

# Budget Book

## 2025-26



# Budget Book 2025-26

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## **Report to Cabinet**

29 January 2025

By the Cabinet member for Finance and Resources

**DECISION REQUIRED**



**Horsham  
District  
Council**

Not Exempt

# **The 2025/26 Budget and the Medium-Term Financial Strategy to 2029/30**

## **Executive Summary:**

This report sets out details of the proposed 2025/26 revenue and capital budgets following the receipt of the provisional financial settlement from Government on 18 December 2024.

Despite finding £0.9m of income and savings during 2024, the net budget requirement for 2025/26 at £15.8m is £1.3m higher than the £14.5m in 2024/25, reflecting levels of inflation in services, materials and utilities together with salary increases and higher employer national insurance contributions, service demand pressures, and the struggle to increase income levels.

The Council is having to increase fees and charges. Council tax is being increased by the maximum 2.99%, (£5.30) inclusive of the unparished areas, permitted by Government and remains the lowest in Sussex. This is split into a 2.7% increase in the Horsham Council Tax (£4.67) and a 9.1% increase in the special charge (£3.38).

Despite working hard to identify nearly £1m of income streams and lower expenditure during 2024, a residual budget deficit, after Council tax and Business Rates grants and expected employers NI funding, of £1.24m (£0.6m in 2024/25) remains. The application of £0.9m from the temporary Funding Floor Grant and £0.34m from the Extended Producer Responsibility for Packaging grant in 2025/26 allows us to again balance the budget in the short term and buys some time to make further considered decisions. Plans will need to be worked on during 2025/26 towards balancing the 2026/27 and future budgets without the use of temporary reserves.

The report sets out a Medium-Term Financial Strategy to 2029/30 using the latest information. The provisional one-year Settlement in December does not help us to plan with any certainty. Our current assumptions suggest a deficit of £0.25m in 2026/27 and a £3.6m deficit at the end of the Medium-Term Financial Strategy period, reflecting the cost pressures, funding cuts as local government and its finances are radically reshaped by Government towards those in greater need, and high food waste collection costs. However, the multi-year Settlement expected in 2026/27 will tell us more.

We are also setting a large £13.3m capital programme providing infrastructure and facilities for residents. Although difficult to fully quantify at present, the ongoing work on the net zero action plan to date has identified a significant cost to achieving the aspirational target of the Council's direct carbon emissions being net zero. This key priority, as well as the

replacement of capital infrastructure and the reduction of carbon output of many Council-owned buildings shown indicatively in Appendix I, will be a significant cost through to 2030.

The report also sets out a series of prudential indicators that are a statutory requirement to demonstrate that the Council's capital programme is affordable, and prudent in the context of the Council's overall finances. The report also includes the Chief Finance Officer's statement on the robustness of reserves in Appendix G and on the resource consequences more generally in section 6.

### **Recommendations:**

Cabinet is recommended to propose the following for consideration by Council on 24 February 2025:

- i) That the level of Council Tax for 2025/26 increases from £170.28 by £4.67 (2.74%) to £174.95 at Band D.
- ii) That the net revenue budget set out in Appendix A for 2025/26 of £15.780m is approved.
- iii) That £112,000 of the Green Reserve tree replacement funds are used to extend the Community Climate Fund grants over the next three years instead.
- iv) That £0.9m of the £3.36m Funding Floor grant received in 2025/26 is used in Revenue to balance the budget, with the £2.46m remainder earmarked to help smooth the future costs of food waste collection.
- v) That £0.34m of the £2.32m of the Extended Producer Responsibility for Packaging payments be used in revenue in 2025/26 with the remaining £1.98m earmarked to help smooth the future costs of the food waste collection.
- vi) That the £306,643 funding for food waste implementation costs received in 2024/25 is put into the food waste collection earmarked reserve for use during implementation of food waste in 2025/26.
- vii) Approve a revenue budget of £0.738m for the project costs incurred on the Capitol Theatre in 2024/25 to date, to be funded from the Environment and Infrastructure earmarked reserve.
- viii) That Special Expenses of £499,800 set out in Appendix C and an increase of £3.38 (9.1%) in the Band D charge to £40.59 are agreed in respect of the unparished area for 2025/26.
- ix) That the £13.3m capital programme for 2025/26 set out in Appendix D be approved and that the indicative capital budgets in the programme for future years be noted.
- x) That the projected future budgets on the revenue account in 2026/27 to 2029/30 are noted and the Medium-Term Financial Strategy continues to be reviewed and refined to ensure that decisions are taken in 2025 to set a balanced budget in 2026/27.

- xi) That the Minimum Revenue Provision Statement set out in Appendix E is approved.
- xii) That the Capital Strategy, Treasury Strategy, Investment Strategy and prudential indicators and limits for 2025/26 to 2028/29 set out in Appendix F are approved.
- xiii) To note the statement on the robustness of the level of reserves in Appendix G.
- xiv) That a) the increases to fees and charges set out in Appendix H and, (b) all remaining fees and charges as previously set are approved.

Cabinet is recommended to approve;

- xv) The Council Tax Base for 2025/26 as set out below
  - a. for the whole Council area as 65,389.2 (Item T in the formula in section 31B of the Local Government Finance Act 1992, as amended (the “Act”) and
  - b. for dwellings in those parts of its area to which a Parish Precept or Special Expenses relates as shown below:

<b>Parish</b>	<b>2025/26 tax base</b>
Amberley	344.8
Ashington	1,174.9
Ashurst	148.5
Billingshurst	4,570.3
Bramber	414.9
Broadbridge Heath	2,339.5
Coldwaltham	476.0
Colgate	2,074.9
Cowfold	865.5
Henfield	2,732.2
Itchingfield	772.6
Lower Beeding	562.2
North Horsham	8,977.7
Nuthurst	1,108.4
Parham	130.8
Pulborough	2,595.5
Rudgwick	1,451.6
Rusper	929.9
Shermanbury	314.8
Shipley	637.4
Slinfold	986.0
Southwater	4,871.6
Steyning	2,572.8
Storrington & Sullington	3,355.7
Thakeham	1,183.6
Upper Beeding	1,442.3
Warnham	1,011.9
Washington	1,122.9
West Chiltington	2,220.4
West Grinstead	1,307.8

	Wiston	106.8
	Woodmancote	271.8
	Horsham Town	12,313.2
	<b>Total</b>	<b>65,389.2</b>

**Reasons for Recommendations:**

To meet the Council's statutory requirement to approve the budget and the prudential indicators before the start of a new financial year.

**Background Papers:**

- Update on the Council's financial position and Medium-Term Financial Strategy, Cabinet, 25 September 2024

**Wards Affected:** All

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**Appendices:**

- A:** Revenue Budget 2025-26 including growth and savings
- B:** Grants to voluntary groups
- C:** Special charge summary
- D:** Capital expenditure programme
- E:** Minimum Revenue Provision
- F:** Capital Strategy, Treasury Strategy and Investment Strategy, including Prudential Indicators
- G:** Reserves
- H:** Schedule of increases in fees and charges
- I:** Medium and long-term indicative capital commitments



## **1. Proposal:**

- 1.1 This report sets out the Council's budget requirement for 2025/26 for capital and revenue expenditure. The budget is reviewed in the context of the projected outturn for 2024/25, the provisional 2025/26 Settlement and future years' projected budgets and reserves.
- 1.2 The 2025/26 budget and resultant Council Tax level are set within the context of the Council Plan priorities, the financial strategy and to meet the Council's legal requirement to deliver a balanced budget. This report is updated for the latest information and knowledge available to the Council. The report also sets out the prudential indicators used to measure the affordability of the Council's capital programme.

### **Finance Settlement 2025/26**

- 1.3 Government's one-year provisional settlement announced on 18 December 2024 delays the re-setting of funding within local government with multi-year settlements until 2026/27. However, this is relatively good news for 2025/26, compared to the expectation in the future, with a 0% increase in core spending power in the provisional settlement resulting in the same as 2024/25, albeit the core spending power includes £0.5m more of locally raised Council Tax and therefore £0.5m less Government funding than before. Overall, this is as expected, albeit a real terms cash reduction in spending power caused by inflation.
- 1.4 The provisional settlement is the most redistributive in recent times, indicating the direction of travel for the multi-year settlement. The provisional settlement favours the North, urban and Metropolitan councils in particular with 6% increases and 0% increases in four-fifths of districts, especially those in the South and rural areas. This illustration of redistribution towards areas with greater perceived need suggests that whilst this council will have more certainty in its financial planning, there will be limited or even perhaps no Government funding in the future.
- 1.5 Government will give the Council £3.36m of temporary Funding Floor Grant to ensure it is no worse off than last year. The recommendation in this report is to use £0.6m of the grant in Revenue to balance the budget, use £0.3m to fund the shortfall in increase in National Insurance contributions and earmark £2.46m to help smooth the costs of food waste collection in 2026/27 and future years when Government's ongoing revenue funding of this is not likely to be enough, if any is received at all.

### **Revenue Budget 2024/25**

- 1.6 Budget holders have monitored income and expenditure against the 2024/25 budget throughout the year. The forecast at Month 9 is a £0.1m surplus. Fuel price falls and a salary increase agreement below the budgeted amount has offset services where income is slightly down on budget. Any surplus will be used to top up the transformation fund with any remainder added to general fund reserves. If any overspend occurs, it will be met by drawing on reserves. There are also still three months to negotiate before the year-end outturn.

**Table 1: MTFS January 2025 in £000**

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>Estimated net expenditure</b>	14,539	15,780	17,035	18,385	19,115	19,400
<i>*In year budget adjustment*. Commercial Food waste</i>	239*	-	2,000	2,050	2,100	2,150
<i>Over / (underspend) [*forecast M9*]</i>	(323)*	-	-	-	-	-
<b>Estimated net expenditure</b>	<b>14,308</b>	<b>15,780</b>	<b>19,035</b>	<b>20,435</b>	<b>21,215</b>	<b>21,550</b>
<b>Funding: Council Tax</b>	(11,555)	(11,939)	(12,345)	(12,770)	(13,225)	(13,710)
Government grants RSG (& rural, services in 2024/25)	(176)	(172)	-	-	-	-
NI contributions [*estimated pre final settlement*]	n/a	(200)	-	-	-	-
Temporary Funding Floor grant gap and NI top up	(594)	(898)	-	-	-	-
Baseline Business Rates	(2,214)	(2,236)	(2,240)	(2,240)	(2,240)	(2,240)
Food waste reserve until it runs out			(2,000)	(2,050)	(1,150)	
Extended Producer Responsibility for Packaging	n/a	(335)	(2,200)	(2,100)	(2,000)	(2,000)
<b>Total Funding</b>	<b>(14,539)</b>	<b>(15,780)</b>	<b>(18,785)</b>	<b>(19,160)</b>	<b>(18,615)</b>	<b>(17,950)</b>
<b>Net (Surplus) / Deficit rounded</b>	<b>(84)</b>	<b>0</b>	<b>250</b>	<b>1,275</b>	<b>2,600</b>	<b>3,600</b>



<b>Area</b>	<b>January 2025 assumptions</b>	<b>September 2024 assumptions</b>
Inflation costs non-salaries	3% increase in 2025/26, slowly falling towards 2% by 2028/29. Note: CPI rose slightly in November 2024 to 2.6% and RPI remains above 3%.	3% increase in 2025/26, falling to 2% by 2027/28. Risk that it remains higher.
Increase in salaries	Increase of £1,290 or 2.5% in 2025/26, falling to 2% by 2028/29.	Increase of 2.5% in 2025/26, falling to 2% by 2027/28.
Contribution to pension fund	18% which is baseline minimum. Pension Fund £88m asset at 31 March 2024.	18% which is baseline minimum. Pension Fund £88m asset at 31 March 2024.
Income	3% increases in fees and charges on average in 2025/26, falling to 2% by 2028/29.	3% increases in fees and charges on average in 2025/26, falling to 2% by 2027/28.
Bank of England base rate	4.5% in 2025/26 falling slowly to 3.75% in 2026.	5.25% in 2024, falling to 3% in 2026.
Local Business Rates	Business Rates review triggering a re-base lining in 2026/27. No worse off until then, but then cash flat.	Business Rates review triggering a re-base lining in 2026/27. No worse off until then, but then cash flat.
Increase in Council Tax	2.99% per year for future years across the period.	2.99% per year for future years across the period.
Increase in Band D equivalent dwellings	Impact of water neutrality dampening housing numbers, increasing from around 300 homes to 500 per year by the end of the decade.	Significant impact of water neutrality dampening housing numbers, increasing from around 300 homes to 500 per year by the end of the decade.
New Homes Bonus (NHB)	One-off single payment of £0.43m ending in 2025/26. Government confirmed in November 2024 that 2025/26 will be the final payment of NHB.	One-off single payment of £0.3m ending in 2025/26.
Minimum reserve levels	£6m – no change	£6m
Food and garden waste	Food waste in early 2026 at £2m p.a. cost. Earmarked food waste reserve and some ongoing government funding covers the revenue impact through to 2029/30. Garden waste £5 a year increase.	Food waste from Autumn 2025 at £1.8m p.a. cost. £1.5m capital funding. Some transitional revenue funding, earmarked reserve £1.3m and some ongoing funding delays and reduces the revenue impact to around £0.75m by 2028/29. Garden waste £5 a year increase.
Extended Producer Responsibility Packaging	£2.3m in 2025/26 falling slowly as producers and consumers react to the tax, changing habits.	n/a

Table 2: summary of key operational cost and income changes - rounded

Summary of key operational cost and income changes	2025/26					Assumptions				
	2025/26	2026/27	2027/28	2028/29	2029/30	2025/26	2026/27	2027/28	2028/29	2029/30
Net cost b/fwd	14,540	15,780	19,030	20,425	21,205					
Inflation	672	507	525	482	499	3.50%	2.50%	2.25%	2.00%	2.00%
Salaries [+ new posts]	1,162	652	599	542	551	3.00%	2.50%	2.25%	2.00%	2.00%
Salary amendment prior yr	-400	0	0	0	0	'over-budget' from 2024/25 assumption				
Investment income	223	300	150	50	0	4.5% i.r.	4% i.r.	3.75% i.r.	3.75% i.r.	3.75% i.r.
General fee increases	-634	-474	-392	-404	-416	3.50%	2.50%	2.00%	2.00%	2.00%
Garden waste	-190	-190	-190	-190	-190	£5	£5	£5	£5	£5
Food waste	0	2,000	50	50	50	Govt fund Reserve Impact less 'ongoing' funding				
Parking	-50	-50	-50	-50	-50	£2 rural park discs each year				
HB subsidy pressure / Arb reduc	0	100	-100	0	0					
Increased leisure costs	0	0	300	300	0			Contract renewal		
Carbon initiatives	240	100	?	?	?			Unknown future elements		
Capitol Theatre impact	0	100	328	0	0			Cost of Capital		
Other net income / costs - vario	218	204	176	-1	-89					
<b>Net cost predicted</b>	<b>15,780</b>	<b>19,030</b>	<b>20,425</b>	<b>21,205</b>	<b>21,560</b>					
Annual increase	1,240	3,250	1,396	780	355					
Additional C-Tax increase	-357	-369	-382	-395	-410	2.99%	2.99%	2.99%	2.99%	2.99%

## **Update on the Medium-Term Financial Strategy projections**

- 1.7 The Medium-Term Financial Strategy in Table 1 has been updated for the December 2024 provisional settlement for 2025/26 and other known information. Table 2 summarises the key forecast movements in net expenditure between years.

### **Interest rates and inflation**

- 1.8 The Consumer Price Index (CPI) inflation has remained above the 2% target during 2024 having fallen from the peak of 11% in 2022 to 2.6% in November 2024. Similarly, Retail Price Index (RPI) is now at 3.6%, from a recent high of 14%. Despite its dramatic fall, economists predict that inflation will remain stubbornly higher than the Bank of England's target rate of 2% for a little while longer.
- 1.9 Inflation increases our expenditure and that offsets the increases in Council Tax, fees and charges. The impact of inflation on the Medium-Term Financial Strategy will be revisited regularly as the data is released by the Office of National Statistics. We estimate that inflation in 2024/25 will have baked in nearly £1m of higher expenditure into the gross expenditure baseline. A similar impact is built into the budget in 2025/26 as building materials for example are rising much higher than standard CPI / RPI inflation, and the budgets for maintenance will need to increase just to stand still.
- 1.10 The Bank of England reduced the base rate by 0.25% in August 2024 and again in November 2024 from the peak of 5.25% to 4.75%. However, inflation remains stubbornly above the 2% target even increasing slightly in November 2024 and Arlingclose, our treasury management advisors, are predicting interest rates will now softly decline, levelling out to around 3.75% in 2026.
- 1.11 In 2024/25, we are forecasting income of £3.6m from our investments which is helping to balance the high costs from inflation. Being reliant on investment income though puts the Council at risk of a widening deficit if the interest rate falls or if the investments are spent on something that generates a lower return than Treasury Management. We are anticipating a £0.2m reduction in income from our investments in 2025/26 as a result of the base rate feathering down and similar reductions in the following couple of years.

### **Salaries**

- 1.12 Local Government pay is negotiated nationally, and the Council has no direct influence on the settlement. A 4.5% increase was included in the 2024/25 budget. The National Joint Council awarded a minimum of £1,290 per person (a 5.7% increase on the lowest grade) or a 2.5% increase on higher grades. This averages 3.4% on the salaries cost overall, costing the Council £0.4m less than budgeted. While this will help reduce the impact of salary increases in 2025/26, the increases still cumulatively add budgetary pressures going forward.
- 1.13 Trade unions continue to ask the local authority employers for above inflation percentage increases for all workers to make up for the losses in real pay over the previous decade. The 2025/26 budget includes another £1,290 or 2.5% increase to allow for a recent preference of fixed amounts (higher percentage increases) on the lower grades, at a cost of £0.6m as the 'over budgeting' in 2024/25 partially offsets the full cost as it feeds through into 2025/26.

- 1.14 Further ahead, the Medium-Term Financial Strategy models salary inflation coming down to 2% by 2028/29 in line with the general inflation, but this still adds a further £2.2m to the cost base by the end of the decade. There is also a risk that salaries increase at a faster rate than this, especially if the National Pay Award continues to award a fixed sum to ensure the lowest spinal points remain above the National Minimum Wage, or inflation does not remain under control.

### **National Insurance Contributions**

- 1.15 In recognition of the decision to increase employer NICs, Government confirmed that it will provide £515 million to English local councils, mayoral combined authorities and fire and rescue authorities. The allocation will be based on an assessment of each council's share of relevant net service expenditure. Individual allocations will only be published at the final Settlement in early February 2025, but Pixel modelling suggests we should expect this to only cover £0.2m of the £0.5m cost.

### **Pension Fund**

- 1.16 The valuation of the Council's pension fund increased to a £88m asset at 31 March 2024. After the asset ceiling technical adjustment, the value of the pension fund in the statement of accounts is £38m . It is worth remembering that the pension fund has spent more years in deficit than in surplus and the position can quickly decline, due to any further changes in actuary assumptions increasing the liabilities, as well volatility of asset values and the value of assets falling. The actuary recommends continuing the employer pension contributions to the fund's minimum level of 18% per annum and revisiting the contributions position again at the next triennial valuation in 2025.

### **Council Tax**

- 1.17 As part of their Core Spending Power funding calculations, Government expects local authorities to increase council tax by the maximum amount. The provisional settlement set the 2025/26 referendum threshold at the higher of 2.99% or £5 for district councils. Our council tax is the lowest in Sussex and is in the bottom quartile of all district councils nationally.
- 1.18 To help combat rising costs, the budget for 2025/26 includes a 2.99% (£5.30) increase in Council tax inclusive of the unparished area special charge, adding £357,000 to overall income. This is split into a 2.7% increase in the Horsham Council Tax (£4.67) and a 9.1% increase in the special charge (£3.38).
- 1.19 As Government funding is predicted to reduce across the medium-term, the Council will be increasingly reliant on self-funding through fees and charges and Council Tax as the main sources of income. Therefore, such an increase in Council tax each year is sensible to ensure that future levels of Council tax income are 'banked' as the present cap and referendum thresholds mean that periods beneath the threshold cannot be caught up. The Medium-Term Financial Strategy models an indicative 2.99% Council tax increase per year. Over the period, this equates to approximately £5.71 each year for a band D equivalent and approximately £390,000 of income each year, on average.

### **Dwellings**

- 1.20 In September 2021, the Council received a Position Statement from Natural England that concluded that the existing abstraction within the Sussex North Water Supply Zone is having an impact on the Arun Valley sites. It advised that development within this zone must not add to this impact. Therefore, as part of the decision-making process for each planning permission, an assessment of water neutrality is now needed for many of the applications. There is a significant risk from the impact of a water neutrality issue, dampening housing numbers over the medium term.
- 1.21 Only 216 dwellings have been added to the band D equivalent council tax base in 2025/26. A similar number are predicted in 2025/26, with a slight uptick towards 500 by the end of the decade. This compares to around 1,000 new dwellings that regularly happened in the past. Should water neutrality mitigation not be easily resolved and large planning applications fall away completely, this would worsen the Council's financial position in the medium-term over the figures shown in our projections. Added to this, the housing industry is highly sensitive to economic factors, especially a recession.

### **Business Rates**

- 1.22 The Council currently retains around 5% or £2.2m of the £44m Business Rates collected in the district, which is based on a complex calculation involving target rates of collection set by Government. Local authorities can increase their Business Rate income by growing the Business Rate take in their area; conversely, if collections fall then local government bears an element of risk. The Councils of West Sussex County, Adur, Arun, Mid Sussex and Horsham are in the business rates pool in 2024/25 and will continue within this pool in 2025/26. The county will collectively retain and benefit from any growth in Business Rates above the baseline, sharing less of the reward with Government.
- 1.23 Some risk exists around outstanding rates appeals for which the Council would have to bear its share of lost revenue should those appeals prove successful. The Council had a provision of £1.7m for Business Rate appeals at 31 March 2024. The Valuation Office is tackling the backlog of appeals which have been exacerbated by a larger number of unexpected challenges being made before the 2017 VOA list closed, as well as the introduction of the 2023 VOA list prompting a new set of challenges. It will therefore take some time for all the appeals to fall away completely, prolonging the risk.
- 1.24 Many commentators are critical of the Business Rates system altogether, although no replacement scheme has yet been put forward. Government have applied various discounts and freezes to the small business tax multiplier since Covid-19. In October 2024, it announced an intention to introduce two permanently lower tax rates for retail, hospitality, and leisure properties with rateable values below £0.5m from 2026/27 in an attempt to level the playing field for the high street. The Council expects that any changes to Business Rates will involve a re-baselining at a much higher level from 2026/27 onwards, recalibrating the growth bar.

### **Future Government Funding**

- 1.25 The one-year Provisional Settlement in December 2024 provides no clarity on the future of Government funding. Government has though committed to a multi-year settlement across three years from 2026-27. This will change the funding landscape

dramatically, given the rhetoric on redistribution of funding to areas that need it, and devolution.

- 1.26 Our projections at this point assume we retain all our sales, fees and charges alongside Council Tax as our two main funding streams in the medium-term. If previous changes are a guide, there may be some transitional arrangements, which will dampen the immediate effect a little. The risk is that Government redistributes more radically or the transition period is immediate in order to redistribute funding as quickly as possible to those authorities that need it most.
- 1.27 The Council's assumption is that any funding review will immediately remove temporary funding in the form of the Funding Floor Grant, but our Business Rates grant of £2.2m will remain largely intact. However, the risk is that Government also includes this in the funding review and that too could rapidly reduce. The Council will revisit the assumptions should any consultation or funding review strategy be published and will feed this into a future Medium-Term Financial Strategy.
- 1.28 We do not yet know how the impact and timescale of devolution may affect funding over the period of a multi-year settlement, especially if Horsham District Council ceases to exist in 2028. The medium-term might also be deemed irrelevant for the present Council, but we still have a responsibility in the short term to adhere to the financial principles of value for money and plan for the whatever organisation replaces the Council, which will service the residents of the current district.

### **New Homes Bonus**

- 1.29 New Homes Bonus was Government's way of providing an incentive payment for local government to stimulate housing growth in their area. The calculation is based on Council Tax statistics submitted to Government each October. In two-tier local government areas this payment is currently split in the ratio 20% to county councils, 80% to district councils. New Homes Bonus is currently not ring-fenced and can be spent at the Council's discretion, and the Council currently feeds this into the Environment and Infrastructure earmarked reserve.
- 1.30 In November 2024, Government confirmed that 2025/26 would be the final single year payment of the New Homes Bonus scheme and will explore a more effective way to incentivise housing growth as part of the multi-year funding review and / or devolution.
- 1.31 The provisional settlement in December 2024 provided a one-off single-year payment in 2025/26 of £0.43m, reflecting lower house numbers offset a little by a higher average payment per house. We no longer receive legacy payments.

### **Food Waste**

- 1.32 On 17 December 2024, the Council received notification of £427,709 of food waste transition (implementation) funding for 2025/26 that will be received in two parts.
- 1.33 The initial tranche of £306,643 for food waste implementation costs will be received in 2024/25. This will be put into the food waste collection earmarked reserve in 2024/25 and drawn down in the revenue budget as income from reserves to fund the implementation costs in 2025/26, along with £121,066 that the Council is due to receive in the second tranche of payments during 2025/26. This will cover the



anticipated costs for container delivery, project management, route optimisation, procurement and communications in the run up to, and during, implementation.

- 1.34 No information was forthcoming on ongoing revenue grant for the cost of food waste collection. Costs are currently estimated at £2m for the service. The Medium-Term Financial Strategy currently assumes that the funding for this comes in the form of the Extended Producer Responsibilities for Packaging payments in lieu of any ongoing revenue Government grant funding for food waste. We expect this to be outside of any core funding in any multi-year Settlement review. Consequently, putting money aside into the food waste earmarked reserve now will smooth any bumps in funding out over the period of the multi-year Settlement allowing a smooth transition without reactionary cuts to other services needing to happen.

### **Extended Producer Responsibility for Packaging**

- 1.35 All councils will receive additional non-ringfenced income from Extended Producer Responsibility for Packaging payments in 2025/26. The draft allocation for Horsham is £2.32m. It is unclear how separate this will be from Core Spending Power funding in the future funding reforms, although it is separate in 2025/26.
- 1.36 The recycling and waste environment is currently going through a significant period of change. The Government is requiring all local authorities to introduce a residential food waste recycling service by March 2026. This will place a significant additional resource burden on local authorities. All local authorities are required to introduce the recycling of 'soft plastics' by March 2027. Furthermore, the Government have also required that paper and card be separated for recycling by March 2026. Local authorities can propose that they retain the current co-mingled dry mixed recycling service, and therefore not separate paper and card where they can evidence that it is Technically, Environmentally and Economically Practicable to do so. The West Sussex authorities will be arguing that due to the high quality of recycling in West Sussex, there isn't the need to separate paper and card although we are not likely to know the outcome of this until spring/summer 2025.
- 1.37 Whilst the Government have advised that they will provide additional funding to support the introduction of this service, it is not known how much will be provided. It is not anticipated that the Government payment will cover all of the costs of the food waste recycling service and therefore it is important that the Council is prudent with these funds to support the provision of our waste and recycling service in the longer term.
- 1.38 £0.34m of the allocation will be used to fund the additional waste service costs in 2025/26, with the remainder placed in an earmarked reserve, to allow it to be used to mitigate against anticipated increased costs in providing our recycling and refuse services in the future.
- 1.39 It is likely that Extended Producer Responsibility for Packaging funding will fall in the future with the theory that producers will look to reduce packaging to avoid these costs. How much will depend on how much producers merely pass on these costs to the consumer through higher prices. Costs for food waste collection though are likely to increase from inflationary factors on salaries, fuel and vehicles. Whilst the amount of food waste collected may fall as residents see how much food they are wasting, food waste collections are mandatory and the vehicles will still need to

visit every household to ensure all waste is collected. Therefore, there is a risk that the funding gap widens in the future.

## **Environment, Infrastructure and reducing Carbon emissions**

- 1.40 To get close to achieving the 2030 net zero target, and replace our aging infrastructure, we would need to address some significant and costly items over the remainder of the decade. Whilst the largest single building direct emissions at the Capitol are in already focus, there are others that are not yet taken into consideration in the Medium-Term Financial Strategy numbers, as we may decide not to undertake them. Decisions will need to be taken on the cost/benefit of undertaking works to certain properties.
- 1.41 Around £14m is considered more probable simply because we may have to do it, such as improving the carbon standing of our commercial investment and housing portfolios to be able to continue to rent them out if Government requires landlords to achieve certain EPC type ratings. We will also need to replace our aging waste collection vehicles so that we can continue to collect the waste and recycling in the district.
- 1.42 Other options come with a higher degree of choice, such as the refurbishment and decarbonisation of leisure centres, what type of community facility we might build at Highwood or the refurbishment of our car parks where there is not a statutory requirement to deliver the services or meet certain standards in the short to medium term. The estimate for this portion is a further £19m.
- 1.43 Some of the larger decisions, in either category, to achieve net zero will considerably impact the Council's financial position in the medium and long term. Each will therefore need to be reviewed alongside the Council's decisions made in the revenue and capital budgets and the need to set a balanced budget, as is required by law, and to maintain sufficient reserve levels.
- 1.44 The revenue impact from spending £33m on top of the £5m to £6m standard annual capital programme could be as much as £1.8m p.a. by the end of the period for loss of interest, borrowing costs and Minimum Revenue Provision. In addition, it is likely that some of the facilities would close for refurbishment. In the case of a leisure centre for example, it would reduce income through a reduction in management fee. Again, these have not yet been factored into the Medium-Term Financial Strategy yet but will need to be factored into the decision making.
- 1.45 In November 2019, as part of the work to encourage district wide action on climate change, Cabinet established a community climate fund seeding pot of £40,000 per annum, commencing in the 2020/21 financial year, to support community groups and Parish Councils who want to implement projects that address climate change. Council subsequently agreed to transfer £200,000 into a green reserve to create a seed funding pot for community groups for a five-year period in the budget for 2020/21. That five-year period is now drawing to a close.
- 1.46 The uptake in the last five years has shown that the community climate fund enables significant carbon reduction in the district. The recommendation is to continue the scheme for a further three years. This report proposes to use the

remaining £112,000 of unspent funds from the £150,000 green reserve set aside for tree replacement in the Wilder Horsham District Cabinet report in November 2019. There are few opportunities for tree planting at scale, meaning not much of the reserve has been spent and there has been less carbon impact. The money in the reserve would add more value, giving carbon reduction and community engagement, through the continuation of the community climate fund.

## **Draft Revenue Budget for 2025/26**

- 1.47 The 2025/26 budget has been prepared following a detailed “Budget Challenge” with Heads of Service to secure revenue streams and manage expenditure. The challenge process is there to ensure that excessive budgeting is avoided, additional income is found and efficiency savings are made. It also ensures that adequate resourcing is provided to meet service delivery items.
- 1.48 The budget requirement is for £15.8m. The detail of the revenue budget is shown in Appendix A. This is £1.3m higher than 2024/25 after in year adjustments to the original budget that was set. A summary of the main items of movements in the 2025/26 budget are shown in the same appendix.
- 1.49 The most significant item of growth is £1m on salaries from the projected pay increase, increments and additional posts such as an active travel officer and a youth officer, as well as the extra Government increase in National Insurance contributions. Supplier contract inflation and lower income from the effects of water neutrality also add to the net expenditure pressure. Additionally, higher costs are being felt on the Revenues and Benefits contract from salaries and improving quality as well as a rise in numbers of Supported and Exempt Accommodation costs which are properties that are capped for subsidy.
- 1.50 Higher income from investment property and rises in parking and garden waste charges, is reduced by lower treasury management income as interest rates feather downwards and a reduction in Housing Benefit overpayment recovery as claimants move over to Universal Credit. However, an overall net income increase has helped to offset some of the expenditure growth. Notable fees and charges increases are set out in Appendix H. However, temporary 2025/26 Funding Floor and Extended Producer Responsibility for Packaging grants will be used to finance the remaining £1.24m so that a balanced budget can be set after Council tax and Business rate grant funding are taken into account.
- 1.51 The budget also includes £277,500 of grants available to the voluntary groups, the largest being £94,860 to the Citizens Advice Horsham. A full list is included in Appendix B.

## **Special Charge**

- 1.52 The Unparished Area Committee which met in December 2024 has recommended a Special Charge expenditure of £499,800 to the Cabinet Member for Finance and Resources. The details are included in Appendix C. The proposed Special Charge for 2025/26 will be set at £40.59 and is considered sufficient to fund the proposed Special Expenses.

## Setting Council tax for 2025/26

<b>2025/26</b>		<b>2024/25</b>
<b>£000</b>		<b>£000</b>
15,780	Net expenditure	14,539
-	Contribution to / (from) general reserves	-
15,780		14,539
-	Rural grant and service grant	(28)
(172)	Revenue Support Grant	(148)
(200)	Employer NI grant	n/a
(2,317)	Extended Producer grant	n/a
1,982	Less contribution to earmarked reserve	n/a
(430)	New homes bonus	(525)
430	<u>Less</u> contribution to Environment and Infrastructure reserve	525
(3,358)	Funding Floor / Guarantee grant	(3,727)
2,460	<u>Less</u> contribution to earmarked reserve	3,133
(2,236)	Business Rates retention scheme baseline	(2,214)
<b>11,939</b>	<b>Expenditure to be financed from District Council Tax</b>	<b>11,555</b>
(500)	<u>Less</u> funding by Special Charge taxpayers	(457)
11,440	Expenditure to be funded from District Council Tax	11,098
64,389.2	Estimated band D equivalent properties	65,173.2
£174.95	Council Tax at band D	£170.28
£3.36	Cost per week at band D	£3.27

**Table 4** – Council Tax for 2025/26. Minor rounding errors may apply

## Capital Budget

- 1.53 A £13.3m capital programme is proposed in 2025/26 which includes an element of completion of approved schemes from preceding years based on current month 9 forecast, as well as investing further in infrastructure for the benefit of our residents, including home repair and disabled facility grants, and housing enabling grants. It also includes works that will help the environment, reducing the emissions of carbon by using heat pumps instead of gas boilers, replacement to LED lights, insulation, and other energy efficiency improvements. £1.9m will be spent on electric vehicles where practicable, or the refurbishment of existing vehicles where it isn't.
- 1.54 Twenty-seven new schemes costing £2.6m are added to the capital programme in 2025/26, none with a return on investment, but with an annual cost of capital burden on revenue of £0.11m per year. The largest individual project is the first £0.5m of £1m spend on the Better Billingshurst infrastructure community fund and investment programme.
- 1.55 Pre-refurbishment ground work on the Capitol Theatre project is still ongoing which will help to identify how much budget will be required and when the phases of the project will commence. In the meantime, a £0.5m budget for external works to the roof is included in the 2025/26 capital programme at this time, as this can be undertaken separately to the refurbishment. The Capitol roof has multiple areas which need repair or replacement because of water ingress. This work is now urgent and needs to be done so the areas do not degrade further. Completing the work now also insures a watertight building in advance of any internal improvements. In addition, a £0.18m budget in 2025/26 is also included for seats. The seats in the auditorium are required whether the rest of the works happen or not, as they have passed their end of life. Having the budget in place will help shorten the procurement process and lead times, enabling installation before the pantomime season in December 2025. A comprehensive report on the Capitol project will come forth in March 2025.
- 1.56 Despite downsizing in scale, the Capitol Theatre is still a major project with currently estimated costs of £10.3m which will have a significant impact on the capital programme over the next couple of years. It will also have a substantial negative impact on revenue across the whole of the Medium-Term Financial Strategy as the investment will not reduce the £385k revenue subsidy and therefore does not payback financially. The cost of the capital on the estimated £10.3m total spend inclusive of fees at 4% effectively doubles the existing subsidy. The future phases will be brought back to Council for the required budget at the appropriate time. An indicative amount only and timing shown as during 2026 for now is included on the provisional capital budget plans going forward.
- 1.57 Other potential projects for 2025/26 include LAHF round 3.5 which is a separate item on the Cabinet agenda. If successful with our bid, this could add up to a further £3.7m to the capital budget, of which up to £1.67m would be grant funded. This would push the size of the capital programme to £17m, before anything further on the Capitol Theatre is added.
- 1.58 The full draft capital programme for 2025/26 is in Appendix D. The new programme for 2025/26 is for approval by full Council. Aside from the four projects identified in the plan (public realm, food waste, Better Billingshurst and play area replacement)

which are current or previously projects spread across future years, budgets for future years are included to indicate the scale of provision that may be required to maintain the life of the Council's assets and meet the aspirations in the Council Plan. The programming will be refined in 2025/26 as the preparatory work on this scheme is undertaken. The aim of this is to set as accurate and realistic capital budget programme as we can, bearing in mind we have significantly underspent optimistic programmes in the past, yet we have to have the capital spend approval in place before we can commence the work. The revised programme will be monitored by Overview and Scrutiny Committee at the end of Quarter 1.

- 1.59 To ensure the sufficiency of reserves in future years, officers have updated the indicative list of infrastructure replacement and improvement needed over the next six years (Appendix I). It is imperative that officers work through this list and obtain detailed data to be able to make informed decisions and prioritise the projects. This list includes replacement of vehicles by 2030, as well as building improvements to help our carbon reduction plan. This might also include an upgrade of the leisure centres such as at Billingshurst, Steyning and the Pavilions for which an estimated and indicative cost only has been provided but it will be significant.

### **Minimum Revenue Provision**

- 1.60 The Council is required to set aside funds to repay the borrowing need each year through a revenue charge called the minimum revenue provision. The regulations require full Council to approve a statement of the provision in advance of each year and the statement is in Appendix E. No changes have been made to the policy.

### **Prudential Code and Capital Strategy**

- 1.61 The Local Government Act 2003 requires the Council to have regard to the CIPFA Prudential Code and the Ministry of Housing, Communities and Local Government (MHCLG) guidance. These also cover the Council's commercial activities, notably commercial property. The objectives of the Prudential Code remain to ensure, within a clear framework, that the capital investment plans of local government authorities are affordable, prudent and sustainable, and that any investment management decisions are taken in accordance with good professional practice.
- 1.62 The Capital Strategy and the associated treasury and non-treasury investment strategies were considered by the Audit Committee on 27 November 2024. It gives a high-level picture of the Council's capital plans including financing and the overarching strategy of investment in traditional financial investments and non-treasury investments such as service loans and commercial property. The committee was asked to approve the preliminary Capital Strategy as the appropriate overall approach.
- 1.63 The final capital programme for 2025/26 has changed very little compared with the version tabled at the Audit Committee on 27 November 2024 and is substantially the same as seen by the Audit Committee. The Audit Committee was also asked to recommend that the Council approve the Treasury Management Strategy and Investment Strategy that fits in with the overarching Capital Strategy.



- 1.64 The final revised Capital Strategy and estimates to be adopted by the Council are set out in Appendix F. The Council are asked to adopt them as the final group of prudential indicators.
- 1.65 The major indicators are the projected financing of capital spend, the Capital Financial Requirement and projected debt. The Council's Capital Financial Requirement is the total outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of Council's underlying borrowing need. The Capital Strategy also sets limits on external debt and sets the overarching arrangements for borrowing, treasury investments, investments for service purposes and investments in commercial property for financial return.

## Reserves

- 1.66 The Council agreed in October 2012 on a minimum level of general reserves of £6m. This gives sufficient flexibility and headroom to deal with any issues that arise. Except for funding transformation, the Council's aim should be not to use general reserves for normal revenue spend. £0.25m each year is however envisaged for implementing transformation, initially mostly on the new system for Planning and Regulatory Services but then on implementing actions to help reduce cost pressures and generate income to reduce the need for reserves to be used to fund budget deficits.
- 1.67 The unaudited useable Reserves at 31 March 2024 contain £22.8m in the general fund reserve in addition to the £15.5m in the Environment and Infrastructure earmarked reserve. Whilst seemingly large, this should be seen in the context of committing to spend £10.3m inclusive of fees on the Capitol Theatre, and the forecast budget gaps by 2029/30 which would cumulatively require £7.5m of the General Fund reserves to plug the deficits if no action is taken and still leave a £3.6m gap to fill each year after that too. It should also be seen in the context of the additional and significant decarbonisation and infrastructure replacement £33m costs set out in Appendix I. It is also important to remember that a high level of reserves helps generate significant revenue income from treasury management investments which are currently being used to fund revenue services.
- 1.68 Section 25 of the Local Government Act 2003 requires Chief Financial Officers (CFO) to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their precepts, and authorities are required to take the CFO's report into account when setting the Council Tax. This is contained Appendix G. It also sets out different scenarios and the impact they might have on reserves over the Medium-Term Financial Strategy. This includes the impact of a severe reduction in Government funding for example if Business Rates grant is also suddenly taken away that substantially worsens our financial position beyond that currently predicted.
- 1.69 Appendix G shows that relying on reserves to plug budget gaps over this period is not advisable. The high level of uncertainty over the future means there is no immediate need to rush to a decision now to take action to save £3.6m when setting the 2025/26 budget. However, if we do not take the types of actions taken to save £1m undertaken during 2024 and formalise plans to close the future gaps when setting the 2026/27 budget, there will be a gap of around £0.25m, unless this is

funded from reserves. It is therefore advisable not to spend extra money now without return today that may be needed in the future. Doing so will only make the task of finding income and reducing expenditure on the Council's non-statutory services or quality cuts to its statutory services even greater in the future. It should be remembered too that larger schemes such as the potential for building homes on Council owned land which might have the greatest impact often take a considerable amount of elapsed time to generate an income or the savings are made, especially in the current restrictions under water neutrality.

**2. Council Policy alignment:**

- 2.1 To deliver a balanced budget over the medium-term and to ensure the Council has sufficient funds to deliver its Council Plan.

**3. Next steps:**

- 3.1 The Council meeting on 24 February 2025 will set the Council Tax for 2025/26.

**4. Consultation and engagement:**

- 4.1 The proposed budget, Medium-Term Financial Strategy and assumptions and capital programme were considered by the Finance and Resources Policy Development and Advisory Group at its meeting on 13 January 2025. The proposed budget and Medium-Term Financial Strategy was also considered at the Overview & Scrutiny Committee meeting on 15 January 2024.
- 4.2 A financial update and updated Medium-Term Financial Plan was reported to Cabinet and Council in September 2024, which allowed all Members the opportunity to discuss and review the financial situation in advance of the 2025/26 budget setting process. The Leader, Deputy and Cabinet Members were also briefed on the proposed 2025/26 budgets in December 2024.
- 4.3 The Chief Executive, Directors and the Head of Finance and Performance and all Heads of Service have been extensively involved in preparing the Budget and Medium-Term Financial Strategy and are fully supportive of its contents. The Monitoring Officer has also been consulted during the preparation of the document for legal probity.

**5. Other courses of action considered but rejected:**

- 5.1 Making cuts to popular non-statutory services such as parks and countryside, planning enforcement and cultural and leisure services was considered. This was rejected because the scale of the proposed deficits in the future is uncertain and the Council is able to set a balanced budget in 2025/26 using the temporary Floor Funding grant.
- 5.2 It is a legal requirement to set council tax and a balanced budget, so not setting council tax or budget or medium-term financial strategy is not a viable option.

**6. Resource consequences:**

**Financial:**

- 6.1 Decisions taken in 2024 to increase car parking and building control fees as well as to review processes and roles within some services to save expenditure where possible lowered the inflationary pressures on expenditure and salaries by approximately £0.9m. Despite these actions, the net revenue costs of the Council have increased by £1.3m, although £0.5m of this is caused by the Government increase in National Insurance contributions.
- 6.2 Inflation on expenditure and salaries is expected to remain a significant pressure. Reliance on treasury management investment income puts the Council at significant risk of a sharper fall in interest rates and / or a reduction in balances from spending them.
- 6.3 Use of £0.9m of the temporary Funding Floor grant in revenue in 2025/26 masks the revenue gap, albeit, this is a reasonable approach until we understand the multi-year settlement and future funding package that may or may not include Extended Producer Responsibility for Packaging.
- 6.4 Specific actions to address the current and future financial gaps are not detailed in this report. Whilst less of an issue for 2025/26 due to the receipt of temporary Government funding, this is a concern and must be addressed during 2025 so that a balanced budget can be set in 2026/27, especially if the multi-year Settlement does not contain any Funding Floor grant. A plan must also be developed for future years too that sits alongside the administration's annual ambitions under the Council Plan.
- 6.5 The Chief Finance Officer's view is that the Council needs to maintain financial discipline, both now and in the future, and not spend more than is affordable. Additional spending now without financial return or extra income and / or savings to compensate will only sharpen the need for deeper cuts or much higher fees and charges increases later. It may also limit the scope in the future for capital projects that produce social rather than financial returns. The CFO therefore advises that existing resources are reshaped, rather than added to. This is especially relevant when considering the significant longer-term infrastructure expenditure and decarbonisation 2030 net zero commitments.

**Other:**

- 6.6 Workforce numbers have increased slightly as the Council strives to maintain the high level of statutory and non-statutory services it provides and deliver projects. The number of Full Time Employees in 2025/26 is due to increase by 39, of which 36 are as a result of food waste consisting mainly of drivers and loaders who will be recruited in the last quarter in time for the implementation.
- 6.7 The impact of the announcements from devolution may impact the Council's ability to deliver revenue services and capital works, especially if officers leave due to the uncertainty, or find themselves undertaking additional preparations. This is likely to have more of an impact as the change to a new organisation approaches, but is considered a risk to deliverability for what might actually be achievable.

**7. Legal considerations:**

- 7.1 The Council Tax in England and Wales is provided for and governed by the provisions of the Local Government Finance Act 1992. Within this Act, the Council is designated as a "Billing Authority", responsible for the billing, collection and

enforcement of Council Tax. The Council is required under the Local Government Finance Act 1992 to produce a 'balanced budget'.

- 7.2 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their Council about the robustness of estimates and the adequacy of reserves when determining their precepts, and local government authorities are required to take the Chief Financial Officer's report into account when setting the Council Tax. This report is shown in Appendix G.
- 7.3 This report also sets out the Council's Medium-Term Financial Strategy. The Director of Resources has a statutory duty, under Section 151 of the Local Government Act 1972 and Section 73 of the Local Government Act 1985, to ensure that there are proper arrangements in place to administer the Council's financial affairs.

## **8. Risk analysis and mitigation:**

- 8.1 The Council's reliance on Government controlled funding and balancing the Medium-Term Financial Strategy is captured on the Corporate Risk Register at CRR01. This is regularly reviewed and updated and is monitored at Audit Committee.
- 8.2 The Medium-Term Financial Strategy takes a prudent but balanced view of the financial future, but continuing to take further action is also important to also help mitigate the risks that the Council faces over the medium-term. These risks are set out in summary below and include:
- interest rates fall more than anticipated.
  - becoming reliant on temporary funding grants
  - costs from utilities, inflation and salaries remain higher than anticipated.
  - income, especially parking income and from leisure centres, reduces as customers don't spend as much in a recession.
  - late delivery of transformation savings and income.
  - lower savings or income as proposed changes cannot be delivered to the size / scale envisaged.
  - underestimation of the impact of the water neutrality issue on lower planning income and future Council Tax income growth.
  - weakening national economic position/ low growth due to ongoing cost of living issues.
  - impact of recession on income, council tax support numbers, ability of businesses to pay Business Rates and families to pay Council Tax.
  - a new baseline for Business Rates and / or other changes to Business Rates.
  - ongoing Government funding for food waste collection is less than anticipated.
  - The level of Extended Producer Responsibility for Packaging income reduces more quickly than anticipated.
  - funding review outcomes and / or further or steeper funding cuts to help Government meet deficit reductions targets, including any impact on locally generated sales, fees and charges from any funding review.
  - the review of reorganisation of local government structures
  - the impact of Ukrainian / Afghanistan refugees on the district increases and Government funding does not match the cost.

- legislation forcing local government to pick up additional responsibilities currently unknown.
- Local Government Reorganisation proposals impacting on officer time and ability to deliver the day job.
- West Sussex County Council pass on higher levels of responsibilities and costs to us than anticipated.
- The cost of de-carbonisation is higher and / or harder than anticipated.

## **9. Procurement implications:**

9.1 There are no procurement implications arising from this report.

## **10. Equalities, Human Rights & Public Sector Equality Duty considerations:**

10.1 The Equality Act 2010 includes a public sector equality duty which requires local government authorities when exercising functions to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act and to advance equality of opportunity and foster good relations between those who share a “protected characteristic and those who do not share that protected characteristic”. When a Budget proposal has implications for people covered by the Equality Act 2010, the Council must take account of the Equality Duty and any particular impact on the protected group. There are no equality implications regarding this proposed budget but any significant changes needed to balance the budget beyond 2026/27 will need further consideration.

## **11. Environmental implications:**

11.1 Several environmental implications are included in the main body of the report where additional money is included in the budget for spending on improving the environment and decarbonisation. There are no proposed cuts to services that impact the environment. Some non-electric vehicles are being renewed in the fleet replacement capital programme, although the Council is trying to refurbish existing vehicles and buy second hand, until technology enables the transition to a suitable alternative.

## **12. Other considerations:**

12.1 There are no GDPR/Data Protection and Crime and Disorder implications. There are no other considerations to take into account at this stage of developing the Medium-Term Financial Strategy.

### Budget Addendum: Government Funding changes following receipt of the Final Settlement.

The Final Settlement allocation was published on 3 February 2025. The Settlement remains the same as the Draft Settlement, however, the Council has received confirmation of the National Insurance Contribution Grant. The Council will receive a National Insurance grant of £154k which is less than the original estimate of £200k, this difference will be met by using the Floor Funding grant. The two changes are highlighted below.

<b>2025/26</b>		<b>2024/25</b>
<b>£000</b>		<b>£000</b>
15,780	Net expenditure	14,539
-	Contribution to / (from) general reserves	-
15,780		14,539
-	Rural grant and service grant	(28)
(172)	Revenue Support Grant	(148)
<b>(154)</b>	Employer NI grant	n/a
(2,317)	Extended Producer grant	n/a
1,982	Less contribution to earmarked reserve	n/a
(430)	New homes bonus	(525)
430	<u>Less</u> contribution to Environment and Infrastructure reserve	525
(3,358)	Funding Floor / Guarantee grant	(3,727)
<b>2,414</b>	<u>Less</u> contribution to earmarked reserve	3,133
(2,236)	Business Rates retention scheme baseline	(2,214)
<b>11,939</b>	Expenditure to be financed from District Council Tax	<b>11,555</b>
(500)	<u>Less</u> funding by Special Charge taxpayers	(457)
11,440	Expenditure to be funded from District Council Tax	11,098
65,389.2	Estimated band D equivalent properties	65,173.2
£174.95	Council Tax at band D	£170.28
£3.36	Cost per week at band D	£3.27

Table 4 – Council Tax for 2025/26. Minor rounding errors may apply. Note: (income shown in brackets).



## **Report to Council**

24 February 2025

By the Cabinet Member for Finance and Resources

### **DECISION REQUIRED REPORT**



**Horsham  
District  
Council**

Not Exempt

## **Council Tax Resolution 2025/26**

### **Executive Summary:**

This report seeks approval to the formal 2025/26 Council Tax resolution, setting out the Council Tax to be levied in each parish and for each property band. It is proposed to increase the District-wide Council Tax by £4.67 (2.74%) from £170.28 to £174.95 and to set the Special Charge in the unparished area at £40.59 up by £3.38% (9.08%) from £37.21. Precepts from West Sussex County Council, West Sussex Police and Crime Commissioner and parishes have been received and form part of the overall Council Tax.

### **Recommendations:**

The Council notes that Cabinet set the Council Tax base as

1. for the whole Council area as 65,389.2 (Item T in the formula in section 31B of the Local Government Finance Act 1992, as amended (the "Act"))

The Council is recommended to resolve:

2. That the Council Tax requirement for the Council's own purposes for 2025/26 (excluding Special Expenses and Parish precepts) is set at £174.95
3. That the following amounts be calculated for the year 2025/26 in accordance with Sections 31A to 37 (excluding sections 32 and 33 which are applicable to Wales only) of the Local Government Finance Act 1992 ("the Act"):
  - (a) £100,409,396 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act.
  - (b) £83,794,529 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.

- (c) £16,614,867 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £254.09 being the amount at 3(c) above (Item R), all divided by Item T (1 above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year. (including Parish precepts).
- (e) £5,175,208 being the aggregate amount of all special items (Parish precepts and the special charge) referred to in Section 34 (2) of the Act.
- (f) £174.95 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1 above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.

(g)				
<b>Council Tax at Band D</b>				
Parish	Precept Amount £	Parish Precept / Special charge for Unparished Area £	Basic Amount of District Council Tax £	Total £
Amberley	42,066.00	122.00	174.95	296.94
Ashington	135,166.25	115.04	174.95	289.99
Ashurst	14,660.00	98.72	174.95	273.67
Billingshurst	533,816.00	116.80	174.95	291.75
Bramber	39,250.00	94.60	174.95	269.55
Broadbridge Heath	183,931.00	78.62	174.95	253.57
Coldwaltham	19,288.50	40.52	174.95	215.47
Colgate	36,039.80	17.37	174.95	192.32
Cowfold	82,050.00	94.80	174.95	269.74
Henfield	373,220.00	136.60	174.95	311.55
Itchingfield	65,000.00	84.14	174.95	259.08
Lower Beeding	39,070.00	69.49	174.95	244.44
North Horsham	401,537.00	44.73	174.95	219.67
Nuthurst	57,500.00	51.87	174.95	226.82
Parham	7,375.00	56.39	174.95	231.34
Pulborough	299,128.00	115.25	174.95	290.19
Rudgwick	122,000.00	84.05	174.95	258.99
Rusper	63,980.00	68.80	174.95	243.75

Shermanbury	26,325.00	83.63	174.95	258.57
Shipley	41,521.12	65.14	174.95	240.09
Slinfold	75,317.00	76.38	174.95	251.33
Southwater	542,528.00	111.37	174.95	286.31
Steyning	428,170.00	166.42	174.95	341.37
Storrington & Sullington	316,500.00	94.32	174.95	269.26
Thakeham	76,942.32	65.01	174.95	239.95
Upper Beeding	244,900.10	169.80	174.95	344.75
Warnham	95,538.38	94.41	174.95	269.36
Washington	47,320.74	42.14	174.95	217.09
West Chiltington	162,448.00	73.16	174.95	248.11
West Grinstead	81,590.00	62.39	174.95	237.33
Wiston	4,156.00	38.91	174.95	213.85
Woodmancote	17,073.32	62.81	174.95	237.76
Horsham Town – Special charge	499,800.00	40.59	174.95	215.54

being the amounts given by adding to the amount at 3(f) above the aggregate of the amounts of the special items relating to the dwellings in those parts of the Council's area mentioned above, calculated by the Council, in accordance with section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

4. To note that the County Council have proposed precepts, and the Sussex Police and Crime Commissioner has issued precepts to the Council in accordance with Section 40 of the Act for each category of dwellings in the Council's area as indicated in the table below:

<b>Band Authority</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
West Sussex County Council	1,200.36	1,400.42	1,600.48	1,800.54	2,200.66	2,600.78	3,000.90	3,601.08

<b>Band Authority</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
Sussex Police and Crime Commissioner	177.94	207.60	237.25	266.91	326.22	385.54	444.85	533.82

The Horsham District Figures are shown below:-

<b>Band Authority</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
Horsham District Council	116.63	136.07	155.51	174.95	213.83	252.71	291.58	349.90

That, having calculated the aggregate in each case of the amounts at 3 and 4 above the Council, by Sections 30 to 36 of the Act, hereby sets the aggregate amounts shown in

the tables below as the amounts of Council Tax for 2025/26 for each part of its area and for each of the categories of dwellings:

<b>BAND</b>	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	<b>G</b>	<b>H</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Amberley	1,576.26	1,838.98	2,101.68	2,364.40	2,889.82	3,415.25	3,940.66	4,728.79
Ashington	1,571.62	1,833.57	2,095.50	2,357.44	2,881.32	3,405.20	3,929.07	4,714.88
Ashurst	1,560.74	1,820.87	2,080.99	2,341.12	2,861.37	3,381.63	3,901.86	4,682.24
Billingshurst	1,572.80	1,834.94	2,097.06	2,359.20	2,883.47	3,407.74	3,932.00	4,718.40
Bramber	1,558.00	1,817.67	2,077.33	2,337.00	2,856.34	3,375.68	3,895.00	4,674.01
Broadbridge Heath	1,547.34	1,805.24	2,063.13	2,321.02	2,836.80	3,352.59	3,868.37	4,642.04
Coldwaltham	1,521.94	1,775.61	2,029.26	2,282.92	2,790.24	3,297.56	3,804.87	4,565.84
Colgate	1,506.51	1,757.60	2,008.68	2,259.77	2,761.94	3,264.12	3,766.28	4,519.54
Cowfold	1,558.13	1,817.82	2,077.50	2,337.20	2,856.57	3,375.96	3,895.33	4,674.40
Henfield	1,586.00	1,850.34	2,114.66	2,379.00	2,907.67	3,436.34	3,965.00	4,758.00
Itchingfield	1,551.02	1,809.53	2,068.03	2,326.54	2,843.54	3,360.56	3,877.56	4,653.07
Lower Beeding	1,541.26	1,798.14	2,055.01	2,311.89	2,825.65	3,339.41	3,853.15	4,623.79
North Horsham	1,524.75	1,778.88	2,033.00	2,287.13	2,795.38	3,303.63	3,811.87	4,574.25
Nuthurst	1,529.51	1,784.44	2,039.35	2,294.27	2,804.11	3,313.96	3,823.79	4,588.55
Parham	1,532.53	1,787.95	2,043.37	2,298.79	2,809.63	3,320.49	3,831.32	4,597.59
Pulborough	1,571.76	1,833.73	2,095.68	2,357.65	2,881.57	3,405.50	3,929.41	4,715.29
Rudgwick	1,550.96	1,809.46	2,067.95	2,326.45	2,843.43	3,360.43	3,877.41	4,652.89
Rusper	1,540.80	1,797.60	2,054.40	2,311.20	2,824.80	3,338.41	3,852.00	4,622.40
Shermanbury	1,550.68	1,809.13	2,067.58	2,326.03	2,842.92	3,359.82	3,876.71	4,652.05
Shipley	1,538.36	1,794.76	2,051.14	2,307.54	2,820.33	3,333.12	3,845.90	4,615.09
Slinfold	1,545.85	1,803.50	2,061.14	2,318.78	2,834.07	3,349.36	3,864.64	4,637.57
Southwater	1,569.17	1,830.71	2,092.23	2,353.77	2,876.82	3,399.89	3,922.94	4,707.53
Steyning	1,605.88	1,873.53	2,141.17	2,408.82	2,944.11	3,479.41	4,014.70	4,817.64
Storrington & Sullington	1,557.81	1,817.45	2,077.08	2,336.72	2,855.99	3,375.27	3,894.52	4,673.43
Thakeham	1,538.27	1,794.65	2,051.02	2,307.41	2,820.16	3,332.93	3,845.67	4,614.81
Upper Beeding	1,608.13	1,876.16	2,144.17	2,412.20	2,948.25	3,484.30	4,020.33	4,824.40
Warnham	1,557.87	1,817.52	2,077.16	2,336.81	2,856.11	3,375.41	3,894.69	4,673.63
Washington	1,523.03	1,776.87	2,030.70	2,284.54	2,792.22	3,299.90	3,807.57	4,569.09
West Chiltington	1,543.70	1,800.99	2,058.27	2,315.56	2,830.13	3,344.71	3,859.27	4,631.12
West Grinstead	1,536.52	1,792.61	2,048.70	2,304.79	2,816.96	3,329.15	3,841.31	4,609.58
Wiston	1,520.87	1,774.35	2,027.82	2,281.31	2,788.26	3,295.23	3,802.17	4,562.61
Woodmancote	1,536.80	1,792.94	2,049.07	2,305.21	2,817.48	3,329.76	3,842.02	4,610.42
Horsham Town - Special charge	1,521.99	1,775.66	2,029.32	2,282.99	2,790.32	3,297.66	3,804.98	4,565.98

5. To determine that the Council's basic amount of Council Tax for 2025/26 is not excessive in accordance with principles approved under Section 52ZB of the Act and to note that the Horsham District Council Tax Band D, inclusive of the special charge, as reported to Government is as outlined below.

<b>2025/26</b>	<b>2024/25</b>	<b>Council Tax increase</b>
£182.59	£177.29	£5.30 (or 2.99%)

6. To note that, as billing authority the Council has not been notified by a major precepting authority that (i) its relevant basic amount of Council Tax for 2025/26 is excessive and and (ii) we are required to hold a referendum in accordance with Section 52ZK of the Act.

7. To approve (i) the Council Tax Premiums Policy at Appendix A which has been updated to include:

- Horsham District Council has determined that Council Tax payable in respect of long-term empty properties over one year but less than five years will be 100% of Council Tax due, plus an additional premium of 100% of Council Tax due.
- Horsham District Council has determined that from 2025/26 Council Tax payable in respect of long-term empty properties between 5 years and 10 years will be 100% of Council Tax due, plus an additional premium of 200% of Council Tax due (previously 100% additional premium).
- Horsham District Council has determined that from 2025/26 Council Tax payable in respect of long-term empty properties more than 10 years will be 100% of Council Tax due, plus an additional premium of 300% of Council Tax due (previously 200% premium).

and (ii) that the discount referred to in section 11(2)(a) of the Act (providing, for example, for a Council Tax discount if nobody is living at a property on a particular day) will not apply and (iii) that the amount of Council Tax payable in respect of long-term empty properties will be increased by the percentage specified in this report and the policy.

8. To approve the Council Tax Reduction Policy - S13A Policy at Appendix B that allows any person to make a request for an amount of Council Tax to be reduced or written off.

**Reasons for Recommendations:**

To meet the Council's statutory requirement to set a Council Tax.

**Background Papers:** Report to Cabinet 29 January 2025

**Appendices:** Appendix A: Council Tax Premiums Policy

Appendix B: S13A Policy

**Wards Affected:** All

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## **1. Proposal:**

- 1.1 The purpose of this report is to enable the Council to calculate and set the Council Tax for 2025/26.
- 1.2 The Cabinet met on 29 January 2025 and received a report from the Cabinet Member for Finance and Resources and the Director of Resources on the 2025/26 Budget and the Medium-Term Financial Strategy. The report was accepted and recommendations made to Council to agree the revenue and capital budgets for 2025/26 and the Special Expenses for the unparished area.
- 1.3 The recommendation was to increase the District-wide Council Tax by £4.67 (2.74%) from £170.28 to £174.95 and set the Special Charge on the unparished area at £40.59, which is an increase of £3.38% (9.08%) from £37.21.
- 1.4 Precept requirements have been received from all the parishes within the district and from West Sussex County Council and the Sussex Police and Crime Commissioner. These figures, together with the proposed District tax and Special Charge are incorporated in the detailed tables included in the Council Tax resolution.
- 1.6 The Council Tax discount policies are summarised below:
  - Horsham District Council will not award a Council Tax discount on long-term empty properties; 100% council tax will be payable.
  - Horsham District Council will not award a Council Tax discount on homes occupied periodically; 100% council tax will be payable.
  - Horsham District Council has determined that Council Tax payable in respect of long-term empty properties over one year, but less than five years will be 100% of Council Tax due, plus an additional premium of 100% of Council Tax due.
  - Horsham District Council has determined that Council Tax payable in respect of long-term empty properties between five years and less than ten years will be 100% of Council Tax due, plus an additional premium of 200% of Council Tax due.
  - Horsham District Council has determined that Council Tax payable in respect of long-term empty properties over ten years will be 100% of Council Tax due, plus an additional premium of 300% of Council Tax due.
  - Horsham District Council will not award a Council Tax discount on second homes; 100% council tax will be payable, plus an additional premium of 100% of Council Tax due.

## **2. Council Policy alignment:**

- 2.1 2023-27 Council Plan – improve access to affordable housing and community service – bringing more long-term empty properties back into use.
- 2.2 To comply with statutory obligations to set the council tax requirement and establish a policy specifying the reductions which are to apply to amounts of council tax payable.

### **3. Next steps:**

- 3.1 Within 21 days of setting the Council Tax amounts, the Council must publish a notice of the amounts in at least one newspaper that is available in the District.

### **4. Consultation and engagement:**

- 4.1 No specific consultation is required to vary the level of existing premiums. Consultation on the budget and Council tax level was undertaken as part of the Budget report. The decision to introduce the premium on second homes was taken at the Council meeting on 21 February 2024.

### **5. Other courses of action considered but rejected:**

- 5.1 The Council is legally required to set a Council Tax. No other course of action has been considered.
- 5.2 The Council could decide not to provide a discount policy but this was rejected as the Council is committed to supporting residents. The Council could decide not to charge a premium, but this was rejected as the aim of the premium is to reduce the number of empty homes within the District and to encourage the use of premises as main residences by local residents rather than second homes.

### **6. Resource consequences:**

#### **Financial:**

- 6.1 The financial consequences of the proposed budget have been included in the report to Cabinet. The staffing consequences of the proposed budget have been included in the report to Cabinet.

### **7. Legal considerations:**

- 7.1 The legal consequences have been detailed in the body of this report.
- 7.2 Chapter III of the Act provides the legal framework for the setting of council tax.
- 7.3 Section 13A of the Act, permits billing authorities to reduce the amount of council tax payable for those in financial need and such authorities must have a scheme in place specifying the extent of any reductions.
- 7.4 Section 11B of the Act permits billing authorities to disapply the council tax discount for unoccupied homes and to increase the amount of council tax payable (within set limits and which are linked to the length of time the property is unoccupied) for long-term empty dwellings, ie, those unoccupied for a continuous period of at least a year and substantially unfurnished.
- 7.5 Section 11C of the Act permits billing authorities to disapply the council tax discount for unoccupied homes and increase the amount of council tax payable (within set limits) for periodically occupied properties (ie, those dwelling unoccupied and substantially furnished) provided (i) the property is unoccupied and substantially furnished and (ii) the authority's first determination in relation to such a scheme is made at least one year prior to the beginning of the financial year to which it relates.
- 7.6 An authority may vary a determination under the relevant schemes (under Sections 11B and 11C) for a financial year, but only before the beginning of that year. If an authority makes a decision under these sections, it must publish a notice about the

decision in at least one newspaper that circulates in the area. The notice must be published within 21 days of the decision being made.

**8. Risk analysis and mitigation:**

- 8.1 The Council's reliance on central government-controlled funding and balancing the Medium-Term Financial Strategy is captured on the Corporate Risk Register at CRR01. This is regularly reviewed and updated and is monitored at every Audit Committee meeting.
- 8.2 There are no risks associated with the Council tax resolution or the premium and discount policies.

**9. Procurement implications:**

- 9.1 None

**10. Equalities, Human Rights & Public Sector Equality Duty considerations:**

- 10.1 The Equality Act 2010 includes a public sector equality duty which requires Councils when exercising functions to have due regard to the need to eliminate discrimination, harassment and victimisation and other conduct prohibited under the Act and to advance equality of opportunity and foster good relations between those who share a "protected characteristic and those who do not share that protected characteristic". When a Budget proposal has implications for people covered by the Equality Act 2010, the Council must take account of the Equality Duty and any particular impact on the protected group. There are no equality implications in regards to this proposed budget and the setting of the Council Tax.

The increases to the premiums and discount policies do not impact on equalities, human rights and public sector equality duties. An equalities statement has been included in the S13A policy (Appendix B).

**11. Environmental implications:**

- 11.1 There are no environmental consequences from these decisions.

**12. Other considerations:**

- 12.1 There are no other considerations arising from these decisions in relation to **GDPR/Data Protection** and **Crime and Disorder**.



1. **Capital Expenditure and Financing:** The Council is asked to approve the projected capital expenditure and financing below. It includes the capital programme in this report and estimates of capital spend that may become necessary in the medium term. It is one of the required prudential indicators. Capital spend is broken down between assets that directly provide services and those giving rise to investment income that supports the budget. A draft version of this indicator was considered by the Audit Committee on 27 November 2024. This final version follows the financing strategy of the draft albeit with some re-profiling and the assumed addition of the revised programme of investment in the Capitol Theatre. The increased spend will be financed from reserves which will reduce longer term cash balances.

£millions	2023/24 Actual £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000
<b>Capital Service Spend</b>	13.6	17.0*	10.6	15.7	7.8
<b>Capital Investments</b>	0.2	0.2	0.7	0.1	0.1
<b>Financed by:</b>					
External resources	5.4	5.8	4.4	3.0	4.0
Internal Resources	8.4	5.7	6.9	12.8	3.9
Debt	0.0	5.7*	0.0	0.0	0.0
Total Financing	13.8	17.2	11.3	15.8	7.9

\*Spend and debt have £5.7m added due to lease accounting change which does not represent cash expenditure

2. The term ‘Debt’ used above does not automatically lead to external borrowing as the Council can use funds it holds in reserves and working capital which is usually termed ‘internal borrowing’. Over time all debt whether it be internal or external borrowing must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP). The current planned MRP payments are as follows:

£millions	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget	2027/28 budget
MRP	0.9	1.3*	1.2	1.1	1.1

\*The increase in 2024/25 is lease accounting change without which the value would not increase

3. The Council’s cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to replace debt. The CFR is expected to reduce over the period as no new unfinanced spend is projected and the annual MRP amounts reduce the CFR. The Council’s estimated CFR is as follows:

£millions	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
CFR	31.8	36.2	35.1	34.0	32.9

4. **Asset disposals:** Capital assets may be sold and the proceeds, known as capital receipts, spent on new assets. Repayments of capital grants, loans and investments also generate capital receipts. Projected capital receipts are:

£millions	2023/24 actual	2024/25 forecast	2025/26 estimate	2026/27 estimate	2027/28 estimate
Asset sales	0.6	0.4	1.0	1.8	0.4

### Treasury Management

5. Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the inherent risks. It covers both borrowing and investing and their respective control frameworks.
6. **Borrowing strategy** The Council has no plans to borrow but could find itself in a position which calls for some borrowing. In that circumstance the main objectives when borrowing would be to achieve a low but certain cost of finance while retaining flexibility.
7. **Debt compared to CFR:** (Projected levels of the Council's total outstanding debt) are shown below, compared with the Capital Financing Requirement. Statutory guidance is that debt should remain below the Capital Financing Requirement, except in the short-term. As can be seen from the table the Council expects to comply with this in the medium term. The Council is relying on 'internal borrowing' i.e. using reserves and other cash resources that it holds rather than borrow from external sources, which is considered to be sustainable in the medium term.

£millions	31.3.2024 actual	31.3.2025 forecast	31.3.2026 budget	31.3.2027 budget	31.3.2028 budget
Debt (incl. leases)	0	5.7*	5.5*	5.3*	5.1*
CFR	31.8	36.2	35.1	34.0	32.9

\*Debt is again purely due to accounting change and not actual unfinanced spend

8. **The affordable borrowing limit:** Irrespective of plans to borrow or not the Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. Although no borrowing is planned, limits are set in case a need develops.

£millions	2024/25 limit	2025/26 limit	2026/27 limit	2027/28 limit
Authorised limit – borrowing	15	15	15	15
Authorised limit – leases	8	8	8	8
Authorised limit – total external debt	23	23	23	23
Operational boundary – borrowing	0	0	0	0
Operational boundary – leases	6	6	6	6
Operational boundary – total external debt	6	6	6	6

9. **Treasury investments:** The Council prioritises security and liquidity over yield, minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice. The future longer term investments in the table below are strategic pooled funds that the council intends to hold for the longer term although they can be sold if required. The projections show cash balances at year-end, which is a cash low point, remaining above £40m until 2027/28 which is a reduction from the projection made in the Audit Committee report mostly due to the re-insertion of Capitol refurbishment.

	31.3.2024 actual	31.3.2025 forecast	31.3.2026 estimate	31.3.2027 estimate	31.3.2028 estimate
Near-term investments	29	27	25	22	16
Longer-term investments	43	40	37	27	27
<b>TOTAL</b>	<b>72</b>	<b>67</b>	<b>62</b>	<b>49</b>	<b>43</b>

10. **Treasury investment governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Resources and staff, who must act in line with the Treasury Management Strategy as approved by full Council following scrutiny and recommendation by the Audit Committee. The Audit Committee also receives a quarterly report and is responsible for scrutinising treasury management.
11. **Treasury investment in detail:** The more detailed Treasury Management Strategy was recommended by the Audit Committee on 27 November 2024 to be approved by full Council. It covers a series of limits, benchmarks and indicators that form a risk management framework.

## **Service and Commercial Investment Strategy**

12. **Investments other than the traditional treasury:** This section concerns investments other than the traditional treasury instruments. The main categories covered are loans to or shares in other bodies to provide services on behalf of the Council and property investments where the income earned supports services.
13. **Investment for service purposes:** The Council can make investments to assist local public services, including making loans to local service providers and buying shares and making loans to any Council subsidiaries that provide services. Overall limits are set at £4m on the total exposure to loans for service purposes and £0.5m exposure permitted for shares being held. These limits were recommended by the Audit Committee on 27 November 2024 for adoption by full Council.
14. **Investment for service purposes - Governance:** Decisions on service investments are made by the full Council after the relevant Head of Service has submitted a comprehensive analysis in consultation with the Director of Resources and must meet the criteria and limits. Most loans and shares are capital expenditure and will therefore also have to be approved as part of the capital programme in the Budget report or by full Council.
15. **Commercial activities:** To support its services the Council invests in commercial property. Commercial property investments were valued at £56m on 31 March 2024 and they provide a net return after direct costs of 6.4%.
16. **Risks of commercial property:** The Council recognises the higher risk on commercial investment compared with treasury investments. The principal risk exposures include individual vacancies, falls in market value, and economic factors. Individual property risks are monitored and managed by the Head of Property. In order that commercial investments remain proportionate to the financial capacity of the Council, this strategy sets an overall maximum investment limit at £70m. Should income not meet expectations the Council holds at least £6m of general reserves to cover any shortfall in the short term while the Head of Property and Facilities reviews the performance of the portfolio.
17. **Commercial property - governance:** Decisions on new commercial investments are made by the Cabinet after recommendation from the Policy Development Advisory Group for Finance and Resources. Property and most other commercial investments are also capital expenditure and purchases will therefore also be approved as part of the capital programme.
18. **Net income from commercial and service investments to net revenue stream:** the latest iteration of the CIPFA Code requires the reporting of a

prudential indicator that shows the proportion that commercial and service net income forms of the whole Council's net revenue stream.

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget	2027/28 budget
Total net income from service and commercial investments	£3.6m	£4.2m	£3.7m	£3.8m	£3.9m
Proportion of net revenue stream	26%	29%	25%	26%	26%

19. **Other liabilities:** The Council also has liabilities that it must seek to risk manage which this strategy covers. The Council has set aside £1.8m to cover risks of Business Rates Appeals. The Council is also at risk of having to pay for historic insurance claims but has not put aside any money because there is no reasonable assessment of the amount required.
20. **Other liabilities - governance:** Decisions on incurring new discretionary liabilities are taken by the relevant Director whose directorate budget would cover the crystallisation of a liability. These would be discussed at the quarterly corporate risk management meeting and final decisions as to recognition taken by the Director of Resources. New liabilities exceeding £1m are reported to full Council for approval or notification as appropriate. Further details on historic liabilities are in note 18 of the 2023/24 statement of accounts.
21. The more detailed strategy on the non-treasury investments was included in the Investment strategy incorporated in the Capital Strategy report that was recommended by Audit Committee on 27 November 2024 to be approved by the Council. That report includes detailed limits and indicators designed to demonstrate a prudent risk management approach.
22. **Revenue Budget Implications:** Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants. As the Council does not borrow the financing costs are purely the MRP which is stable as no new unfinanced spend is envisaged.

	2023/24 actual	2024/25 forecast	2025/26 budget	2026/27 budget	2027/28 budget
Financing costs (£m)	0.9	1.3*	1.2*	1.1*	1.1*
Proportion of net revenue stream	7%	9%	8%	7%	7%

\*The increase in 2024/25 is the one-off effect of the lease accounting change

23. **Sustainability of the capital programme and financing:** Due to the long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 40 years into the future. The Director of Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable because the net budget demand on the Council and the risks in the programme have been reviewed and fall within the Council's tolerances.
24. **Knowledge and Skills:** The Council employs professionally qualified and experienced staff to support capital expenditure, borrowing and investment decisions. The Director of Resources and S151 Officer is a qualified accountant with 20 years of finance experience and the Head of Property and Facilities is a member of RICS with over 30 years of experience in commercial property. The Council will also support other staff training. The Council also employs Arlingclose Limited as treasury management adviser and for any other category of significant specialist investment would use consultants with knowledge of the relevant sector.

Appendix A - 2025/26 budget by service and variance analysis

2024/25 Net Expenditure Budget £000's	Service	Income £000's	Expenditure £000's	2025/26 Net Expenditure Budget £000's
742	CORPORATE MANAGEMENT	(1)	765	764
408	COMMUNICATIONS	(10)	410	400
1,358	REVS & BENS ADMIN	(700)	2,201	1,501
85	POLICY & PERFORMANCE	0	86	86
2,293	LEGAL & DEMOCRATIC	(163)	2,584	2,421
942	FINANCE ACCOUNTANCY	0	994	994
(2,300)	FINANCE CORPORATE	(3,403)	1,488	(1,915)
2,079	TECHNOLOGY	(51)	2,163	2,112
695	HUMAN RESOURCES & ORG DEVELOPMENT	0	736	736
(3,591)	PARKING SERVICES	(6,469)	2,591	(3,879)
424	CUSTOMER SERVICES	0	465	465
282	LEISURE & CULTURE	0	238	238
211	MUSEUMS	(23)	283	260
400	CAPITOL	(1,165)	1,550	385
(445)	LEISURE SERVICES	(994)	497	(498)
431	ENVIRONMENTAL STRATEGY	(186)	527	341
1,843	PARKS & COUNTRYSIDE	(463)	2,360	1,897
4,019	STREET SCENE & FLEET	(237)	4,268	4,032
1,169	WASTE & RECYCLING	(5,619)	6,757	1,138
1,247	ENVIRONMENTAL HEALTH / LICENSING	(815)	2,165	1,350
392	HOUSING	(3,107)	3,892	785
1,057	COMMUNITY SERVICES	(1,209)	2,183	974
51	BUILDING CONTROL	(622)	763	141
462	DEVELOPMENT	(1,944)	2,427	483
1,654	STRATEGIC PLANNING	(462)	2,260	1,798
1,244	PROPERTY & FACILITIES	0	1,195	1,195
(3,772)	INVESTMENT PROPERTIES	(4,380)	544	(3,836)
1,231	OPERATIONAL PROPERTIES	(86)	1,513	1,427
473	ECONOMIC DEVELOPMENT	(588)	920	332
<b>15,083</b>	<b>TOTAL OPERATIONAL BUDGET</b>	<b>(32,697)</b>	<b>48,827</b>	<b>16,130</b>
(350)	BENEFIT PAYMENTS	(15,300)	15,050	(250)
<b>14,733</b>	<b>TOTAL</b>	<b>47,997</b>	<b>63,877</b>	<b>15,880</b>
(90)	LESS CAPITALISED SALARIES	(100)	0	(100)
<b>14,643</b>	<b>TOTAL</b>	<b>48,097</b>	<b>63,877</b>	<b>15,780</b>

## Budget variance analysed by service (DIR) 2026

Department Description	Cost Centre	Cost Centre Description	2024/25 Net Expenditure Budget	Budget Variance	2025/26 Net Expenditure Budget	Income	Staffing	Premises	Supplies & Services	Transport	Other
<b>Directorate: 1</b>											
<b>Department: 10</b>											
CHIEF EXECUTIVE OFFICE	1014	CORPORATE & DEMOCRATIC CORE	233,000	5,000	238,000	0	0	0	5,000	0	0
CHIEF EXECUTIVE OFFICE	1015	CDC-DEMOCRATIC REPRESENTATION	487,295	10,500	497,795	0	12,000	0	(1,500)	0	0
CHIEF EXECUTIVE OFFICE	1020	CHIEF EXECUTIVE	182,946	5,680	188,626	0	5,680	0	0	0	0
CHIEF EXECUTIVE OFFICE	1494	CORPORATE SUPPORT	141,850	6,370	148,220	0	6,370	0	0	0	0
<b>Sub Total</b>			<b>1,045,091</b>	<b>27,550</b>	<b>1,072,641</b>	<b>0</b>	<b>24,050</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>0</b>
<b>Sub Total</b>			<b>1,045,091</b>	<b>27,550</b>	<b>1,072,641</b>	<b>0</b>	<b>24,050</b>	<b>0</b>	<b>3,500</b>	<b>0</b>	<b>0</b>
<b>Directorate: 3</b>											
<b>Department: 30</b>											
DIR RESOURCES	1245	HOUSING BENEFIT GRANT	(350,000)	100,000	(250,000)	100,000	0	0	0	0	0
DIR RESOURCES	1264	REVENUES & BENEFITS HDC	(232,000)	(10,000)	(242,000)	0	0	0	(10,000)	0	0
DIR RESOURCES	1265	RESOURCES DIRECTOR	147,970	3,357	151,327	0	3,357	0	0	0	0
DIR RESOURCES	1592	REVENUES & BENEFITS CONTRACT	1,590,000	153,000	1,743,000	100,000	0	0	0	0	53,000
<b>Sub Total</b>			<b>1,155,970</b>	<b>246,357</b>	<b>1,402,327</b>	<b>200,000</b>	<b>3,357</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>53,000</b>
<b>Department: 32</b>											
PERFORMANCE AND PROJECT	1241	POLICY & PERFORMANCE (STRAT PLAN)	84,817	1,444	86,261	0	1,669	0	(125)	(100)	0
<b>Sub Total</b>			<b>84,817</b>	<b>1,444</b>	<b>86,261</b>	<b>0</b>	<b>1,669</b>	<b>0</b>	<b>(125)</b>	<b>(100)</b>	<b>0</b>
<b>Department: 33</b>											
LEGAL & DEMOCRATIC	1001	ELECTORAL REGISTRATION	97,070	4,300	101,370	40,418	0	0	(36,118)	0	0
LEGAL & DEMOCRATIC	1002	LOCAL COUNCIL ELECTIONS	80,000	0	80,000	0	0	0	0	0	0
LEGAL & DEMOCRATIC	1003	NEIGHBOURHOOD COUNCIL EXPENSES	26,000	0	26,000	0	0	0	0	0	0
LEGAL & DEMOCRATIC	1097	LEGAL SERVICES	1,003,280	41,335	1,044,615	(30,000)	(14,345)	0	85,680	0	0
LEGAL & DEMOCRATIC	1098	DEMOCRATIC SERVICES	365,873	67,647	433,520	0	14,209	438	53,000	0	0
<b>Sub Total</b>			<b>1,572,223</b>	<b>113,282</b>	<b>1,685,505</b>	<b>10,418</b>	<b>(136)</b>	<b>438</b>	<b>102,562</b>	<b>0</b>	<b>0</b>
<b>Department: 34</b>											
FINANCE	1017	UNAPPORTIONABLE OVERHEADS	91,000	0	91,000	0	0	0	0	0	0
FINANCE	1249	INTEREST ON CAPITAL RECEIPTS	(3,658,750)	223,000	(3,435,750)	223,000	0	0	0	0	0
FINANCE	1253	GENERAL FUND APPROPRIATNS A/C	914,000	125,000	1,039,000	0	0	0	0	0	125,000
FINANCE	1257	GENERAL EXPENSES-FINANCE	179,500	(30,000)	149,500	0	0	0	(30,000)	0	0
FINANCE	1258	INTERNAL AUDIT	157,000	4,000	161,000	0	0	0	0	0	4,000
FINANCE	1259	ACCOUNTANCY	665,028	41,406	706,434	0	(37,094)	0	78,700	(200)	0
FINANCE	1260	FINANCE SUPPORT SERVICES	277,168	10,202	287,370	0	22,252	0	(5,000)	(50)	(7,000)
FINANCE	1262	PROCUREMENT	83,500	2,000	85,500	0	0	0	0	0	2,000
FINANCE	1267	CENTRAL EXPENSES	(66,330)	61,158	(5,172)	0	45,000	0	16,158	0	0
<b>Sub Total</b>			<b>(1,357,884)</b>	<b>436,766</b>	<b>(921,118)</b>	<b>223,000</b>	<b>30,158</b>	<b>0</b>	<b>59,858</b>	<b>(250)</b>	<b>124,000</b>
<b>Department: 35</b>											
TECHNOLOGY	1018	COMMUNICATION & CONSULTATION	357,943	(2,653)	355,290	0	(7,653)	0	5,000	0	0
TECHNOLOGY	1101	IT PROJECTS	139,450	0	139,450	0	0	0	0	0	0
TECHNOLOGY	1102	ICT	1,718,904	36,738	1,755,642	0	36,738	0	0	0	0
TECHNOLOGY	1105	CENTRAL TELEPHONES - OPERATIONAL COSTS	112,000	(12,000)	100,000	0	0	0	(12,000)	0	0
TECHNOLOGY	1106	MOBILE PHONES	38,000	7,000	45,000	0	0	0	7,000	0	0
TECHNOLOGY	1108	PHOTOCOPIER/PRINTERS	34,000	0	34,000	0	0	0	0	0	0
TECHNOLOGY	1384	GIS / SPACIAL PLANNING	5,000	0	5,000	0	0	0	0	0	0
TECHNOLOGY	1506	RESIDENTS MAGAZINE	50,000	(5,000)	45,000	5,000	0	0	(10,000)	0	0
TECHNOLOGY	1641	IT SECURITY	31,521	958	32,479	(1,000)	1,958	0	0	0	0
<b>Sub Total</b>			<b>2,486,818</b>	<b>25,043</b>	<b>2,511,861</b>	<b>4,000</b>	<b>31,043</b>	<b>0</b>	<b>(10,000)</b>	<b>0</b>	<b>0</b>
<b>Department: 36</b>											
HUMAN RESOURCES & ORG DE 1013		EMERGENCY PLANNING	66,711	(91)	66,620	0	1,909	0	(2,000)	0	0
HUMAN RESOURCES & ORG DE 1019		HR & OD	627,998	41,673	669,671	0	36,063	0	5,610	0	0
<b>Sub Total</b>			<b>694,709</b>	<b>41,582</b>	<b>736,291</b>	<b>0</b>	<b>37,972</b>	<b>0</b>	<b>3,610</b>	<b>0</b>	<b>0</b>



Department Description	Cost Centre	Cost Centre Description	2024/25 Net	Budget	2025/26 Net	Income	Staffing	Premises	Supplies & Services	Transport	Other
			Expenditure Budget	Variance	Expenditure Budget						
<b>Department: 37</b>											
PARKING SERVICES	1148	BILLINGSHURST - RURAL CAR PARK	(33,344)	(22,712)	(56,056)	(26,956)	0	4,244	0	0	0
PARKING SERVICES	1149	STEYNING - RURAL CAR PARK	(53,481)	(9,839)	(63,320)	(9,630)	0	(209)	0	0	0
PARKING SERVICES	1150	STORRINGTON - RURAL CAR PARK	(61,533)	(16,700)	(78,233)	(15,099)	0	(1,551)	(50)	0	0
PARKING SERVICES	1151	HENFIELD - RURAL CAR PARK	(37,799)	(4,137)	(41,936)	(3,100)	0	(1,037)	0	0	0
PARKING SERVICES	1152	PULBOROUGH - RURAL CAR PARK	(11,357)	2,882	(8,475)	(1,640)	0	4,522	0	0	0
PARKING SERVICES	1153	SOUTHWATER COUNTRY PARK - RURAL CAR P	(108,000)	35,035	(72,965)	30,400	0	4,635	0	0	0
PARKING SERVICES	1154	BRAMBER - RURAL CAR PARK	1,849	(154)	1,695	0	0	(154)	0	0	0
PARKING SERVICES	1155	COWFOLD - RURAL CAR PARK	1,242	(9)	1,233	0	0	(9)	0	0	0
PARKING SERVICES	1156	PARTRIDGE GREEN - RURAL CAR PARK	1,031	476	1,507	0	0	476	0	0	0
PARKING SERVICES	1157	UPPER BEEDING - RURAL CAR PARK	1,271	(10)	1,261	0	0	(10)	0	0	0
PARKING SERVICES	1158	WARNHAM - RURAL CAR PARK	362	52	414	0	0	52	0	0	0
PARKING SERVICES	1159	ROFFEY - RURAL CAR PARK	(12,736)	2,409	(10,327)	1,820	0	589	0	0	0
PARKING SERVICES	1160	RUDGWICK - RURAL CAR PARK	130	0	130	0	0	0	0	0	0
PARKING SERVICES	1161	OTHER RURAL CAR PARKS	(302,796)	23,031	(279,765)	14,000	0	10,931	(1,900)	0	0
PARKING SERVICES	1162	SWAN WALK MSCP	(975,945)	(106,920)	(1,082,865)	(26,300)	0	(78,369)	(2,251)	0	0
PARKING SERVICES	1163	THE FORUM MSCP	(362,104)	60,845	(301,259)	77,500	0	(17,494)	839	0	0
PARKING SERVICES	1164	PIRIES PLACE MSCP	(1,241,542)	(141,732)	(1,383,274)	(135,753)	0	(6,927)	948	0	0
PARKING SERVICES	1165	DENNE ROAD CAR PARK	(257,063)	(36,240)	(293,303)	(33,000)	0	(1,540)	(1,700)	0	0
PARKING SERVICES	1167	PAVILIONS CAR PARK	(330,785)	(57,991)	(388,776)	(57,300)	0	1,529	(2,220)	0	0
PARKING SERVICES	1168	NEW STREET CAR PARK	(10,098)	(1,567)	(11,665)	(7,420)	0	6,123	(270)	0	0
PARKING SERVICES	1169	DUKES SQUARE CAR PARK	(43,734)	(14,714)	(58,448)	(14,450)	0	46	(310)	0	0
PARKING SERVICES	1170	HORSHAM LIBRARY CAR PARK	(24,994)	6,630	(18,364)	1,640	0	5,180	(190)	0	0
PARKING SERVICES	1171	NORTH PARADE CAR PARK	(59,342)	(20,172)	(79,514)	(18,620)	0	(851)	(701)	0	0
PARKING SERVICES	1172	NORTH STREET CAR PARK	(151,426)	391	(151,035)	1,700	0	(609)	(700)	0	0
PARKING SERVICES	1173	BT EXCHANGE CAR PARK	(63,907)	6,293	(57,614)	7,200	0	(657)	(250)	0	0
PARKING SERVICES	1174	TALBOT LANE CAR PARK	140	(391)	(251)	0	0	(281)	(110)	0	0
PARKING SERVICES	1177	HOP OAST PARK & RIDE	52,844	(3,340)	49,504	0	0	(2,990)	(350)	0	0
PARKING SERVICES	1201	SHOPMOBILITY	0	0	0	0	0	0	0	0	0
PARKING SERVICES	1202	HORSHAM ON STREET PARKING SCHE	(148,840)	16,826	(132,014)	(49,000)	0	1,076	64,750	0	0
PARKING SERVICES	1277	LAPE - RUNNING COSTS	149,693	(29,832)	119,861	(68,698)	15,366	0	23,500	0	0
PARKING SERVICES	1284	HORSHAM HOSPITAL CAR PARK	(39,000)	3,250	(35,750)	5,500	0	0	(2,250)	0	0
PARKING SERVICES	1451	JUBILEE CAR PARK	(98,028)	(11,253)	(109,281)	(10,550)	0	(703)	0	0	0
PARKING SERVICES	1545	CAR PARKS	633,826	32,243	666,069	0	16,373	0	15,870	0	0
PARKING SERVICES	1600	PARK VIEW CAR PARK	(5,730)	(72)	(5,802)	0	0	(72)	0	0	0
<b>Sub Total</b>			<b>(3,591,196)</b>	<b>(287,422)</b>	<b>(3,878,618)</b>	<b>(337,756)</b>	<b>31,739</b>	<b>(74,060)</b>	<b>92,655</b>	<b>0</b>	<b>0</b>
<b>Department: 39</b>											
CUSTOMER SERVICES	1540	CUSTOMER SERVICE CENTRE	423,645	41,783	465,428	0	34,783	0	7,000	0	0
<b>Sub Total</b>			<b>423,645</b>	<b>41,783</b>	<b>465,428</b>	<b>0</b>	<b>34,783</b>	<b>0</b>	<b>7,000</b>	<b>0</b>	<b>0</b>
<b>Sub Total</b>			<b>1,469,102</b>	<b>618,835</b>	<b>2,087,937</b>	<b>99,662</b>	<b>170,585</b>	<b>(73,622)</b>	<b>245,560</b>	<b>(350)</b>	<b>177,000</b>
<b>Directorate: 5</b>											
<b>Department: 50</b>											
DIR OF COMMUNITY SERVICES	1080	DIRECTOR OF COMMUNITY SERVICES	121,860	3,357	125,217	0	3,357	0	0	0	0
<b>Sub Total</b>			<b>121,860</b>	<b>3,357</b>	<b>125,217</b>	<b>0</b>	<b>3,357</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department: 51</b>											
LEISURE & CULTURE	1026	CAPITOL BAR & CAFE	(92,479)	81,808	(10,672)	120,000	(14,692)	0	(23,500)	0	0
LEISURE & CULTURE	1039	BROADBRIDGE HEATH LEISURE CENTRE	(12,190)	919	(11,271)	(6,284)	0	8,833	(1,630)	0	0
LEISURE & CULTURE	1040	THE PAVILIONS IN THE PARK	(468,453)	(54,961)	(523,414)	(55,981)	0	390	630	0	0
LEISURE & CULTURE	1041	STEYNING LEISURE CENTRE	3,751	(5,551)	(1,800)	(3,981)	0	(2,540)	970	0	0
LEISURE & CULTURE	1046	SPORTS DEVELOPMENT	81,287	4,882	86,169	0	4,892	0	(10)	0	0
LEISURE & CULTURE	1047	INDOOR BOWLS CENTRE	(18,975)	4,904	(14,071)	4,560	0	314	30	0	0
LEISURE & CULTURE	1048	ROOKWOOD GOLF COURSE	(49,880)	30	(49,850)	(30)	0	0	60	0	0
LEISURE & CULTURE	1066	THE CAPITOL	414,260	(17,897)	396,363	429,470	(161)	(155,946)	(290,010)	(1,250)	0
LEISURE & CULTURE	1067	DRILL HALL (ARTS CENTRE USE)	66,373	(66,373)	0	40,000	(40,954)	(60,969)	(4,450)	0	0
LEISURE & CULTURE	1068	HORSHAM MUSEUM & VISITOR INFO. CENTRE	211,496	48,328	259,824	4,000	24,866	25,357	(5,895)	0	0
LEISURE & CULTURE	1082	BARN	9,168	(9,759)	(591)	0	0	(9,769)	10	0	0
LEISURE & CULTURE	1351	BILLINGSHURST LEISURE CENTRE	(59,178)	(9,258)	(68,436)	(51,588)	0	0	330	0	42,000
LEISURE & CULTURE	1434	DRILL HALL SUPERVISOR'S FLAT	2,415	(2,415)	0	0	0	(2,415)	0	0	0
LEISURE & CULTURE	1435	PROJECT AIMING HIGH FOR DISABLED CHILDR	0	0	0	0	15,000	0	(15,000)	0	0

Department Description	Cost Centre	Cost Centre Description	2024/25 Net Expenditure		2025/26 Net	Income	Staffing	Premises	Supplies & Services	Transport	Other
			Budget	Variance	Budget						
LEISURE & CULTURE	1534	HEAD OF LEISURE & CULTURE	82,228	5,813	88,041	0	5,813	0	0	0	0
LEISURE & CULTURE	1535	LEISURE SERV & CLIENT MANAGER	78,551	5,715	84,266	0	5,715	0	0	0	0
LEISURE & CULTURE	1605	EVENTS	200,000	(50,000)	150,000	0	3,499	0	(53,499)	0	0
LEISURE & CULTURE	1623	BROADBRIDGE HEATH FC PITCHES	(50)	919	869	0	0	1,139	(220)	0	0
<b>Sub Total</b>			<b>448,324</b>	<b>(62,896)</b>	<b>385,427</b>	<b>480,166</b>	<b>3,978</b>	<b>(195,606)</b>	<b>(392,184)</b>	<b>(1,250)</b>	<b>42,000</b>
<b>Department: 52</b>											
LITTER & CLEANSING / FLEET (S 1209		TRANSPORT SERVICES	2,388,593	(19,597)	2,368,996	(13,000)	63,973	0	500	(71,070)	0
LITTER & CLEANSING / FLEET (S 1216		HOP OAST	162,983	9,415	172,398	13,000	0	(16,744)	13,159	0	0
LITTER & CLEANSING / FLEET (S 1465		LITTER & CLEANSING	1,413,407	28,063	1,441,470	(4,000)	27,505	0	(12,942)	(1,500)	19,000
LITTER & CLEANSING / FLEET (S 1467		COMPLIANCE & ENFORCE	51,300	(4,037)	47,263	2,000	1,863	0	(7,500)	(400)	0
LITTER & CLEANSING / FLEET (S 1569		ADOPT-A-STREET	2,600	(1,000)	1,600	0	0	0	(1,000)	0	0
<b>Sub Total</b>			<b>4,018,883</b>	<b>12,844</b>	<b>4,031,727</b>	<b>(2,000)</b>	<b>93,341</b>	<b>(16,744)</b>	<b>(7,783)</b>	<b>(72,970)</b>	<b>19,000</b>
<b>Department: 53</b>											
WASTE & RECYCLING	1463	WASTE & RECYCLING	960,305	(166,617)	793,688	(210,892)	143,525	0	(99,500)	0	250
WASTE & RECYCLING	1464	TRADE WASTE & RECYCLING	(523,976)	61,907	(462,069)	(45,567)	89,698	0	17,776	0	0
WASTE & RECYCLING	1543	WASTE & RECYCLING OFFICE	563,147	11,166	574,313	0	18,166	0	(4,500)	(2,500)	0
WASTE & RECYCLING	1549	BIN PROVISION	(71,000)	29,240	(41,760)	26,840	0	0	2,400	0	0
WASTE & RECYCLING	1561	RECYCLING QUALITY PROJECT	147,939	31,281	179,220	0	14,681	0	16,600	0	0
WASTE & RECYCLING	1702	FOOD WASTE	0	0	0	(709,942)	282,142	0	427,800	0	0
<b>Sub Total</b>			<b>1,076,415</b>	<b>(33,023)</b>	<b>1,043,392</b>	<b>(939,561)</b>	<b>548,212</b>	<b>0</b>	<b>360,576</b>	<b>(2,500)</b>	<b>250</b>
<b>Department: 54</b>											
HEAD OF WASTE & RECYCLING 1544		HEAD OF WASTE & RECYCLING	92,461	2,305	94,766	0	2,305	0	0	0	0
<b>Sub Total</b>			<b>92,461</b>	<b>2,305</b>	<b>94,766</b>	<b>0</b>	<b>2,305</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department: 56</b>											
ENVIRONMENTAL SERVICES/LIC 1090		TEMPORARY ROAD CLOSURES	(1,100)	0	(1,100)	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1143		PUBLIC HLTH ACT (CNTRL OF DIS)	4,000	8,000	12,000	4,000	0	0	4,000	0	0
ENVIRONMENTAL SERVICES/LIC 1178		HEALTH AND SAFETY AT WORK	(590)	0	(590)	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1179		FOOD SAFETY	5,880	2,000	7,880	0	0	0	2,000	0	0
ENVIRONMENTAL SERVICES/LIC 1180		PEST AND INSECT CONTROL	500	0	500	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1181		DRINKING WATER INSPECTIONS	(1,000)	0	(1,000)	(2,000)	0	0	2,000	0	0
ENVIRONMENTAL SERVICES/LIC 1183		STRAY DOGS	24,300	0	24,300	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1184		POLLUTION CONTROL	(6,648)	21,518	14,870	8,650	0	(1,282)	14,150	0	0
ENVIRONMENTAL SERVICES/LIC 1187		LICENSING	(25,655)	(1,275)	(26,930)	(1,275)	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1188		HACKNEY CARRIAGE LICENSING	(110,750)	(7,750)	(118,500)	(6,000)	0	0	(1,750)	0	0
ENVIRONMENTAL SERVICES/LIC 1189		MISCEL. LICENSING (NON-HEALTH)	(8,875)	0	(8,875)	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1229		COMMUNITY ALARM SYSTEM	54,626	(38,690)	15,936	(34,000)	35,310	0	(40,000)	0	0
ENVIRONMENTAL SERVICES/LIC 1279		LICENSING ACT 2003	(135,060)	0	(135,060)	0	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1436		PRIVATE SECTOR HOUSING	(3,800)	(175)	(3,975)	(175)	0	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1546		ENVIRONMENTAL HEALTH - STAFF	1,462,357	108,132	1,570,489	0	108,132	0	0	0	0
ENVIRONMENTAL SERVICES/LIC 1636		EH C19 INTERVENTIONS	(10,692)	10,692	0	48,000	(37,308)	0	0	0	0
<b>Sub Total</b>			<b>1,247,493</b>	<b>102,452</b>	<b>1,349,945</b>	<b>17,200</b>	<b>106,134</b>	<b>(1,282)</b>	<b>(19,600)</b>	<b>0</b>	<b>0</b>
<b>Department: 57</b>											
SUSTAINABILITY & GREEN SPAC 1049		HORSHAM PARK	43,455	(10,504)	32,951	(1,590)	0	386	(9,300)	0	0
SUSTAINABILITY & GREEN SPAC 1050		ALLOTMENTS	(17,606)	(209)	(17,815)	(1,000)	0	791	0	0	0
SUSTAINABILITY & GREEN SPAC 1054		RECREATION GROUNDS	8,687	(7,300)	1,387	0	0	(7,310)	10	0	0
SUSTAINABILITY & GREEN SPAC 1057		CHILDRENS PLAYGROUNDS	56,240	13,760	70,000	0	0	0	13,760	0	0
SUSTAINABILITY & GREEN SPAC 1060		SOUTHWATER COUNTRY PARK	87,922	(46,089)	41,833	10,594	(6,000)	(40,282)	(10,401)	0	0
SUSTAINABILITY & GREEN SPAC 1061		WARNHAM NATURE RESERVE	8,745	5,903	14,648	4,000	0	983	920	0	0
SUSTAINABILITY & GREEN SPAC 1062		LEECHPOOL WOODS	7,634	12,730	20,364	0	0	2,500	10,230	0	0
SUSTAINABILITY & GREEN SPAC 1064		CHESWORTH FARM	15,434	(210)	15,224	(500)	0	(220)	510	0	0
SUSTAINABILITY & GREEN SPAC 1069		CEMETERIES	(110,603)	65,983	(44,620)	(28,000)	90	66,090	27,803	0	0
SUSTAINABILITY & GREEN SPAC 1070		BANDSTANDS	8,773	3,454	12,227	0	0	3,454	0	0	0
SUSTAINABILITY & GREEN SPAC 1219		CHESWORTH GROUNDS MAINT.DEPOT	30,543	23	30,566	0	0	23	0	0	0
SUSTAINABILITY & GREEN SPAC 1324		HENFIELD COMMON	19,780	5,431	25,211	(500)	0	5,931	0	0	0
SUSTAINABILITY & GREEN SPAC 1516		COUNTRYSIDE SERV- HIGHER LEVEL STEWAR	0	(5,000)	(5,000)	3,000	0	0	(8,000)	0	0
SUSTAINABILITY & GREEN SPAC 1524		PARKS AND OPEN SPACES	855,116	22,719	877,835	(5,000)	0	24,063	4,664	0	(1,008)
SUSTAINABILITY & GREEN SPAC 1557		PARKS & COUNTRYSIDE STAFF	826,972	(6,657)	820,315	0	(5,367)	0	(1,290)	0	0
SUSTAINABILITY & GREEN SPAC 1633		WILDER HORSHAM	101,410	(101,410)	0	(62,000)	0	0	(39,410)	0	0
SUSTAINABILITY & GREEN SPAC 1644		CLIMATE CHANGE PANEL	60,000	(30,000)	30,000	0	0	0	(30,000)	0	0
SUSTAINABILITY & GREEN SPAC 1647		ENVIRONMENTAL STRATEGY	269,817	41,301	311,118	0	61,301	0	(20,000)	0	0

Department Description	Cost Centre	Cost Centre Description	2024/25 Net	Budget	2025/26 Net	Income	Staffing	Premises	Supplies & Services	Transport	Other
			Expenditure	Variance	Expenditure						
			Budget		Budget						
SUSTAINABILITY & GREEN SPAC 1648		COMMUNITY CLIMATE FUND	0	0	0	0	0	0	0	0	0
SUSTAINABILITY & GREEN SPAC 1651		BRAMBER BROOKS	2,000	0	2,000	0	0	0	0	0	0
SUSTAINABILITY & GREEN SPAC 1703		HIGHWOOD HILL	0	0	0	(30,000)	0	0	30,000	0	0
<b>Sub Total</b>			<b>2,274,319</b>	<b>(36,075)</b>	<b>2,238,244</b>	<b>(110,996)</b>	<b>50,024</b>	<b>56,409</b>	<b>(30,504)</b>	<b>0</b>	<b>(1,008)</b>
<b>Department: 59</b>											
HOUSING	1005	CRIME PREVENTION-CCTV	50,913	(198)	50,715	0	0	(198)	0	0	0
HOUSING	1006	COMMUNITY WARDENS - ASHINGTON	0	0	0	(3,449)	2,976	15	368	90	0
HOUSING	1007	COMMUNITY WARDENS - STEYNING	0	0	0	(4,558)	3,645	515	308	90	0
HOUSING	1012	VOLUNTARY SECTOR GRANTS AND SLA'S	245,489	42,300	287,789	132,000	0	0	(89,700)	0	0
HOUSING	1044	COMMUNITY DEVELOPMENT	334,529	(59,761)	274,768	26,527	(87,427)	250	389	500	0
HOUSING	1045	COMMUNITY INTERVENTIONS	18,080	478	18,558	0	0	478	0	0	0
HOUSING	1232	BED AND BREAKFAST ACCOMMODATN	496,750	135,000	631,750	(15,000)	0	0	150,000	0	0
HOUSING	1233	STRAWBERRY FIELD	12,378	(7,951)	4,427	0	0	(8,051)	100	0	0
HOUSING	1235	HOUSING STRATEGY & ENABLING	25,000	0	25,000	0	0	0	0	0	0
HOUSING	1275	COMMUNITY SAFETY	190,524	(27,222)	163,302	(7,044)	(20,532)	0	345	9	0
HOUSING	1369	HEALTH & WELL BEING HUB	(3,860)	20,106	16,246	(10,447)	27,653	0	2,500	400	0
HOUSING	1475	LETTINGS	47,273	2,532	49,804	(7,000)	3,032	0	7,000	(500)	0
HOUSING	1509	TENANTS TEMPORARY ACCOMMODATION	(332,615)	113,869	(218,747)	0	0	112,809	1,060	0	0
HOUSING	1529	SOCIAL PRESCRIBING & HEALTH INTERVENTION	0	0	0	5,000	0	0	(5,000)	0	0
HOUSING	1547	HOUSING SERVICES	332,221	140,946	473,167	(135,749)	128,946	0	147,749	0	0
HOUSING	1551	HEALTHY WEIGHT PROJECT	0	0	0	0	0	0	0	0	0
HOUSING	1553	PHYSICAL ACTIVITY PROJECT	0	(650)	(650)	(650)	0	0	0	0	0
HOUSING	1554	FALLS PREVENTION PROJECT	0	0	0	(25,000)	0	0	25,000	0	0
HOUSING	1556	ALCOHOL ADVICE PROJECT	(15,769)	(25,688)	(41,457)	0	(25,188)	0	(500)	0	0
HOUSING	1573	GYM REFERRALS	3,650	0	3,650	0	0	0	0	0	0
HOUSING	1581	60 PARK STREET, HORSHAM	(16,900)	0	(16,900)	0	0	0	0	0	0
HOUSING	1583	OLDER PEOPLE SERVICES	0	0	0	2,500	0	0	(2,500)	0	0
HOUSING	1595	SAFEGUARDING	7,750	239	7,989	0	(908)	0	1,147	0	0
HOUSING	1596	TRANSIT SITES	25,000	773	25,773	0	0	0	0	0	773
HOUSING	1599	COMMUNITY WARDENS- PULBOROUGH	0	0	0	(4,293)	3,920	15	268	90	0
HOUSING	1615	COMMUNITY WARDENS - STORRINGTON	0	0	0	(4,555)	4,882	15	68	(410)	0
HOUSING	1616	COMMUNITY WARDENS - BILLINGSHURST	0	0	0	(1,432)	959	15	368	90	0
HOUSING	1617	COMMUNITY WARDENS - HORSHAM TOWN	92,889	5,118	98,007	0	4,749	15	354	0	0
HOUSING	1618	COMMUNITY WARDENS - SOUTHWATER	(5,111)	5,111	0	353	4,585	15	68	90	0
HOUSING	1626	COPNALL COURT	16,025	3,865	19,890	0	0	3,865	0	0	0
HOUSING	1627	HEALTH CHECKS	0	(500)	(500)	0	0	0	(500)	0	0
HOUSING	1628	SMOKING	0	3,000	3,000	0	0	0	3,000	0	0
HOUSING	1634	HEALTH AND WELLBEING PROJECTS	2,500	0	2,500	11,656	0	(11,656)	0	0	0
HOUSING	1640	PRIVATE SECTOR LEASING	10,000	0	10,000	0	0	0	0	0	0
HOUSING	1642	HEALTHY WALKS	870	0	870	0	0	0	0	0	0
HOUSING	1643	REFUGEE SUPPORT	(50,000)	50,000	0	150,000	0	0	(100,000)	0	0
HOUSING	1646	SAXON WEALD PROPERTIES	22,000	0	22,000	0	0	0	0	0	0
HOUSING	1650	LAHF HOMES	(220,000)	4,700	(215,300)	(35,000)	0	37,500	2,200	0	0
HOUSING	1652	HEALTH AND WELLBEING	59,913	3,732	63,645	0	3,732	0	0	0	0
HOUSING	1701	THE PEOPLE'S BUDGET	100,000	(100,000)	0	0	0	0	(100,000)	0	0
<b>Sub Total</b>			<b>1,449,499</b>	<b>309,799</b>	<b>1,759,298</b>	<b>73,859</b>	<b>55,024</b>	<b>135,602</b>	<b>44,092</b>	<b>449</b>	<b>773</b>
<b>Sub Total</b>			<b>10,729,254</b>	<b>298,763</b>	<b>11,028,014</b>	<b>(481,332)</b>	<b>862,375</b>	<b>(21,621)</b>	<b>(45,403)</b>	<b>(76,271)</b>	<b>61,015</b>
<b>Directorate: 7</b>											
<b>Department: 70</b>											
DIRECTOR OF PLACE	1559	DIRECTOR OF PLACE	147,635	3,357	150,992	0	3,357	0	0	0	0
<b>Sub Total</b>			<b>147,635</b>	<b>3,357</b>	<b>150,992</b>	<b>0</b>	<b>3,357</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department: 71</b>											
BUILDING CONTROL	1086	BUILDING CONTROL	50,753	89,933	140,686	210,380	(229,217)	(4,900)	118,670	(5,000)	0
<b>Sub Total</b>			<b>50,753</b>	<b>89,933</b>	<b>140,686</b>	<b>210,380</b>	<b>(229,217)</b>	<b>(4,900)</b>	<b>118,670</b>	<b>(5,000)</b>	<b>0</b>
<b>Department: 72</b>											
DEVELOPMENT	1084	DEVELOPMENT CONTROL & ENFRMNT	(178,411)	73,026	(105,385)	70,000	42,459	0	(40,433)	1,000	0
DEVELOPMENT	1089	LAND CHARGES	(56,410)	(41,324)	(97,734)	(44,000)	2,966	0	(290)	0	0
DEVELOPMENT	1536	PLANNING SUPPORT STAFF	357,810	10,900	368,710	0	10,900	0	0	0	0
DEVELOPMENT	1537	ENFORCEMENT	339,366	(21,872)	317,494	0	(21,872)	0	0	0	0

Department Description	Cost Centre	Cost Centre Description	2024/25 Net	Budget	2025/26 Net						
			Expenditure	Variance	Expenditure	Income	Staffing	Premises	Supplies & Services	Transport	Other
Sub Total			Budget		Budget						
			462,355	20,730	483,085	26,000	34,453	0	(40,723)	1,000	0
<b>Department: 73</b>											
STRATEGIC PLANNING	1087	ENVIRONMENTAL ENHANCEMENT & MANAGEME	0	319	319	0	0	319	0	0	0
STRATEGIC PLANNING	1144	LAND DRAINAGE	22,300	100,050	122,350	0	0	0	100,050	0	0
STRATEGIC PLANNING	1197	ENVIRONMENTAL MANAGEMENT	13,564	(1,158)	12,406	0	0	(1,158)	0	0	0
STRATEGIC PLANNING	1528	NEIGHBOURHOOD PLANNING	(69,950)	62,000	(7,950)	60,000	0	0	2,000	0	0
STRATEGIC PLANNING	1538	STRATEGIC PLANNING	1,467,381	62,067	1,529,448	35,507	163,200	0	(136,640)	0	0
STRATEGIC PLANNING	1654	WATER NEUTRALITY	82,136	(82,136)	0	(50,000)	56,758	0	(88,894)	0	0
STRATEGIC PLANNING	1656	GRADUATE TRAINING	138,090	3,478	141,568	0	3,478	0	0	0	0
<b>Sub Total</b>			<b>1,653,521</b>	<b>144,620</b>	<b>1,798,141</b>	<b>45,507</b>	<b>223,436</b>	<b>(839)</b>	<b>(123,484)</b>	<b>0</b>	<b>0</b>
<b>Department: 75</b>											
PROPERTY & FACILITIES	1076	TOWN HALL	(80,090)	20	(80,070)	0	0	0	20	0	0
PROPERTY & FACILITIES	1093	BUS SHELTERS	14,168	(3,286)	10,882	0	0	(3,286)	0	0	0
PROPERTY & FACILITIES	1111	SWAN WALK RENTS	(95,670)	(60,000)	(155,670)	(60,000)	0	0	0	0	0
PROPERTY & FACILITIES	1112	CHRISTMAS DECORATIONS	22,545	(64)	22,481	0	0	(64)	0	0	0
PROPERTY & FACILITIES	1113	EAST MEWS	(10,016)	21	(9,995)	0	0	21	0	0	0
PROPERTY & FACILITIES	1114	1 & 3 STANS WAY	(29,990)	0	(29,990)	0	0	0	0	0	0
PROPERTY & FACILITIES	1115	BLATCHFORD CLOSE INDUSTRIAL ESTATE	(226,572)	10,564	(216,008)	(40)	0	10,554	50	0	0
PROPERTY & FACILITIES	1116	HENFIELD INDUSTRIAL ESTATE	(39,970)	(60)	(40,030)	(100)	0	0	40	0	0
PROPERTY & FACILITIES	1117	OAKHURST BUSINESS PARK - PHASE 1	(418,000)	30	(417,970)	(40)	0	0	70	0	0
PROPERTY & FACILITIES	1118	COMMERCIAL & DOMESTIC PROPS	905,424	129,907	1,035,331	0	0	130,717	(810)	0	0
PROPERTY & FACILITIES	1119	SMALL DOLE CARAVAN SITE	21,845	(16,745)	5,100	0	0	(16,745)	0	0	0
PROPERTY & FACILITIES	1121	DUKE SQUARE (TA CENTRE)	2,110	36,327	38,437	(350)	0	36,667	10	0	0
PROPERTY & FACILITIES	1122	SOUTHWATER MEDICAL CENTRE	(134,941)	(887)	(135,828)	(2,000)	0	1,083	30	0	0
PROPERTY & FACILITIES	1135	PUBLIC CONVENIENCES	29,924	17,011	46,935	0	0	3,650	13,361	0	0
PROPERTY & FACILITIES	1147	FOOTWAYS & AMENITY LIGHTING	2,494	10,622	13,116	17,572	0	(6,950)	0	0	0
PROPERTY & FACILITIES	1166	LONDON ROAD CAR PARK SITE	18,581	(618)	17,963	0	0	(618)	0	0	0
PROPERTY & FACILITIES	1191	GENERAL PUMP STATN & SEWERAGE	0	37	37	0	0	37	0	0	0
PROPERTY & FACILITIES	1195	ENERGY MANAGEMENT	120,000	0	120,000	0	0	0	0	0	0
PROPERTY & FACILITIES	1196	PUBLIC SEATS	21,409	2,586	23,995	0	0	2,586	0	0	0
PROPERTY & FACILITIES	1198	TOWN CENTRE MANAGEMENT & MAINT	10,007	5,887	15,894	0	0	5,887	0	0	0
PROPERTY & FACILITIES	1199	FEASIBILITY STUDIES	45,600	15,000	60,600	0	0	0	15,000	0	0
PROPERTY & FACILITIES	1200	STREET NAMING & NUMBERING	(5,100)	0	(5,100)	0	0	0	0	0	0
PROPERTY & FACILITIES	1203	BUS STATION	23,450	6,945	30,395	768	0	6,568	(391)	0	0
PROPERTY & FACILITIES	1205	THE FORUM PIAZZA AND MESS ROOM	25,884	(13,478)	12,406	0	0	(13,478)	0	0	0
PROPERTY & FACILITIES	1206	FORUM CAFE (ESQUIRES)	(29,725)	(2,952)	(32,677)	(3,816)	0	864	0	0	0
PROPERTY & FACILITIES	1207	FORUM FLATS	0	(1)	(1)	(969)	0	(32)	1,000	0	0
PROPERTY & FACILITIES	1218	OLD BARN/PUMP ALLEY	15,943	6,306	22,249	0	0	6,296	10	0	0
PROPERTY & FACILITIES	1283	LINTOT SQ, SERV ACCT	7,236	4,901	12,137	0	0	4,901	0	0	0
PROPERTY & FACILITIES	1339	LINTOT SQ, RENT ACCT	(503,190)	350	(502,840)	0	0	0	350	0	0
PROPERTY & FACILITIES	1344	STEYNING HEALTH CENTRE	(329,600)	(890)	(330,490)	(1,000)	0	0	110	0	0
PROPERTY & FACILITIES	1350	OAKHURST BUSINESS PARK - PHASE 2	(269,182)	163	(269,019)	0	0	123	40	0	0
PROPERTY & FACILITIES	1353	TOWN CENTRE STORE	351	42	393	0	0	42	0	0	0
PROPERTY & FACILITIES	1366	TOWN CENTRE WATER FEATURES	17,298	2,548	19,846	0	0	2,548	0	0	0
PROPERTY & FACILITIES	1367	BLACKBRIDGE LANE COMMUNITY CENTRE	(686)	11,502	10,816	(100)	0	11,592	10	0	0
PROPERTY & FACILITIES	1470	OAKHURST BUS PK-PH 3	(157,534)	92	(157,442)	0	0	62	30	0	0
PROPERTY & FACILITIES	1495	WESTHOPE LODGE	(45,980)	(34,100)	(80,080)	(33,780)	0	(330)	10	0	0
PROPERTY & FACILITIES	1503	OAKHURST BUSINESS PARK-PHASE 4	(164,305)	1,655	(162,650)	0	0	1,625	30	0	0
PROPERTY & FACILITIES	1504	OAKHURST PH 1-4 SERVICE CHG	0	13,000	13,000	0	0	0	13,000	0	0
PROPERTY & FACILITIES	1531	NEW STREET SHOPPING PARADE	(58,584)	130	(58,454)	0	0	120	10	0	0
PROPERTY & FACILITIES	1532	NEEDLES SHOPPING PARADE	(24,393)	2,810	(21,583)	0	0	2,800	10	0	0
PROPERTY & FACILITIES	1533	ARUN HOUSE, HURST ROAD	(160,080)	1,602	(158,478)	0	0	1,562	40	0	0
PROPERTY & FACILITIES	1542	PROPERTY & FACILITIES DEPARTMENT	623,927	(9,778)	614,149	0	10,348	0	10,500	1,000	(31,626)
PROPERTY & FACILITIES	1560	MILLSTREAM SURGERY - STORRINGTON	(81,350)	(5,775)	(87,125)	(6,155)	0	0	380	0	0
PROPERTY & FACILITIES	1563	PARKSIDE	574,503	(434,603)	139,900	0	0	(284,503)	(150,100)	0	0
PROPERTY & FACILITIES	1565	STABLE BLOCK CAFE (KAYA)	(41,573)	(9,467)	(51,040)	(9,240)	0	(227)	0	0	0
PROPERTY & FACILITIES	1576	28 CARFAX, HORSHAM	(19,510)	0	(19,510)	0	0	0	0	0	0
PROPERTY & FACILITIES	1577	16 EAST STREET, HORSHAM	(35,040)	10	(35,030)	0	0	0	10	0	0
PROPERTY & FACILITIES	1579	LAND AT REDKILN WAY, HORSHAM - LOCKYEAR	(23,980)	0	(23,980)	0	0	0	0	0	0
PROPERTY & FACILITIES	1580	29 BARTTELOT ROAD, HORSHAM	(13,448)	10	(13,438)	0	0	0	10	0	0
PROPERTY & FACILITIES	1593	PARK HOUSE	(68,681)	(3,248)	(71,929)	(2,500)	0	(717)	(31)	0	0
PROPERTY & FACILITIES	1594	THE GRANARY	(10,580)	424	(10,156)	0	0	279	0	0	0
PROPERTY & FACILITIES	1601	7 WEST STREET, HORSHAM	(85,160)	10	(85,150)	(30)	0	0	40	0	0

Department Description	Cost Centre	Cost Centre Description	2024/25 Net	Budget	2025/26 Net	Income	Staffing	Premises	Supplies &	Transport	Other
			Expenditure	Variance	Expenditure				Services		
			Budget		Budget						
PROPERTY & FACILITIES	1602	FORMER HORSHAM AMBULANCE STATION	(1,540)	847	(693)	(4,665)	0	5,492	20	0	0
PROPERTY & FACILITIES	1603	THE REC	(10,269)	1,533	(8,736)	0	0	1,433	100	0	0
PROPERTY & FACILITIES	1612	THE FORUM (RETAIL)	(563,638)	(6,165)	(569,804)	(80)	0	(6,215)	130	0	0
PROPERTY & FACILITIES	1622	54 & 56 HIGH STREET - BILLINGSHURST	(45,030)	10	(45,020)	0	0	0	10	0	0
PROPERTY & FACILITIES	1653	37 BISHOPRIC	(17,000)	22,149	5,149	0	0	22,149	0	0	0
PROPERTY & FACILITIES	1655	BLATCHFORD CLOSE IND. EST. SERVICE CHARC	0	172	172	0	0	172	0	0	0
PROPERTY & FACILITIES	1700	ALBERY HOUSE	0	380,788	380,788	0	0	350,851	29,937	0	0
<b>Sub Total</b>			<b>(1,297,708)</b>	<b>83,894</b>	<b>(1,213,815)</b>	<b>(106,380)</b>	<b>10,348</b>	<b>277,516</b>	<b>(66,964)</b>	<b>1,000</b>	<b>(31,626)</b>
<b>Department: 76</b>											
ECONOMIC DEVELOPMENT	1072	BUSINESS SUPPORT (ED)	0	0	0	0	0	0	0	0	0
ECONOMIC DEVELOPMENT	1073	VISITOR ECONOMY	14,800	0	14,800	0	0	0	0	0	0
ECONOMIC DEVELOPMENT	1123	ECONOMIC DEVELOPMENT & PROMOTN	430,193	(151,725)	278,468	(150,000)	(140,815)	(910)	140,000	0	0
ECONOMIC DEVELOPMENT	1186	LOCAL PRODUCE MARKET	(17,140)	5,960	(11,180)	6,400	0	(440)	0	0	0
ECONOMIC DEVELOPMENT	1619	J2W - JOURNEY TO WORK	0	5,000	5,000	0	0	0	5,000	0	0
ECONOMIC DEVELOPMENT	1639	ED GRANT PROJECTS	45,000	0	45,000	0	0	0	0	0	0
ECONOMIC DEVELOPMENT	1645	UK SHARED PROSPERITY FUND	0	0	0	210,255	0	0	(210,255)	0	0
<b>Sub Total</b>			<b>472,853</b>	<b>(140,765)</b>	<b>332,088</b>	<b>66,655</b>	<b>(140,815)</b>	<b>(1,350)</b>	<b>(65,255)</b>	<b>0</b>	<b>0</b>
<b>Sub Total</b>			<b>1,489,409</b>	<b>201,769</b>	<b>1,691,177</b>	<b>242,162</b>	<b>(98,438)</b>	<b>270,427</b>	<b>(117,756)</b>	<b>(3,000)</b>	<b>(31,626)</b>
<b>TOTAL</b>			<b>14,732,856</b>	<b>1,146,917</b>	<b>15,879,769</b>	<b>(139,308)</b>	<b>958,572</b>	<b>175,184</b>	<b>25,901</b>	<b>(79,621)</b>	<b>206,389</b>
		LESS CAPITALISED SALARIES	(90,320)	(9,251)	(99,571)	0	(9,251)	0	0	0	0
<b>GRAND TOTAL</b>			<b>14,642,536</b>	<b>1,137,666</b>	<b>15,780,198</b>	<b>(139,508)</b>	<b>949,321</b>	<b>175,184</b>	<b>25,901</b>	<b>(79,621)</b>	<b>206,389</b>

Description	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28	Forecast 28/29
100318 - 96 ACT-DISABLED FACILITY GRANT	1,900,000	1,470,000	1,470,000	1,470,000	1,470,000
100319 - ACT-HOME REPAIR ASSIST. GRANT	55,000	60,000	60,000	60,000	60,000
100322 - HOUSING ENABLING GRANTS	487,000	702,740	1,000,000	1,000,000	0
100396 - VEHICLES - NEW	1,287,608	1,945,771	1,360,000	1,290,000	4,650,000
100438 - CORPORATE PROVISION - ASSET ENHANCEMENT	100,000	100,000	100,000	100,000	100,000
100447 - COMMERCIAL ESTATES - GENERAL	100,000	100,000	100,000	100,000	100,000
100512 - BILLINGSHURST CAR PARK DEVELOPMENT	0	0	0	164,580	0
100522 - ROFFEY RECREATION GROUND REGENERATION PROJECT	34,925	5,886	0	0	0
100523 - HORSHAM SKATE PARK	6,701	0	0	0	0
100543 - HIGHWOOD COMMUNITY CENTRE	5,000	0	0	0	0
100553 - PUBLIC REALM PROJECTS - TOWN CENTRE VISION	0	0	0	0	0
100555 - RIVERSIDE WALK BOARDWALK - BEN'S ACRE	0	551	0	0	0
100558 - MILLSTREAM EXTENSION	11,472	0	0	0	0
100559 - LOANS - PROPERTY DEV CO	0	0	0	0	0
100561 - BIN WEIGHING TECHNOLOGY & EQUIPMENT	18,800	0	0	0	0
100565 - S106 / CIL INFRASTRUCTURE SPEND	400,000	500,000	500,000	500,000	500,000
100571 - PARK BARN - ENERGY EFFICIENCY IMPROVEMENTS	5,382	90	0	0	0
100573 - SWAN WALK - REPLACE TOP DECK MEMBRANE	12,497	0	0	0	0
100574 - HOUSING NET CARBON RESIDUAL PORTFOLIO - HOUSE FOR DECANT	269,129	0	0	0	0
100575 - HOUSING NET CARBON ZERO (3 HOUSES PER YEAR + 1)	139,055	100,000	75,000	75,000	0
100578 - OAKHURST - SUB STATION UPGRADE TO GIVE POWER HEADROOM	0	200,000	0	0	0
100580 - HORSHAM PARK POND - BEACH & FENCE	1,696	0	0	0	0
100581 - CAPITOL - LED LIGHTING (TO IMPROVE ENERGY EFFICIENCY)	0	0	0	0	0
100582 - HOLBROOK EAST PLAY IMPROVEMENTS (NORTH HORSHAM PLAY)	77,505	1,650	0	0	0
100587 - RURAL CAR PARK IMPROV - STEYNING NEWMANS GARDENS	0	0	0	0	0
100588 - PUBLIC REALM STRATEGY STAGE 2 - DESIGN DEVELOPMENT DELIVERY	250,000	1,080,723	1,103,000	0	0
100589 - HORSHAM TOWN CENTRE CYCLING STUDY	1,525	500	0	0	0
100590 - INITIATIVES TO IMPROVE LOCAL BUSINESSES - SPF	300,000	60,401	0	0	300,000
100592 - BURTON COURT BIN STORE	93,233	0	0	0	0
100593 - RURAL CAR PARK IMPROV - BILLINGSHURST LIBRARY & SIX BELLS	0	0	0	0	0
100596 - LIGHTING RURAL CAR PARKS	15,927	0	0	0	0
100597 - NORTH HORSHAM NEIGHBOURHOOD PLAY AREA IMPROVEMENTS	124,891	3,000	0	0	124,891
100598 - RURAL PLAY AREA IMPROVEMENTS	88,342	24,812	0	0	0
100600 - BENNETTS FIELD IMPROVEMENTS	40,299	929	0	0	0
100601 - SITE SECURITY MEASURES	20,000	0	0	0	0
100602 - HILLS FARM CEMETERY EXTENSION	29,855	0	0	0	0
100603 - RURAL ENGLAND PROSPERITY FUND	593,250	0	0	0	0
100605 - ANPR REPLACEMENT	50,000	125,000	0	0	0
100610 - 37 THE BISHOPRIC	42,655	0	0	0	0
100611 - QUEEN STREET INFRASTRUCTURE IMPROVEMENTS	8,482	0	0	0	0
100612 - WOODPECKER BOARDWALK	31,000	4,000	0	0	0
100613 - BBH FOOTBALL PITCH FENCING	13,000	0	0	0	0
100614 - REFURBISHMENT OF PARK WAY AIR QUALITY MONITORING STATION	40,206	0	0	0	0
100616 - BLACKHORSE WAY IMPROVEMENT SCHEME	5,000	557,348	0	0	0
100617 - HAMPERS LANE CIVIL WORKS	13,720	0	0	0	0
100618 - SOUTHWATER TOILET BLOCK	40,000	0	0	0	0
100619 - BEESON HOUSE ROOF REPLACEMENT	65,000	0	0	0	0
100620 - FIENNES COURT DECARBONISATION	10,000	240,000	0	0	0
100621 - HORSHAM PARK LED LIGHTING	75,000	0	0	0	0
100622 - SWAN WALK PROJECTS CONTRIBUTION	0	150,000	0	0	0
100623 - TANBRIDGE WALK BRIDGE LIGHTING	12,000	0	0	0	0
100624 - CAPITOL REFURBISHMENT*	1,279,771*	680,000	8,218,062	0	0
100625 - LAHF 2.5	1,779,925	0	0	0	0
100627 - SWAN WALK PEDESTRIAN CROSSING UPGRADE	50,000	0	0	0	0
100628 - 37 BISHOPRIC - SMALLER UNITS INC ASSOCIATED AMENITIES	0	100,000	0	0	0
100629 - ENERGY EFFICIENCY IMPROVEMENTS (2)	75,000	100,000	100,000	100,000	100,000
100630 - LAHF 3	2,305,000	0	0	0	0
100631 - DOMESTIC FOOD WASTE	0	2,368,501	248,499	0	0
100632 - BILLINGSHURST LEISURE CENTRE - BOILER REPLACEMENT	49,156	0	0	0	0
Approved Budget 23/24 - Park Track	0	0	0	0	0
NEW 24/25 - BRAMBER BROOKS IMPROVEMENTS	0	15,000	15,000	0	0
NEW 25/26 - BETTER BILLINGSHURST: Community Fund & Investment Programme	0	500,000	500,000	0	0
NEW 25/26 - 54 & 56 High St Billingshurst	0	25,000	0	0	0
NEW 25/26 - FORUM CARPARK RECONFIGURATION	0	30,000	0	0	0
NEW 25/26 - HOP OAST TOILET BLOCK INSTALLATION	0	60,000	0	0	0
NEW 25/26 - HORSHAM MUSEUM FIRE PANEL REPLACEMENT	0	32,000	0	0	0
NEW 25/26 - MEDWIN WALK LIFT REPLACEMENT	0	100,000	0	0	0
NEW 25/26 - PARK BARN RECONFIGURATION	0	60,000	0	0	0
NEW 25/26 - PARK HOUSE BIN STORE MOVE	0	25,000	0	0	0
NEW 25/26 - PARK HOUSE MECHANICAL ELECTRICAL	0	350,000	0	0	0
NEW 25/26 - PARK ST FLATS GAS BOILER REMOVAL	0	165,000	0	0	0
NEW 25/26 - SHANDYS LANE RESURFACE	0	70,000	0	0	0
NEW 25/26 - ST ANDREWS CEMETERY WALL	0	45,000	0	0	0
NEW 25/26 - SURFACE ROAD CARPARKS ELECTRICAL CABINETS	0	15,000	0	0	0
NEW 25/26 - SWAN WALK CARPARK RAMP REPAIRS	0	100,000	0	0	0
NEW 25/26 - TEMPORARY HOUSING BIN AND CYCLE STORES	0	40,000	0	0	0
NEW 25/26 - TEMPORARY HOUSING FIRE DOOR REPLACEMENT	0	186,000	0	0	0
NEW 25/26 - THE FORUM PIAZZA WALKWAY	0	150,000	500,000	0	0
NEW 25/26 - THE FORUM SPRINKLER PANEL REPLACEMENT	0	45,000	0	0	0
NEW 25/26 - WARNHAM NATURE RESERVE HEAT PUMP	0	30,000	0	0	0
NEW 25/26 - PLAY AREA REPLACEMENT AND IMPROVEMENT PROGRAMME	0	130,000	145,000	0	0
NEW 25/26 - BALANCING POND, BILLINGSHURST	0	80,000	0	0	0
NEW 25/26 - HORSHAM PARK PATH ENHANCEMENTS	0	80,000	0	0	0
NEW 25/26 - STORRINGTON MILL POND DESILTING	0	100,000	0	0	0
NEW 25/26 - WARNHAM NATURE RESERVE BOARDWALK	0	45,000	0	0	0
NEW 25/26 - HURST ROAD CYCLE WAY ENTRANCE	0	80,000	0	0	0
NEW 25/26 - HOP OAST ADDITIONAL STORAGE FACILITY	0	55,000	0	0	0
Current Budget	12,414,007	13,294,902	15,794,561	4,859,580	6,980,000

\* Subject to separate recommendation in this report