



Appendix A

General Fund Revenue Budget and Medium Term Financial Plan 2026/27 to 2030/31

2025/26 £000	Cost of Services	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
305	Chief Executive's Office	313	323	333	343	353
1,855	Communications, Strategy & Policy	1,850	1,907	1,965	2,025	2,087
2,073	Housing and Health	3,482	3,655	3,779	3,872	3,970
700	Operations	1,203	1,622	1,887	2,155	2,420
(200)	Hertford Theatre	(200)	(375)	(350)	(324)	(304)
2,285	Planning & Building Control	2,373	2,471	2,572	2,677	2,784
844	Shared Revenues & Benefits Service	618	692	769	849	978
2,971	IT Shared Service	2,959	3,061	3,167	3,277	3,392
1,436	Legal & Democratic Services	1,527	1,579	1,632	1,687	1,728
519	Human Resources & Org Development	656	671	688	704	721
2,528	Strategic Finance & Property	2,319	2,647	2,876	3,101	3,393
705	Centrally Managed Costs	937	939	941	943	943
(150)	Revenue Costs Capitalised	(70)	(50)	(20)	(20)	(20)
50	Capital Expenditure Charged to a Revenue Account	50	50	50	50	50
15,921	Net Cost of Services	18,017	19,192	20,290	21,339	22,494

2025/26 £000	Corporate Budgets	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
(100)	Fees and Charges Annual Review	(50)	(100)	(150)	(200)	(250)
1,634	Minimum Revenue Provision	1,453	1,453	1,479	1,479	1,479
3,269	Interest Payable on Loans	2,508	2,310	2,190	1,986	1,986
(1,000)	Investment Income	(600)	(600)	(600)	(600)	(600)
637	Pension Fund Deficit Contribution					
4,440	Total Corporate Budgets	3,311	3,063	2,919	2,665	2,615

(63)	Savings identified 2026/27	(436)	(436)	(436)	(436)	(436)
	Savings identified 2027/28		(648)	(648)	(648)	(648)
	Savings identified 2028/29			(210)	(210)	(210)
	Savings proposed 2026/27	(454)	(454)	(454)	(454)	(454)
	Pressures	771	549	0	0	0
	Savings to be found					
	Total Savings & Pressures	(119)	(989)	(1,748)	(1,748)	(1,748)

20,298	Total Costs	21,209	21,266	21,461	22,256	23,361
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2025/26 £000	Government Funding & Council Tax	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
(5,092)	Retained Business Rates - Business Rates	(2,657)	(2,718)	(2,773)	(2,773)	(2,773)
(1,193)	New Homes Bonus Grant	0	0	0	0	0
(141)	Revenue Support Grant	(4,274)	(3,672)	(3,041)	(3,041)	(3,041)
(403)	General Government Grants	0	0	0	0	0
(179)	NI grant					
	Homelessness, Rough Sleeping and Domestic Abuse	(901)	(987)	(1,022)	(1,022)	(1,022)
(13,131)	Council Tax Demand on the Collection Fund	(13,627)	(14,139)	(14,670)	(15,220)	(15,790)
	Collection Fund (Surplus)/Deficit					
(20,139)	Total Government Funding & Council Tax	(21,459)	(21,516)	(21,505)	(22,055)	(22,625)

159 Net Budget before Reserves movements	(250)	(250)	(44)	200	735
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2025/26 £000	Contributions to/(from) Reserves	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
0	Contributions to Earmarked Reserves	250	250	0	0	0
(164)	Contributions (from) Earmarked Reserves	0	0	0	0	0
	Contributions to General Fund					
	Contributions (from) General Fund					
(164)	Total Contributions to/(from) Reserves	250	250	0	0	0

(5) Net Budget Position	0	0	(44)	200	735
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