



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 | 3,590 | 3,715 | 3,810 | 3,903 | 4,001 |
| 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 | 18,125 | 19,252 | 20,321 | 21,370 | 22,525 |
| 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 Pressures | (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 | 21,317 | 21,326 | 21,492 | 22,287 | 23,392 |

| 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 | (1,009) | (1,047) | (1,053) | (1,053) | (1,053) |
| (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 | (21,567) | (21,576) | (21,537) | (22,087) | (22,657) |

| | | | | | | |
|------------|---|--------------|--------------|-------------|------------|------------|
| 159 | Net Budget before Reserves movements | (250) | (250) | (45) | 200 | 735 |
|------------|---|--------------|--------------|-------------|------------|------------|

| 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 | 0 | 0 | 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 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | |
|------------|----------------------------|--------------|--------------|-------------|------------|------------|
| (5) | Net Budget Position | (250) | (250) | (45) | 200 | 735 |
|------------|----------------------------|--------------|--------------|-------------|------------|------------|