

Corporate Plan and Budget 2026-2027

MID SUSSEX DISTRICT COUNCIL

CORPORATE PLAN AND BUDGET

2026/27

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Section 1

INTRODUCTION

CORPORATE PLAN AND BUDGET 2026/27

SECTION 1: INTRODUCTION

A Period of Change for West Sussex

1. Our Corporate Plan for 2026/27 is set during a period of considerable change for Local Government in Sussex, following the Government selecting our county as one of six priority areas for its Local Government Reorganisation Programme.
2. In West Sussex, all the Councils worked closely together to develop two viable and implementable options for the county. These consisted of:
 - a. Two unitary Councils based on Mid Sussex, Horsham & Crawley and another covering Chichester, Arun, Worthing & Adur or:
 - b. One unitary Council covering all of West Sussex.
3. At the time of writing this plan (November 2025) Government was consulting on these proposals, alongside a proposal from East Sussex Councils for one unitary Council covering East Sussex, and a proposal from Brighton & Hove City Council for five unitary Councils covering East & West Sussex and the City.
4. Although Local Government Reorganisation will have a considerable impact on the administration of public services in Sussex, our priority, not only in creating our options for the area, but as the District Council for Mid Sussex is continuing “**working together for a better Mid Sussex**”.
5. Over the coming year, our communities and residents will be provided every opportunity to thrive, and that will include supporting the transition of our residents and staff to the new authority.

Innovation to Address Ongoing Challenges

6. Within this context, there are significant pressures on all local authorities across the country. Costs for residents and Councils continue to rise. This in turn adds more pressure on our teams and services.
7. The **Government’s Fairer Funding Review**, will, through its introduction, enabled us to take a longer-term approach to planning our services through the provision of a three-year settlement, rather than working year-to-year. However, in focussing on certain authorities, for example those authorities with the greatest deprivation amongst its resident, it has consequently added pressures to authorities, like ours, where our proportion of deprivation based assessed need is much smaller and where finances are well managed.
8. Our ongoing positive approach to **treasury management**, means we can absorb some of this funding reduction, as detailed in Section 2, and we await the details of our settlement for 2026/27. But we know this is not sustainable.
9. We continue to deliver quality and award-winning services, while providing value for money through the maximisation of our resources and continually innovating.

10. Our customer first approach will see **us piloting AI** and smart technologies to simplify how residents access our services and gain information and answers to their questions, while driving efficiencies releasing staff time to apply their skills and knowledge in a more focussed way. The adoption of new systems and technology will also support our commitment to sustainability and achieving Net Zero moving to a paper free and digital first approach.
11. Members will see from section 2 that the outcome of the Settlement remains unclear for next year, but what is more certain is the overall downward trajectory of funding that this Council will be able to retain by the end of the settlement period 2028/29. Estimates are based on the governments Funding Assessment of need and, while there is some indication that this will improve once MHCLG have finished their modelling and publish the provisional settlement, it sees a significant gap emerging of almost £6m. Therefore, should opportunity present itself the priority must be to top up priority reserves that facilitate the ambition for Mid Sussex as outlined in this paper and that supports ongoing financial robustness.

A District for All

12. **Homelessness** is an increasing issue nationally, and within our district. Our early intervention approach, which includes Homelessness Surgeries to provide advice and support to those who are already or at potential risk of becoming homeless, have started to have a positive impact. More than 270 people attended this past year and we intend to further increase their availability to stem the flow of people becoming homeless and requiring intensive support.
13. But demand continues to increase, influenced by the ongoing cost of living, legislative changes, the shrinking private rental market and the creation of new households following family breakdown.
14. Our data-led focus has identified that the main causes of homelessness are, domestic abuse, parental exclusion, and pressures from the private rented sector. Addressing this requires a concerted effort to increase the supply of affordable with short term relief through our continuing programme of Temporary Accommodation acquisition to meet the needs of families.
15. The introduction of the Government's **Simpler Recycling** programme and the requirement for all Councils to provide a food waste collection by March 2026 has seen Mid Sussex undertake one of its largest operational changes. The roll out of the 1,2,3 programme, following two successful trials involving 6,000 residents, covered 72,000 households and delivered around 432,500 collections every three weeks. Within the first fortnight of its roll out, 285 tonnes of food waste about 20 tonnes per day was collected, which were processed via an anaerobic digester to generate energy or produce fertiliser.
16. In addition to the positive environmental impact, the 1,2,3 programme has created an additional 30 jobs in the district, which will increase with the development of a new depot, which will provide further jobs and deliver significant operational efficiencies and sustainability benefits in one place.
17. Our **green spaces** contribute to the vibrancy of our area and support the health and well-being of our communities. The implementation of the Green Spaces Strategic Vision has seen the start of a programme of rejuvenation to three of our identified sites, which are set to complete in spring 2026,

with design work also starting on two further areas.

18. Our **Parking Strategy** seeks to support the local economy, reduce potential frustration and increase safety within our communities. Our review of parking tariffs and management regimes this past year, will see the trial of new technologies in our car parks. These respond to customer needs, support the vitality of our towns and fund enforcement activity to address dangerous and inconsiderate parking.
19. Following the agreement of Council, and to ensure we can support families with high quality, **local Temporary Accommodation** we have continued to purchase our own properties. This means families do not need to stay in nightly paid accommodation outside of the District. Being outside the District means families are away from their support networks and schools and accommodation. This also represents significant costs. Purchasing properties for use as local Temporary Accommodation means the Council also significantly reduces the increase in costs to temporarily house families and the housing service can focus on preventing homelessness. This approach ensures people can keep their connections with local schools and communities and we can continue to provide a range of support to them including ensuring they are accessing the financial help and advice they need. As well as providing the best option for vulnerable people and families, this also makes economic sense when we know Temporary Accommodation is a cause of debilitating financial challenges for other authorities.

A Strong and Sustainable Future for Mid Sussex

21. The Government aims to deliver 1.5 million homes over the next five years. Locally we are working hard to support this ambition and are focussed on our **District Plan** examination being concluded successfully and the adoption of the Plan in late 2026 protecting us from speculative development that not only threatens the integrity of our communities but also adds significant pressure to our planning teams. This year we have seen a 26% increase in major planning applications and 7% increase on standard applications, owing to the current lack of five-year housing supply in the district. Our team continues to maintain a quality service and, this year has ensured almost 100% of applications were processed within the agreed timescales. As we move back into Examination and look forward to being able to formally adopt our new District Plan in 2026, this will recalibrate the position for our planning teams, developers and local communities and reestablish **the plan led approach** that this Council has always supported.
22. Our growing communities have provided us with the opportunity to develop and improve our community facilities and infrastructure. This year saw the opening of **The Arc: Centre for Outdoor Sport**, the development of which was based on community feedback and provided through a strong partnership between Mid Sussex District Council and Homes England, **utilising the Section 106** developer contributions secured from the Brookleigh Development.

23. Our positive approach to maximising our developer contributions has been strengthened this year through the appointment of a **dedicated Section 106 and Infrastructure Manager**, who is building strong relationships with our Town and Parish Councils, to ensure they are used to address real community need.
24. Through its development, the excellent environment credentials of The Arc: Centre for Outdoor Sport provides an exemplar to the application of our refreshed **Sustainable Economic Strategy and Action Plan**, which was adopted in March 2024. The Strategy and Plan guide sustainable growth of our district and includes a Net Zero action plan to achieve the targets set by the Council.
25. A future Mid Sussex not only relies on the provision of homes developed to the highest environmental standards and sympathetic to our natural environment, but ensuring our economy is future proofed.
26. Thriving high streets, harnessing economies of the future and supporting people to get into work are at the heart of our economic development plan.
27. The redevelopment of the **Martlets Shopping Centre** in Burgess Hill, which is expected to commence in Autumn 2026 and the adoption of Haywards Heath and East Grinstead as **Business Improvement Districts** will reinvigorate our vital town centres, whilst providing jobs and maximising our local supply chains.
28. Our independent report into the current and potential value of the **Quantum Technology Sector** to Sussex and Greater Brighton, published in October 2025, identifies opportunities for us to harness this sector's growth, to position the area as the Sussex Quantum Silicon Valley. Seizing the opportunities highlighted are vital to the economic development of Sussex and Brighton and we will be engaging with Government and partners locally, nationally and internationally to encourage investment.

Championing our Communities

29. School holidays place significant pressures on families. The average cost to a family, of looking after children over a half term is £179 per week and up to £1,000 over the summer holidays. Our **Play Days** continue to go from strength to strength alleviating some of the financial pressures by providing free family entertainment during the school holidays. In 2025 6,578 people participated, which surpassed 2024 and more events are planned in 2025/26.
30. Our **community grants** also continue to grow year-on-year, with the full £100,000 budget and underspend from previous years expected to be fully committed by the end of 2025/26. The programme is underpinned by the UN Sustainable Development Goals, seeking to end poverty and deprivation, address inequality and encourage economic growth helping our communities to thrive by supporting projects and organisations that can have the greatest impact.

Conclusion

31. Against a backdrop of significant change and additional pressures, Mid Sussex's Corporate Plan and Budget, is balanced for 2026/27 and maintains a focus on delivering the highest quality services for our District and providing a positive and sustainable future for all our residents.

Section 2

FINANCIAL STRATEGY (INCLUDING MEDIUM TERM FINANCIAL PLAN (MTFP))

- **2a New Bids - Project Initiation Documents (PIDs)**
- **2b Assistant Director Corporate Resources (S151 Officer) Statement on the Budget Robustness**

CORPORATE PLAN AND BUDGET 2026/27

SECTION 2: FINANCIAL STRATEGY

National and Local Context

32. Last year the Local Government Policy Statement and Provisional Settlement confirmed that 2026/27 will be the start of a multi-year settlement which will add some greatly needed certainty for planning purposes. Following the Policy Statement on 20 November and the Provisional Financial Settlement on 17 December it is clear that the overall financial trajectory for the Council is not good. Current models suggest a deficit of circa £6m by the end of the multi-year settlement, based on the governments assessment of funding need via the formula. Additionally, we are continuing to see other authorities indicating they cannot meet current financial challenges, especially with slower than anticipated reduction in inflation and pressures on services which has kept costs high. Despite this Councillors and Officers have worked hard to maintain financial stability whilst continuing to attract investment to the district. This means that, despite funding pressures and the challenging external forces, we are still able to maintain one of the lowest levels of Council Tax in the region whilst delivering an ambitious level of service for our residents.
33. The Local Government Finance Policy Statement made on 20 November (25 November last year) gave some clarity regarding how funding will be allocated in the 2026/27 settlement, however the overall quantum and transitional arrangements are amongst the elements that remained unclear and we therefore had to wait for the provisional funding allocations at the provisional settlement itself, which confirmed the Councils allocations. The Provisional Local Government Settlement confirmed the principles for Local Government Funding Reform 2.0, bringing into the formula a number of new principles that have a detrimental impact on the funding this Council receives e.g. the Notional National Council Tax becomes the level the funding formula assumes you can raise in tax, however this is currently higher than that which the Council can raise. As well as the end to New Homes Bonus (NHB) for which the Council received £1.236m in 2025/26. Ahead of the provisional settlement the Council was advised that it is one of a number of Councils that will be significantly adversely impacted by the changes. However, transitional arrangements across the three-year settlement, and the introduction of a 95% funding protection, has meant that the impact has been significantly reduced in year 1 of the settlement.
34. The Provisional Settlement confirmed that NHB and other grants (where the Government wants to simplify the formula) get rolled back into the overall system and therefore this Council sees a significant increase in its Revenue Support Grant. Therefore, as a result of prudent financial management and using NHB previously to support ongoing financial robustness, the net loss in relation to Business Rate Retention and grant funding is not as significant as could have been.
35. The Extended Producer Responsibility funding (EPR) will continue to be received by local authorities in 2026/27 and will sit outside general funding. MHCLG have advised that for this Council it will be in the region of £2.5m. We await DEFRA estimates. EPR funding being an allocation of tax, which is levied on producers, is designed to change behaviours. Therefore, it should be expected that returns will diminish over time. This provision will for 2026/27 fund the estimated costs of the 123-waste service. The service then, as it matures, will be focussed on driving efficiencies to match the reducing EPR, however there remains a risk that this does not align and this should be considered in the wider financial robustness considerations of the Council, and it will be managed and monitored in year.

36. The government will publish the Final Local Government Financial Settlement sometime in February 2026. The figures included in the Final Settlement will have been subject to consultation and therefore could change from the Provisional.
37. Fundamentally, for Councils like us, we must continue to strive to be financially independent despite the significant barriers we face in doing so. It is highly unlikely that the funding reform will provide additional funding for Shire Districts.
38. Officers continue to strive to deliver an ambitious, but balanced budget for 2026/27. Everything we do will always align with our ambition, *'To be an effective Council delivering value for money services and helping to create a strong economy, environment and community'* illustrated by our stated priorities of:
- **Effective and responsive services**
 - **Sustainable economic growth**
 - **Strong and resilient communities**
 - **Financial independence**
39. In the ongoing uncertain financial and economic climate, some Councils continue to be close to collapse as they have grappled with the challenge of delivering services within a difficult financial landscape combined with growing pressures on services. The combined outlook of considerable costs and pressures presented by decreasing, but legacy high inflation, a cost-of-living crisis, new unfunded burden of Simpler Recycling, unprecedented levels of homelessness and the pressure on Temporary Accommodation (TA) are serious and debilitating challenges for many of our neighbours. It therefore remains difficult to bring the Medium Term Financial Plan (MTFP) into balance. This Plan and Budget sets out financial assumptions and makes recommendations to achieve a balanced position for 2026/27. While recognising that financial robustness into future years will also require where possible setting funding aside in the General Reserve and for homelessness and TA.

Funding Reform and Business Rates Retention Scheme (RRS)

40. The outcome of Local Government Funding Reform which includes Business Rate Retention changes, the detail of which was provided at the Provisional Settlement **are reflected in the Medium Term Financial Plan**. There remains a potential significant cliff edge for the Council's finances in 2029/30, but with a spread of possible financial outcomes and LGR the overall impact, remains unclear.

Council Tax Inflation

41. The Council's element of the Council Tax charged across the district is set each year by Members and is the largest area of income for the Council.
42. The Government confirmed on 20 November 2025 that the referendum limit will remain at 3% or £5 whichever is higher for District Councils. The Government also made it clear that it expects Councils to maximise the income generated by Council tax and other income (fees and charges). It is proposed that Council Tax will be increased to the highest allowable level, which is a rise of 2.95%. This is presented as part of the Medium Term Financial Plan and is consistent with last year's planning. Table 1 below presents Mid Sussex Council Tax at band D against other lower-tier authorities in the West Sussex Area in this financial year. A rise of 2.95% will still see us as one of the lowest in the West Sussex Area.

Table 1: Council Tax a Band D

West Sussex Local Authority Area	Council Tax Band D for 2025/26 £
Adur	343.71
Arun	214.62
Chichester	192.06
Crawley	239.04
Horsham	182.59
Mid Sussex	196.43
Worthing	275.67

43. Detailed Council Tax Levels for 2026/27 will be presented at section 7 for Council (when figures are available).

Council Tax Base

44. The calculation of Council Tax Base is prescribed by regulation. The projection being based on figures at 30 November annually. This year has seen growth of 1.57% (compared to 1.66% at 30 November 2024) which increased the tax base to 67,847.5 Band D equivalents. This is considered to show continued steady growth, and we therefore continue to model a prudent level of 1.6% growth in subsequent years.

Council Tax Collection Fund Surplus/Deficit

45. Each year our Council Tax receipts are based on estimates. They can therefore be impacted by a number of factors including collection rates, new builds or homes becoming empty. Therefore, we see either a surplus or deficit arising the following year which is included in our MTFP. A surplus of £80k on the Mid Sussex element of the Collection Fund is anticipated.

Inflation

46. The MTFP then provides for a 3% pay award in 2026/27. This is an average increase across all pay grades, which in recent years has seen higher percentage increases to lower grades. Thereafter, 2% is estimated for 2027/28 and subsequent years. This is in line with neighbouring local authorities' assumptions. The pay award is set nationally for all Local Government employees and is therefore not within our control. The pay estimate is based on reasonable assumptions, however, the final agreement of the pay award for 2026/27 is not expected before the budget is set. A mechanism is therefore required to manage any potential fluctuation and as is normal practice, the actual outcome should it be required will be managed in year via the General Reserve.
47. The Consumer Price Index (CPI) measure of inflation was at 3.6% in October 2025 (3.8% in September). Inflation is required to be added annually to the Council's contracts where applicable, and a detailed model ensures that the most appropriate inflationary increases are applied. With inflation remaining above the Government target of 2%, a mechanism is required to manage potential fluctuation, and it is proposed to manage this in year from the General Reserve should it be required.
48. The details of this calculation are set out below.

Table 2: Calculation of 2026/27 Inflation

Area	Rationale	Inflation included at February 2025 £'000	Additional Inflation 2026/27 £000	Total £000
Employee Costs	3.0% - Assumption is that the high inflation in 2025 will lead to a higher pay award in 2026.	331	165	406
Contracts	4.8% - Contractual inflation is calculated on a basket of measures. Additional inflation is subsumed into the growth figure (table 5) for the roll out of 1-2-3.	240	2	242
Other Costs	3.0% Forecast CPI rate used.	149	11	160
Total Inflation		710	178	886
Discretionary Fees & Charges	3.0% Weighted average of proposed increases		(33)	(33)
Green Waste	£2.00 increase from 1 st April 2026 (frozen for 2027/28)		(44)	(44)
Fees & Charges			(77)	(77)
Net Inflation		710	101	811

Treasury Management (TM)

49. Net receipts for Treasury Management replenish the General Reserve. For 2026/27 it is anticipated that income will remain buoyant. It is proposed that Treasury Management income is used to build the General Reserve and other reserves held in support of Council priorities, to an adequate level. Noting the cliff edge created by Funding/Business Rate Reform.
50. Treasury receipts are reliant on balances held. Our ambitious capital programme and plans that require the use of reserves and balances reduce the Councils' balances available for investment. Additionally, we know that interest rates will go down. Therefore, taking a low-risk approach, and only considering balances like the SANG that we hold in perpetuity, and the required level of general reserve set for robustness, a prudent level of treasury receipts to include within the MTFP has been estimated at £580k.

Fees and Charges

51. Income from fees and charges is an essential part of the Council's funding. As outlined above, the Government expects Councils to support their spending through fees and charges. The proposals for 2026/27 are considered reasonable. Officers have taken a detailed approach across several areas, and their recommendations are set out below. They have been discussed in detail with members of the cross-party working group. The rationale for each approach is set out below.
52. For fees such as some planning, licensing and building control these are set by central government. Where there is discretion, such as fees for pre-application planning advice 3% will be applied (excluding households).
53. It is proposed that £2 be applied to the garden waste service annual fee (increasing it from £97.50 to £99.50, or £1.91 a week). The fee will then be frozen at £99.50 for 2027/28.
54. Elsewhere in this Corporate Plan and Budget there are details of the Council's spend to date and further commitments to improve our car parks. This includes investment in technology to improve

the customer experience and usability of our car parks. As members are aware the top issue raised with us is not car parking tariffs, but dangerous and inconsiderate parking. So, improvements to the technology in car parks are aimed primarily at releasing our enforcement officers to deal with these matters.

55. For the 2026/27 year it is proposed that there are no further changes to the car park tariff regime (beyond those already agreed by members). This position will be reviewed in the autumn of 2026. At this stage, members will need to consider the further work required to fully implement the Council's car parking strategy.

Table 3: Calculation of 2026/27 Fees & Charges Inflation

Service Area	Increase	£000
Planning Advice/Applications	3%	4
Waste & Recycling Charges	3%	6
Outdoor Leisure	3%	14
Green Waste	£2 p.a.	44
Hackney/Licensing	3%	9
Total		77

Balance Unallocated

56. This forms a contingency for the year and has been kept low for the last few years. In effect, we accurately balance the budget by appropriately varying this figure by small amounts, and for 2026/27 it is proposed to remain at £20k.

Government Grants

57. The MTFP includes the current modelling provided by our advisors, Pixel, and reflects best estimates based on announcements to date. The Provisional Local Government Finance Settlement will be released week commencing 15th December, with final allocations announced in February, and it is only at this point that our funding position is finalised.

Capital Programme

58. The current Capital Programme (as reported through quarterly monitoring) and the updated strategy at November 2025, is included in Section 5. The Capital Strategy is considered by the Audit Committee annually, which then recommends it to Council before the start of the financial year.
59. The programme is multiyear and dynamic in support of the Council's investment need, its sustainability and long-term delivery of services. Consequently, projects may be added to the programme during the year, as business cases are developed and where they are in line with the Strategy and Financial Regulations. The current Programme represents a significant investment of £27.1m. In line with the priority of ongoing financial robustness it is considered appropriate that opportunities for investment in temporary accommodation (TA) should be taken where possible. As agreed at Q3 2024/25, the Council has already set aside match funding for tranche 3 of the LAHF, and the grant available against this will add a further £800k to the current TA programme. To ensure agility in this area, it is proposed that the Director of People and Commercial Services be given

delegated authority (in consultation with the s.151 Officer) to procure appropriate housing stock within the approved funding envelope (the Temporary Accommodation Programme).

60. The following bids have also been included in the programme updated at section 5, together with their proposed funding. These bids amount to a further £1.24m investment. A summary of each bid is provided below with the Project Initiation Documents provided at Section 2A and then included in the revised programme at Section 5.

New Bids

Car Park Infrastructure Investment

61. The Mid Sussex Parking Strategy and Action Plan (2020-2030) was formally adopted and approved at Council on 9 December 2020. The Strategy provides a strategic direction for the management of, and investment, in the Council's car parking service. The Parking Strategy Action plan includes a specific workstream focused on investment in car parks, supported by a comprehensive condition survey of each site. This survey work is due to conclude in spring 2026 and will give rise to a prioritised programme of physical works across the off-street parking estate, including surfacing, lighting, lining and public realm improvements.
62. This project is estimated to cost **£160,000** which will enable the implementation of a prioritised programme of asset improvements across the Council's car parks in line with the findings and recommendations of the condition surveys. this sum includes provision for the necessary project management resource to oversee delivery.

Car Park Technology

63. The [Mid Sussex Parking Strategy and Action Plan \(2020-2030\)](#) was formally adopted and approved at Council on 9 December 2020. The Strategy provides a strategic direction for the management of, and significant £1.1m investment in, the Council's car parking service. The Parking Strategy Action Plan includes a commitment to deliver more convenient self-service systems, app technology, and ANPR systems to support a better customer experience; as well as to provide opportunities for more efficient enforcement in car parks, enabling the Council to respond more effectively to on-street safety concerns and illegal parking.
64. This project is estimated to cost £350,000 and is for the roll-out of a frictionless ANPR-based system across six sites. This builds upon the initial roll-out and is intended to support the next phase of works, which will specifically focus on supporting the objectives of supporting sustainable economic growth across Mid Sussex and providing a focus on how the Council will manage parking over the next decade.

Flood Risk and Drainage Infrastructure

65. Replacement and Upgrading of Flood & Drainage Infrastructure to mitigate health & safety, flooding and pollution issues. Through regular and routine site surveys and assessments four main areas have been identified for essential works.

This project is estimated to cost £730,000 which will enable the implementation of the programme of works to remediate the four sites already identified.

Service Delivery 2026/27

66. Each year services review their budgets and the Council's aspirations to align them to the level of resources available. This exercise has now been completed, and details of services and their budgets are provided at section 3. Services focus on minimising costs and maximising income, whilst delivering the highest service level possible for residents.

Medium Term Financial Plan – Four Year Position

67. The financial outlook for the Council over the next four years is summarised in the Medium Term Financial Plan presented at Table 4. As stated above, many of the short- and Medium-Term projections are necessarily estimates only, and we become less confident of their accuracy the further ahead we look.
68. The changes detailed in this section mean that the budget is balanced for 2026/27. However, from 2027/28 the use of Reserves to balance the Budget will be required, this is not a sustainable position over the medium term, and the Council must work to bring this back into balance over the Medium Term Financial Plan period.
69. The Budget sees a total net spending requirement of £24.079m financed from a combination of the Rates Retention scheme, Council Tax, fees and charges, other grants and some dividend income.

Table 4: Medium Term Financial Plan (MTFP)

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
Service Net Expenditure approved at Council 26th February 2025	23,170	24,181	25,025	25,869	25,869
<i>Summary of changes</i>					
Growth		1,276	1,314	1,314	1,314
Provisional Settlement; to reserves and TA budget		1,029	362	362	362
Extended Producer Responsibility		(2,528)	(2,528)	(2,528)	(2,528)
Adjustment to Inflation		198	198	198	1,547*
Discretionary income increase		(77)	(77)	(77)	(77)
Total Revenue Spending	23,170	24,079	24,294	25,138	26,487
<i>Funded by:</i>					
Revenue Support Grant	(161)	(7,096)	(5,046)	(2,936)	(836)
95% Income Protection		-	(1,289)	(2,648)	-
Other Government Grants	(1,320)	(218)	(218)	(218)	(218)
Rates Retention Scheme (RRS) funding	(7,534)	(2,566)	(2,625)	(2,678)	(2,731)
Council Tax Requirement	(13,121)	(13,720)	(14,355)	(15,015)	(15,705)
<i>Collection Fund:</i>					
Council Tax deficit / (surplus)	(165)	(80)			
Use of Treasury Management Interest In Year	(515)	(580)	(580)	(580)	(580)
Contribution to/(from) General Reserve	(354)	181	(181)	-	-
Total Financing	(23,170)	(24,079)	(24,294)	(24,074)	(20,070)
(Deficit)/Surplus	-	-	-	(1,064)	(6,417)
Council Taxbase - number of Band D equivalents'	66,797.2	67,847.5			
Taxbase Growth	1.7%	1.6%	1.6%	1.6%	1.6%
Council Tax at Band D (£)	196.43	202.22			
Change from previous year	2.95%	2.95%			

* as this is the added year full inflation needs to be provided rather than just any additional not previously modelled; this comprises pay inflation assumptions at 2%.

SECTION 2A: New Bids - Project Initiation Documents (PIDs)

PID – Car Park Infrastructure Investment

Project Initiation Document Car Park Infrastructure Investment

Purpose of Project:

The Mid Sussex parking Strategy and Action Plan (2020-2030) was formally adopted and approved at Council on 9 December 2020. The Strategy provides a strategic direction for the management of, and investment, in the Council's car parking service. It is aimed at supporting sustainable economic growth across Mid Sussex and providing a focus on how the Council will manage parking over the next decade.

The Parking Strategy Action Plan includes a specific workstream focused on investment in car parks, supported by a comprehensive condition survey of each site. This survey work is due to conclude in spring 2026 and will give rise to a prioritised programme of physical works across the off-street parking estate, including surfacing, lighting, lining and public realm improvements.

This bid is intended to build upon the survey work and enable a prioritised programme of improvement works.

Costs:

This bid is for £160,000 which will enable the implementation of a prioritised programme of asset improvements across the Council's off-street car parks in line with the findings and recommendations of the condition surveys.

This sum includes provision for the necessary project management resource to oversee delivery.

Revenue Implications:

Long-term capital investment in the car parks will give rise to revenue savings due to reduced reactive maintenance requirements.

Value for Money Assessment:

The programme of works is informed by a comprehensive asset condition survey and will be carried out on a prioritised basis.

The allocation of a capital sum will enable the delivery of a number of similar projects as a package of works, which will ensure the Council is able to secure value for money when the works are procured.

Project Initiation Document Car Park Technology Investment

Purpose of Project:

The Mid Sussex Parking Strategy and Action Plan (2020-2030) was formally adopted and approved at Council on 9 December 2020. 15. The Strategy provides a strategic direction for the management of, and investment, in the Council's car parking service. It is aimed at supporting sustainable economic growth across Mid Sussex and providing a focus on how the Council will manage parking over the next decade.

The Parking Strategy Action Plan includes a commitment to deliver more convenient self-service systems, app technology, and ANPR systems to support a better customer experience; as well as to provide opportunities for more efficient enforcement in car parks, enabling the Council to respond more effectively to on-street safety concerns and illegal parking.

In a report to Cabinet on 16 September 2024, Members were advised of a proposed programme of activity which would see the phased introduction of improved technological solutions across the car park estate, subject to the implementation of revised tariffs.

The first phase of this work was to consider and agree business cases for three individual priority capital investment projects (one in each town) through the 2025/26 budget setting process. At the Council meeting of 26 February 2025, a capital budget of £150,000 was allocated for this, and work is now underway to implement a frictionless ANPR-based system across three sites by spring 2026.

Since then, Officers have been asked to:

- Introduce two additional resident parking permit schemes for use in the Vicarage Road car park, East Grinstead, and in Heath Road car park in Haywards Heath
- Undertake work on the introduction of a limited number of low-cost evening permits for use by volunteers in community venues to park in Council car parks
- Carry out further work to explore alternative options for improving off-street parking within East Grinstead
- Implement a revised approach to the management of larger village car parks subject to use of technology to digitise the service where feasible to improve the efficiency of the enforcement team, so that it can focus on on-street parking

Given the capital installation costs per site, it is unlikely that there will be a financial case (given income levels) for installing technology at all car parks.

This bid is therefore intended to build upon the initial roll-out and is intended to support the next phase of works, which will be specifically focused on supporting the objectives outlined above.

Costs:

It is estimated that a barrierless ANPR system, like that currently being progressed for implementation across three car parks, cost approximately £50k per site to supply and install. This bid is for £350,000 which will enable roll-out across a further six sites 9 locations to be determined in line with the specific business case for each site and will also provide for a dedicated project management resource to oversee implementation.

Revenue Implications:

The system comes with some ongoing revenue costs, but these costs will be more than offset by the positive impact on compliance levels, and through the ability to better and more efficiently target enforcement activity.

Value for Money Assessment:

The Capital sum being required will enable the bundle the works across a number of sites into a single package, which will ensure the Council secures Value for money when they are procured.

As above, the technology will also enable the Council to develop a more targeted and intelligence led enforcement approach, which will deliver significant efficiency benefits.

PID – Flood Risk and Drainage Infrastructure

Project Initiation Document Flood Risk and Drainage Infrastructure

Purpose of Project:

Replacement and Upgrading of Flood & Drainage Infrastructure to mitigate health & safety, flooding and pollution issues.

Site surveys and assessments of the Council's flood and drainable infrastructure assets are undertaken on a three-year rolling programme. Through this, essential works have been identified that need to be undertaken in four main areas as follows:

- Replacement of septic tanks at Johns Pear Pavilion, Clayton Pavillion and Berrylands
- Wilmington Close Culvert Upgrade and Relining Pipes
- Harlands, Burrel Road and Concord House Culverts – New Culvert Headwall, Trash Screen Replacement, Bank Strengthening and Upgrade
- Miscellaneous Sites (9) – Upgrades and Replacements for trash screen.

As inspections and surveys are carried out it is anticipated that further works will be identified and required in future years beyond 2026/27. These will be subject to a future capital bid in readiness for 2027/28.

Costs:

This bid is for £730,000 which will enable the implementation of the programme of works above.

This sum includes provision for the necessary project management resource to oversee delivery.

Revenue Implications:

These capital projects will, it is anticipated reduce the ongoing revenue costs associated with maintaining these assets; and will also reduce the risk of successful insurance claims against the Council.

Value for Money Assessment:

Replacement of these assets is essential to mitigate flood risks, avoiding potential pollution issues and reduce health and safety risks.

SECTION 2B: Assistant Director Corporate Resources (S151 Officer) Statement on the Budget Robustness

Background

70. Section 25 of the Local Government Act 2003 places a statutory duty on the S151 Officer to review the Medium Term Financial Plan and comment upon the robustness of estimates and the adequacy of the reserves when considering its budget requirement and the calculations required to determine its Council Tax or precept. Members are required to take this report into account when making that decision. Specifically, the Local Government Act 2003 requires that:

"The chief finance officer of the authority must report to it on the following matters:

- a.) the robustness of the estimates made for the purposes of the calculations, and*
- b.) the adequacy of the proposed financial reserves.*

An Authority... shall have regard to the report when making decisions about the calculations in connection with which it is made,"

Robustness of the Process

71. Both the Revenue Budget and Capital Programme have been formulated having regard to a number of factors including funding availability; risks and uncertainties; inflation; priorities; demography; and service pressures.
72. As the development of the Corporate Plan and Budget for 2026/27 has progressed, the position has been subject to reviews with Management Team, Assistant Directors, and Members. Due consideration has also been given to reconciling the over-arching financial strategy with service delivery.
73. The proposals to increase the Council Tax to the maximum allowable and the increases to discretionary Fees and Charges will provide a more sustainable income stream to the Council, which will help to protect services in 2026/27 and future years.
74. The Council holds reserves to help manage financial risk. The General Reserve should have a minimum level of unallocated balance maintained to provide a reasonable buffer against unknown financial risk. The level of this is not mandatory, and Chief Financial Officers (CFOs) set aside an amount that they feel is appropriate given the levels of risk facing their authority. The Reserve Policy is updated for this consideration at section 4.

Risk Analysis

75. The annual budget is the plan of how the Council will manage its finances in the next year and has due regard to a number of areas of financial risk as follows: -

Inflation

76. The budget presented includes an uplift for inflationary pressures. A review of the inflation previously provided for last year within the MTFP. Last year's review provided uplifts that are broadly considered to remain reasonable assumptions, therefore only a small uplift is required this year. There is always a risk that prices will vary from the estimate and that international events will present shifts. However, the level of inflation is considered adequate.

Income Budgets

77. The budget requirement includes income from fees and charges which are inherently demand-led. There is a risk, therefore, that budgeted income levels will not be achieved.

Expenditure Budgets

78. The development of the budget alongside the Corporate Plan helps provide assurance that service budgets are fit for purpose. The incremental budgeting approach also means that the previous year's performance can be used as a measure of adequacy. Expenditure budgets will be managed in year with regular reporting, and a one-Council approach will continue to be taken. However, in assessing the financial robustness of this Council the significant resource pressures on service areas relating to new burdens including LGR, homelessness and TA should be considered, and therefore opportunities to top up reserves in support of these key areas of focus, taken as and when possible.

Reserves

79. The primary function of the Councils' unallocated General Reserve is to manage financial risk. The level of the Council's General Reserve is estimated to be £11.9m on 31 March 2027.
80. The Capital Programme Reserve, a revenue reserve, provides clarity of Council funding that has been set aside in support of approved projects such as the Temporary Accommodation Programme and also includes a contingency to help manage capital financial risk.
81. The Waste Reserve, approved 26 February 2024, helps provide for the financial risk of Simpler Recycling as well as the various facets of the contract and to help support the new burdens that are as yet unknown and unquantifiable together with the cost of the Depot.
82. DEFRA has updated the Councils allocation of Extended Producer Responsibility (EPR) to £2.5m in 2025/26, the additionality will be placed in the waste reserve to support the enabling projects. MHCLG have confirmed that payments will be outside the Spending Funding Assessment for 2026/27 and that we should assume them to be at a level consistent with 2025/26. However, in 2026/27 there will not be a guarantee attached to this funding. While the EPR funding is positive, it is essentially a tax set to change behaviours, and therefore it should be expected that returns will diminish over time. The new service will therefore need to manage down its costs as it matures.
83. The Council also holds working reserves to help manage the financial risk of fluctuations in Business Rates and Council Tax income (which can result from appeals or collection rates). Additionally, this is likely to be required to support the significant cliff edge modelled in the MTFP while sustainable plans are considered as part of the revised Local Government landscape and associated funding implications.

Conclusion

84. The 2026/27 budget is balanced and in finalising the budget, consideration has been given to the risk of unforeseen issues arising during the year and ensuring that those risks can be managed. The Council holds a number of reserves to manage financial risk. These include the unallocated general reserve, working reserves and the capital programme reserve. These are available to cushion the impact of unexpected events and emergencies in year. In addition, a general contingency of £20k is held within the base revenue budget, which if unused will top up the General Reserve.
85. The reserves are considered adequate for 2026/27. However, consideration must be given to topping up the General Reserve especially as new burdens and homelessness continue to put pressure on authority budgets nationally and given the MTFP is still projecting a cliff edge created by Funding Reform 2.0 most significantly relating to Business Rates Retention reset.
86. It is therefore the opinion of the S151 Officer that the draft budget for 2026/27 is based upon a sound financial strategy that will enable the Council to deliver its proposed Corporate Plan successfully.

Section 3

REVENUE BUDGET AND SERVICE PLANS

- 3a Summary of Revenue Budget 2026/27
- 3b Service Budgets

CORPORATE PLAN AND BUDGET 2026/27

SECTION 3: REVENUE BUDGET AND SERVICE PLANS

87. Gross expenditure for 2026/27 is £65,464m, the detail of how this is funded is shown in the table below.

Table 5 – Gross to Net Reconciliation 2026/27

	£m
Gross Revenue Expenditure	65.464
Fees and Charges	(10.177)
Rents	(5.000)
Direct Grants & Contributions	(26.208)
Net Revenue Spending	24.079
Funded by -	
Revenue Support Grant	(7.096)
95% Income Protection	-
Other Government Grants	(0.218)
Rates Retention Scheme (RRS)	(2.566)
Council Tax and Collection Fund	(13.800)
Treasury Management Interest	(0.580)
Transfer to General Reserve	0.181
Total Financing	(24.079)

SECTION 3A: Summary of Revenue Budget 2026/27

88. A summary of the annual changes to budgets over the Medium Term is shown at Table 5.

Table 6 – Updates to Revenue budgets in support of service plans

	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000
Service Net Expenditure - Approved at Council February 2025 (plus added year)	23,170	24,181	25,025	25,869	25,869
Inflation					
Pay		185	185	185	1,534
Other		13	13	13	13
Inflation		198	198	198	1,547
Fees and Charges					
Green Waste		(44)	(44)	(44)	(44)
Other Fees and Charge		(33)	(33)	(33)	(33)
Fees & Charges		(77)	(77)	(77)	(77)
Service Movements					
Extended Producer Responsibility*		(2,528)	(2,528)	(2,528)	(2,528)
Extended Producer Responsibility		(2,528)	(2,528)	(2,528)	(2,528)
Growth					
Waste Simpler Recycling*		1,028	1,028	1,028	1,028
Rent on Disposal Properties		38	76	76	76
Establishment		140	140	140	140
Housing Options		50	50	50	50
Growth		1,276	1,314	1,314	1,314
Provisional Settlement Adjustments					
Loss of Specific Grant for Temporary Accommodation now included in Non-Specific Revenue Support Grant		362	362	362	362
Other Contributions to Reserves		667	-	-	-
Provisional Settlement Adjustments		1,029	362	362	362
Proposed Budget	23,170	24,079	24,294	25,138	26,487

* Extended Producer Responsibility is a tax that aims to change behaviour and therefore there is a risk that the amount of income received will reduce over time, should this happen then ways of reducing costs will be required.

89. The proposed Service Budgets 2062/27 are shown in Table 6 below, which is the total of all net revenue expenditure for the services the Council provides.

Table 7 – Summary of Revenue Budget 2026/27

	2024/25	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26	2025/26
Services	Current budget	Base Budget Agreed at MTFP Feb 2024	Adjustments (i)	Growth & Provisional Settlement Adjustments (ii)	EPR (iii)	Fees & Charges	Inflation	Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Deputy Chief Executive	4,161	4,168	(4)	160	-	(13)	-	4,311
People & Commercial Services	10,691	11,730	(47)	1,116	(2,528)	(64)	12	10,219
Resources & Organisational Development Centrally Held Budgets	8,317	8,283	51	1,029	-	-	186	9,549
	23,170	24,181	-	2,305	(2,528)	(77)	198	24,079

Notes:

- i) Adjustments relate to housekeeping and administrative changes to align with service delivery or for clarity. These are hoped to add to the transparency of monitoring in year as well.
- ii) The main growth areas relate to a Simpler Recycling along with the adjustments due to the Provisional Settlement.
- iii) The use of the Extended Producer Responsibility funded income to offset the costs of the Waste Service.

90. The Budgets for 2026/27 for each Directorate are shown on the following pages.

SECTION 3B: Service Budgets

DEPUTY CHIEF EXECUTIVE

Directorates

Planning and Sustainable Economy
Communities

Planning and Sustainable Economy

Planning and Sustainable Economy

The Planning and Sustainable Economy directorate provides Planning Policy services (Plan Making and Housing Enabling), Development Management (including enforcement), and Sustainability, Economic Development and Regeneration service.

Planning Policy

Key Successes Delivered in 2025/26

The Planning Inspectorate’s Examination of the Council’s draft **District Plan** is ongoing. It is anticipated that the new District Plan will be adopted in late 2026.

In the meantime, to provide certainty to Councillors, our community and developers the Council has approved **two Position Statements**. These will allow weight to be given in decision making to sites for proposed for allocation in the draft District Plan and policies which strengthen existing policy requirements, such as those relating to climate change and sustainability.

Following investment by the Council in 2024/25 the **S106 and Infrastructure Manager** started in January 2025 with a focus on improving relationships with key stakeholders including the Town & Parish Councils and strengthening the Council’s approach to securing infrastructure.

During 2024 the Council actively participated in the hearings to examine the **Development Consent Order** for the expansion of Gatwick Airport. Whilst the hearings concluded in August 2024, as a result of representations from participating Councils, including Mid Sussex, the Examining Authority sought further information from the applicants and affected authorities on the impacts particularly of noise and environmental factors. On 21 September the Secretary of State granted permission for the expansion of the Northern Runway. We will continue to work will all partners to ensure the impacts arising from the proposals on our residents are mitigated in line with the decision.

Key Deliverables 2026/27

We will work with our advisers to secure the adoption of the draft District Plan to protect the district from speculative development. Until then the adopted Position Statements will support decision-making.

Development Management

Key Successes Delivered in 2025/26

There has been a slight **increase in planning applications received** in 2025/26 (up to the end of November) of 7%, compared to the previous year. However, there has been a notable increase in the number of major applications received, which has increased by 26% in the year.

This in part is a reflection of the Council's current lack of a five-year housing land supply and also of our work to bring forward allocated sites and sites proposed for allocation in the draft District Plan to boost the Council's land supply. The lack of a five-year housing supply places additional burdens on the Council's resources due to increased speculative planning applications and increase in appeals.

Despite this since April 2025 the Council has enabled the delivery of **194 new affordable homes** across the district (up to the end of November 2025).

There **number of appeals has increased** by 3% on the previous year. Unfortunately, the Planning Inspectorate has allowed 44% of appeals against the Council's decisions, which is above the target set by the Council. A significant proportion of these relate to decisions delegated to officers for schemes involving new dwellings and the Council's lack of a five-year housing land supply. This is clearly having a bearing on how applications for additional dwellings are considered by Inspectors at appeal. In response to this we are taking a more agile and responsive approach to officer's delegated decision making.

Key Deliverables 2026/27

We will continue to respond to the pressure of speculative development and continue to provide a robust and well-respected service focusing on delivering the allocated sites and those proposed for allocation in the draft District Plan to protect the district from speculative development and planning by appeal.

We will continue to work with developers to enter into **Planning Performance Agreements (PPAs)** to bring forward the Sustainable Communities with a masterplan approach that ensures infrastructure is delivered alongside new homes. In the coming year we will review PPAs to ensure they are right sized in respect to the resources required to deliver them. This will include resources across the whole service to ensure we are providing a joined-up approach to bringing forward the Sustainable Communities and other large-scale developments that require master planning.

We will continue to monitor our performance at appeal and be responsive to any shift in the Planning Inspectorate's approach to applying policy when drafting our reports and making officer recommendations.

We will continue to support Members of the planning committees to keep them updated by providing regular briefings and training.

Sustainable Economy and Regeneration

Key Successes Delivered in 2025/26

The refreshed **Sustainable Economy Strategy and Action Plan** was adopted in **March 2025** which includes an action plan up to 2028 focussing on sustainable growth. Notable achievements in the fourth year of the Sustainable Economy Strategy (SES) included the delivery of a net zero action plan to support achievement of the net zero targets set by the Council. During 2025 the Council developed a Heat Decarbonisation Plan for the Council offices which identifies opportunities to move away from fossil fuel heating and to increase the use of renewal energy.

We are working collaboratively with local partners to promote the **Sussex Six initiative** which supports and promotes local Sussex producers, encouraging shops and restaurants to stock and use locally produced and sourced products.

Opportunity Mid Sussex, continues to raise the profile of the district as a place to work, invest and develop to secure inward investment including showcasing the district at the UK Real Estate Infrastructure and Investment Forum.

This year we have focussed **on supporting our town centres and high streets**. Working in partnership with New River Retail with the support of Homes England we are establishing a **Joint Venture to regenerate the Martlets Shopping Centre in Burgess Hill**. It is anticipated that work will start in Autumn 2026. We are working in collaboration with the Town Council and Business Association to develop a **Town Centre Improvements Plan for East Grinstead** and working with businesses in Haywards Heath town centre to explore the potential for a **Business Improvement District in the town**.

In support of the high number of Small and Medium Enterprises we have in the district, we launched our new **AI Business Network** in November. This peer-to-peer learning network aims to support and inform business owners and help them gain insight to achieve direct benefit for their business.

We are also supporting our businesses in the district to secure inward investment in particular the growing **quantum technology** sector.

We are working closely with partners to secure **inward investment to deliver key infrastructure to unblock** development such as investment at Burgess Hill station and junction improvements on the A23, to support delivery of the Science and Technology Park.

We continue to make excellent progress in delivering the **Burgess Hill Growth Programme** including in partnership with Homes England delivering Brookleigh. Key notable achievements in 2024/25 are:

- Completing 14 new business units at Panattoni Park
- Opening a new link road to the west of Brookleigh
- Opening the Centre for Outdoor Sport (The Arc)

Key Deliverables 2026/27

We will work with partner to deliver the Connect To Work programme across Mid Sussex. This is a targeted scheme focussing on helping those facing complex barriers to work.

With the support of the West Sussex Economic Board, we will continue working with NHS colleagues to develop proposals for new NHS dental clinics/training facilities at Queen Victoria Hospital, East Grinstead. This could provide more than 6,000 new NHS dental appoints for local residents.

We will continue to deliver the Council's net zero targets by addressing the largest source of the Council's indirect emissions – our supply chain.

In 2026/27 we will see phase two of the Burgess Hill Place and Connectivity programme which will build on the provision of sustainable active travel routes in Burgess Hill.

- In 2026/27 at Brookleigh will see planning applications determined for the Eastern and Western Neighbourhood Centres, including shop units; primary school; community centres; extra care housing; a health centre; and new homes.

Communities

Communities

The Communities Directorate provides Environmental Health and Licensing, Community Safety, Community Development, Community Grants and Wellbeing Services.

Environmental Health and Licensing

Key Successes Delivered in 2025/26

During 2025/26, we introduced a new **District Wide Street Trading Policy**, enabling the Council to manage street trading where currently no control exists. This will support economic development while ensuring businesses are legally compliant.

We also completed a **review of the Council's Gambling Act 2005 Licensing Authority Policy Statement**, setting out how the Council applies the Act to protect the public.

Following revocation of the Air Quality Management Area at Stonepound Crossroads, the Council adopted a new **Air Quality Strategy**, which closely aligns and supports in the delivery of the Sustainable Economy Strategy 2025-28. The Council also host the **Sussex wide Air Partnership** and led the procurement of a new data management service on behalf of the Partnership. This will ensure we are monitoring air quality across Sussex.

Requests for support from our environmental health and licensing services have remained high, with 4,194 service requests received in the last 12 months compared to the previous year with 4,203 service requests.

Key Deliverables 2026/27

We will deliver a new Hackney Carriage and Taxi licencing fee structure, and we will continue to keep other charges we make for our services under review to ensure we are recovering the cost where we are able.

Community Development

Key Successes Delivered in 2025/26

The **Community Grants Programme** continues to grow year on year, with £123,175 awarded in 2024/25 across 34 local projects, a 50% rise on 2023/24 and nearly triple the number granted in 2022/23. Strong demand means the £100,000 budget and underspend from previous years is expected to be fully committed by the end of 2025/26. Projects the Council support this year include youth activities, food partnerships, wellbeing schemes, environmental initiatives, and events marking the 80th anniversary of VE/VJ Day. The programme remains accessible to smaller and emerging organisations and continues to deliver measurable community benefits across the district.

The **Play Days Programme** remains one of the Council's most successful engagement initiatives. In 2025, 19 events attracted 6,578 participants, already surpassing those attending in 2024, with three more events planned before the end of 2025/26. The events promote family wellbeing, inclusion, and access to local services.

The Community Wellbeing service significantly expanded its **outreach work across community venues and workplaces**, including NHS practices and Primary Care Networks (PCNs). Topics included stress, resilience, menopause, and food and mood. Sessions reached 99 NHS staff, including joint Protected Learning Time (PLT) workshops with GP practices to strengthen referral pathways and early intervention. Collaboration with Public Health and NHS partners continues to integrate health and community support.

In partnership with Homes England and AECOM we have set up the **Brookleigh Partners and Stakeholders Forum and a Resident Forum** to listen to and involve residents in the Brookleigh development. The Community Safety Team continue to prevent and address anti-social behaviour, support victims, and strengthen partnerships. In partnership with Sussex Police and WSCC we delivered outreach campaigns such as **ASB Awareness Week, Operation Positivity, and Operation Parkside**.

In 2025/26 we are anticipating an increase in demand for the service with enquiries projected to be 13% higher than last year.

The **Mid Sussex Partnership** continues to unite statutory, voluntary, and business sectors to tackle shared priorities including social isolation, health inequalities, and anti-social behaviour, reinforcing collective action to improve quality of life across the district.

Over the year the **Mid Sussex Partnership** has supported a range of practical, community-focused projects, including youth diversion initiatives, music-based interventions for at-risk young people, specialist drug-awareness training for housing and support officers, and coordinated work to reduce drug-related litter in public spaces. The Partnership has also backed key health and wellbeing programmes such as the Café Neuro pilot for carers, ongoing cancer rehabilitation classes with Places Leisure, and the extension of Age UK's Ageing Well project. A joint grant was awarded to the Museum of London Archaeology (MOLA) to deliver an accessible community heritage programme in Brookleigh. Collectively, these initiatives demonstrate continued investment in prevention, wellbeing, and stronger community connections across the district.

Key Deliverables 2026/27

Key Deliverables 2026/27

- We are planning 22 play day events next year and will introduce new themes and target new areas.
- Deliver the first full year of the Brookleigh Community Strategy embedding resident engagement through the Brookleigh Partner and Stakeholder Forum and Residents Forum.
- Strengthen Community Safety by focusing on early intervention, victim support, and proactive outreach with Sussex Police and partners.

Community Safety

Table 8: Deputy Chief Executive Net Revenue Budget 2026/27

	2025/26	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27
Services	Current budget	Base Budget Agreed at MTFP Feb 2024	Adjustments	Growth	Savings	Fees & Charges	Inflation	Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Planning & Sustainable Economy								
Development Management	482	482	2	160	-	-	-	644
Planning Policy	677	677	-	-	-	(4)	-	673
Housing Enabling	168	168	-	-	-	-	-	168
Economic Development & Sustainability	667	667	-	-	-	-	-	667
	1,995	1,995	2	160	-	(4)	-	2,152
Communities								
Environmental Health	997	997	-	-	-	(9)	-	988
Community Services	411	411	-	-	-	-	-	411
Partnerships	759	766	(6)	-	-	-	-	760
	2,167	2,174	(6)	-	-	(9)	-	2,159
Total Deputy Chief Executive	4,161	4,168	(4)	160	-	(13)	-	4,311

Digital and People Services

Customer Services

Customer Services act as the first point of contact for residents accessing Council services. The Customer Services Centre and Reception provide telephone, face-to-face, and digital support across all Council services, logging interactions through the CRM system and helping to streamline service delivery. This team also plays a vital role in supporting residents with initial enquiries and routing them to appropriate specialist services.

Key Successes Delivered in 2025/26
Supporting key initiatives: Electoral Canvas, Taxi Licencing, Simple Recycling – 1, 2, 3. People and families presenting as homeless. Providing Assisted Digital – helping residents access wider public services

Key Deliverables for 2026/27
The contact centre and customer journey modernisation programme includes a complete website redesign focused on accessibility, improvements to complaints and enquiries processes, and enhanced digital inclusion measures. It will assist residents and the Customer Services team in addressing resident needs and enquiries efficiently and effectively.

Housing

The Housing Options Team provides advice, support, and assessment to residents facing housing difficulties or homelessness. The team develops personalised housing plans, assesses eligibility for social housing, and works to prevent homelessness by helping residents remain in their current homes or find suitable alternative accommodation.

Key Successes Delivered in 2025/26
Service data shows ongoing management of demand and a demonstrating strong safeguarding for vulnerable residents.
Housing in Mid Sussex is shaped by significant external pressures and evolving statutory responsibilities. Demand for services continues to rise due to a combination of legislative change, increased cost-of-living pressures, a shrinking affordable private rented sector, and a flow of new households arising from family breakdown. Locally, the main triggers for homelessness approaches remain the end of private tenancies and domestic abuse, while longer stays in temporary accommodation reflect the growing complexity of local housing need.

New laws have increased duties around domestic abuse and reforms (such as the Renters Reform Bill and Awaab's Law) will require resourceful adaptation to keep residents safe and well-supported.

Despite these obstacles, operational reforms such as intensive casework management and increased early intervention have enabled Mid Sussex to outperform national trends in key metrics. However, the rising tide of demand shows the scale of ongoing challenge. Sustaining progress in this environment will demand ongoing innovation, investment in workforce and prevention, and strong collaboration across the public and voluntary sectors.

Key Deliverables for 2026/27

The service will focus on strengthening early intervention and homelessness prevention, further embedding a whole-system approach across housing services. This continued focus aims to manage unprecedented demand, improve recruitment and retention in a competitive staffing market, and deliver more effective casework, particularly as new legislative drivers are enacted.

Demand Management and Prevention

The service will prioritise proactive prevention strategies to address growing homelessness approaches. This requires adequate resource allocation and early intervention programmes, particularly through Homelessness Prevention surgeries targeting those at risk in the private rented sector and domestic abuse survivors. Prevention focus should remain a priority to reduce demand before it materialises into temporary accommodation need.

Temporary Accommodation Acquisition Programme

The strategy to purchase properties for local temporary accommodation is critical to cost management and community resilience. With homelessness approaches and lengths of stay continuing to rise, this programme directly supports the Council's financial sustainability whilst maintaining residents' community connections—a key differentiator from reliance on expensive out-of-area placements.

Single Homelessness Intervention

Single households represent 50% of temporary accommodation users and require targeted intervention. The service will increase one-bedroom accommodation supply and develop specialist support pathways for single individuals, addressing this significant proportion of demand through appropriate housing typologies and support services.

Safeguarding Excellence Maintenance

Building on strong performance metrics the service will embed these standards as ongoing targets. These demonstrate effective protection of vulnerable groups and will be maintained and monitored.

Contextual Acknowledgement of External Pressures

The service plan acknowledges national policy drivers beyond local control—Local Housing Allowance freeze, housing supply shortages, and welfare reform impacts—which are increasing demand across the sector. The service will continually review its local response capacity and ambitions.

Demand Growth Forecasting and Resource Planning

Given consistent alignment with wider national and regional trends, the service will anticipate continued growth in homelessness approaches and temporary accommodation usage. Resource and budget planning will reflect this anticipated trajectory, ensuring the corporate plan sets realistic and achievable targets backed by adequate funding.

Revenues and Benefits

Revenues and Benefits administer the Council's critical financial services on behalf of residents and businesses. The Revenues team collects Council tax and business rates. The Benefits team administers Housing Benefit and Council Tax Support, providing means-tested financial assistance to low-income residents to help them afford housing and Council tax payments. Business rates are collected from non-domestic properties and contribute to the cost of local services. The Revenues and Benefits function also administers business rate relief schemes, such as Small Business Rate Relief, supporting local enterprises. These services are essential for providing targeted financial help to vulnerable residents.

Key Successes Delivered in 2025/26

Expanded digital communication channels (telephone, text, and email) to include final reminders, reducing physical reminders from July to October by 54% compared to the same period last year, and helping prevent escalation in the recovery cycle.

Recovered small balances under £55 previously written off as cost-prohibitive through the same service, achieving a 35% recovery rate among those contacted.

Automated Universal Credit record updates, eliminating manual intervention for approximately 25% of cases.

Introduced a new reporting tool for system issues, making it more user friendly and enabling improved monitoring and faster resolution. This is the same system as used by digital meaning tickets can be moved seamlessly for a one touch resolution.

Implemented a second home premium for Council Tax, increasing revenue and encouraging reduction of empty homes, alongside cross-departmental projects to bring long-term empty properties back into use.

Key Deliverables for 2026/27

The Revenue and Benefits service has identified five major deliverables for 2026/27, focused on digital productivity gains, operational resilience, and enhanced support for vulnerable residents.

Robotics Implementation in Revenues will introduce automated processing to handle routine tasks and reporting functions, freeing staff capacity for complex casework and upstream intervention. The project involves finalising robot duties by January 2026, comprehensive training and testing through February-March 2026, and going live in April 2026. This initiative is funded through existing added-value arrangements with no additional costs.

Scanning Contract Modernisation addresses the shift from physical to email based correspondence by procuring a new scanning contract incorporating robotic indexing capabilities. The procurement process including drafting specifications, reviewing bids, and selecting a supplier will complete by June 2026.

Proprint to CIC Migration will enhance operational resilience and future proof document production systems. The phased approach includes discovery work in January 2026, template extraction and updates in March 2026, testing in April 2026, and full implementation in May 2026.

Crisis and Resilience Fund (CRF) Delivery represents new upstream work supporting residents in financial hardship. This statutory scheme requires collaborative working with West Sussex County Council, Wellbeing services, and Housing teams. Implementation milestones remain to be confirmed pending WSCC direction.

Business Improvement District (BID) Administration involves establishing systems and training teams to support BID proposals for Haywards Heath and East Grinstead. The project includes purchasing a new

system module, system configuration, and staff training, with additional recruitment planned. Implementation is projected to begin in September 2026.

Digital and Technology

Digital and People Services is part of the People and Commercial Services directorate. This core service areas of: Digital and Technology, Revenues and Benefits, Customer Services, and Housing Options.

Key Successes Delivered in 2025/26
The service delivered a comprehensive programme of cyber security enhancements, ensuring a clear road map for compliance with the National Cyber Security Centre’s Cyber Assessment Framework (CAF). This included implementing robust baseline controls such as multi-factor authentication, endpoint protection, and conditional access, alongside regular password audits and cyber insurance coverage. A proactive approach to staff training and phishing simulations significantly improved organisational awareness, reducing vulnerability. Infrastructure modernisation successfully upgraded critical network and server environments, replacing legacy hardware, migrating network drives, and restructuring Azure platforms to deliver a more secure, scalable, and cost-effective technology foundation. These improvements not only enhanced system performance but also reduced maintenance overheads and supported the Council’s ambition for cloud-first solutions. To safeguard service continuity, Digital & Technology advanced disaster recovery and business continuity planning, embedding rigorous testing and secure configuration standards across all systems. Regular vulnerability assessments and compliance audits ensured alignment with national regulations and prepared the organisation for emerging legislative requirements. Performance outcomes underline the impact of these initiatives: password compliance reached 100%, and cyber security training completion rose to 90%, reflecting a significant uplift in organisational capability.

Key Deliverables for 2026/27

The Digital and Technology service plan for 2026-27 focuses on strengthening technological resilience while driving efficiency across service areas. The plan encompasses a comprehensive programme of infrastructure upgrades, cyber security enhancements, and digital initiatives designed to deliver responsive public services to residents whilst ensuring robust protection of Council systems and data.

Infrastructure modernisation forms a central pillar of the delivery programme. The Council will also undertake a replacement of on-site printing provision, expected to deliver reduced lease costs, lower paper usage, and improved workflows. These infrastructure improvements will reduce maintenance costs whilst creating a more flexible and resilient technology environment capable of supporting future service delivery needs.

Initiatives will enhance resident access and experience across multiple channels. The contact centre and customer journey modernisation programme includes a website redesign focused on accessibility, improvements to complaints and enquiries processes, and enhanced digital inclusion measures. The service will continue supporting the Simpler Recycling digital transformation through in-cab technology and web forms, replacing paper processes and delivering significant operational savings. This will also enable notifications for residents on collections and other services. An intranet redesign by quarter three will increase staff engagement and collaboration whilst reducing annual operating costs.

The service will jointly deliver artificial intelligence and automation pilots across multiple areas including Housing Options, Freedom of Information requests, Enquiries. These pilots aim to automate routine tasks, reduce processing times, and deliver measurable productivity gains whilst building organisational capability in emerging technologies.

Business systems modernisation will ensure critical applications remain current and compliant. IDOX Uniform system renewals and upgrades will be completed.

The service plan contains extensive cyber security deliverables specifically designed to mitigate the corporate risk of cyber-attacks. The primary initiative is achieving Cyber Assessment Framework (CAF) compliance by quarter four 2026, encompassing baseline security controls, password audits, endpoint protection, conditional access policies, cyber insurance, comprehensive security training, simulated attack exercises, and establishment of a dedicated cyber security working group. This work directly addresses the Council's cyber risk exposure through implementation of nationally recognised security standards and controls.

Commercial Services and Contracts

The Commercial Services and Contracts Division provides essential front-line functions that play a vital role in supporting the quality of life, environmental sustainability and economic stability of Mid Sussex.

Working collaboratively with partners, the service ensures timely bin collections from over 70,000 households; it ensures our streets are clean and that our c. 600 green spaces and c.123 play areas are well-maintained; and manages over 60,000 trees. It also oversees the Council's three indoor Leisure Centres and the new Arc Centre for Outdoor Sport, manages on street parking enforcement and manages and maintains 33 off-street car parks; and takes care of the Council's built estate and investment portfolio, contributing to overall quality of life in the district.

Contracts and Services

Key Successes Delivered in 2025/26

In line with the Government's 'Simpler Recycling' agenda, and building on the success of the 1-2-3 trial, a significant programme of work has taken place throughout 2025/26 to prepare for a full district rollout of weekly food waste collections. The Council's new 1-2-3 service was introduced district-wide in November 2025, five months ahead of the statutory deadline.

Work has also continued with the delivery of the Green Spaces Strategic Vision. Following the conclusion of detailed design work for the first three sites, work commenced on site in June 2025, and construction on all three sites is due to be completed by Spring 2026. Work also started on the development of detailed plans for the Phase 2 Masterplan sites at London Road (Hassocks) and St Johns Park (Burgess Hill).

This year has also seen a focus on embedding the Green Spaces Management Agreement with Glendale, following its commencement in January 2024. The partnership places increased emphasis on improving the quality of our green spaces, proactively responding to the challenges of climate change and environmental sustainability, seeking to increase on-contract innovation and support the delivery of social value. Work continues to ensure these key areas are delivered as envisaged.

Construction work on the Council's new Centre for Outdoor Sport (The Arc) concluded in August 2025. The facility is now operational and proving extremely popular with the local sporting community. The £9m s106-funded project has delivered a range of new, high-quality sports and recreation facilities for the district and is a key part of the Council's district-wide Strategic Vision for its parks, open spaces, and sports facilities.

Work with Places Leisure has continued through 2025/26 to optimise leisure centre use, particularly improving gateways to leisure for our community and beginning work to develop a detailed asset management plan.

The Council has continued to focus on ensuring its car parks support the local economy through the implementation of its Parking Strategy. During 2025/26, further work has taken place to review and implement appropriate tariff and management regimes across our car parks, underpinned by a refreshed approach to concessionary charges. Work has also taken place on key aspects of the Car Park Investment Strategy; including preparing to trial new technologies and embarking on a prioritised investment programme, with the over-arching aim of delivering a high-quality, modern, sustainable and cost-effective service that is responsive to customer needs and better able to support the vitality of the district's towns and villages.

Through a continuous review and assessment of the Council's assets, several were identified for disposal during 2025/26, generating significant capital receipts, whilst close management of the Council's

investment portfolio and in particular the Orchards has ensured the Centre remains a vibrant and successful part of the local community.

Key Deliverables for 2026/27

Work on the Simpler Recycling Programme will continue through 2026/27, with a key focus being the construction of a secondary depot in East Grinstead, which will deliver both significant operational efficiencies and sustainability benefits once in place.

Further progress will be made on the implementation of the Council's Green Spaces Strategic Vision. Specifically, public engagement and detailed design work will continue on London Road (Hassocks) and St Johns Park (Burgess Hill). We will also conclude a comprehensive review to define the Council's 'approach to play', ensuring that future play provision is strategic, high quality, inclusive and accessible.

Work will also take place to begin to develop a detailed asset management plan for our Leisure Centres, working alongside Places Leisure to define areas for investment and establish, as far as possible, a pathway for achieving net zero leisure services.

We will continue the implementation of the Parking Strategy, building on the technology trials with a further targeted roll-out of new technologies, and continuing our work to implement improved car park management regimes and enforcement across the district's towns and villages. This will be supported by the development of individual business cases for investment (and divestment) across the car park estate.

Estates Services and Building Control

Key Successes Delivered in 2025/26

This year, significant progress has been made delivering strategic objectives that benefit both communities and investments. Strategic asset disposals have been advanced to optimise the Council's portfolio and generate funds for priority initiatives. Targeted investments have been made to support the Temporary Housing Accommodation Strategy with the acquisition of a further 4 properties and completion of works at Annandale House addressing critical housing needs and strengthening social infrastructure.

Meanwhile, ongoing work to support the management of the Council-owned Orchards Shopping Centre in Haywards Heath has enhanced economic vitality, created opportunities for local businesses, and improved amenities for residents, ensuring long-term value and sustainability.

In recognition of the increasingly competitive and changing market within which Local Authority Building Control services operate, work has continued this year to 'right size' the Building Control team, and to recalibrate the charging structure to ensure we can deliver a cost-neutral service for the Authority's chargeable building control function. Separately, work is ongoing to ensure the Building Safety Levy, which is due to take effect on 1 October 2026, is successfully implemented.

Key Deliverables for 2026/27

A key piece of work for the Estates Services team in 2026/27 will be the continued development of a Corporate Property Asset Management Strategy to ensure all property decisions are informed by an agreed strategic direction and based on a robust and sustainable financial strategy.

Following a review of compliance, reactive, remedial and maintenance works during 2025/26, the coming year will see the procurement of a new contract delivery model which is intended to allow for consolidation and rationalisation of services and provide for an improved, more resilient, better supported, efficient, sustainable and cost-effective level of service provision

Work will take place to support the introduction of the Building Safety Levy and ensure the Building Control Team are appropriately resourced to meet fluctuating demand that chargeable services are cost neutral.

As part of an ongoing programme of inspection and maintenance, we will ensure watercourses flowing through Council land are, wherever possible, future proofed against the effects of climate change, to ensure the risks of flood damage are minimised. In addition, we will ensure a resilient supporting structure is in place to provide input into planning applications as a statutory consultee in respect of flood risk and drainage.

Table 9: People and Commercial Services Revenue Budget 2026/27

	2025/26	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27
Services	Current budget	Base Budget Agreed at MTFP Feb 2024	Adjustments	Growth	EPR	Fees & Charges	Inflation	Revised Budget
	£'000	£'000	£000	£'000	£'000	£'000	£'000	£'000
Commercial Services & Contracts								
Waste Services	5,861	6,810*	-	1028	(2,528)#	(50)	2	5,262
Landscapes	2,925	2,966	-	-	-	-	-	2,966
Parking Services	(1,930)	(1,930)	(135)	-	-	-	-	(2,065)
Leisure	(524)	(524)	-	-	-	(14)	-	(538)
Facilities & Estates	(1,705)	(1,687)	-	38	-	-	3	(1,646)
Building Control	(52)	(52)	-	-	-	-	-	(52)
	4,574	5,582	(135)	1,066	(2,528)	(64)	5	3,927
Digital & People Services								
Revenues & Benefits	2,046	2,046	(17)	-	-	-	-	2,029
Housing Options	1,734	1,756	-	50	-	-	4	1,811
Customer Services	482	482	-	-	-	-	1	483
Digital and Technology Services	1,854	1,863	105	-	-	-	2	1,969
	6,115	6,146	88	50	-	-	7	6,292
Total People & Commercial Services	10,691	11,730	(47)	1,116	(2,528)	(64)	10	10,219

*includes £750k transferred for base budget requirement on Simpler Recycling from Centrally Held budgets.

Extended Producer Responsibility (EPR) funding

Human Resources, Organisational Development and Communications

Human Resources and Organisational Development (HR&OD)

The HR&OD service enables all service areas to deliver for our residents by ensuring employee recruitment, retention, development and support are provided in such a way that meets the needs of our service areas and enables our people, as our most important resource, to deliver.

Key Successes Delivered in 2025/26

The service continues to support managers to recruit Apprentices into their services and has brought in a further graduate from the LGA graduate scheme IMPACT. While we will always need to be alive to recruitment challenges (due to sector-wide difficulties) and the occasional use of Agency spending, all deliverables in the 2024/25 plan are on track to be achieved by the end of the financial year.

The HR service has further developed the Itrent system to include a new Recruitment applicant tracking system which has allowed us to reduce the spend on the previous external system. As part of work to ensure we are an employer of choice we have refreshed and expanded our e-learning offer (Learning Management System) and are currently implementing an improved recruitment portal. Time and resource have been focussed on supporting our Managers and Leaders this year, investing in a new programme of development to support their work as people and service managers.

Key Deliverables for 2026/27

This year we will continue to review key HR policies in line with legal updates including the new Employment Rights Bill. We continue to work with our legal partner to review all the policies ensuring they are fit for purpose and understood by managers and employees across the Council services. We will roll out new training programmes to support employees and members e.g. Equality, Diversity and Inclusion and an Aspiring Leaders programme.

HR will continue to support all the Council services with development and change as required. Through the HR Business Partner model HR are able to work directly with other service leads to ensure that all employees are appropriately supported throughout their career with Mid Sussex.

The Organisational Development side of the service will undertake a review of all the required and desired training and development requested across the Council. Further work will be done to continue to build a robust development offer and Learning Management System which will allow for central coordination of the training provided and recorded. Providing ongoing professional development options enables us to support and retain employees across the Council, which is vital in a challenging recruitment market for Local Authorities.

Communications

The service delivers internal and external communications for the Council, including managing press interactions.

Key Successes Delivered in 2025/26

The service has seen a shift to an inhouse model in order to ensure that we have appropriate modern technology and skills at our fingertips. We continue to see an increase in its presence and interactions on social media. The number of followers, interactions and engagements is up markedly and can be seen across all the major channels. This has provided the service a solid foundation from which to further develop audience engagement and reach. The Council now benchmarks well against other local Councils and similar organisations.

The service has launched an online newsletter with good take-up and interactions with content. The service is also supporting 7 local magazines in towns and parishes with a regular Mid Sussex Matters advertorial. In addition to this the Comms team have invested time and resources to contribute to the success of the new Waste Project 123, and the Pay days scheme, to ensure the longevity of the schemes going forward.

Key Deliverables for 2026/27

To service will continue to focus on engagement and reach with audiences, particularly in those demographics where our engagement is underrepresented.

Having developed a solid social media platform from which to build, the service will now focus on building themed campaigns to strengthen our messages and deepen engagement. These will initially focus on the value for money delivered by the Mid Sussex element of the Council Tax paid by local people. There will be a push to focus on our Internal Communications this year with different mechanisms being used.

Corporate Resources

The service supports business operations, finance, and governance arrangements in line with CIPFA Policy and relevant legislation. The service also continues to develop its offer to the wider business as part of the ongoing embedding of a business partnering approach, whilst also exploring the development opportunities within available technology and resources.

Key Successes Delivered in 2025/26

Working with teams across Council services, there has been a refresh of the Council's operational risks to provide robustness of our services against, often external, issues that may impact them if left unmanaged. This also supports the S151 Annual Governance Statement and legislative requirements.

Significant work has been undertaken so that from 2025/26 the general ledger system through automation can be used for budget setting. This will provide a more efficient and effective process.

During the year, despite the ongoing issues nationally with External Audit and the complex backstop arrangements that have been put in place, we have finalised the 2024/25 Accounts and published them ahead of the backstop date.

The service has directly provided project support for key projects including parks, as well as the implementation and ongoing management of a framework to provide ad hoc specialists skills required for the success of the wide range of projects and ambitions of the Council.

Key Deliverables for 2026/27

A continuation of work to develop the planning and reporting of the Capital Programme and its strategy. This will include looking to best estimates of spend against planned delivery to ensure we continue to develop our multiyear view of the substantial programme being delivered. This will aid robust financial management. The service will also support the scoping and governance of the Council's major projects and will continue to promote good practice.

The development of a strategic business partnering approach will continue to better support the broader organisation and the delivery of services and projects, together with business-as-usual activities including in-year monitoring, the annual audit, and the budget-setting process. The service will ensure the safe and effective management of the Council's finances supported by Internal Audit, Audit, and Treasury Management.

The Business Operational Support team will continue to ensure there are robust processes and systems in place with regard to the large number of financial transactions that occur annually, helping protect the Council against fraud.

Local Land Charges, Planning and Building Control Support continue to have a responsibility to ensure accurate Land Charges data is maintained and exported to the Land Registry daily via a fully digitised system. The Land Charges Team will continue to provide detailed answers to the CON29 form elements of official searches.

Centrally Held

In addition to service budgets there are a number of other budgets held centrally where the cost is passported through our accounts, are contributions to reserves to meet future needs or pending allocation to specific services:

- a) Housing benefits are administered through our accounts but are funded in full by government, however, there can be a cost or income depending on the balance between efficiencies achieved and the burdens of the administration required.
- b) Drainage Levies are levied through Council Tax, and the Council passing the levy directly to the appropriate Internal Drainage Board.
- c) A contingency for the year which has been kept low for the last few years. In effect, we accurately balance the budget by appropriately varying this figure by small amounts, and for 2024/25 it is proposed to remain at £20k.

Contributions to reserves include:

- a) The ongoing and annual contribution to funding the next iteration of the Development Plan.

- b) The ongoing and annual contribution for funding Organisational Development and Efficiency initiatives.
- c) Other budgets such as those set aside for pay awards and inflation will appear as centrally held until allocated to services.

KPIs and how we know we are successful.

KPIs and operational Management Information are evolving for 2025/26 to help us know and understand how successful we are being delivering our service in support of the wider Council. Alongside developing this Corporate Plan and Budget our suite of KPIs is being refreshed. From 2025/26 this will form part of the quarterly monitoring process, to ensure that this focuses not just on sound financial management but also on ongoing monitoring of the deliverables in this Plan.

Governance

The Governance directorate as a whole is responsible for the safe and effective delivery of decision-making and democratic functions.

Legal Services

The legal team supports the Monitoring Officer function and the Council as a whole, ensuring that decisions made by all parts of the Council are legally robust and bearing statutory responsibility for the legal governance of the Council. This includes providing legal advice across all the Council's functions and, where advice cannot be sourced in-house, working with external solicitors and/or Counsel.

Key Successes Delivered in 2025/26

The team provided support in all transactional matters for the Council, carried out prosecutions, and conducted civil proceedings on behalf of the Council to ensure effective enforcement of the Council's powers and defence of its legal rights.

We reviewed and simplified the delivery of freedom of information requests, building on cross skills and efficient use of skills and resources across the legal and wider governance teams. The Constitution has been updated in readiness for the Council's joint venture, and to improve efficient decision making for regulatory functions. The transparency agenda continues to be enhanced, resulting in updating our publication scheme, and introducing a centralised process for recording and publishing officer delegated decision making.

The Legal Team has retained its Lexcel accreditation, which is a quality mark for excellence in Legal Practice, Management and Client Care.

Key Deliverables for 2026/27

We will continue to engage with our paralegal and trainees to develop roles and skills resulting in a pipeline of talent. Building on this knowledge and capacity the team will expand our business partner offering to help services access and take advantage of proactive and timely legal advice.

The service is committed to examining and improving processes to support the ongoing publication of an accurate contracts register to build on transparency initiatives and to position the Council in readiness for LGR.

We will complete a full review of officer delegations to ensure effective and efficient operational decision making, whilst supporting the delivery of the Martlets JV and other key corporate projects.

Democratic Services

The team supports and facilitates the statutory administration of Council, committees and constituted Member working groups, and will continue to do so in 2025/26 alongside working cross-directorate on joint projects and initiatives.

Key Successes Delivered in 2025/26

The team delivered and administered over 90 meetings in 25/26 (including working groups, sub-committees, Member development sessions and briefings).

Partnering with other departments the team has provided support to an increasing number of events and networks held at the Council offices, the delivery of the Applauds Awards and support in facilitating Planning Appeals and Town and Parish meetings.

Through partnership working the Team has streamlined access to information through an improved Member Information Service, digital improvements regarding access to committee reports (single sign-on) and improvements to internal processes around decision making and Freedom of Information requests.

Support has also been provided to assist the newly elected Chairman with promotion and fundraising for their chosen charity and a successful programme of civic engagements.

Key Deliverables for 2026/27

The team will continue to support the delivery of a quality learning, development and information sharing experience for Members of the Council. This includes refresher training to augment information provided on induction. Other sessions will be aligned to corporate priorities, legislative and policy changes and Council priority projects, utilising a variety of formats to accommodate learning styles and accessibility.

The team will continue to deliver and administer meetings both formal and informal where required, following the administration and delivery of over 90 meetings in 25/26 (including working groups, sub-committees etc). Work will continue to provide streamlined management of Freedom of Information requests and through partnership working, the team will continue to provide support on Constitutional matters and the decision-making process.

The newly established Independent Remuneration Panel delivered its first cycle of work in 2025 and will continue with the next review in 2026.

With regard to civic duties, the team will continue to provide support to the Chairman of the Council through the management of the civic engagements programme.

Electoral Services

Key Successes Delivered in 2025/26

Following legislative changes regarding the maximum period for Postal Voting the service continues to provide multiple opportunities for electors to renew their postal vote prior to the statutory deadline. ~~Planning has commenced in readiness for delivering the first mayoral election for the West Sussex area.~~ The service has delivered the previously agreed Community Governance Reviews for Ansty and Staplefield and Haywards Heath.

Key Deliverables for 2026/27

There continues to be ***electoral*** legislative changes particularly post Brexit with regard to eligibility and absentee voting. The service will deliver the newly established Mayoral election for the first time within the area. This will be combined with the West Sussex County Council elections, should they go ahead.

Table 10: Corporate Resources and Organisational Development Revenue Budget 2026/27

2025/26	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27	2026/27
Services	Current budget	Base Budget Agreed at MTFP Feb 2024	Adjustments	Growth & Provisional Settlement Adjustments	Savings	Fees & Charges	Inflation	Revised Budget
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Governance								
Democratic Services	1,061	1,061	15	-	-	-	-	1,096
Legal	598	598	-	-	-	-	1	599
	1,659	1,659	15	-	-	-	1	1,695
Organisational Development								
Human Resources & Organisational Development	841	842	-	-	-	-	-	842
Communication, PR & Community Engagement*	267	267	-	-	-	-	-	267
	1,108	1,109	-	-	-	-	-	1,109
Corporate Resources								
Finance	1,042	1,042	40	-	-	-	-	1,082
Land Charges, Planning & Building Control	345	345	-	-	-	-	-	345
PPI	289	289	-	-	-	-	-	289
Centrally Held Budgets*	1,093	1,047	-	1,029	-	-	185	2,241
Corporate Resources	1,814	1,825	(4)	-	-	-	-	1,821
Strategic Core	967	967	-	-	-	-	-	967
	5,550	5,516	36	1,029	-	-	185	6,746
Total Resources & Organisational Development								
	8,317	8,283	51	1,029	-	-	186	9,549

* Includes centrally held pay award and inflation movements – to be distributed across services

Section 4

RESERVES POLICY AND SUMMARY OF USABLE RESERVES AND OTHER BALANCES

CORPORATE PLAN AND BUDGET 2026/27

SECTION 4: USABLE RESERVES AND OTHER BALANCES

91. Reserves play a crucial role in good public financial management. They enable investment in support of the Councils' services and objectives while also providing financial resilience against unexpected events. The reserves strategy and policy ensure effective oversight regarding the level and use of reserves.
92. There are fundamentally three categories of reserve; earmarked those which are set aside for a specific purpose; ringfenced received for a specific purpose; unallocated to manage financial risk of unknown events.
93. The Council's reserves and the underpinning Reserves Policy have been reviewed ensuring that they are reflective of the Council's strategic agenda and the current financial risks and issues the Council faces through the medium term. It is crucial to bear in mind that the reserves are the only source of financing to which the Council has access to fund risks and one-off pressures. If the Council minimises the level of reserves too significantly there is a risk that in future, the ability to properly manage unforeseen or one-off costs will be significantly impaired. Further, it is important to note that the use of reserves to fund reoccurring costs, is not a sustainable solution as reserves can only be spent once. The opportunity for creating new reserves is increasingly limited, and service demands including new burdens put pressure on budgets, and continued one-year settlements, and the unknown outcome of the pending funding reform give no surety of future funding streams.
94. The policy on reserves and balances has regard to Local Authority Accounting Panel (LAAP) Bulletin 99 "Local Authority Reserves and Balances", issued in July 2014 whereby in reviewing the Medium Term Financial Plan and preparing annual budgets, the Council will consider the establishment and maintenance of reserves. The nature and level of reserves will be determined formally by the Council, informed by the judgement and advice of the S151 Officer.
95. Details of the Council's reserves and balances are set out in Table 10, which shows reserves held at 1 April 2025 were £76.4m, then with the estimated planned use, the expectation is that £46.7m will be held by 31 March 2029.
96. The conclusion of the S151 Officers Robustness statement resolves that given the ongoing financial uncertainties, increasing reserve levels, where possible, continues to be a priority.

Reserves Policy and Strategy

97. Any surplus receipts from Treasury Management above that planned in the MTFP or that required to support service in year pressures, be used to top up the General Reserve.
98. The authority should aim to hold a General Reserve of between £11.6m and £17.4m, equivalent to 6-9 months of net revenue budget.
99. The Council classifies its Usable Reserves as follows:
 - a) **General Reserve:** The unallocated element of this reserve is held to manage financial risks if they cannot be managed via other mitigations. It is best practice to hold such a balance to assist in delivering services over the medium term providing for a contingency to cushion the impact of unexpected events and emergencies.

- b) **Earmarked Specific Reserve:** This contains both ringfenced (specific grants and contributions) and earmarked (where a decision has been made) funds that are held to meet known or anticipated future one-off requirements, facilitating transformation and service management. In addition, it includes working reserves that are held to manage future financial risk and uncertainty.
- c) **Capital Receipts Reserve:** This is required by statute and represents the capital receipts from the sale of assets that are available to finance future capital expenditure.
- d) **Capital Programme Reserve (CPR):** This represents amounts set aside from revenue resources to fund future capital expenditure and mitigate the financial risk of the capital programme.

100. This Council also holds other balances as follows:

- a) **Capital Grants & Contributions receipts in advance:** This comprises capital grants and S106s contributions from developers. These sums are restricted to being spent only in accordance with the agreement concluded with the developer or by the grant determination.

Management of Reserves

- 101. The Council's reserves are reviewed for appropriateness and adequacy annually; this work supports the annual financial robustness statement but also ensures delivery of the Council's priorities. As part of this work, it is proposed that the money held across Capital Programme Reserve and a Specific Reserve for the Temporary Urban Park be placed in the Martlets reserve. This will allow alignment with the broader place shaping delivery in Burgess Hill.
- 102. Council, as part of agreeing the budget, will agree the policy and strategy for reserves on the advice of the S151 Officer. The use of reserves will be approved by the Management Team and reported to Cabinet as part of the monitoring process.
- 103. The S151 Officer will monitor the drawdown of reserves in accordance with the agreed policy and use of those reserves, and keep Members advised.

Table 11 – Reserves and Balances

		Balance 31/03/25 £'000	Balance 31/03/26 £'000	Balance 31/03/27 £'000	Balance 31/03/28 £'000	Balance 31/03/29 £'000
Reserves:	Note					
General Reserve:						
C/F	1	9,397	9,397	11,869	12,070	11,909
Support MTFP				181	(181)	
Surplus Treasury Management at Q2			132			
Reserves Review			74			
NHB			1,236			
Release of specific funding			1,010			
Unused contingency			20	20	20	20
Total General Reserve		9,397	11,869	12,070	11,909	11,929
Specific Reserves:						
Earmarked to support new burdens or to support specific service delivery	3	16,843	13,681	11,661	11,253	8,682
Working reserves held to manage risk	4	7,101	6,964	6,874	6,784	6,694
Total Specific Reserve		23,944	20,645	18,535	18,037	15,376
Total Revenue Reserves		33,341	32,514	30,605	29,946	27,305
Total Capital Receipts Reserve	5	6,715	5,907	2,468	2,468	2,468
Total Capital Programme Reserve	6	2,933	2,524	500	500	500
Total Reserves		42,989	40,945	33,573	32,914	30,273
Balances:						
S106 & Capital Grants Contributions	7	28,448	16,697	14,037	12,768	11,499
Held in Perpetuity	2	4,963	4,963	4,963	4,963	4,963
Total Balances		33,411	21,660	19,000	17,731	16,462
Total Reserves and Balances		76,400	62,605	52,573	50,645	46,735

Notes:

1. Total available to manage financial risk and protect service delivery, it does not include surplus interest receipts forecast for the period, and New Homes Bonus monies. There is no provision for future budget gaps.
2. SANG investment fund in perpetuity and amounts received from developers in respect of land adoptions in lieu of maintenance.
3. Provided to support new burdens or funds previously agreed by Council to support agreed specific service delivery. It is assumed that the 667k provisional settlement adjustment contribution to specific reserves will be utilised in year.
4. Working reserves held to manage risk. Corporate Equalisation Funds include the Rate Retention Scheme Reserve (£6,319k @31 March 2026) and Benefits Equalisation Reserve (£645k @31 March 2026)
5. Accumulated proceeds from asset disposals can only be spent on capital investment.
6. Reserve held for financing elements of the current capital programme and to help manage project financial risk.
7. This comprises third-party contributions, capital grants and S106s contributions from developers. These sums are restricted to being spent only in accordance with the agreement.



Section 5

CAPITAL STRATEGY TO 2027/28

CORPORATE PLAN AND BUDGET 2026/27

SECTION 5: CAPITAL STRATEGY TO 2029/30

(This is delegated to Audit Committee and was approved at the meeting of 25th November 2025 for recommendation to Council)

Overview

105. The purpose of the Capital Strategy is to drive the authority's capital investment ambition whilst also ensuring appropriate capital expenditure, capital financing and treasury management within the context of the sustainable, long-term delivery of services.
106. The Capital Strategy supports the prioritisation of investment in assets that support the objectives of the Council while helping to ensure that all elected members fully understand the overall long-term policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.
107. The Capital Strategy is framed within the following statute and guidance:

Legislation

108. Local Government Act 2003 as updated by subsequent amendments by Parliament, specifically, Chapter 1:
- Section 1 The power to borrow;
 - Section 3 Duty to determine affordable borrowing limit;
 - Section 12 Power to invest;
 - Section 15 Regard to guidance issued.

CIPFA Professional Codes

- The Prudential Code for Capital Finance 2021
 - Treasury Management in the Public Services Code of Practice 2021
 - Guidance on Minimum Revenue Provision (Fifth Edition) 2024
 - Local Government Investments 2018
109. The Strategy is completed in line with best practice as outlined within The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2025.

Member Approval and Review

110. The Treasury Management Code allows authorities to delegate the detailed management of Treasury Management and the Capital Strategy, to a sub-committee and this responsibility is delegated to the Audit Committee.

Governance Framework

111. The programme is dynamic in support of the Council's investment need, its sustainability and long-term service delivery. The Council's 5-year rolling programme (current year plus 4) is profiled based on best estimates and is required to be regularly reviewed and reprofiled to ensure the programme is current and can support timely decision-making (this happens as part of in-year quarterly monitoring).
112. To support the dynamic nature of the programme, the Council's constitution, in particular the Financial Procedure Rules set out at Part 4(iv), financial regulations and Capital Strategy govern the capital programme as set out below:
- a. All capital expenditure must be carried out in accordance with the financial regulations and the Council's constitution.
 - b. The Capital Strategy and Programme is approved by Full Council as part of the Council's annual Corporate Plan and Budget report.
 - c. The Audit Committee scrutinises the Treasury Management Strategy and this [Capital] Strategy for recommendation to Council,
 - d. Internal and External audit scrutiny as and when agreed by audit plans.
 - e. The programme approved as part of the annual corporate plan and budget will only be added to, or removed from, with the agreement of the AD Corporate Recourses by an approved variation that is in accordance with Financial Regulation B.3.2 (e). and:
 - where a new capital scheme is funded, by existing service revenue budget resources, which are transferred via the Capital Expenditure financed from Revenue Account (CERA) accounting protocol, or another project in accordance with Financial Limits.
 - where earmarked grants or other specific funding are spent for the purpose, they were received, provided that capital resources are enhanced by the amount received.
 - that any capital receipts requirement is received in advance.
 - Where reprofiling into future years occurs on a project and there is no effect on the availability of capital resources, these should be reported to Cabinet as part of monitoring and equivalent adjustments will be made to the following year's programme.
 - Any request outside of this process would have to be approved by Cabinet.
 - f. Officers are not authorised to commit expenditure without prior formal approval as set out in the financial regulations and the Capital Strategy.
 - g. Management Team will act as Project Board to oversee the development, delivery and reporting of the Council's capital programme.

Capital Funding

113. Capital expenditure can be funded in a variety of ways:
- a. **Grants:** contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant grant.
 - b. **Section 106 contributions:** contributions are generally used to fund specific capital schemes linked to the conditions imposed by the relevant Section 106 contribution.
 - c. **Capital Receipts:** Capital receipts are derived from the sale of the Council's assets.

- d. **Capital Programme Reserve:** The Capital Programme Reserve was created to hold the general fund resources for capital projects, and to ring fence non-specific funds agreed to fund projects.
 - e. **Capital Expenditure:** financed from Revenue Account (CERA) - Contributions from service revenue budgets within financial limits.
 - f. **Other Reserves and Revenue Set Aside:** Notwithstanding the creation of a Capital Reserve, the Council can use its general fund balance to fund capital projects, as well as specific reserves, and payback from invest to save schemes.
 - g. **Borrowing:** Borrowing spreads the cost over a number of years but loan servicing costs (MRP and interest) and the overall level of debt exposure both need to be considered and clearly flagged in a business case.
114. Project feasibility works are funded through specific reserves or service revenue budgets until such a time as the Business Case can be proposed for approval.
115. The method of funding for any particular scheme will depend on a number of factors and the combination will be reviewed by the S151 officer on an ongoing basis to ensure the best long-term options are achieved.

Whole life costing for capital schemes

116. To ensure that the full implications of any ongoing revenue costs and income for the Council are factored in a whole life costing methodology is used. This method allows members and officers to understand any potential pressures or savings for the revenue budget when making a decision to make a capital investment.
117. Whole life costing can be defined as “the systematic consideration of all relevant costs and revenues associated with the acquisition and ownership of an asset.” In practical terms, this means that any appraisal of a proposed capital project will need to consider not just the initial capital cost, but all costs and income streams associated with the project that are likely to occur in future years, including possible replacement or disposal costs. This is vital to ensure that the Council is not committing itself to future liabilities that are unsustainable.

Scheme Evaluation and Risk

118. Projects Board will have an overview of any feasibility works and the proper reporting of capital schemes via appropriate project documentation and will as necessary, include a full evaluation of risk and have regard to the whole life costing methodology set out above.

Monitoring of approved Capital Schemes

119. For approved capital schemes it is the responsibility of the relevant budget holder to manage costs and to provide explanations for any variations from the approved budget in accordance with Financial Procedure Rules.

Core Programme

120. Capital expenditure can be defined as expenditure that results in the acquisition, construction, or enhancement of an asset (e.g., land, buildings, plant, and equipment), that continues to benefit the Council for a period of more than one financial year. The definition of 'capital' will be determined by the AD Corporate Resources, having regard to government regulations and accounting requirements. Within the programme, there will be elements of expenditure that for accounting purposes will be defined as revenue.
121. To ensure that the Council meets the requirements, it will:
- a. Ensure expenditure included in the capital programme contributes to the achievement of the Council's Priorities. The programme is considered annually as part of the corporate plan and budget which underpins the financial planning process.
 - b. Ensure investment decisions make the best use of resources.
 - c. Have a clear framework for making capital expenditure decisions.
 - d. Ensure access to sufficient long-term assets to provide services.
122. The Council has a core programme comprising: -
- a. Asset Management and Temporary Accommodation (all owned or leased assets) which allows assets to be maintained in a condition fit for purpose and to ensure access to these assets to provide services.
 - b. Information Technology, the overarching principle of the IT&D strategy is to ensure that our Information and Communications Technology (ICT) is fit for the purpose of delivering modern council services in a digital era, whilst protecting any data held and maintaining appropriate security standards.
 - c. Disabled Facilities Grants (DFGs) that pay for essential adaptations to help people with disabilities stay in their own homes and are fully funded by Government grants.
123. To this end asset management and Temporary Accommodation and information technology programmes are funded by capital receipts in the first instance where available and then general reserve if no receipts are available or capitalisation is not appropriate. Grant funding will be sought where available.
124. In addition to the core annual programme other schemes will be considered subject to the criteria set out below. As detailed above it is important that any new schemes have a clear benefit to ensure that limited resources are used in the most effective possible way to support the Council's priorities.

Prioritising New Schemes

125. In common with other local authorities Mid Sussex is facing a challenging financial climate, and it is therefore essential that governance procedures are in place to ensure that scarce resources are allocated in the most effective possible way.

126. Business Cases for new schemes will be assessed against the following criteria:
- i. Link to the Council's strategic direction
 - ii. Availability of specific external funding
 - iii. Demonstration of a sound business case
 - iv. Whole life cost implications (see 5 above)
 - v. Value for money
127. Business Cases (BC) will be required to set out the key factors. BC's will be considered by the Project Board before being proposed for inclusion within the programme in line with the financial regulations with appropriate information being presented to Cabinet in line with financial procedure rules.

Links to other Council Strategies

128. A requirement under the Chartered Institute for Public Finance and Accountancy (CIPFA) Code of Practice for Treasury Management in the Public Services is to prepare a Treasury Management Policy and Strategy setting out the Council's policies for managing investments and borrowing. The Local Government Act 2003 and supporting regulations require the Council to 'have regard to' the Prudential Code and to set Prudential Indicators to ensure that the Council's capital investment plans are affordable, prudent, and sustainable.
129. Although the Council's policy is that no external borrowing will be undertaken and that all capital schemes will only be undertaken when specific funding has been identified, i.e., capital receipts, Government grants, S106 payments, or other identified contributions, the Local Government Act 2003 permits local authorities to borrow to finance capital expenditure.
130. The Act allows borrowing only if the plans are affordable, prudent, and sustainable in the long term. Borrowing creates charges upon the revenue budget: the interest payable on the borrowing and Minimum Revenue Provision; a charge each year over the term of the loan, to provide headroom based on historic loan or borrow to replace an asset at the end of its life.
131. Under the Prudential Code and Treasury Management Code, the Council is required to set parameters around its borrowing and treasury activity, including an authorised borrowing limit for each year which cannot be breached.
132. The Treasury Management function ensures that the Council's cash is organised in accordance with the relevant professional codes so that sufficient cash is available to meet the capital expenditure plans and other cash flow requirements.
133. To ensure the separation of the core treasury function under security, liquidity and yield principles (SLY), and the policy and commercialism investments usually driven by expenditure on an asset, the Capital Strategy is reported separately from the Treasury Management (TM) Strategy. Therefore, the debt related to the activity and the associated interest costs, payback period, Minimum Revenue Provision policy or for non-loan type investments, the cost against the current market value and the financial risks are part of the Treasury Management Policy and Strategy.

134. The proposed capital programme investment has consideration directly to the Treasury Management Strategy. A specific model developed for this purpose continues to be used and updated to remain current so that it remains responsive to any treasury management risks, such as interest rate volatility. Any borrowing required is within the limits set by the Treasury Management Strategy, which sets out the acceptable limits on ratings, investment periods, amounts to be invested and the borrowing strategy.

Asset Management

135. As outlined in 8.3 above, there is a core annual programme to cover capitalised repairs and improvements for all the Council's assets. Asset management planning establishes the priorities for this programme having regard to the condition of the various assets and their respective priorities in terms of delivering Council services or generating rental income.

Proposed Programme of Capital and Revenue Projects

136. New schemes come forward as part of the Corporate Plan and Budget. It should also be noted that the Capital Programme is a multi-year Programme, and additions and movements can occur due to reprofiling and via approved variation. Continuous review of the delivery of Capital Schemes enables improved investment decision-making, ensuring funding is available when needed but invested to generate the best possible returns for the longest possible period.

Table 12 – Capital Programme including Proposed New Bids

	Current Year 2025/26			2026/27				2027/28	2028/29	2029/30	Total Budget
	Original Programme	Approved Variations	Current Programme	Original Programme	Approved Variations	New Bids	Current Programme	Current Programme	Current Programme	Added Year Programme	
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Parks Masterplan	3,062	(824)	2,238		1,452		1,452				3,690
Hickman's Pavilion	232	201	433								433
Centre for Outdoor Sport		1,454	1,454								1,454
Car park Technology	150		150			350	350				500
Car Park Infrastructure		170	170			160	160				330
Flood Risk & Drainage						730	730				730
Simpler Recycling - Depot	1,497	879	2,376								2,376
Simpler Recycling - Implementation	1,400	987	2,387								2,387
Garden Waste - Bin Purchase	78	16	94	29			29				123
Replacement Wheelie Bins	30	(18)	12								12
Disabled Facility Grants	1,269	492	1,761	1,269			1,269	1,269	1,269	1,269	6,837
ICT Strategy	1,521	(67)	1,454	50	(50)		-				1,454
Bedelands	175	(115)	60		710		710				770
Fire door Upgrade		156	156								156
Capital Maintenance	75		75		77		77				152
Temporary Accommodation	2,500	692	3,192		2,000		2,000				5,192
Contingency										500	500
Grand Total	11,989	4,033	16,012	1,348	4,189	1,240	6,777	1,269	1,269	1,769	27,096

Table 13 – Capital Programme Funding Analysis

Total Funding	Capital Receipts ¹	S106 ²	Grant/ Contributions ³	Specific Reserves ⁴	Capital Programme Reserve ⁵
£000	£000	£000	£000	£000	£000
27,096	4,749	3,785	12,157	3,472	2,933

Notes

The figures above indicate the amounts being drawn down to fund the capital programme, the sources of these are:

¹*Capital Receipts* – These are the receipts that are allocated to be spent on specific projects including the Temporary Accommodation Rolling Programme and the bins used for the expansion of the Green Waste Scheme.

²*Section 106 (S106) Contributions* - are generally used to fund specific capital schemes linked to the conditions imposed. These include the Centre for Outdoor Sports and the Parks Masterplan.

³*Grants/Contributions* – specific grants from Central Government and Contributions from third parties that are provided to deliver specific schemes i.e. DEFRA grant to partially fund the introduction of Simpler Recycling, the Local Authority Housing Fund and Disabled Facilities Grant.

⁴*Specific Reserves* – are reserves that hold revenue contributions set aside in prior years that, due to the timing of specific project delivery, will be drawn down in subsequent years.

⁵*Capital Programme Reserve* – In 2024/25 a Capital Reserve was created to remove agreed funding from the general reserve. This includes Bedelands and match funding for the Local Authority Housing Fund.



Section 6

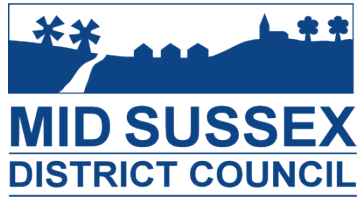
COLLECTION FUND

CORPORATE PLAN AND BUDGET 2026/27

SECTION 6: COLLECTION FUND

The latest Collection Fund estimates are shown below:

Table to follow



Section 7

**COUNCIL TAX RESOLUTIONS AND COUNCIL
TAX LEVELS**

CORPORATE PLAN AND BUDGET 2026/27

SECTION 7: COUNCIL TAX RESOLUTION

138. This will be provided for full Council when precept information, across the District, will be available.