	(0.071)	(0.120)	(0.124)	(0.127)	(0.131)	(0.135)
(0.068)	Reserve-Revenue Transfers Total		0.076	0.027	0.023	0.020	0.016	0.012
4.910	Net Service Expenditure		6.556	8.087	8.192	8.208	8.340	8.480
34.046	Gross Service Expenditure		32.100	30.163	29.215	28.201	29.334	29.480
(29.136)	Gross Service Income		(25.544)	(22.076)	(21.023)	(19.993)	(20.994)	(21.000)
4.910	Net Service Expenditure		6.556	8.087	8.192	8.208	8.340	8.480
0.160	Communications & Information		0.164	0.247	0.252	0.257	0.263	0.268
(0.101)	Communities		0.000	0.000	0.000	0.000	0.000	0.000
0.172	Community Resilience		0.300	0.346	0.341	0.358	0.365	0.372
0.057	Corporate Health & Safety		0.063	0.066	0.068	0.069	0.070	0.072
0.609	Corporate Insurance		0.672	0.711	0.722	0.734	0.735	0.736
(0.195)	Council Tax Support		(0.114)	(0.001)	(0.001)	(0.001)	(0.001)	(0.001)
0.784	Customer Services		0.994	1.122	1.144	1.167	1.191	1.215
0.108	Directors		0.109	0.117	0.119	0.121	0.124	0.126
0.167	Document Centre		0.176	0.151	0.154	0.167	0.160	0.163
0.031	Emergency Planning		0.032	0.128	0.130	0.084	0.084	0.085
0.126	Environmental Health Admin		0.046	0.050	0.051	0.052	0.053	0.054
0.587	Environmental Health Services		0.758	0.899	0.890	0.907	0.925	0.938
1.365	Housing Benefits		2.174	2.542	2.635	2.697	2.738	2.781
0.915	Housing Needs		1.060	1.314	1.335	1.355	1.376	1.398
(0.177)	Licencing		(0.071)	(0.002)	0.005	(0.035)	(0.029)	(0.022)
0.000	Local Tax Collection		(0.231)	(0.231)	(0.231)	(0.231)	(0.231)	(0.231)
0.069	Procurement		0.088	0.204	0.208	0.155	0.158	0.161
0.024	Risks & Control		0.031	0.034	0.035	0.036	0.037	0.037
0.208	Strategic Insight & Delivery		0.303	0.388	0.333	0.314	0.321	0.327
4.910	Net Service Expenditure		6.556	8.087	8.192	8.208	8.340	8.480

3.0 CAPITAL

3.1 The detailed Draft Capital Programme for the period 2025/26 to 2029/30 is shown in **Tables 30a and 30b** below, along with the sources of finance. The revenue implications of the individual capital proposals are built into the respective revenue budgets and the impact of the proposed programme on the 2025/26 Minimum Revenue Provision (MRP) is £3.184m.

Huntingdonshire District Council Table 30a

Capital Programme	Original Budget	Current Budget	Forecast	Budget	Medium Term Financial Strategy			
	2024/25 £m	2024/25 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Gross Expenditure								
Chief Digital & Information Officer								
Hardware Replacement	0.100	0.100	0.066	0.126	0.126	0.126	0.126	0.126
Hardware Replacement (Rephase)				0.034				
Telephony Replacement	0.008			0.008	0.008	0.008	0.008	
Telephony Replacement (Rephase)				0.008				
Extend Capacity in Shared Data Centre		0.006	0.003					
No2 Server & SQL Server 2012 Migration	0.010	0.020	0.010					
No2 Server & SQL Server 2012 Migration (Rephase)				0.010				
AV Equipment (Rephase)				0.000				
Datacentre Racks	0.040	0.329	0.271					0.100
Datacentre Racks (Rephase)				0.062				
Windows 2012 Server Replacement	0.028	0.058	0.029					
Windows 2012 Server Replacement (Rephase)				0.029				
WIFI Access Points	0.050	0.050						0.050
WIFI Access Points (Rephase)				0.049				
Mobile Device Refresh					0.082			
Network Switches					0.180			
Telephony/Contact Centre		0.008				0.200		
EastNet Replacement				0.200				
Monitor Replacements						0.025	0.025	0.025
Cyber Security Technology						0.070		
Server 2016/2019 Migration				0.020				0.020
Windows 10 End of Life				0.020				
Generator and Electrical Switchgear							0.050	
Democratic Services Software	0.014							
Public Switched Telephone Network	0.030	0.090	0.017					
Public Switched Telephone Network (Rephase)				0.073				
Replacement Income Management System	0.055	0.055	0.055					
Data Warehouse and GIS	0.005	0.016	0.011					0.175
MFDs					0.050			
Cloud Backup					0.070			
UPS Replacement					0.076			
Server 2016 Migration				0.021				
Customer Services								
Voice Bots	0.011	0.034	0.034					
Democratic Services & Monitoring Officer								
Civic Suite Audio Visual Equipment		0.060	0.060	0.080				
Environmental Services								
Lone Worker Software		0.020						
Lone Worker Software (Rephase)				0.020				
Wheeled Bins	0.254	0.254	0.254	0.254	0.254	0.254	0.254	0.254
Vehicle Fleet Replacement	1.896	2.915	2.812	2.262	0.305	1.606	0.929	1.015
Vehicle Fleet Replacement (Rephase)	0.429			0.103				
Waste and Grounds Maintenance Tablet and Smartphones							0.030	
Food Waste Collection				1.802				
Chipper Fleet				0.035				
Trail Mower				0.045				
Environmental Improvement Team Vehicle				0.070				
Litter Bin Replacements				0.028				
CCTV Generator				0.135				
CCTV Upgrade				0.240				
Civil Parking Enforcement		0.378	1.030					
Fencing	0.013	0.013	0.013	0.013	0.013	0.013	0.013	0.013
Remote Control Flail Mower			0.060					
Changing Places		0.100	0.046					
Riverside Park Toilets			0.201					
Water Safety Signs				0.020				
Disabled Facilities Grants	1.600	1.600	1.550	1.600	1.600	1.600	1.600	1.600
Disabled Facilities Grants (Rephase)	0.138			0.050				
Mobile Devices	0.010	0.010	0.007			0.011		

Capital Programme	Original Budget	Current Budget	Forecast	Budget	Medium Term Financial Strategy			
	2024/25	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£m	£m	£m	£m	£m	£m	£m	£m
Finance								
Company Investment		0.100	0.100					
Company Investment (Rephase)	0.100							
VAT Partial Exemption	0.050	0.071	0.071	0.050	0.050	0.050	0.050	0.050
Capita Upgrade and 3D Secure 2 SCA and payment portal Upgrade		0.011	0.011					
T1 Fixed Asset Module and Invoice Scanning	0.023	0.023	0.023					
Housing & Regeneration			0.000					
Future High Streets - St Neots	1.640	11.536	11.515					
Future High Streets - St Neots (Rephase)	8.316			0.021				
Market Towns Programme		0.603	0.602	0.000				
Market Towns Programme - Future Schemes	0.200	1.091	1.088	0.000				
Wayfinding and Information	0.140	0.146	0.159	0.000				
RPF Grants to Business			0.076	0.000				
UK Shared Prosperity Fund Projects	0.201	0.256	0.254	0.000				
UK Shared Prosperity Fund Projects (Rephase)	(0.137)							
Rural England Prosperity Fund	0.479	0.955	0.949	0.000				
Rural England Prosperity Fund (Rephase)	0.240							
Ramsey Public Realm	0.300							
Ramsey Food Hall		1.722	1.719	0.000				
Ramsey Food Hall (Rephase)	1.079							
St Neots Masterplan Phase 1		0.235	0.176	0.000				
St Neots Masterplan Phase 1 (Rephase)	0.060			0.059				
Moore's Walk Improvement		0.020	0.020					
Moore's Walk Improvement (Rephase)	0.017							
Housing Fund	1.736	0.651	0.651					
Leisure and Health								
One Leisure Improvements	0.300	0.361	0.417	0.300	0.300	0.300	0.300	0.300
One Leisure Ramsey 3G Car Park		0.063	0.042					
One Leisure Ramsey 3G Car Park (Rephase)				0.021				
OL St Neots and St Ives Fitness Equipment and Refresh	0.513	0.513	0.513	0.025	0.025	0.025	0.025	0.025
OL Ramsey Solar PV Panels	0.120	0.120	0.120					
One Leisure Refurbishment and Refresh				1.040				
Play Equipment	0.030	0.030	0.030	0.030	0.030	0.030	0.030	0.030
St Ives Park (Rephase)		0.080	0.080					
Hinchingbrooke Country Park (Rephase)	2.676	2.581	0.420	2.161				
St Neots Riverside Park Path/Cycle Imps (Rephase)		0.414	0.414					
Godmanchester Recreation Ground Works Grant	0.030	0.030	0.030					
Planning								
Conservation Area Appraisal Programme			0.004					
Community Infrastructure Levy External Projects	3.228	3.228	3.569	2.706	2.706	0.000	0.000	0.000
Property & Facilities								
Upgrade works at Fareham			0.070					
Health and Safety Works at Commercial Properties (Rephase)		0.051	0.051					
Energy Efficiency Works at Commercial Properties (Rephase)		0.062	0.062					
Commercial estates capital for works, enhancements and re-lettings (rephase)		0.650	0.650					
Roof Replacements (Rephase)		0.130	0.130					
Stonehill Refurbishment				0.300				
Upgrade/Replacement of Public Toilets		0.010	0.010					
Huntingdon Bus Station - CCTV and Drainage	0.017	0.017	0.017					
Salix Projects	0.024	0.024	0.137					
Solar Panel and Triple Glazing			0.036	0.000				
Eastfield House Refresh				0.102				
Pathfinder House Refresh			0.000	0.295				
Total Gross Expenditure	26.073	31.900	30.745	14.527	5.875	4.318	3.440	3.783

Capital Programme	Funder	Original Budget	Current Budget	Forecast	Medium Term Financial Strategy				
		2024/25 £m	2024/25 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Financing									
Grants and Contributions									
DFGs	Cambs CC	(1.400)	(1.400)	(1.571)	(1.400)	(1.400)	(1.400)	(1.400)	(1.400)
DFGs	Cambs CC	(0.138)							
Wheeled bins	Developer	(0.101)	(0.101)	(0.087)	(0.101)	(0.101)	(0.101)	(0.101)	(0.101)
Market Town Funding - Future Schemes	CPCA	(0.200)	(1.091)	(1.088)	(0.021)	0.000	0.000	0.000	0.000
Future High Streets	CPCA/CIL/NH/MHCLG		(4.582)	(11.515)					
Future High Streets	CPCA/CIL/NH/MHCLG	(3.100)	(4.830)						
Future High Streets	CPCA/CIL/NH/MHCLG	(4.830)	(2.026)						
Future High Streets	CPCA/CIL/NH/MHCLG	(2.026)	(0.098)						
St Neots Riverside Park Path/Cycle Imps (Rephase)	CIL		(0.414)	(0.414)					
St Ives Park	CIL		(0.080)	(0.080)					
Hinchingbrooke Country Park	CIL	(1.500)	(1.500)		(1.500)				
UK Shared Prosperity Fund	CPCA	(0.201)	(0.256)	(0.254)					
UK Shared Prosperity Fund	CPCA	0.137							
Rural England Prosperity Fund	CPCA	(0.479)	(0.955)	(0.949)					
Rural England Prosperity Fund (Rephase)	CPCA	(0.240)							
Ramsey Public Realm		(0.300)	(1.722)	(1.719)					
Ramsey Food Hall Rephase	CPCA	(1.079)							
St Neots Masterplan Phase 1	CPCA		(0.235)	(0.176)	(0.059)				
St Neots Masterplan Phase 2 (Rephase)	CPCA	(0.060)							
Wayfinding	CPCA	(0.140)	(0.146)	(0.159)					
Smarter Towns	CPCA								
Moores Walk		(0.017)	(0.020)	(0.020)					
Housing Fund	MHCLG	(1.736)	(0.651)	(0.651)					
Market Towns			(0.603)	(0.602)					
Changing Places	CPCA		(0.100)	(0.046)					
St Neots Riverside Toilets				(0.201)					
Solar Canopy and Glazing				(0.036)					
CPE Highways Lining				(0.100)					
Food Waste Collection	DEFRA				(1.802)				
One Leisure Refurbishment and Refresh	CIL				(0.420)				
Total Grants and Contributions		(17.410)	(20.810)	(19.668)	(5.303)	(1.501)	(1.501)	(1.501)	(1.501)
Use of Capital Reserves									
Community Infrastructure Levy Reserve	CIL	(3.228)	(3.228)			(2.706)	0.000	(0.030)	
Total Capital Reserves		(3.228)	(3.228)	0.000	0.000	(2.706)	0.000	(0.030)	0.000
Capital Receipts									
Loan Repayments ^(a)									
Housing Clawback Receipts	PPF	(0.300)	(0.300)	(0.300)	(0.100)	(0.050)	(0.050)	(0.025)	
Commercial Investment Strategy									
Total Capital Receipts		(0.300)	(0.300)	(0.300)	(0.100)	(0.050)	(0.050)	(0.025)	0.000
Net to be funded by borrowing		5.135	7.562	10.777	9.124	1.618	2.767	1.884	2.282

^(a) In 2028/29 a capital receipt of £1.984m will be received as a result of the Urban & Civic loan repayment. A decision on how this receipt will be applied has not yet been made and so this has not been included in the programme.

4.0 TREASURY MANAGEMENT

4.1 The following gives a high-level commentary on the Treasury Management activity that the Council is expecting to undertake during 2025/26.

Short Term Borrowing

During 2024/25 the Council is unlikely to undertake short-term borrowing, as indicated by the liability benchmark the council will be a net investor. However, for 2025/26, a small budget of £5,000 has been maintained in case there is a very short-term requirement to borrow because of operational cash flows.

Long Term Borrowing

Treasury management practice permits the Council to borrow for the long-term up to the capital financing requirement balance, which is made up of previous capital expenditure. At the end of 2025/26, it is forecast that the total balances in respect of long-term borrowing will be £34.255m. The estimated cost of long-term borrowing in 2025/26 is £0.972m.

4.1.1 During 2024/25 no long-term borrowing has been anticipated for any Commercial Investment/Development Strategy, due to the Government prohibiting any borrowing from PWLB for commercial gain. Given the high costs of borrowing currently, the MTFs does not contain any plans for investment or redevelopment schemes.

5.0 Capital Financing Requirement (CFR)

5.1 **Table 31** gives a summary of how, over the period of the MTFs, the Council's capital commitments and plans impact on its underlying need to borrow.

Huntingdonshire District Council Table 31

Capital Financing Requirement	Actual	Forecast	Budget	Medium Term Financial Strategy			
	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
Opening Capital Financing Requirement	72.260	72.340	76.724	79.958	77.791	76.694	74.567
Capital Investment							
Property, Plant and Equipment	2.421	5.677	9.751	1.499	2.648	1.840	2.183
Investment Properties	1.833	0.963	0.300				
Intangible Assets	0.081	1.312	0.040	0.070	0.070	0.000	0.000
Revenue Expenditure Funded From Capital Under Statute	8.477	22.179	4.436	4.306	1.600	1.600	1.600
Infrastructure Assets	0.000	0.020					
Community Assets	0.000	0.494					
Loans	0.000	0.100					
Assets Under Construction	0.595	0.000					
Additional Requirement	13.407	30.745	14.527	5.875	4.318	3.440	3.783
Sources of Finance							
Capital Receipts	(0.136)	(0.300)	(0.100)	(0.050)	(0.050)	(0.025)	0.000
Capital Grants and Contributions	(1.817)	(19.668)	(5.303)	(1.501)	(1.501)	(1.501)	(1.501)
Community Infrastructure Levy	(2.365)	(3.569)	(2.706)	(2.706)			
Use of Capital Grants Unapplied	(4.543)						
Direct Revenue Financing	(1.808)						
Minimum Revenue Provision	(2.658)	(2.824)	(3.184)	(3.785)	(3.864)	(4.041)	(4.165)
	(13.327)	(26.361)	(11.293)	(8.042)	(5.415)	(5.567)	(5.666)
Closing Capital Financing Requirement	72.340	76.724	79.958	77.791	76.694	74.567	72.684
Increase/(Decrease) in Underlying Need to Borrow	0.080	4.384	3.234	(2.167)	(1.097)	(2.127)	(1.883)

6.0 Formal 2025/26 Council Tax Resolutions

6.1 The formal 2025/26 Council Tax resolutions to be agreed by Council are shown below.

- a) That the Council note the Council Tax Base for the whole Council area and individual Towns and Parishes (para 6.2) as approved by Chairman of Corporate Governance Committee and Section 151 Officer on the 19 December 2024 (and subsequent publication as a key decision).

The tax base (T) which is the amount anticipated from a District Council Tax of £1 is **£66,638.00**

- b) That the following amounts calculated by the Council for 2025/26 in accordance with the requirements of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the Act), the Local Government Finance Act 2012 and associated regulations:

- (i) the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act **£94,379,079**
Gross revenue expenditure including benefits, Town/Parish Precepts
- (ii) the aggregate of the amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act **£73,295,187**
Revenue income including reimbursement of benefits, specific and general grants, use of reserves and any transfers from the collection fund.
- (iii) the amount by which the aggregate at (i) above exceeds the aggregate at (ii) above in accordance with Section 31A (4) of the Act **£ 21,083,892**
This is the "Council Tax Requirement" including Parish/Town Precepts (item (i) minus item (ii)). It is the cash sum to be funded from District, Town and Parish Council Taxes.
- (iv) the Council Tax requirement for 2025/26 divided by the tax base (T) in accordance with Section 31B (1) of the Act **£316.39**
District plus average Town/Parish Council Tax (item (iii) divided by District tax base)
- (v) the aggregate of all "Special Items" referred to in Section 34(1) of the Act. **£10,031,601**
The total value of Parish/Town precepts included in (i) and (iii) above.
- (vi) the Basic Amount of Council Tax for 2025/26 being item (iii) less item (v) divided by the tax base (T) in accordance with Section 34 (2) of the Act. **£165.86**
The District Council's Band D Tax for 2025/26

- (vii) the basic amounts of Council Tax for 2025/26 for those parts of the District to which one or more special items (Parish/Town precepts) relate in accordance with Section 34 (3) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount in column "band D" set out in Table 1 attached.
 - (viii) the amounts to be taken into account for 2025/26 in respect of categories of dwellings listed in particular valuation bands in accordance with Section 36 (1) of the Act are shown by adding the Huntingdonshire District Council amount to the appropriate Parish Council amount for each of the valuation bands in the columns "bands A to H" set out in Table 1 attached.
- (c) That the amounts of precept issued to the Council by Cambridgeshire County Council, Cambridgeshire Police Authority, Cambridgeshire & Peterborough Fire Authority, Cambridgeshire & Peterborough Combined Authority and for each Parish Council for each of the categories of dwellings listed in different valuation bands in accordance with Section 40 of the Act shown in para 6.3 attached be noted.
- (d) That, having regard to the calculations above, the Council, in accordance with Section 30 (2) of the Act, hereby sets the figures shown in para 6.4 as the amounts of Council Tax for 2025/26 for each of the categories of dwelling shown. ***This is the total Council Tax to be collected, incorporating the requirements of all of the relevant bodies, for each town or parish area.***
- (e) The Council notes that, in accordance with Section 52ZB of the Local Government Finance Act 1992, the basic amount of its Council Tax for 2025/26 is not excessive.
The basic amount at b(vi) above is not excessive as defined by the Government.

6.2 Tax Base 2025/26

Based on the information contained within this report, it is recommended that pursuant to the Revenues and Benefits Manager's report and in accordance with the Local Authorities (Calculation of Council Tax Base) Regulations 2012, the amounts calculated by the Huntingdonshire District Council as their (net) tax base for the whole District for the year 2025/26 be £66,638.00 and shall be as listed below for each Town or Parish of the District:

Abbots Ripton	141.8	Holme	250.0
Abbotsley	269.6	Holywell-cum-Needingworth	1,101.6
Alconbury	549.5	Houghton & Wyton	843.8
Alconbury Weston	300.1	Huntingdon	7,726.5
Alwalton	120.0	Kimbolton	617.8
Barham & Woolley	29.4	Kings Ripton	81.5
Bluntisham	782.6	Leighton Bromswold	79.4
Brampton	2,537.6	Little Paxton	1,738.5
Brington & Molesworth	191.2	Morborne	12.2
Broughton	104.3	Offord Cluny & Offord D'Arcy	538.8
Buckden	1,339.8	Old Weston	106.5
Buckworth	55.4	Oldhurst	103.7
Bury	784.9	Perry	256.8
Bythorn & Keyston	156.9	Pidley-cum-Fenton	204.7
Catworth	162.4	Ramsey	3,247.8
Chesterton	69.0	Sawtry	2,092.6
Colne	394.7	Sibson-cum-Stibbington	234.2
Conington	74.9	Somersham	1,425.4
Covington	48.0	Southoe & Midloe	158.9
Denton & Caldecote	29.3	Spaldwick	260.8
Earith	604.0	St.Ives	6,070.8
Easton	82.5	St.Neots	11,694.4
Ellington	237.6	Stilton	822.3
Elton	298.3	Stow Longa	73.6
Farcet	544.0	The Stukeleys	1,448.4
Fenstanton	1,336.9	Tilbrook	129.0
Folksworth & Washingley	355.7	Toseland	35.9
Glatton	136.9	Upton and Coppingford	91.3
Godmanchester	3,161.1	Upwood and the Raveleys	460.0
Grafham	235.9	Warboys	1,592.8
Great & Little Gidding	126.4	Waresley-cum-Tetworth	149.3
Great Gransden	494.9	Water Newton	41.2
Great Paxton	367.4	Winwick	54.0
Great Staughton	335.6	Wistow	231.2
Haddon	23.7	Woodhurst	155.3
Hail Weston	245.4	Woodwalton	82.5
Hamerton & Steeple Gidding	53.4	Wyton-on-the-Hill	454.9
Hemingford Abbots	340.7	Yaxley	2,945.9
Hemingford Grey	1,298.3	Yelling	150.3
Hilton	453.3		
		TOTAL	66,638.0

6.3 2025/26 Council Tax by Property Band for each Precepting Authority and the Billing Authority (subject to final confirmation)

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Cambridgeshire County Council	1,133.76	1,322.72	1,511.68	1,700.64	2,078.56	2,456.48	2,834.40	3,401.28
Cambridgeshire Office of the Police & Crime Commissioner	199.62	232.89	266.16	299.43	365.97	432.51	499.05	598.86
Huntingdonshire District Council	110.57	129.00	147.43	165.86	202.72	239.58	276.43	331.72
Cambridgeshire Fire Authority	58.14	67.83	77.52	87.21	106.59	125.97	145.35	174.42
Mayoral Precept	24.00	28.00	32.00	36.00	44.00	52.00	60.00	72.00
PARISH COUNCILS :-								
Abbotsley	76.03	88.71	101.38	114.05	139.39	164.74	190.08	228.10
Abbots Ripton	62.95	73.45	83.94	94.43	115.41	136.40	157.38	188.86
Alconbury	52.65	61.43	70.20	78.98	96.53	114.08	131.63	157.96
Alconbury Weston	40.22	46.92	53.63	60.33	73.74	87.14	100.55	120.66
Alwalton	38.89	45.37	51.85	58.33	71.29	84.25	97.22	116.66
Barham & Woolley	27.21	31.75	36.28	40.82	49.89	58.96	68.03	81.64
Bluntisham	90.79	105.93	121.06	136.19	166.45	196.72	226.98	272.38
Brampton	85.19	99.38	113.58	127.78	156.18	184.57	212.97	255.56
Brington & Molesworth	44.45	51.86	59.27	66.68	81.50	96.32	111.13	133.36
Broughton	44.29	51.68	59.06	66.44	81.20	95.97	110.73	132.88
Buckden	93.33	108.88	124.44	139.99	171.10	202.21	233.32	279.98
Buckworth	52.18	60.88	69.57	78.27	95.66	113.06	130.45	156.54
Bury	118.91	138.73	158.55	178.37	218.01	257.65	297.28	356.74
Bythorn & Keyston	53.99	62.99	71.99	80.99	98.99	116.99	134.98	161.98
Catworth	67.96	79.29	90.61	101.94	124.59	147.25	169.90	203.88
Chesterton	4.83	5.64	6.44	7.25	8.86	10.47	12.08	14.50
Colne	42.23	49.26	56.30	63.34	77.42	91.49	105.57	126.68
Conington	44.51	51.92	59.34	66.76	81.60	96.43	111.27	133.52
Covington	20.83	24.31	27.78	31.25	38.19	45.14	52.08	62.50
Denton & Caldecote	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Earith	79.47	92.72	105.96	119.21	145.70	172.19	198.68	238.42
Easton	40.41	47.14	53.88	60.61	74.08	87.55	101.02	121.22
Ellington	27.59	32.19	36.79	41.39	50.59	59.79	68.98	82.78
Elton	37.99	44.33	50.66	56.99	69.65	82.32	94.98	113.98
Farcet	63.73	74.35	84.97	95.59	116.83	138.07	159.32	191.18
Fenstanton	102.19	119.23	136.26	153.29	187.35	221.42	255.48	306.58
Folksworth & Washingley	81.67	95.28	108.89	122.50	149.72	176.94	204.17	245.00
Glatton	24.35	28.40	32.46	36.52	44.64	52.75	60.87	73.04
Godmanchester	84.17	98.20	112.23	126.26	154.32	182.38	210.43	252.52
Grafham	48.04	56.05	64.05	72.06	88.07	104.09	120.10	144.12
Great & Little Gidding	62.43	72.84	83.24	93.65	114.46	135.27	156.08	187.30
Great Gransden	57.93	67.58	77.24	86.89	106.20	125.51	144.82	173.78
Great Paxton	72.58	84.68	96.77	108.87	133.06	157.26	181.45	217.74
Great Staughton	45.69	53.30	60.92	68.53	83.76	98.99	114.22	137.06
Haddon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Hail Weston	87.19	101.72	116.25	130.78	159.84	188.90	217.97	261.56
Hamerton & Steeple Gidding	12.49	14.57	16.65	18.73	22.89	27.05	31.22	37.46
Hemingford Abbots	67.71	79.00	90.28	101.57	124.14	146.71	169.28	203.14
Hemingford Grey	71.89	83.87	95.85	107.83	131.79	155.75	179.72	215.66
Hilton	58.57	68.34	78.10	87.86	107.38	126.91	146.43	175.72

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Holme	40.67	47.44	54.22	61.00	74.56	88.11	101.67	122.00
Holywell-cum-Needingworth	85.45	99.70	113.94	128.18	156.66	185.15	213.63	256.36
Houghton & Wyton	89.28	104.16	119.04	133.92	163.68	193.44	223.20	267.84
Huntingdon	182.67	213.11	243.56	274.00	334.89	395.78	456.67	548.00
Kimbolton & Stonely	80.93	94.42	107.91	121.40	148.38	175.36	202.33	242.80
Kings Ripton	67.49	78.73	89.98	101.23	123.73	146.22	168.72	202.46
Leighton Bromswold	100.75	117.55	134.34	151.13	184.71	218.30	251.88	302.26
Little Paxton	82.05	95.73	109.40	123.08	150.43	177.78	205.13	246.16
Morborne	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Offord Cluny & Offord D'Arcy	75.59	88.19	100.79	113.39	138.59	163.79	188.98	226.78
Old Hurst	48.54	56.63	64.72	72.81	88.99	105.17	121.35	145.62
Old Weston	40.06	46.74	53.41	60.09	73.44	86.80	100.15	120.18
Perry	59.17	69.03	78.89	88.75	108.47	128.19	147.92	177.50
Pidley-cum-Fenton	45.59	53.19	60.79	68.39	83.59	98.79	113.98	136.78
Ramsey	76.57	89.33	102.09	114.85	140.37	165.89	191.42	229.70
St. Ives	124.04	144.71	165.39	186.06	227.41	268.75	310.10	372.12
St. Neots	119.05	138.90	158.74	178.58	218.26	257.95	297.63	357.16
Sawtry	59.27	69.14	79.02	88.90	108.66	128.41	148.17	177.80
Sibson-cum-Stibbington	31.31	36.53	41.75	46.97	57.41	67.85	78.28	93.94
Somersham	126.79	147.92	169.05	190.18	232.44	274.70	316.97	380.36
Southoe & Midloe	67.91	79.22	90.54	101.86	124.50	147.13	169.77	203.72
Spaldwick	29.83	34.81	39.78	44.75	54.69	64.64	74.58	89.50
Stilton	99.88	116.53	133.17	149.82	183.11	216.41	249.70	299.64
Stow Longa	41.89	48.88	55.86	62.84	76.80	90.77	104.73	125.68
The Stukeleys	29.51	34.43	39.35	44.27	54.11	63.95	73.78	88.54
Tilbrook	56.85	66.32	75.80	85.27	104.22	123.17	142.12	170.54
Toseland	23.40	27.30	31.20	35.10	42.90	50.70	58.50	70.20
Upton & Coppingford	78.51	91.60	104.68	117.77	143.94	170.11	196.28	235.54
Upwood & the Raveleys	48.55	56.65	64.74	72.83	89.01	105.20	121.38	145.66
Warboys	98.38	114.78	131.17	147.57	180.36	213.16	245.95	295.14
Waresley-cum-Tetworth	29.47	34.39	39.30	44.21	54.03	63.86	73.68	88.42
Water Newton	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Winwick	7.84	9.15	10.45	11.76	14.37	16.99	19.60	23.52
Wistow	49.02	57.19	65.36	73.53	89.87	106.21	122.55	147.06
Woodhurst	28.97	33.80	38.63	43.46	53.12	62.78	72.43	86.92
Woodwalton	92.12	107.47	122.83	138.18	168.89	199.59	230.30	276.36
Wyton-On-The-Hill	32.97	38.47	43.96	49.46	60.45	71.44	82.43	98.92
Yaxley	98.33	114.72	131.11	147.50	180.28	213.06	245.83	295.00
Yelling	26.61	31.05	35.48	39.92	48.79	57.66	66.53	79.84

6.4 Total 2025/26 Council Tax by Property Band for each Precepting Authority and the Billing Authority (subject to final confirmation)

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Abbotsley	1,602.12	1,869.15	2,136.17	2,403.19	2,937.23	3,471.28	4,005.31	4,806.38
Abbots Ripton	1,589.04	1,853.89	2,118.73	2,383.57	2,913.25	3,442.94	3,972.61	4,767.14
Alconbury	1,578.74	1,841.87	2,104.99	2,368.12	2,894.37	3,420.62	3,946.86	4,736.24
Alconbury Weston	1,566.31	1,827.36	2,088.42	2,349.47	2,871.58	3,393.68	3,915.78	4,698.94
Alwalton	1,564.98	1,825.81	2,086.64	2,347.47	2,869.13	3,390.79	3,912.45	4,694.94
Barham & Woolley	1,553.30	1,812.19	2,071.07	2,329.96	2,847.73	3,365.50	3,883.26	4,659.92
Bluntisham	1,616.88	1,886.37	2,155.85	2,425.33	2,964.29	3,503.26	4,042.21	4,850.66
Brampton	1,611.28	1,879.82	2,148.37	2,416.92	2,954.02	3,491.11	4,028.20	4,833.84
Brington & Molesworth	1,570.54	1,832.30	2,094.06	2,355.82	2,879.34	3,402.86	3,926.36	4,711.64
Broughton	1,570.38	1,832.12	2,093.85	2,355.58	2,879.04	3,402.51	3,925.96	4,711.16
Buckden	1,619.42	1,889.32	2,159.23	2,429.13	2,968.94	3,508.75	4,048.55	4,858.26
Buckworth	1,578.27	1,841.32	2,104.36	2,367.41	2,893.50	3,419.60	3,945.68	4,734.82
Bury	1,645.00	1,919.17	2,193.34	2,467.51	3,015.85	3,564.19	4,112.51	4,935.02
Bythorn & Keyston	1,580.08	1,843.43	2,106.78	2,370.13	2,896.83	3,423.53	3,950.21	4,740.26
Catworth	1,594.05	1,859.73	2,125.40	2,391.08	2,922.43	3,453.79	3,985.13	4,782.16
Chesterton	1,530.92	1,786.08	2,041.23	2,296.39	2,806.70	3,317.01	3,827.31	4,592.78
Colne	1,568.32	1,829.70	2,091.09	2,352.48	2,875.26	3,398.03	3,920.80	4,704.96
Conington	1,570.60	1,832.36	2,094.13	2,355.90	2,879.44	3,402.97	3,926.50	4,711.80
Covington	1,546.92	1,804.75	2,062.57	2,320.39	2,836.03	3,351.68	3,867.31	4,640.78
Denton & Caldecote	1,526.09	1,780.44	2,034.79	2,289.14	2,797.84	3,306.54	3,815.23	4,578.28
Earith	1,605.56	1,873.16	2,140.75	2,408.35	2,943.54	3,478.73	4,013.91	4,816.70
Easton	1,566.50	1,827.58	2,088.67	2,349.75	2,871.92	3,394.09	3,916.25	4,699.50
Ellington	1,553.68	1,812.63	2,071.58	2,330.53	2,848.43	3,366.33	3,884.21	4,661.06
Elton	1,564.08	1,824.77	2,085.45	2,346.13	2,867.49	3,388.86	3,910.21	4,692.26
Farcet	1,589.82	1,854.79	2,119.76	2,384.73	2,914.67	3,444.61	3,974.55	4,769.46
Fenstanton	1,628.28	1,899.67	2,171.05	2,442.43	2,985.19	3,527.96	4,070.71	4,884.86
Folksworth & Washingley	1,607.76	1,875.72	2,143.68	2,411.64	2,947.56	3,483.48	4,019.40	4,823.28
Glatton	1,550.44	1,808.84	2,067.25	2,325.66	2,842.48	3,359.29	3,876.10	4,651.32
Godmanchester	1,610.26	1,878.64	2,147.02	2,415.40	2,952.16	3,488.92	4,025.66	4,830.80
Grafham	1,574.13	1,836.49	2,098.84	2,361.20	2,885.91	3,410.63	3,935.33	4,722.40
Great & Little Gidding	1,588.52	1,853.28	2,118.03	2,382.79	2,912.30	3,441.81	3,971.31	4,765.58
Great Gransden	1,584.02	1,848.02	2,112.03	2,376.03	2,904.04	3,432.05	3,960.05	4,752.06
Great Paxton	1,598.67	1,865.12	2,131.56	2,398.01	2,930.90	3,463.80	3,996.68	4,796.02
Great Staughton	1,571.78	1,833.74	2,095.71	2,357.67	2,881.60	3,405.53	3,929.45	4,715.34
Haddon	1,526.09	1,780.44	2,034.79	2,289.14	2,797.84	3,306.54	3,815.23	4,578.28
Hail Weston	1,613.28	1,882.16	2,151.04	2,419.92	2,957.68	3,495.44	4,033.20	4,839.84
Hamerton & Steeple Gidding	1,538.58	1,795.01	2,051.44	2,307.87	2,820.73	3,333.59	3,846.45	4,615.74
Hemingford Abbots	1,593.80	1,859.44	2,125.07	2,390.71	2,921.98	3,453.25	3,984.51	4,781.42
Hemingford Grey	1,597.98	1,864.31	2,130.64	2,396.97	2,929.63	3,462.29	3,994.95	4,793.94
Hilton	1,584.66	1,848.78	2,112.89	2,377.00	2,905.22	3,433.45	3,961.66	4,754.00
Holme	1,566.76	1,827.88	2,089.01	2,350.14	2,872.40	3,394.65	3,916.90	4,700.28
Holywell-cum-Needingworth	1,611.54	1,880.14	2,148.73	2,417.32	2,954.50	3,491.69	4,028.86	4,834.64
Houghton & Wyton	1,615.37	1,884.60	2,153.83	2,423.06	2,961.52	3,499.98	4,038.43	4,846.12
Huntingdon	1,708.76	1,993.55	2,278.35	2,563.14	3,132.73	3,702.32	4,271.90	5,126.28
Kimbolton & Stonely	1,607.02	1,874.86	2,142.70	2,410.54	2,946.22	3,481.90	4,017.56	4,821.08
Kings Ripton	1,593.58	1,859.17	2,124.77	2,390.37	2,921.57	3,452.76	3,983.95	4,780.74
Leighton Bromswold	1,626.84	1,897.99	2,169.13	2,440.27	2,982.55	3,524.84	4,067.11	4,880.54
Little Paxton	1,608.14	1,876.17	2,144.19	2,412.22	2,948.27	3,484.32	4,020.36	4,824.44
Morbome	1,526.09	1,780.44	2,034.79	2,289.14	2,797.84	3,306.54	3,815.23	4,578.28
Offord Cluny & Offord D'Arcy	1,601.68	1,868.63	2,135.58	2,402.53	2,936.43	3,470.33	4,004.21	4,805.06
Old Hurst	1,574.63	1,837.07	2,099.51	2,361.95	2,886.83	3,411.71	3,936.58	4,723.90
Old Weston	1,566.15	1,827.18	2,088.20	2,349.23	2,871.28	3,393.34	3,915.38	4,698.46
Perry	1,585.26	1,849.47	2,113.68	2,377.89	2,906.31	3,434.73	3,963.15	4,755.78
Pidley-cum-Fenton	1,571.68	1,833.63	2,095.58	2,357.53	2,881.43	3,405.33	3,929.21	4,715.06

	BAND A £	BAND B £	BAND C £	BAND D £	BAND E £	BAND F £	BAND G £	BAND H £
Ramsey	1,602.66	1,869.77	2,136.88	2,403.99	2,938.21	3,472.43	4,006.65	4,807.98
St. Ives	1,650.13	1,925.15	2,200.18	2,475.20	3,025.25	3,575.29	4,125.33	4,950.40
St. Neots	1,645.14	1,919.34	2,193.53	2,467.72	3,016.10	3,564.49	4,112.86	4,935.44
Sawtry	1,585.36	1,849.58	2,113.81	2,378.04	2,906.50	3,434.95	3,963.40	4,756.08
Sibson-cum-Stibbington	1,557.40	1,816.97	2,076.54	2,336.11	2,855.25	3,374.39	3,893.51	4,672.22
Somersham	1,652.88	1,928.36	2,203.84	2,479.32	3,030.28	3,581.24	4,132.20	4,958.64
Southoe & Midloe	1,594.00	1,859.66	2,125.33	2,391.00	2,922.34	3,453.67	3,985.00	4,782.00
Spaldwick	1,555.92	1,815.25	2,074.57	2,333.89	2,852.53	3,371.18	3,889.81	4,667.78
Stilton	1,625.97	1,896.97	2,167.96	2,438.96	2,980.95	3,522.95	4,064.93	4,877.92
Stow Longa	1,567.98	1,829.32	2,090.65	2,351.98	2,874.64	3,397.31	3,919.96	4,703.96
The Stukeleys	1,555.60	1,814.87	2,074.14	2,333.41	2,851.95	3,370.49	3,889.01	4,666.82
Tilbrook	1,582.94	1,846.76	2,110.59	2,374.41	2,902.06	3,429.71	3,957.35	4,748.82
Toseland	1,549.49	1,807.74	2,065.99	2,324.24	2,840.74	3,357.24	3,873.73	4,648.48
Upton & Coppingford	1,604.60	1,872.04	2,139.47	2,406.91	2,941.78	3,476.65	4,011.51	4,813.82
Upwood & the Raveleys	1,574.64	1,837.09	2,099.53	2,361.97	2,886.85	3,411.74	3,936.61	4,723.94
Warboys	1,624.47	1,895.22	2,165.96	2,436.71	2,978.20	3,519.70	4,061.18	4,873.42
Waresley-cum-Tetworth	1,555.56	1,814.83	2,074.09	2,333.35	2,851.87	3,370.40	3,888.91	4,666.70
Water Newton	1,526.09	1,780.44	2,034.79	2,289.14	2,797.84	3,306.54	3,815.23	4,578.28
Winwick	1,533.93	1,789.59	2,045.24	2,300.90	2,812.21	3,323.53	3,834.83	4,601.80
Wistow	1,575.11	1,837.63	2,100.15	2,362.67	2,887.71	3,412.75	3,937.78	4,725.34
Woodhurst	1,555.06	1,814.24	2,073.42	2,332.60	2,850.96	3,369.32	3,887.66	4,665.20
Woodwalton	1,618.21	1,887.91	2,157.62	2,427.32	2,966.73	3,506.13	4,045.53	4,854.64
Wyton-On-The-Hill	1,559.06	1,818.91	2,078.75	2,338.60	2,858.29	3,377.98	3,897.66	4,677.20
Yaxley	1,624.42	1,895.16	2,165.90	2,436.64	2,978.12	3,519.60	4,061.06	4,873.28
Yelling	1,552.70	1,811.49	2,070.27	2,329.06	2,846.63	3,364.20	3,881.76	4,658.12

7. Fees and Charges

7.1 The Fees and Charges that will be applicable from April 2025 to March 2026 have been included in **Annex B**. These fees and charges are correct at the time of reporting but there may be changes throughout the year that will be agreed by the Executive Councillor and the S151 Officer.

8.0 Robustness of the 2025/26 Budget and Medium-Term Financial Strategy

8.1 Section 25 of the Local Government Act 2003 requires the Corporate Director of Finance and Resource, as the Council's Responsible Financial Officer (Section 151 Officer), to report on the robustness of the 2025/26 budget and the adequacy of reserves to assist you in making your decisions on the Budget and the level of Council Tax. Further, this is an opportunity for me to provide some commentary in respect of the period covered by the Medium-Term Financial Strategy (MTFS).

8.2 Robustness and Budget Setting

8.2.1 At the time of writing, the 2024/25 outturn for the Council is reporting a favourable variance of £1.101m compared to budget in respect of service expenditure. This is due to a variety of factors including, increased interest receipts and additional income from waste streams, offset by costs associated with customer transformation and the creation of the Community Wealth and Health Fund.

8.2.2 The Council has reviewed its service expenditure in consultation with the Executive Councillors. In collaboration with the Senior Leadership Team, proposals for savings and growth, as summarised in Table 2, were developed by officers and Executive Councillors using a rigorous process that challenged and validated each proposal. The Finance Team provided the central support and advice to services and the entire process has been and overseen by the Corporate Director of Finance and Resources (S151 officer).

8.2.3 In addition to the Executive Councillor review, the Council:

- will continue to review services and develop funding proposals that help to mitigate the current uncertainty driven by external economic factors and only a one-year focus on the spending review from Government; and
- the Executive has chosen to increase Council Tax for 2025/26 to protect frontline services.

8.3 Challenges Facing the Council

8.3.1 The challenges that the Council faces are like those being faced by many councils across the local government community. The principal challenges that the Council is tackling are illustrated below:

Public Sector Funding

8.3.2 The public sector continues to endure uncertainty around the Fair Funding and Business Rates Reset. The Local Government Finance Settlement announced in December 2024 is only a single year settlement. Whilst it increased District Councils' core spending power by 3% this is not keeping pace with inflation, and there is continued uncertainty around future years' funding. The Council needs to continue to take proactive action to manage its future finances and mitigate the impacts of external factors on its funding.

8.3.3 Following the 2025/26 provisional settlement announced in December 2024, table 32 clearly shows that the grant funding streams for the Councils MTFs for 2025/26 and for the period up to 2029/30 has moved when compared to the preceding year. For:

- 2025/26 the total grant included in last year's MTFs was £2.365m; following the provisional settlement there is minimal cumulative movement. New Homes Bonus has continued for a further year, and the Council has benefited from funding to partially compensate the additional burden of employer national insurance increases, but this is largely offset by a corresponding decrease in the Funding Guarantee and Service grants.
- 2026/27 onwards New Homes Bonus funding is assumed to cease from 2026/27, and the Council's net grants position is assumed to reset at a lower level due to the uncertainties regarding future grant funding.

Table 32	Comparison of Grant Assumptions: 2024/25 Budget & 2025/26 Budget and MTFS (2026/27 to 2029/30)					
	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m	2029/30 £m
2024/25 Budget & MTFS						
NNDR	(13.780)	(14.596)	(10.437)	(10.914)	(11.417)	
RSG	(0.188)	(0.178)	(0.162)	(0.098)	(0.028)	
NHB	(1.699)	-	-	-	-	
Other Grants	(0.883)	(2.187)	(0.050)	(0.050)	(0.050)	
Total	(16.551)	(16.961)	(10.649)	(11.062)	(11.495)	
2025/26 Budget & MTFS						
NNDR		(13.171)	(12.760)	(11.640)	(10.732)	(11.236)
RSG		(0.216)	(0.425)	(0.360)	(0.290)	(0.220)
NHB		(1.472)	-	-	-	-
Other Grants		(0.724)	-	-	-	-
Total		(15.584)	(13.185)	(12.000)	(11.022)	(11.456)
Variance between Grant Assumptions						
NNDR		1.425	(2.323)	(0.726)	0.685	
RSG		(0.038)	(0.263)	(0.262)	(0.262)	
NHB		(1.472)	-	-	-	
Other Grants		1.463	0.050	0.050	0.050	
Total		1.377	(2.536)	(0.938)	0.473	
		%	%	%	%	
NDR		(9.8)	22.3	6.6	(6.0)	
RSG		21.5	162.0	267.3	935.5	
NHB		0.0	0.0	0.0	0.0	
Other Grants		(66.9)	(100.0)	(100.0)	(100.0)	
Total		(8.1)	23.8	8.5	(4.1)	

Programme of Service Review

8.3.4 The Executive have reviewed and scrutinised their budgets, considering the impacts of external demand and cost pressures, whilst looking for opportunities to mitigate pressures with cost savings and income generation.

8.4 Governance

8.4.1 Noted within the 2023/24 Annual Governance Statement (AGS) both the Executive Leader and the Chief Executive consider not only internal controls: Risk Management, Cyber Security and Network Controls, Financial Management, Programme delivery and GDPR, but also external factors such as:

1	Morbidity/Growing number of years of ill health/Continued impact of COVID	Impacting on people's ability to be self-reliant and generating additional cost through support needs.
2	Wider economic environment	Impact of Commercial Investment Strategy/Business rates receipts and level of need from residents.
3	Housing Affordability	Leading to homelessness and constraining growth.
4	Environmental pressures and sustainability challenge	Challenges to the long-term sustainability and attraction to our area.
5	Partner agency operational pressures	Challenges to the long-term sustainability and attraction to our area.

8.5 Risks

8.5.1 Because of the nature of the macro and microenvironment that the wider local government family and the Council operates within, there are a whole host of risks that the Council faces on a day-to-day basis. In such an environment, budget setting is not a science but more a guide on how financial resources will be allocated to services over the forthcoming year and to give an indication into the medium term. There will always be items that emerge after the budget has been approved and these can range from a programme under or overachieving or an unexpected event occurring.

Mitigation of Unforeseen Events

8.5.2 During the budget setting for 2024/25, a fixed General Fund Reserve of £2.175m was agreed based on the likely financial risks facing the council. The General Fund Reserve will be maintained at this level for 2025/26.

In order to mitigate the impacts of any event that could have a potentially negative impact on the council's finances the council has clear processes in place:

Where a situation has occurred that is service specific, the

- first call for funding will be from compensating savings from elsewhere within the service, and if none are possible then savings from the wider Councils budget (service first, wider Council thereafter);
- second call for funding will be general service reductions. Such an approach will inevitably have an impact on service delivery; and
- finally, the use of General Fund reserves would be considered.

Where a situation arises that is corporate in nature, then consideration will be given to the first and second calls, but there is likely to be earlier consideration of using General Fund reserves.

8.5.3 During 2016/17 the Council introduced the Budget Surplus Earmarked Reserve; the aim of this reserve is to "mop-up" service underspends that would cause the General Fund to be higher than the minimum threshold. This has been developed further to provide a means by which surpluses could be distinguished between those due to unspent NHB or in-services savings.

With regard to:

- unspent NHB, such underspends are passported through to the Commercial Investment Earmarked Reserve, therefore, enabling the Council to ring-fence funds that are available for Commercial Investment and/or service development.
- in-service savings, such underspends can be ring-fenced to provide a 'smoothing' fund to meet future years estimated deficits.

8.5.4 The technical definition of General Fund Reserves includes the General Fund (Unallocated) Reserve as well as all 'revenue' Earmarked Reserves. In the context of making General Fund Reserve balances available to meet unforeseen events, the Council has self-limited this to the General Fund (Unallocated) Reserve itself as well as the Budget Surplus Earmarked Reserve. The Commercial Investment Reserve is not included in the following risk modelling assessment as this is the means by which the Council is able to invest to provide medium-term financial sustainability – to include the Commercial Investment Reserve could give an overly optimistic view of financial resilience. Consequently, to mitigate such events and secure the delivery (and security) of day-to-day business, the schedule of call-off would be:

- General Fund (Unallocated) Reserve; and then the
- Budget Surplus Earmarked Reserve.

As an absolute last resort, only then would the Commercial Investment Earmarked Reserve be applied.

Risk Modelling

8.5.5 It is essential that relevant risks are identified, and appropriate sensitivity analysis applied to determine the impact of such risks on the Councils financial standing – and consequently the delivery of the Councils day-to-day business. The most significant potential risks to the budget are:

- under achievement of savings.
- higher inflation.
- further reductions in income (mainly from fees and charges).
- non-achievement of savings; including Shared Services.
- failure of a borrower.
- an emergency.
- estate property enhancement/development.
- increased demand on services (e.g. benefits and homelessness).
- level of retained business rates.

8.5.6 Taking each of the above in turn:

- **Underachievement of Savings & Additional Income**
The savings and increased income budgets included within the budget total £6.680m and cover a broad range of services. Achieving them is dependent on market, management and political conditions prevailing at the time. It is therefore prudent to assume that some of these savings may not be achieved.

- **Inflation**

With regard to:

- Pay
The budget for 2025/26 assumes a budget envelope for pay awards equivalent to a notional 4% increase in staffing costs for 2025/26. The pay budget also includes increases for increments, non-consolidated bonuses, the increase to National Living Wage and the additional cost of changes to employers' national insurance.
- General Inflation
No general inflation has been included in the 2025/26 budget except where there are contractual price increases.
- Borrowing
The budget for 2025/26 assumes minimal borrowing cost for temporary borrowing (for non-CIS borrowing)

- **Reduced income: Fees and Charges**

Total fees and charges are £22.412m, therefore, for sensitivity analysis a 2% loss of income from fees and charges would amount to £0.448m. The largest income streams that are susceptible to variation include Car Parks (Off-Street) Leisure Centres, Commercial Estates, and Planning Fees.

- **Reduced income: New Homes Bonus**

For 2025/26 the Council's NHB is £1.472m; the Government has indicated that this funding will cease from 2026/27.

- **Government Grant: Non-Domestic Rates**

Since the localisation of Non-Domestic Rates in April 2013 it has become increasingly clear that the levels that the authority will be able to retain are increasingly difficult to forecast. Whilst there are some opportunities for estimating e.g. the development of new buildings, it is difficult to judge when development will commence on allocated land even if planning permission has been granted.

Prior to 2017/18, it had been established that the government's assessment of growth for the district was somewhat optimistic when compared to actual growth. Similar to last year, for 2025/26 the Council has taken a more prudent line by formulating its own assessment for NDR receipts. Directly linked to NDR are s31 grants; this is government grant that compensates local government for it being required to exceed the minimum statutory regulations for certain thresholds as a consequence of government priorities (i.e., increasing the 'small business relief' limit above that required by law). The assessed s31 receipts for 2025/26 are £2.836m.

- **Failure of a Borrower**

The current counterparty limit is lending of £5m to a single institute.

The main borrowing risk rests on whether the lending is either on a short or long-term basis. The £5m limit is restricted to strategic funds the highest limit for other funds (excluding government) is £4m. The impact of a "failure of borrower" will be the loss of revenue cash flow and the potential costs involved of "making good" the lost investment.

There are, however, good governance arrangements around the Council's Treasury activity and therefore the likelihood of loss is minimal. However, with the current financial situation and the possibility of a recession and of increasing bad debts, and therefore creditworthiness, it would be prudent to include some sensitivity in respect of cash flow. Therefore, the average maximum amount lent to an institution at any given time is around £4m; if this amount was lost and the Council had to borrow from the PWLB, at current rates this would amount to a cost of £0.2m at an assumed rate of 5%. This block amount is included in the sensitivity analysis.

- **Emergency**

As is normal for a business, different types of risk are mitigated in many different ways. Some risks are insured against, so losses are limited to the excesses payable and also, the Government's Bellwin Scheme meets a large proportion, over a threshold, of the costs of any significant peacetime emergencies (e.g., pandemics, severe flooding). The Council maintains its General Fund Reserves at a fair 'minimum' level and their use in respect of Mitigation of Unforeseen Events is discussed in detail at paragraphs 8.5.2 and 8.5.3.

With specific regard to flooding, the Council does reside within a flood risk area and there have been occasions where the Council has been required to meet the cost of local flooding incidents; however, such costs have been met from within current resources. With the reduction in budgets, it is anticipated that such ad-hoc spend will not be able to be as easily accommodated so it would be prudent to include an element within any sensitivity to meet this cost. The Code of Financial Management permits the Chief Executive or the Responsible Financial Officer to incur "emergency spend" of up to £0.500m, with retrospective reporting to Cabinet. A 50% allocation (£0.250m) of the £0.500m is included within the sensitivity analysis.

- **Estate property enhancement/development**

With the Council increasing its CIS Estate and the 'ageing' of its current Operational Estate, it is fair to include a risk in respect of future property enhancement. For sensitivity modelling purposes, the currently estimated cost of enhancement is £0.182m for sensitivity purposes if 80% of this was required this would give a cost of £0.146m.

- **Increased demands on services**

Many of the services provided by the Council are susceptible to an increase in demand. However, over the past few years the most susceptible that have had a significant revenue impact is homelessness.

- **Council Tax**

The Council has chosen to increase Council Tax by £5 this year resulting in an increase of £0.421m.

Sensitivity for 2025/26 Budget

8.5.7 Considering the risks, budget assumptions, and the likelihood of all these risks occurring at the same time, the council will have sufficient resources to meet the costs of the risks.

8.6 Revenue Reserves

Reserves for 2025/26 and the MTFs Period (2026/27 to 2029/30)

- 8.6.1 There is no statutory minimum level of reserves, however, as noted at 8.5.2 the minimum threshold for the General Fund (Unallocated) Reserves of £2.175m that Cabinet approved during 2024/25 budget setting will be maintained. The primary aim of the General Fund is to provide a safety net for unforeseen expenditure.
- 8.6.2 In addition to the General Fund, and as shown in 8.5.2 to 8.5.3 the Council operates several reserves, including the Budget Surplus Reserve, the Commercial Investment Reserve and a number of specific Earmarked Reserves. The purpose of the latter is to meet known potential liabilities arising from statutory commitments, known risks, future or political commitments and costs associated with transformation and commercialisation.

8.7 Conclusion

2025/26 Budget

Considering all the factors noted within the Robustness statement in respect of 2025/26, I consider that given the combination of the council's:

- commitment to continue to find service efficiencies;
- intended direction of travel in relation to governance;
- clear intention to invest in services; and
- prudent position relating to income recognition.

the budget proposed for 2025/26 should not give Members any significant concerns over the Council's financial position.

Medium Term Financial Strategy (2026/27 to 2029/30)

With regard to the period covered by the MTFs; the Council does face some future funding risk with the:

- expected reduction in NHB,
- the implications of Fair Funding and
- the ongoing issues pertaining to the localisation of Business Rates.

However, over the past few years the Council has taken proactive action to address its budgetary concerns and with the planned continuation of work to find efficiencies the Council has a sound financial base upon which it can further develop its aim of financial self-sufficiency.

Suzanne Jones

Responsible Financial Officer (Section 151)