



**DRAFT Medium Term Financial
Plan
First iteration**

2024/25 to 2027/28

November 2023

INDEX

- 1. Introduction**
 - 2. Capital Programme**
 - 2.1. General Fund capital programme
 - 2.2. Housing Revenue Account capital programme
 - 2.3. Capital programme schemes
 - 2.4. Financing the capital programme
 - 3. Housing Revenue Account Review**
 - 4. Efficiency Programme**
 - 5. Financial Forecasts**
 - 5.1. Interest rates
 - 5.2. Inflationary projections
 - 5.3. Budgetary demand
 - 6. Funding & Income Generation**
 - 6.1. Council Tax
 - 6.2. Business Rates Retention
 - 6.3. Collection Fund
 - 6.4. Income from Government Grants
 - 6.5. General Fees & Charges
 - 6.6. Housing Revenue Account rent charges
 - 7. Contingencies & Use of Reserves**
 - 7.1. Contingencies
 - 7.2. Use of reserves and balances
 - 8. MTFP Revenue Position**
 - 8.1. General Fund revenue position
 - 8.2. HRA revenue position
- Annex A Proposed Capital Programmes**
Annex B Efficiency Programme

1. Introduction

- 1.1. This report sets out the current position of the Draft Medium Term Financial Plan (MTFP) for the four year period 2024/5 to 2027/28. At this point in the cycle there are several aspects that are yet to be determined that may have a material impact on the MTFP prior to its finalisation and approval in February 2024, and implementation from 1 April 2024. These factors include but are not limited to: the settlement announcement from central government (which is expected in December), more up to date assessments of the impact of forecast interest and inflation levels and reviews by heads of service into income and costs within their services.
- 1.2. This report indicates key assumptions, how they affect the financial position of the Council and the overall impact of these assumptions, including whether additional efficiencies will be required. Therefore, this report is indicative of the direction of the MTFP which will be refined over the coming months before its approval and implementation.

2. Capital Programme

- 2.1. The General Fund Capital Programme presented to and approved by Members in February 2023 has been reviewed, re-profiled and updated to reflect the latest capital projections to 31st March 2028. It also includes the carry forward from 2022/23 of £1,554,740 approved by The Executive as part of the Finance Quarter 1 report in October 2023. This table summarises the programme with more detail shown at Annex A.

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Housing	504	322	305	805	948	2,884
Asset Management	6,675	3,435	2,121	2,153	1,965	16,349
Housing Grants	582	555	555	555	555	2,802
ICT Strategy	60	63	50	0	0	173
Fleet Management	974	765	1,354	1,827	278	5,198
Leisure	3,564	1,486	50	150	0	5,250
Regeneration	1,332	1,101	0	0	0	2,433
Total Revised Programme	13,691	7,727	4,435	5,490	3,746	35,089
Financed by:						
External Contributions	2,435	555	555	555	555	4,655
Planning Obligations	15	171	0	0	0	186
Capital Receipts (land)	0	2,900	3,145	2,150	0	8,195
Capital Receipts (one for one)	504	322	305	805	948	2,884
Capital Receipts (vehicles)	80	24	37	36	42	219
Borrowing	10,197	3,755	393	1,944	2,201	18,490
Earmarked Reserves	460	0	0	0	0	460
Total Revised Financing	13,691	7,727	4,435	5,490	3,746	35,089

2.2. The Housing Revenue Account Capital Programme presented to and approved by Members in February 2023 has been reviewed, re-profiled and updated to reflect the latest capital projections to 31st March 2028. This table summarises the programme with more detail shown at Annex A.

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	6,723	5,052	4,932	4,832	4,564	26,103
Commissioning Costs	100	100	100	100	100	500
Fleet Management	51	0	0	0	0	51
ICT Strategy	0	188	0	0	0	188
Repurchase Dwellings	200	200	200	200	200	1,000
Housing for Refugees (match funded by LAHF)	2,514	0	0	0	0	2,514
Unallocated	30	0	0	0	0	30
Total Programme	9,618	5,540	5,232	5,132	4,864	30,386
Major Repairs Reserve	2,182	2,182	2,182	2,182	2,182	10,910
HRA Contribution	4,722	3,158	2,850	2,750	2,482	15,962
Local Authority Housing Fund (LAHF)	1,234	0	0	0	0	1,234
Capital Receipts	1,480	200	200	200	200	2,280
Total Financing	9,618	5,540	5,232	5,132	4,864	30,386

2.3. The indicative capital programmes include the following major programmes:

- **Asset Management Plan** (both general fund and HRA): it is essential that the Council maintains an asset base to facilitate provision of services and delivery of the Corporate Plan. In order to monitor affordability, the Capital Strategy in the MTFP will set out the proposed outcomes and actions, and the consequent capital and revenue financial implications, both positive and negative, of maintaining the Council's current property assets over a 30 year period. This work is progressing based on the recent completion of condition survey works.
- **Housing Grants** (general fund): The Borough Council is the duty holder under the Housing Grants, Construction and Regeneration Act 1996 for the mandatory Disabled Facilities Grant (DFG). From 1st April 2023 the Council has engaged its partner, Alliance Norse Ltd, to deliver DFG services under the 'N-Able' brand.
- **ICT Strategy** (both general fund and HRA): An updated strategy is being developed currently, alongside an Organisational Development Strategy and Access to Services Strategy. The aim is to drive a change in culture and deliver the systems, processes and skills required in an environment where information is shared seamlessly through connected systems. This will potentially reduce the costs of services through optimisation, improving online services and enabling customers to self-serve. This will also reduce manual administrative tasks, removing paper processes and allowing Officers to focus on high-value tasks. The replacement of the ageing Housing Management system is included in the plan in 2024/25.

There is £750,000 set aside in an earmarked reserve which was established specifically to support with the implementation of the ICT Strategy.

- **Fleet Management** (both general fund and HRA): The Council has a forward plan of fleet replacement requirements based on estimates of the useful lives of the existing fleet and future business needs. Current assumptions are that new vehicles will be funded via direct capital purchase, but this will be subject to further funding options appraisals prior to purchase. In response to the climate emergency, the use of clean fuel and greater efficiency is a key consideration. Proceeds from the sale of vehicles will be used to fund future purchases through use of reserves and capital receipts to further reduce the overall cost of financing the vehicle fleet by reducing borrowing costs.
- **Leisure projects** (general fund): New Mills Leisure Centre refurbishment and reconfiguration pending further member approval, energy efficiency works at Buxton Pool via the Public Sector Decarbonisation Scheme (PSDS), and the Glossop Football development and community hub.
- **Regeneration projects** (general fund): Revitalising Buxton project encompassing The Springs, and Fairfield Roundabout Housing projects.

2.4. Financing the Capital Programme

- 2.4.1. The capital programme is funded from several streams, including external grants and contributions from third parties, capital receipts from asset sales as part of the asset management plan and sale of council dwellings, earmarked revenue reserves, and a planned annual contribution from the Housing Revenue Account to finance construction of and improvements to council dwellings.
- 2.4.2. Borrowing is undertaken to fund the shortfall after other capital resources have been used. The Council's estimated General Fund borrowing requirement for the capital programme is shown in the table above, there is no borrowing requirement for the HRA. The Treasury Management Strategy then considers whether this is funded externally or internally - both options have a consequence on revenue either through reduced investment income or increased external interest liability.
- 2.4.3. The capital receipts applied to the General Fund include the one-for-one right-to-buy element used to fund capital expenditure on new housing properties. Under Government guidelines, these receipts can only represent 40% of overall expenditure, with a further 60% being required to be allocated. The current strategy is to fund this via a third party where possible, i.e. a social housing landlord or developer, with the third party organisation providing the additional 60% expenditure. Direct property purchases are also being considered where there is a business case for doing so. The HRA can also apply capital receipts which are not subject to the same restrictions as the one for one receipts to the overall capital programme.

- 2.4.4. It is proposed to utilise reserves allocated for capital spend (where possible) on the acquisition of short-life assets such as vehicles, plant and equipment, or similarly, increase the HRA contribution to capital, where it is best value to do so.

3. Housing Revenue Account (HRA) review

- 3.1. Work continues on a fundamental review of the HRA Business Plan to incorporate key issues and challenges such as rent setting, voluntary debt repayment, efficiency plans, welfare reforms, understanding tenant priorities, considering the outcomes of estate regeneration reviews, prioritising decent homes standard failures and development of new stock.

4. Efficiency Programme

- 4.1. The 2023/24 to 2026/27 Medium Term Financial Plan (MTFP) was balanced with the inclusion of an efficiency requirement of £550k:

£000	2023/24	2024/25	2025/26	2026/27	Total
HPBC Efficiency requirement	0	150	200	200	550
Cumulative	0	150	350	550	

- 4.2. This report reflects an update to the MTFP for 2024/25 to 2027/28 and it is yet to quantify whether further efficiency will be needed in 2027/28 and, should it required, how much will be needed although early indications suggest that the demand for efficiency is likely to increase. However, aiming for a 50% risk factor (taking the total programme target to £0.825m) is considered prudent. The efficiency programme contained in Annex B has identified a total programme of £0.758m which, whilst below the preferred total including contingency, is sufficient to give assurance that the efficiency demand is achievable.
- 4.3. The Authority also has a £200,000 reserve earmarked to support the Efficiency Programme.

5. Financial Forecasts

5.1. Interest Rates

- 5.1.1. The current view of interest rates is that the Bank of England base rate will remain at the current level of 5.25% until the second half of 2024 when it will gradually start to decrease. This relatively high level will impact both increased income from investments as well as external borrowing costs.
- 5.1.2. The strategy for external borrowing will be to keep fixed term periods short until rates start to decrease and borrowing can be locked in at lower interest rates for longer periods to provide certainty of future costs. Internal borrowing will also be used where there is a net benefit from the reduction in

the external borrowing cost, compared to the reduced investment income potential.

5.1.3. This table shows the net borrowing cost to the Council across the MTFP period:

	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Investment income	(944,340)	(884,410)	(559,340)	(542,710)
Borrowing cost	1,391,130	1,892,670	2,034,690	2,062,120
Net borrowing cost	446,790	1,008,260	1,475,350	1,519,410

5.2. Inflationary Projections

5.2.1. The Consumer Price Index (CPI), as at September 2023, stood at 6.7%. Current forecasts suggest this will be decreasing towards the Bank of England's target levels over the life of the MTFP. This informs the inflation forecasts applied to Council's expenditure and income.

5.2.2. There is an earmarked reserve of £250,000 available to support any unforeseen costs of inflation.

5.2.3. The MTFP presented to members in February 2023 has been updated to reflect the latest forecasts on inflation and to roll forward a further 12 months to include the 2027/28 financial year. The full costs to the Council arising from inflation are forecast in the table below.

Inflationary Changes	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Employee Costs	615,590	315,520	318,100	325,740
Premises Costs	190,960	124,130	127,230	130,410
Transport	6,520	6,620	6,720	6,820
Supplies and Services	335,360	276,260	277,060	277,870
In-Year Inflation Pressure	1,148,430	722,530	729,110	740,840
General Fund	828,020	514,250	515,670	522,100
Housing Revenue Account	320,410	208,280	213,440	218,740

5.3. Budgetary Demand

5.3.1. The current indicative changes in budgetary demand since the MTFP was presented and approved to Council in February 2023 are highlighted below:

Changed Budget Demand	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
<i>Increased expenditure</i>				
Local Plan revision/ maintenance	50,000	(75,000)		
Elections reserve	32,000			
Carelink loss of funding estimated pressure	50,000			
DCP online Planning subscription	3,400			
Leisure Transformation	239,970	(212,800)	(28,210)	20,880
Cost of Democracy - allowances	110,160			
Water body risk management	70,000			(70,000)
<i>Reduced expenditure/ reversal of prior year temporary increases</i>				
HRA pension past service deficit costs	(22,000)	(23,000)	(23,000)	(23,000)
Assets - Toilets refurbishment			(10,000)	
Assets - Feasibility works (Energy)			(10,000)	
Assets - Opera House damp works	(30,000)			
Assets - Watercourse survey	(30,000)			
Local Council Tax Support scheme wind up	(16,290)			
Coronation	(20,000)			
Cultural Strategy	(20,000)			
HR Support		(50,000)		
Planning Appeal/ Enforcement costs	(25,000)			
<i>Increased income</i>				
Glossop Market increased rental potential	(20,000)	(20,000)		
Rent relating to Buxton Crescent Hotel and Spa lease	(5,000)			
Use of Pavilion Gardens Car Park by Buxton Crescent Hotel and Spa	(19,300)			
Total – General Fund	347,940	(380,800)	(71,210)	(72,120)
Total – Housing Revenue Account	0	0	0	0

6. Funding & Income Generation

6.1. Council Tax

6.1.1. The Council's ability to increase Council Tax by more than a certain percentage, which is set by central government each year, is subject to referendum. We await the confirmation of the capping position applicable to next financial year, which is anticipated as part of the December Settlement announcement; for the purposes of this preliminary iteration of the MTFP, an increase of 2.9% has been applied to year 1, with 1.9% in subsequent years, with estimates of tax base growth based on the trend history:

Increased Council Tax Income	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Revenue from increased Council Tax	(192,400)	(131,050)	(134,900)	(138,860)
Revenue from Tax Base growth	(70,470)	(71,810)	(73,170)	(74,560)
Total	(262,870)	(202,860)	(208,070)	(213,420)

6.2. Business Rates Retention

6.2.1. The multiplier used to set Business Rates charges is linked to CPI in September of the preceding year. Other increases in business rates retention may come from growth or an improvement in income from the Business Rates Pool. Forecasts for CPI and the trend history of growth and the Pool savings have been applied to this MTFP:

Business Rates Retention	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Total Retention	(5,789,450)	(6,006,970)	(6,299,580)	(6,505,670)
Change between years:	(525,320)	(217,520)	(292,610)	(206,090)

6.3. Collection Fund

6.3.1. The Council maintains a Collection Fund to record the receipt of Council Tax and Business Rates and their distribution to precepting authorities. Any surplus or deficit generated is distributed or recovered from the preceptors in subsequent years:

Changes in Collection Fund Income	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Council Tax (surplus)/ deficit	(22,350)	(39,880)	(41,500)	(43,170)
Change from previous year	58,210	(17,530)	(1,620)	(1,670)
Business Rates (surplus)/ deficit	181,540	0	0	0
Change from previous year	713,460	(181,540)	0	0
Total (surplus)/ deficit	159,190	(39,880)	(41,500)	(43,170)

Changes in Collection Fund Income	2024/25	2025/26	2026/27	2027/28
Change from previous year	771,670	(199,070)	(1,620)	(1,670)

6.4. Income from Government Grants

6.4.1. Government Grants to support the Council's expenditure are expected to be confirmed in the Local Government Settlement anticipated towards the end of December 2023. This draft iteration of the plan anticipates funding from New Homes Bonus, low in the first year of the plan based on the number of empty homes, then reducing over the life of the plan; Revenue Support Grant, and Lower Tier Services Grant:

6.4.2. The table below summarises the movement in Government funding over the MTFP period:

Government Grants	2023/24 (budget)	2024/25 (forecast)	2025/26 (forecast)	2026/27 (forecast)	2027/28 (forecast)
	£	£	£	£	£
New Homes Bonus	(368,950)	(15,000)	(275,000)	(250,000)	(225,000)
Lower Tier Services Grant	(91,970)	(91,970)	(91,970)	(91,970)	(91,970)
Funding Guarantee Grant	(446,120)	0	0	0	0
Revenue Support Grant	(107,780)	(107,780)	(107,780)	(107,780)	(107,780)
	(1,014,820)	(214,750)	(474,750)	(449,750)	(424,750)
(Gain)/ Loss in Govt Funding	-	800,070	(260,000)	25,000	25,000

6.5. General Fees and Charges

6.5.1. Charging for local services makes a significant contribution to the Council's finances. The Council also uses charging to influence individual choices and behaviour, and to bring other benefits to local communities.

6.5.2. The annual revision of the Council's fees and charges will take place over the next few months and the outcome presented for approval as part of the February 2024 MTFP. This iteration assumes a level of inflation will be applied to increase the fees and charges amounting to £40,000 per annum. The 'Income and Charges' theme in the Efficiency Programme will add to this.

6.6. Housing Revenue Account Rent Charges

6.6.1. The formula rent increases each year by CPI+1% in the preceding September. CPI was 6.7% at September 2023, therefore an increase of 7.7% is included in 2024/25. An increase of 3.5% is included in subsequent years. An increase of 5% is included for 'Other Charges' (including garages

and service charges) throughout the plan. Residents in sheltered blocks are also recharged for utilities usage:

Rental Income (increase)/ decrease	2024/25*	2025/26	2026/27	2027/28
Revenue from Rental Income and Other Charges	£ (1,374,540)	£ (78,440)	£ (553,710)	£ (620,130)

*53 week rent year

7. Contingencies & Use of Reserves

7.1. Contingencies

7.1.1. The Council will carry adequate reserves as a contingency against risks that cannot be fully mitigated. Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (CFO) to report on the robustness of the estimates included in the budget and the adequacy of the reserves that the budget provides. The Council is required to hold a general (contingency) reserve to meet unforeseen expenditure, this was set at £1,542,600 in the February 2023 MTFP and will be reviewed in February 2024.

7.2. Use of Reserves and Balances

General Fund Reserves and Balances

7.2.1. The February 2023 Medium Term Financial Plan included a £1,640 contribution per annum from General Fund Reserves in respect of Section 106 (Commutated Sum). This remains in this early iteration, but no other movements to or from contingency reserves have been included so the plan remains unbalanced until this is updated as part of the February 2024 MTFP. However, based on the deficit/surplus position in this preliminary iteration of the 2024/25 to 2027/28 MTFP the anticipated use of reserves would be £858,330.

Use of Reserve	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Deficit/ (surplus)	420,780	(3,350)	191,310	249,590
Cumulative deficit (call on reserves)	420,780	417,430	608,740	858,330

HRA Reserves and Balances

7.2.2. The HRA balance is made up of surpluses that have accumulated over several years. The Council retains a minimum of £1million (approximately £250 per property) to cover unexpected events triggering financial pressures.

7.2.3. The HRA (draft) reserves at the 31st March 2023 stood at £15.1million. The impact of the profile of HRA surpluses or deficits will increase or decrease this reserve position over the life of the MTFP.

7.2.4. Work will continue over the coming weeks to set a balanced sustainable basis for the HRA going forward with recognition that inflationary pressures are crystallising within HRA repairs expenditure.

8. MTFP Revenue position

8.1. General Fund Revenue Position

8.1.1. The medium term General Fund proposed revenue position is as set out in the table below:

Budget Heading	2024/25	2025/26	2026/27	2027/28
	£	£	£	£
Employees	10,854,730	11,170,250	11,488,350	11,814,090
Premises	4,965,040	5,089,170	5,216,400	5,346,810
Transport	440,810	447,430	454,150	460,970
Supplies & Services	13,137,440	13,056,080	13,285,120	13,514,050
Benefits	82,460	82,460	82,460	82,460
Borrowing	1,391,130	1,892,670	2,034,690	2,062,120
Total Expenditure	30,871,610	31,738,060	32,561,170	33,280,500
Fees and Charges / Other Income	(7,381,790)	(7,421,790)	(7,461,790)	(7,501,790)
Interest Receipts	(944,340)	(884,410)	(559,340)	(542,710)
HRA Recharges	(9,230,700)	(9,461,760)	9,697,980)	(9,939,480)
Net Expenditure	13,314,780	13,970,100	14,842,060	15,296,520
Council Tax	(6,897,350)	(7,100,210)	(7,308,280)	(7,521,700)
Business Rates Retention	(5,789,450)	(6,006,970)	(6,299,580)	(6,505,670)
Lower Tier Services/ Services Grant	(199,750)	(199,750)	(199,750)	(199,750)
New Homes Bonus	(15,000)	(275,000)	(250,000)	(225,000)
Contribution to / (use of) Reserves	(1,640)	(1,640)	(1,640)	(1,640)
Contribution to / (use of) Balances	0	0	0	0
Collection Fund	159,190	(39,880)	(41,500)	(43,170)
Total Financing	(12,744,000)	(13,623,450)	(14,100,750)	(14,496,930)
Cumulative Deficit / (Surplus)	570,780	346,650	741,310	799,590
Efficiency Requirement (cumulative)	(150,000)	(350,000)	(550,000)	(550,000)
Deficit / (Surplus)	420,780	(3,350)	191,310	249,590
Cumulative Deficit (call on reserves)	420,780	417,430	608,740	858,330

8.2. Housing Revenue Account Revenue Position

8.2.1. The medium term Housing Revenue Account proposed revenue position is as set out in the table below. This will be revised for the February 2024 MTFP to set a balanced sustainable basis for the HRA going forward: it currently includes rental income increases, but is yet to reflect pressures, which are crystallising within HRA repairs expenditure. Therefore this position is expected to deteriorate when the February 2024 MTFP is presented.

Budget Heading	2024/25 Projection	2025/26 Projection	2026/27 Projection	2027/28 Projection
	£	£	£	£
Repairs & Maintenance	5,522,100	5,688,160	5,859,380	6,035,880
Supervision & Management	2,848,230	2,890,230	2,932,230	2,974,230
Rates, Rents, Taxes, Charges	109,130	109,130	109,130	109,130
Other Operating Expenditure	868,470	893,160	921,590	950,680
Depreciation & Impairment Charges	2,182,000	2,182,000	2,182,000	2,182,000
Interest & Debt Management Charges	2,626,020	2,479,180	2,494,540	2,505,680
HRA Contribution to Capital Program	3,158,000	2,850,000	2,750,000	2,482,000
Total Expenditure	17,313,950	17,091,860	17,248,870	17,239,600
Dwellings Rents	(16,687,660)	(16,855,980)	(17,399,060)	(18,008,030)
Non - Dwelling Rents & Other Income	(648,630)	(658,750)	(669,380)	(680,540)
Total Income	(17,336,290)	(17,514,730)	(18,068,440)	(18,688,570)
(Surplus) / Deficit for year	(22,340)	(422,870)	(819,570)	(1,448,970)

ANNEX A**Proposed General Fund Capital Programme**

	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£	£	£	£	£	£
Asset Management						
Public Bldgs	6,375,070	922,660	840,410	720,120	1,122,230	9,980,490
Car Parks	200,000	118,890	0	345,920	52,970	717,780
Public Conveniences	0	558,060	16,930	22,340	269,680	867,010
Waterways Infrastructure	50,000	725,000	275,000	550,000	100,000	1,700,000
Leisure Centres	0	425,890	675,660	442,880	251,960	1,796,390
Depots & Park Buildings	50,000	684,190	312,860	71,470	168,200	1,286,720
	6,675,070	3,434,690	2,120,860	2,152,730	1,965,040	16,348,390
Housing (RTB 1 for 1)	504,000	321,860	305,470	804,700	948,220	2,884,250
Disabled Facilities Grants	582,150	555,000	555,000	555,000	555,000	2,802,150
ICT	60,020	62,780	50,480	0	0	173,280
Fleet Management	973,360	765,500	1,353,500	1,827,000	278,000	5,197,360
Leisure Services						
Play Facilities	288,000	15,000	50,000	150,000	0	503,000
Sports Development	3,276,090	1,471,180	0	0	0	4,747,270
	3,564,090	1,486,180	50,000	150,000	0	5,250,270
Regeneration						
Fairfield Roundabout	121,570	0	0	0	0	121,570
Buxton Town Centre	1,210,560	1,100,750	0	0	0	2,311,310
	1,332,130	1,100,750	0	0	0	2,432,880
Total Programme	13,690,820	7,726,760	4,435,310	5,489,430	3,746,260	35,088,580
Funding of Programme						
External Contributions	2,435,070	555,000	555,000	555,000	555,000	4,655,070
Planning Obligations	15,000	170,980	0	0	0	185,980
Capital receipts	0	2,900,000	3,145,000	2,150,000	0	8,195,000
Capital receipts (one for one)	504,000	321,860	305,470	804,700	948,220	2,884,250
Capital Receipts (vehicles)	79,500	24,250	37,000	36,000	42,000	218,750
Earmarked reserves	460,000	0	0	0	0	460,000
Borrowing	10,197,250	3,754,670	392,840	1,943,730	2,201,040	18,489,530
Total	13,690,820	7,726,760	4,435,310	5,489,430	3,746,260	35,088,580

Proposed Housing Revenue Account Capital Programme

	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £	Total £
Asset Management						
Structural Works	0	100,000	100,000	100,000	100,000	400,000
Roofing Works	198,720	198,720	198,730	198,730	198,730	993,630
Lift Replacements	755,930	0	0	0	0	755,930
Bathroom Programme	674,880	247,020	247,030	247,030	247,030	1,662,990
Kitchen Programme	251,810	670,300	570,300	570,300	570,300	2,633,010
Electrical Works	496,760	496,760	236,760	236,760	236,760	1,703,800
Aids & Adaptations	295,000	295,000	295,000	295,000	295,000	1,475,000
Windows & Doors Programme	778,150	1,031,100	1,031,110	907,590	907,590	4,655,540
External Walls Insulation & Rendering	600,000	500,000	500,000	500,000	500,000	2,600,000
Lintels (New)	0	40,000	40,000	40,000	40,000	160,000
Boiler Heating Gas	627,800	730,780	730,780	730,780	730,780	3,550,920
Communal Boiler Replacements	450,000	0	0	0	0	450,000
Communal Areas	200,000	0	0	0	0	200,000
Fire Alarm -Communal Blocks	250,000	250,000	250,000	250,000	0	1,000,000
CCTV & Aerials	45,000	0	0	0	0	45,000
Major Void Retrofit to decarbonise	100,000	42,320	82,960	65,770	65,770	356,820
Gamesley Carpark/Externals	300,000	0	0	0	0	300,000
Void Rewires	25,000	0	0	0	0	25,000
Void Kitchens	25,000	0	0	0	0	25,000
Void Bathrooms	25,000	0	0	0	0	25,000
Insulation (Lofts & Walls)	100,000	0	0	0	0	100,000
Decarbonisation (Support ASHP)	50,000	150,000	150,000	150,000	150,000	650,000
Environmental & other works	0	0	237,730	234,130	0	471,860
Non Traditional works	0	0	11,600	11,600	0	23,200
External Works (Inc Outbuildings)	150,000	0	150,000	150,000	0	450,000
Other Capital sums for Fire action	50,000	50,000	50,000	50,000	0	200,000
Radon Fans	50,000	50,000	50,000	50,000	0	200,000
Uplands Rd Communal Areas	0	0	0	44,310	0	44,310
Hartington Gardens Footbridge	0	200,000	0	0	0	200,000
Energy Efficiency Works (LAD)	0	0	0	0	0	0
Unallocated	223,470	0	0	0	522,040	745,510
Total Norse Projects	6,722,520	5,052,000	4,932,000	4,832,000	4,564,000	26,102,520
Staffing /Commissioning	100,000	100,000	100,000	100,000	100,000	500,000
	100,000	100,000	100,000	100,000	100,000	500,000
Asset Purchases						
Vehicle Replacement	51,100	0	0	0	0	51,100
Re-Purchase Dwellings	200,000	200,000	200,000	200,000	200,000	1,000,000
ICT Housing System	0	188,000	0	0	0	188,000
Housing for Refugees	2,513,800	0	0	0	0	2,513,800
	2,764,900	388,000	200,000	200,000	200,000	3,752,900
22-23 Net Underspend Contingency	30,360	0	0	0	0	30,360
TOTAL SPEND	9,617,780	5,540,000	5,232,000	5,132,000	4,864,000	30,385,780



**2023/24
to
2026/27**

**Efficiency
Programme**

1. Introduction & Background

- 1.1 The 2023/24 to 2026/27 Medium Term Financial Plan (MTFP) was balanced with the inclusion of an efficiency requirement of £550k:

£000	2023/24	2024/25	2025/26	2026/27	Total
HPBC Efficiency requirement	0	150	200	200	550
Cumulative	0	150	350	550	

- 1.2 We are constructing the updated MTFP for 2024/25 to 2027/28 and have yet to quantify whether efficiency will be needed in 2027/28 and, should it required, how much will be needed although early indications suggest that the demand for efficiency is likely to increase. However, aiming for a 50% risk factor (taking the total programme target to £0.825) is considered prudent.

2. Efficiency programme development

- 2.1 The efficiency programme was commenced at a Management Team workshop (an 'Ideas Lab') in the Autumn of 2022. Two key criteria were established from the very outset:

1. The programme should not be significantly detrimental to the delivery of frontline services; and
2. Any reduction in staffing should be minimised; the programme includes no expected staffing reductions.

- 2.2 The programme of potential efficiency opportunities was assessed and shared with Elected Members from all parties with agreement to its content. The assessment consisted of:

- 2.2.1 **Viability**: how deliverable the scheme would be;
- 2.2.2 **Cost of input**: an assessment of any costs of delivering the scheme;
- 2.2.3 **Difficulty of input (time)**: the likelihood of the opportunity being delivered within the period of the MTFP;
- 2.2.4 **Economy**: whether the scheme would deliver a reduction in inputs;
- 2.2.5 **Efficiency**: whether the scheme would deliver an improvement in outputs;
- 2.2.6 **Effectiveness**: whether the scheme would deliver an improvement in outcomes;
- 2.2.7 **Equality, diversity, and inclusion (EDI)**: whether the scheme would have a positive, negative, or neutral impact in respect of EDI; and
- 2.2.8 **Environmental assessment**: whether the scheme would have a positive, negative, or neutral impact in respect of the environment.

- 2.3 The assessment has been further refined with the development of five themes, each led by a senior officer. These themes are:

1. **Asset Management Plan** – Interim Head of Assets
2. **Income and charges** – Head of Democratic Services

3. **Recruitment and retention** – Head of OD & Transformation
4. **Project management** – Executive Director (Finance & Customer Services)
5. **Council controlled companies** – Head of Service Commissioning - (AES) and Head of Assets

3. Efficiency programme content

3.1 The following section summarises the key content, estimated financial benefits (net of anticipated costs), timings and risks for each of these themes.

3.2 Asset Management Plan*

3.2.1 Key opportunities include:

- Improved financial performance – (increased return on investments and reducing costs).
- Informed asset investment recommendations (balancing costs, risks, opportunities, and performance).
- Managed risk (reducing financial losses and improving health and safety).
- Improved services and outputs (e.g. assuring the performance of assets).
- Demonstrable social responsibility (e.g. reduced emissions, conserving resources, adapting to climate change).
- Demonstrable compliance (conforming to all legal, statutory, and regulatory requirements).
- Enhanced reputation (through improving customer satisfaction).
- Improved organisational sustainability (improved sustainability of operations).
- Improved efficiency and effectiveness (achieving organisational objectives).
- The Asset Management Plan will be scrutinised at a sub-group of Resources Overview and Scrutiny.

- A high-level assessment of the financial profile is given in the table below:

£000	2023/24	2024/25	2025/26	2026/27	Total
Net efficiency	-	24	79	165	268

*Further detail on the programme is contained in Appendix A

- Key risks to the delivery of the theme include:
 - Data becomes out of date/ obsolete through insufficient SCS programme.
 - Poor quality/ insufficient data capture at point of survey.
 - Data results not shared Organisation wide – lack of accountability/ visibility/ ‘one version of the truth’.
 - Erroneous data or false results means that investment may not be targeted to where it is most needed.
 - Lack of analysis/ monitoring of results leading to missed opportunities to identify key investments.

- Risk of non-compliance in some areas.
- The time taken to achieve the net savings is longer than expected.
- Returns on investments are more difficult to achieve due to higher materials and labour costs.

3.3 Income and charges

3.3.1 The objective is to identify the potential for the Council to generate additional income through amending its approaches to fees and charges. This will consider the true cost of the service, the impact on demand, benchmarks from other local authorities and local competition. This approach also includes the following aspects:

- What the overall appetite is for maximising income or minimising costs for local people for certain services.
- Which services should be subject to full cost recovery, and which should be subsidised by Council Taxpayers.
- Which service users should be eligible for concessions, within a broader equality and fairness framework.
- How specific charges or subsidies relate to and support wider priorities and objectives in each Council's Corporate Plan.

3.3.2 Key opportunities include areas that currently generate high levels of income such as:

- A review of income from car parking charges including:
 - A revised approach to charging structures (e.g. explore shorter 30 minute charge periods or long stay (over 10 hours) options which may also increase capacity.
 - Target increases on high demand car parks to maximise yield and/or promote use of low use car parks.
 - The level of penalty charge notice charges.
 - Consider the creation/extension of car parks in high demand areas to generate income in later years of the medium term financial plan.
- Other opportunities exist in areas such as:
 - Summons/Liability Order costs
 - Pre-application planning advice
 - Cemeteries
 - Street Naming
 - Licensing Taxi/Private Hire
 - Pest Control

3.3.3 If agreed, most of the additional income raised would be generated from 2024/25 with other elements, such as the creation of additional car park

spaces, starting from 2026/27. Heads of Service have been asked to review their fees and charges for the 2024/25 budget by 30 November.

3.3.4 A high-level assessment of the financial profile is given in the table below:

£000	2023/24	2024/25	2025/26	2026/27	Total
Net efficiency	-	40	40	40	120

3.3.5 Mitigating actions would need to be taken to address any potential risks when considering actions to increase income through raised fees and charges or withdrawing subsidies or free services. Such risks may include potential impacts on:

- High streets/town centres
- Low income/vulnerable households
- Number of property developments

3.3.6 Equity of charging is a critical issue – it is important to ensure that the impact of changes to fees and charges do not adversely affect minority groups and that an equality impact assessment is conducted to address such concerns.

3.4 Recruitment and retention

3.4.1 Retention of staff is achieved through providing a culture of continuous learning that supports employees to develop and enhance their skills by undertaking professional and other qualifications, on the job training, accessing on-line learning, carrying out secondments and mentoring. Appraisal is a key feature of this along with an enhanced employee benefits package.

3.4.2 The Alliance recognises the value of its human capital and has a robust recruitment policy in place. The aim of this policy is to recruit the person who is most suited to the job based on the person's qualifications and experience, which is measured against the criteria for the job. There is also a review underway of the strategic Human Resources operating model.

3.4.3 A high-level assessment of the financial profile is given in the table below:

£000	2023/24	2024/25	2025/26	2026/27	Total
Net efficiency	-	-	-	-	-

3.4.4 Having reviewed this opportunity, it is considered that the actions to be taken will not lead to direct efficiency savings in this period, the benefits are likely to be longer term.

3.4.5 Key risks to the delivery of the theme include:

- Management buy-in and consistency of on-going commitment to any changes.
- Review and monitoring of policies.
- Performance Indicators not being achieved.
- Workforce motivation.

3.5 Project management

3.5.1 The Alliance has had a significant call on project management skills; from delivering the purchase of the Springs Shopping Centre and the ‘Revitalising Buxton’ development in the High Peak to delivering the three-part Leek Levelling Up Fund project in Staffordshire Moorlands along with multiple other demands on project management. The nature of funding, change and delivery means that we are not expecting this requirement to reduce, indeed there is an expectation that we are likely to see an acceleration of the need for these skills, not least in the delivery of initiatives like this efficiency programme.

3.5.2 The Alliance has a small in-house project management team, it calls on existing staff to contribute to project management where required and buys in project management services as necessary. However, the approach taken has been on a project-by-project basis, meaning that there has been inconsistency to how it has project managed but also inconsistency in how it has resourced and funded project management.

3.5.3 The Project Management theme will develop a Strategic Plan that will establish the framework for how it is intended to deliver projects, the resourcing model to be used and how to ensure projects are delivered and funded efficiently. This will extend to how to engage with outside parties, including local public sector bodies, for project management to ensure that there are development and succession plans for the existing team and that, where such services are bought in, there is a legacy from external advisers from which the Council can continue to learn and develop.

3.5.4 Attracting and retaining highly skilled project managers and creating a succession planning environment will also be a key element of the strategy.

3.5.5 A high-level assessment of the financial profile is given in the table below. The efficiency values are expected to be derived by accurately and consistently quantifying the contribution to project management and securing funding for this aspect of project delivery. Therefore, the values are based on an increase in income for project management by including relevant costs in future funding submissions:

£000	2023/24	2024/25	2025/26	2026/27	Total
Net efficiency	-	15	15	15	45

3.5.6 Key risks to the delivery of the theme include:

- There will be insufficient funds from which to pursue and deliver funded projects.

- Funding rules exclude or limit the inclusion of project management costs.
- The availability suitably qualified specialists and attractiveness of the Alliance to work in project management may be limited.
- A change in government may lead to changes in the manner that the Alliance is funded and adjusting the need for project management.

3.6 Council controlled companies

3.6.1 Alliance Environmental Services (AES) operates waste collection, street cleansing and grounds maintenance services on behalf of both Councils. To support the development of the Council's efficiency programme, AES has completed an initial review of its operations to identify potential efficiencies that could be achieved over the course of the plan period.

3.6.2 Most of the efficiencies proposed by AES centre around operating existing services more efficiently or by developing revenue improvements from increased trading/commercial activity. Some efficiencies will have a modest impact upon aspects of service delivery and, by virtue of this, a view needs to be taken on the political sensitivity and appetite for these aspects of the proposals as well as the financial benefits of implementing them.

3.6.3 It is important to note that not all the opportunities have been reviewed in detail and with respective Portfolio Holders. Furthermore, some efficiencies have not been included in this plan due to their potential sensitivities and political implications, despite offering considerable efficiencies or income generating potential.

3.6.4 The areas of focus for this element of the programme include:

- **Bulky Waste Collections.** Directly delivering the service from January 2024. Taking the service in house requires set up time.
- **Operational Efficiencies / Service Changes.** These include:
 - Lane end policies
 - Reduced waste bin size
 - Seasonal bedding
 - Street cleansing schedules/sweeper purchases
- **Additional Partner Company.** An additional partner joins the company. Timeframes are uncertain and will be dependent on the partner's circumstances with their current provider.

3.6.5 A high-level assessment of the financial profile is given in the table below:

£000	2023/24	2024/25	2025/26	2026/27	Total
Net efficiency	-	28	86	211	325

3.6.6 Key risks to the delivery of the theme include political appetite, uptake at projected levels including associated income and approval of new/updated policies to enable proposed changes to happen.

3.6.7 Additional partner company joining AES would depend on a range of external factors outside the control of both Councils which presents significant risk to achieving the desired outcome and associated efficiency.

3.6.8 Other opportunities that could be revisited and, on agreement with AES, associated amounts brought into the efficiency plan include:

- **Trade Waste.** Expansion of customer base, expansion of recycling offer. These are likely to require additional capacity to develop customer base. Impending waste strategy changes may provide an opportunity.
- **Depots.** Operational efficiencies and additional occupancy. Previous Waterswallows / Fowlchurch work needs to be revisited. Derbyshire OPE work may create opportunities.
- **Other Trading.** Grounds maintenance; sports and leisure, parish & town councils, football pitches, commercial customers. Street Cleansing for commercial customers. Vehicle workshop – MOT testing / services maintenance work. These will require additional capacity to develop the customer base and an assessment of current capacity is required.

3.7 Overall programme

3.7.1 The overall programme of efficiencies for the five themes is set out in the table below:

£000	2023/24	2024/25	2025/26	2026/27	Total
Asset Management Plan (net cost savings)	0	24	79	165	268
Income and Charges (income from operations)	0	40	40	40	120
Recruitment and Retention (cost savings)	0	0	0	0	0
Project Management (income from grants)	0	15	15	15	45
Council Controlled Companies (income & cost savings)	0	28	86	211	325
Annual Total	0	107	220	431	758
Cumulative Efficiency Programme	0	107	327	758	
Efficiency requirement	0	150	200	200	550
Contingency (50%)	0	75	100	100	275
Cumulative Efficiency Requirement	0	225	525	825	
Cumulative Difference	0	(118)	(198)	(67)	

4. Conclusion

4.1 To balance the 2023-2027 MTFP will require the delivery of at least £0.55m of efficiencies over its lifetime. Therefore, to build in a contingency to account for

the risks of under delivery, unexpected costs and/or delays a 50% contingency is considered ideal, a total programme aim of £0.825m is therefore considered prudent. The efficiency programme presented in this report equates to £0.758m which gives a degree of comfort as it provides a £0.208m contingency, equivalent to 38% of the MTFP requirement. The Council has a strong track record of delivering efficiency targets and has strong governance, project management and control mechanisms to ensure delivery. However, the volatile economic environment and that efficiency programmes developed on from previous iterations tend to be more difficult to achieve (it is natural that aspects more difficult to deliver and carrying more risks will be left until later) mean that it is essential to assess risk, take mitigating actions and programme to over-deliver and so building in a level of contingency.

4.2 The next steps for the programme are:

- To integrate the values in the development of the upcoming **Medium Term Financial Plan** and **budget for 2024/25**.
- The programme will be incorporated into the Alliance Transformation Board's portfolio to commence delivery from 1 April 2024.

Appendix A Asset Management Plan Efficiencies

Efficiency - Revenue Savings									
Project numbering as per published AMP at HPBC Corporate Select Committee 28/09/23									
Project	asset number	asset	Gross Revenue Costs 4 yr period				Total	Comment	
			Yr 1	Yr 2	Yr 3	Yr 4			
1 A-HP-0003501		Buxton Town Hall	£177,909	£182,909	£187,909	£197,909	£746,635	Expected saving of 20% from halfway through year 3, reducing use of building/isolating areas so operating in small space and reduce cost. This is subject to Accom Review decision making.	
		Cost following efficiency	£177,909	£182,909	£169,118	£98,954	£628,890		Expected saving from year 4 of 50%, assumes as minimum we mothball the site. Recommendation for future and in particular to dispose subject to the outcome and decision made as part of the Accommodation Review. If we dispose revenue costs will fall away entirely on completion of
		Revenue Savings	£0	£0	£18,791	£98,954	£117,745		
1 A-HP-0007738		Municipal Buildings	£105,270	£25,000	£25,000	£25,000	£180,270	Projected revenue costs assume the completion of a concession contract by end of year 1 to include GMB. Revenue costs to then be responsibility of the Contract Operator. Revenue savings under new proposed arrangements therefore already factored in - needs to be monitored/reviewed	
		Cost following efficiency	£105,270	£25,000	£25,000	£25,000	£180,270		No further revenue savings therefore expected. However, £20,000pa est for Reception services. As part of Accom review consider if HPBC still requires reception services. Assumes decision will be to continue with Reception Services but subject to Accom Review
		Revenue Savings	£0	£0	£0	£0	£0		
2		Leisure Transformation					£0	Refer to separate Leisure Transformation work.	
		Cost following efficiency					£0		
		Revenue Savings	£0	£0	£0	£0	£0		
3		Waste Depot Review					£0	Project in its infancy. Revenue savings not yet known.	
		Cost following efficiency					£0		
		Revenue Savings	£0	£0	£0	£0	£0		
4 A-HP-0007700		Market Street Depot (Buxton)	£48,314	£48,314	£48,314	£48,314	£193,257	Decision to dispose, terms agreed. Expected to exchange Jan 24, completion on successful planning c18mths allowed. Revenue costs to fall away entirely on completion of sale.	
		Cost following efficiency	£48,314	£24,157	£0	£0	£72,471		
		Revenue Savings	£0	£24,157	£48,314	£48,314	£120,786		
4 A-HP-0006461		Howard Town House	£11,903	£11,903	£11,903	£11,903	£47,610	Vacant. Intention to dispose subject of decision making. Links to the Glossop Leisure Centre. Future of this site should be known before progressing sale of HTH in isolation as would form part of larger dev. Site, if LUF was successful for new Glossop LC on new site.	
		Cost following efficiency	£11,903	£11,903	£0	£0	£23,805		Assume disposal in Yr3, this will be delayed if forms part of a wider dev. project with Glossop LC.
		Revenue Savings	£0	£0	£11,903	£11,903	£23,805		
5 A-HP-0005843		Hadfield Hall	£4,000	£2,000	£15,727	£2,000	£23,727	No revenue savings expected. Leasing structure needs to be reviewed, this should bring about some capital savings and possibly some revenue savings, although based on the figures presented revenue costs for this building are comparatively low.	
		Cost following efficiency	£4,000	£2,000	£15,727	£2,000	£23,727		
		Revenue Savings	£0	£0	£0	£0	£0		
5 A-HP-0008154		Victoria Hall	£14,549	£20,671	£12,365	£13,395	£60,980	No revenue savings expected in the 4 year period. However, leasing structure needs to be reviewed, this should then in time bring about some capital savings and revenue savings for the longer term.	
		Cost following efficiency	£14,549	£20,671	£12,365	£13,395	£60,980		
		Revenue Savings	£0	£0	£0	£0	£0		
5 A-HP-0007993		Serpentine Depot	£1,000	£1,000	£1,000	£1,000	£4,000	No revenue savings expected in the 4 year period. However, leasing structure needs to be reviewed, this should then in time bring about some capital savings and revenue savings for the longer term.	
		Cost following efficiency	£1,000	£1,000	£1,000	£1,000	£4,000		
		Revenue Savings	£0	£0	£0	£0	£0		
5 A-HP-0008738		Ashwood Park Bowls Pavilion	£6,395	£2,730	£0	£7,499	£16,624	No revenue savings expected in the 4 year period. However, leasing structure needs to be reviewed, this should then in time bring about some capital savings and revenue savings for the longer term. Support tenant to access external funding to maintain building.	
		Cost following efficiency	£6,395	£2,730	£0	£7,499	£16,624		
		Revenue Savings	£0	£0	£0	£0	£0		
5 A-HP-0005226		Furness Vale Bowling Green Hut	£0	£714	£0	£22,407	£23,121	No revenue savings expected in the 4 year period. However, leasing structure needs to be reviewed, this should then in time bring about some capital savings and revenue savings for the longer term. Support tenant to access external funding to maintain building.	
		Cost following efficiency	£0	£714	£0	£22,407	£23,121		
		Revenue Savings	£0	£0	£0	£0	£0		
5 A-HP-0007947		Public Con. St Johns Road (out of use)	£2,395	£2,395	£2,395	£2,395	£9,581	Disposal at end of year 3, subject to decision making process/market appetite	
		Cost following efficiency	£2,395	£2,395	£2,395	£0	£7,186		
		Revenue Savings	£0	£0	£0	£2,395	£2,395		
5 A-HP-0007935		Public Con. Heath Grove (out of use)	£1,500	£1,500	£1,500	£1,500	£6,000	Disposal at end of year 3, subject to decision making process/market appetite	
		Cost following efficiency	£1,500	£1,500	£1,500	£0	£4,500		
		Revenue Savings	£0	£0	£0	£1,500	£1,500		
5 A-HP-0008737		Public Con. Ashwood Park (out of use)	£1,000	£1,000	£1,000	£1,000	£4,000	Disposal at end of year 3, subject to decision making process/market appetite	
		Cost following efficiency	£1,000	£1,000	£1,000	£0	£3,000		
		Revenue Savings	£0	£0	£0	£1,000	£1,000		
5 A-HP-0007933		Public Con. Glossop Cemetery (out of use)	£1,000	£1,000	£1,000	£1,000	£4,000	Disposal at end of year 3, subject to decision making process/market appetite	
		Cost following efficiency	£1,000	£1,000	£1,000	£0	£3,000		
		Revenue Savings	£0	£0	£0	£1,000	£1,000		
6 A-HP-0007894		The Pavilion and Conservatory	£65,970	£25,970	£25,970	£25,970	£143,880	Leasing arrangements in place until end of 2028. Should review leasing structure with view that revenue costs are reduced and tenant takes responsibility for those costs.	
		Cost following efficiency	£65,970	£25,970	£25,970	£25,970	£143,880		
		Revenue Savings	£0	£0	£0	£0	£0		
6 A-HP-0003495		Buxton Opera House	£41,555	£26,304	£17,500	£17,500	£102,859	Leasing arrangements are in place until 2052. £5pa rent. If an opportunity comes up to review the lease terms and obligations then the Council should look the tenant to meet the revenue costs.	
		Cost following efficiency	£41,555	£26,304	£17,500	£17,500	£102,859		
		Revenue Savings	£0	£0	£0	£0	£0		
7		The Springs Shopping Centre					£0	No financial data. Melvyn/Liz to advise on The Springs Shopping Centre	
		Cost following efficiency					£0		
		Revenue Savings					£0		
8 A-HP-0008733		Glossop Town Hall	£29,515	£5,500	£5,500	£10,000	£50,515	Projected revenue costs assume the completion of a concession contract by end of year 1 to include GMB. Revenue costs to then be responsibility of the Contract Operator. Revenue savings under new proposed arrangements therefore already factored in - needs to be monitored/reviewed	
		Cost following efficiency	£29,515	£5,500	£5,500	£10,000	£50,515		
		Revenue Savings	£0	£0	£0	£0	£0		
8 A-HP-0008109		Market Arcade Shops	£25,304	£2,000	£2,000	£2,000	£31,304	Projected revenue costs assume the completion of a concession contract by end of year 1 to include GMB. Revenue costs to then be responsibility of the Contract Operator. Revenue savings under new proposed arrangements therefore already factored in - needs to be monitored/reviewed	
		Cost following efficiency	£25,304	£2,000	£2,000	£2,000	£31,304		
		Revenue Savings	£0	£0	£0	£0	£0		
8 A-HP-0008110		Glossop Indoor Market	£14,000	£0	£0	£0	£14,000	Projected revenue costs assume the completion of a concession contract by end of year 1 to include GMB. Revenue costs to then be responsibility of the Contract Operator. Revenue savings under new proposed arrangements therefore already factored in - needs to be monitored/reviewed	
		Cost following efficiency	£14,000	£0	£0	£0	£14,000		
		Revenue Savings	£0	£0	£0	£0	£0		
8 A-HP-0007698		Glossop Outdoor Market	£9,544	£0	£0	£0	£9,544	Projected revenue costs assume the completion of a concession contract by end of year 1 to include GMB. Revenue costs to then be responsibility of the Contract Operator. Revenue savings under new proposed arrangements therefore already factored in - needs to be monitored/reviewed	
		Cost following efficiency	£9,544	£0	£0	£0	£9,544		
		Revenue Savings	£0	£0	£0	£0	£0		
Totals			£0	£24,157	£79,008	£165,066	£268,231		