



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Kilncraigs, Greenside Street, Alloa, FK10 1EB (Tel.01259-450000)

Special Meeting of Clackmannanshire Council

Wednesday 24 March 2021 at 9.00 am

Via Video Conference (MS Teams)



Clackmannanshire Council

There are 32 Unitary Councils in Scotland. Clackmannanshire Council is the smallest mainland Council. Eighteen Councillors are elected to represent the views of the residents and businesses in Clackmannanshire. The Council has approved Standing Orders that detail the way the Council operates. Decisions are approved at meetings of the full Council and at Committee Meetings.

The Council is responsible for approving a staffing structure for the proper discharge of its functions, approving new policies or changes in policy, community planning and corporate governance including standards of conduct.

The Council has further responsibility for the approval of budgets for capital and revenue expenditure, it also has power to make, alter or cancel any scheme made under statute and to make, alter or cancel any orders, rules, regulations or bye-laws and to make compulsory purchase orders. The Council also determines the level of Council Tax and approves recommendations relating to strategic economic development.

Members of the public are welcome to attend our Council and Committee meetings to see how decisions are made.

Details of all of our Council and Committee dates and agenda items are published on our website at www.clacks.gov.uk

If you require further information about Council or Committee meetings, please contact Committee Services by e-mail at committees@clacks.gov.uk or by telephone on 01259 452006 or 452004.

16 March 2021

A SPECIAL MEETING of the CLACKMANNANSHIRE COUNCIL will be held via MS TEAMS, on WEDNESDAY 24 MARCH 2021 at 9.00 AM.



**NIKKI BRIDLE
Chief Executive**

B U S I N E S S

	Page No.
1. Apologies	--
2. Declaration of Interests Elected Members are reminded of their obligation to declare any financial or non-financial interest which they may have in any item on this agenda in accordance with the Councillors' Code of Conduct. A Declaration of Interest form should be completed and passed to the Committee Services Officer.	--
3. Treasury Management Strategy Statement 2021/22 - report by Chief Finance Officer (Copy herewith)	05
4. General Services Revenue and Capital Budget 2021/22 – report by the Chief Finance Officer (Copy herewith)	37
5. Housing Revenue Account Budget 2021/22 and Capital Programme 2020/21– report by Strategic Director (Place)	135
6. Leisure Provision in Clackmannanshire: Update – report by Strategic Director, Partnership and Performance (Copy herewith)	155

Clackmannanshire Council – Councillors and Wards

Councillors

Wards

Provost	Tina Murphy	1	Clackmannanshire West	SNP
Councillor	Darren Lee	1	Clackmannanshire West	CONS
Councillor	George Matchett, QPM	1	Clackmannanshire West	LAB
Councillor	Les Sharp	1	Clackmannanshire West	SNP
Councillor	Donald Balsillie	2	Clackmannanshire North	SNP
Councillor	Martha Benny	2	Clackmannanshire North	CONS
Councillor	Dave Clark	2	Clackmannanshire North	LAB
Councillor	Helen Lewis	2	Clackmannanshire North	SNP
Councillor	Jane McTaggart	3	Clackmannanshire Central	SNP
Councillor	Derek Stewart	3	Clackmannanshire Central	LAB
Councillor	Mike Watson	3	Clackmannanshire Central	CONS
Councillor	Chris Dixon	4	Clackmannanshire South	IND
Councillor	Kenneth Earle	4	Clackmannanshire South	LAB
Councillor	Ellen Forson	4	Clackmannanshire South	SNP
Councillor	Craig Holden	4	Clackmannanshire South	SNP
Councillor	Graham Lindsay	5	Clackmannanshire East	SNP
Councillor	Kathleen Martin	5	Clackmannanshire East	LAB
Councillor	Dennis Coyne	5	Clackmannanshire East	CON

Report to Clackmannanshire Council

Date of Meeting: 24 March 2021

Subject: Treasury Management Strategy Statement 2021/22

Report by: Chief Finance Officer

1.0 Purpose

- 1.1 The purpose of this report is to present the Council's Treasury Management Strategy Statement for 2021/22 and Prudential Indicators for 2021/22 to 2023/24.
- 1.2 CIPFA defines treasury management as:

“The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2.0 Recommendations

- 2.1 It is recommended that Council:
- 2.1.1 approves the Treasury Management Strategy Statement for 2021/22 and prudential indicators for the years 2021/22 to 2023/24 in compliance with the Prudential Code requirements attached as Appendix A.
- 2.1.2 approves the revised Borrowing Strategy to support additional capital investment (paragraph 5.6)
- 2.1.3 notes that no changes are proposed to the accounting policies for the Loans Fund (Appendix A, paragraph 1.3)
- 2.1.4 notes that as part of the Council’s commitment to Wellbeing Economy and Community Wealth Building, future investment decisions will consider ethical investment opportunities. (Appendix A, paragraph 5.1)
- 2.1.5 notes the investment portfolio position as at 31st January 2021 (Appendix B).

3.0 Background

- 3.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available to meet spending commitments as they fall due either on day-to-day revenue operations or for larger capital projects. Treasury activities will balance the interest costs of debt and the investment income arising from cash deposits. Surplus monies are invested in low risk counterparties commensurate with the Council's low risk appetite, initially providing adequate liquidity before considering investment return.
- 3.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 3.3 The Prudential Indicators included in Appendix A have been determined based on the budget proposals contained in the Capital Programmes for both the General Fund and the Housing Revenue Account included within the General Services Revenue and Capital Budget 2021/22 and the Housing Revenue Account (HRA) Budget 2021/22 on the agenda for approval at this meeting.

4.0 Reporting Requirements

Treasury Management Reporting

- 4.1 The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of polices, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first and most important report covers:

- the capital plans (including prudential indicators);
- a policy for the statutory repayment of debt (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the performance of the treasury function is in line with the strategy or whether any policies require revision.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

5.0 General Services Capital Programme

5.1 For 2021/22 a new General Services Capital Programme has been developed covering the next 20 years, from 2021/22 to 2041/41. This programme sets out planned significant capital investment areas across the Councils Be The Future priorities. The programme will allow investment to support wellbeing and economic performance and recovery across the 4 priority themes. Appendix C summarises the expenditure across the 20 year programme by the 4 themes. Further detail of the capital programme is also provided within the General Fund Revenue and Capital Budget 2021/22 also on this agenda.

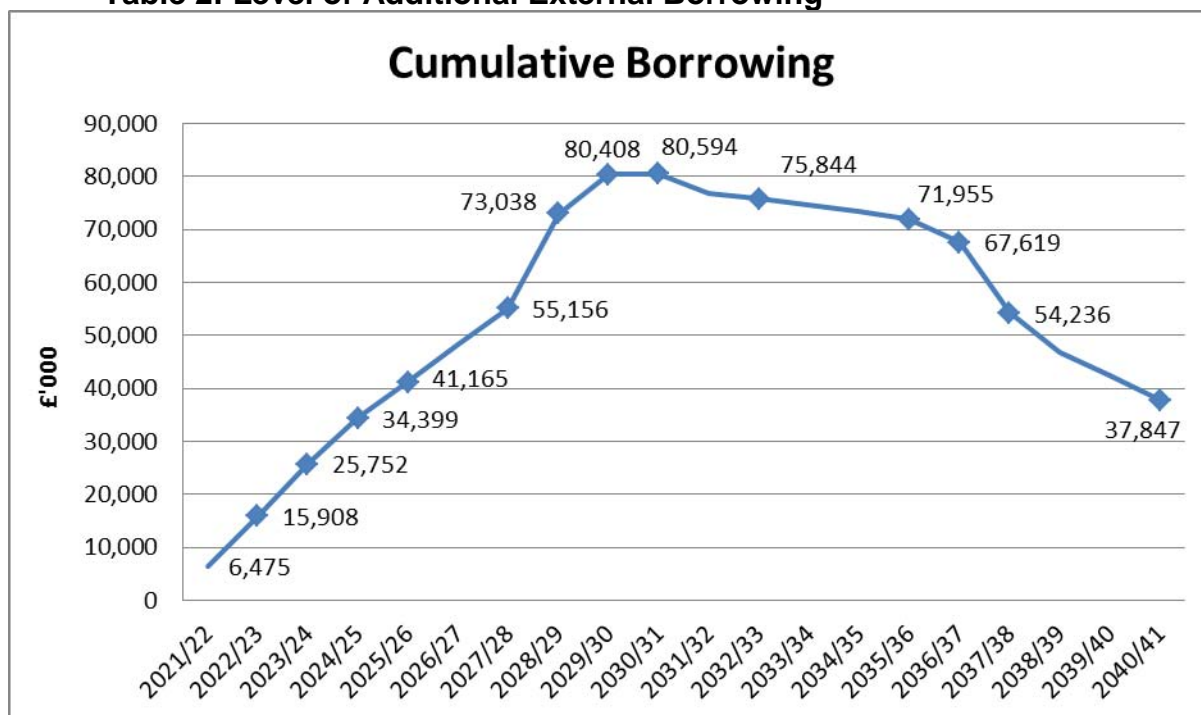
5.2 The table below shows the gross expenditure across the 20 year programme, shown in detail for the first 5 years and summarised for each of the next 5 years and the income expected for each of those years. The Gross Programme Limit represents the level of expenditure that can be incurred before external borrowing increases. This includes the income and repayments to external debt in the year, referred to as the funding envelope under the previous strategy to minimise external debt. Table 2 indicates that over the period to 2040/41, there is a total of £216.679m available for capital investment without increasing borrowing. The Council's proposed programme (including carry forward from 2020/21) for the period 2021/22 – 2040/41 totals £254.526m, £37.847m above this level. This means that the Council's overall level of borrowing is expected to increase by this amount by the end of the 20 year programme.

Table 1: General Services Capital Funding 2021/22-2040/41

	2021/22	2022/23	2023/24	2024/25	2025/26	2026-31	2031-36	2036-41	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income	(8,116)	(6,617)	(6,622)	(8,662)	(8,822)	(28,150)	(21,610)	(21,610)	(110,209)
Gross Programme Limit	(8,845)	(10,529)	(8,494)	(10,433)	(11,785)	(46,538)	(54,166)	(65,889)	(216,679)
Proposed Planned Expenditure (including C/F from 2020/21 approved programme)	15,320	19,962	18,338	19,081	18,551	85,967	45,527	31,780	254,526
Balance (Below)/Above Gross Programme Limit	6,475	9,433	9,844	8,648	6,766	39,429	(8,639)	(34,109)	37,847

5.3 The profile of investment over the 20 year programme front loads expenditure within the first 10 years of the programme, thereafter reducing expenditure below the available funding envelope to start to reduce the level of external borrowing back towards the current level as shown in table 2 below. Throughout the programme, opportunities for additional funding sources will be sought to reduce any external borrowing requirement and expediate the reduction in the overall level of external borrowing.

Table 2: Level of Additional External Borrowing



5.4 In order to support the planned investment outlined above, the previous borrowing strategy to minimise external debt has been revised. This strategy approved in 2012 has delivered significant reductions in external debt of £33m, bringing the ratio of cost of borrowing below the Scottish Average of 6.94% to 4.62% at March 2021. The cost of borrowing is based on the loan charge payments on external borrowing compared to the Councils general revenue funding and is therefore an assessment of affordability. This low cost of borrowing allows capital investment to be made whilst still being affordable.

5.5 Table 3 below shows the ratio of the cost of borrowing over the life of the capital programme, detailed for the first 5 years then shown at the end of each of the further 5 year periods to 2040/41. Increased rates from 2030/31 reflect the cumulative additional investment over the first 10 years which is planned to reduce in future years. The cost of borrowing will be reviewed annually as part of the Revenue and Capital budget and the Treasury Management Strategy to ensure costs of borrowing remain affordable over the longer term.

Table 3: Ratio of cost of borrowing

	2021/22	2022/23	2023/24	2024/25	2025/26	2030/31	2035/36	2040/41
	£000	£000	£000	£000	£000	£000	£000	£000
Loan Charges/ Cost of Borrowing	4,919	5,293	6,043	5,802	6,258	11,428	11,685	12,184
General Revenue Funding	130,254	130,965	131,698	132,453	133,166	136,731	140,296	143,861
Ratio of Cost of Borrowing	3.78%	4.04%	4.59%	4.38%	4.70%	8.36%	8.33%	8.47%

5.6 Council is asked to approve the change in borrowing strategy from the previous strategy to minimise external debt to one that supports growth and investment in line with the 20 year capital programme but looks to reduce external debt over the longer term.

5.7 The prudential indicators in Appendix A reflect the revised capital programme over the years to 2023/24 and will be updated annually reflecting any changes in the expenditure or funding levels within the proposed programme. These indicators ensure that the proposed programme is prudent, affordable, and sustainable.

6.0 Capital Strategy

6.1 The CIPFA 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital strategy report, which will provide the following:

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
- an overview of how the associated risk is managed, and
- the implications for future financial sustainability.

6.2 The aim of this Capital Strategy is to ensure that Council fully understands the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

6.3 The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

6.4 Work carried out in preparing the proposed 20 year Capital Programme for 2021/22 to 2040/41 establishes the foundations for the Councils Capital Strategy which will be brought forward to Council during 2021/22.

7.0 Treasury Management Strategy for 2021/22

7.1 The strategy for 2021/22 covers two main areas:

Capital

- the capital plans and the prudential indicators, and
- the loans fund repayment policy.

Treasury Management

- the current treasury position;
- treasury indicators which limit treasury risk and the activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- statutory repayment of loans fund;
- the investment policy;
- creditworthiness policy;
- country limits, and
- the investment strategy.

7.2 These elements cover the requirements of the Local Government in Scotland Act 2003, the revised CIPFA Prudential Code and CIPFA Treasury Management Code (2017 editions), the CIPFA Treasury Management Guidance Notes 2018 and the Local Government Investment Regulations (Scotland) 2010 and the Local Authority (Capital and Financing and Accounting) (Scotland) Regulations 2016.

8.0 Training and Advice Services

8.1 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. Training is held for members in the form of briefings on specific changes and reports. Link Asset Services, our Treasury Management Advisors, also hold training sessions with members with the last refresher held on the 6 December 2017. Further training will be held during 2021/22 aligned to the development of the longer term capital plan with the move towards growth and investment and the related impact on borrowing activity.

8.2 The training needs of treasury management officers are periodically reviewed and training arranged as appropriate. Treasury management officers attend regular meetings with the Council's Treasury management advisors, benchmarking meetings with representatives from other Scottish local authorities and specific training events arranged by the Councils treasury management advisors.

8.3 The Council uses Link Asset Services as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that undue reliance is not placed upon our external service providers.

8.4 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. Following a recent procurement exercise, Link Asset Services have been retained as the Council's external treasury management advisors until 31 July 2025.

9.0 Conclusion

9.1 The Treasury Management Strategy for 2021/22 builds on and consolidates the Council's existing Investment Strategy and Prudential Borrowing framework.

9.2 The strategy supports the delivery of the Council's capital investment plans and proposes a change in the borrowing strategy to reflect the additional Capital Investment proposed within the General Fund 20 year Capital Programme.

10.0 Sustainability Implications

10.1 None.

11.0 Resource Implications

11.1 *Financial Details*

11.2 The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes

11.3 Finance has been consulted and has agreed the financial implications as set out in the report.

Yes

11.4 *Staffing*

11.5 None

12.0 Exempt Reports

Is this report exempt? Yes (please detail the reasons for exemption below) No

13.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) Council Policies (Please detail)

Treasury Management Policy Statement and Practices

14.0 Equalities Impact

- 14.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
 Yes No

15.0 Legality

- 15.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

16.0 Appendices

- 16.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

Appendix A – 2021/22 Treasury Management Strategy Statement & Annual Investment Strategy (including prudential indicators)

Appendix B - Investment Portfolio as at 31st January 2021

Appendix C – General Fund 20 Year Capital Programme

17.0 Background Papers

- 17.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)
 Yes (please list the documents below) No

Treasury Management in Public Service; Code of Practice and Cross Sectoral Guidance Notes 2017

The Prudential Code for Capital Finance in Local Authorities 2017

Treasury Management Guidance Notes 2018

The Local Government Investment Regulations (Scotland) 2010

Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016

Financial Strategy June 2012

Interest rate forecasts

Economic background

Treasury management practice 1 - credit and counterparty risk management

Treasury management scheme of delegation

The treasury management role of the section 95 officer

Link Asset Services - Clackmannanshire Council Loans Fund Review

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Helen Coleman	Corporate Accounting Team Leader	2256
Lindsay Sim	Chief Finance Officer	2022

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director, Partnership and Performance	
Nikki Bridle	Chief Executive	

2021/22 TREASURY MANAGEMENT STRATEGY STATEMENT & ANNUAL INVESTMENT STRATEGY (including prudential indicators)

The suggested strategy for 2021/22 in respect of the following aspects of the treasury management function is based upon the Council's views on interest rates, supplemented with leading market forecasts provided by the Council's treasury adviser, Link Asset Services.

The strategy for 2021/22 covers the following areas:

- capital expenditure;
- the loans fund repayment policy;
- the current portfolio position;
- treasury indicators which limit treasury risk and the activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- statutory repayment of loans fund;
- the investment policy;
- creditworthiness policy;
- country limits; and
- the investment strategy.

1.0 The Capital Prudential Indicators

1.1 Capital Expenditure

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

The Prudential Code requires the Council to make reasonable estimates of the total capital expenditure that it plans to incur during the forthcoming financial year and the following two financial years. The Code also requires this information to be split between General Fund Services and Housing Revenue Account (HRA).

To provide a longer term view, the estimates of gross capital expenditure to be incurred for the next five years together with the projection for the current year and actual for 2019/20 are as follows:

Table 1: Gross Capital Expenditure

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
	Actual	Projection	Estimate	Estimate	Estimate
General Fund Services	15,434	15,207	15,320	19,962	18,338
Housing Revenue Account	5,249	6,940	8,901	7,738	7,931
Total	20,683	22,147	24,221	27,700	26,269

The above figures are shown gross of any income and are consistent with the capital programme proposals for General Services contained within the Revenue and Capital Budget report 2021/22 and the Housing Revenue Account (HRA) Budget 2021/22 on the agenda for approval at this meeting.

During 2021/22 a full review of the General Fund Capital Programme was undertaken to realign it with new divisional strategic plans incorporating the requirements of City Region Deal, the approved Learning Estate Strategy and the creation of a Wellbeing Campus. The availability of funding was a key consideration in this review to ensure that any additional borrowing was affordable. As such, the revenue charges associated with the level of expenditure across the years are reflected in the proposed revenue budget.

The capital plans for both the General Fund and the HRA take full account of the requirements of the Prudential Code, ensuring that planned expenditure is prudent and affordable. The planned spending figure of £24.221m for 2021/22 will be kept under review through the capital monitoring process and regularly reported to the appropriate Committees during the year.

1.2 Borrowing Need (Capital Financing Requirement)

The calculation of the Capital Financing Requirement (CFR) is intended to reflect the Council's underlying need to borrow for a capital purpose and it is used as a key measure in treasury management decisions for this reason. Capital expenditure that is not financed upfront by the use of capital receipts, capital grants or directly from revenue will increase the CFR of the Council.

The CFR does not increase indefinitely as it is reduced by annual repayments of debt. These repayments are calculated to be broadly commensurate with the period and pattern of benefits of the capital expenditure i.e. reflect the useful life of the asset financed from borrowing.

The CFR also includes the long term liabilities the Council has in respect of the PFI contract for three secondary schools and the finance lease for street lighting infrastructure. Whilst this increases the CFR, the Council is not required to borrow for these schemes.

Estimates of the end of year CFR position for the Council are shown in the table below. The table shows the current and future years together with the actual position for the previous year

Table 2: Capital Financing Requirement as at:

	31/03/20	31/03/21	31/03/22	31/03/23	31/03/24
	£000	£000	£000	£000	£000
	Actual	Projection	Estimate	Estimate	Estimate
General Fund Services	121,508	127,199	131,547	142,863	152,110
Housing Revenue Account	23,047	22,451	21,855	23,937	25,834
Total	144,555	149,650	153,402	166,800	177,944

The combined GF and HRA CFR is estimated to increase over the period to £177.944m by the end of March 2024.

The overall CFR at March 2024 is an increase of £28.294m on the projected level at March 2021. This increase reflects the proposed additional capital investment as set out in the General Fund and HRA Capital Plans. This increased level of capital investment will require additional external borrowing to be undertaken in the medium term, however, alternative sources of funding such as grant funding, capital receipts and internal borrowing will be considered to reduce the requirement for external borrowing over the longer term. The increase in CFR across both the General Fund and the HRA also reflects the implementation of the revised accounting policies of the Loans Fund which were agreed in March 2020.

1.3 Statutory repayment of loans fund advances

The Council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the Council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

A variety of options to account for loans fund advances are permitted within the Local Authority (Capital Finance and Accounting) (Scotland) Regulations 2016, so long as a prudent provision is made each year. A review of the Council's Loans Fund advances by the Council's treasury management advisors, Link Asset Services, was undertaken during 2019/20 and as part of the Treasury Management Strategy Statement 2020/21, Council approved the following policy, applicable from 1 April 2019, on the repayment of loan fund advances by the GF and HRA as follows:

- a) For loans fund advances made before 1 April 2019, the policy will be to use the Asset Life Method annuity method with all loans being repaid over 35 years at annuity rate of 5%.
- b) For loan advances made after 1 April 2019 the policy will be to use the Asset Life Method annuity method with all loans being repaid over 35 years at annuity rate of 5%
- c) For the assets under construction, the repayment of the first loan fund repayment to be deferred until the financial year following the one in which the asset is first available for use or operational.

The adoption of this policy for advances made before 1 April 2019 smoothed the loans fund repayments and reprofiled the revenue requirement to 2029/30. This 10 year timeframe was linked to the investment proposals within the Be the Future Programme which apply to both GF and HRA.

The approach was taken on a prudent basis following discussions with the Councils treasury management advisors and in line with a review by Audit Scotland and Scottish Government.

The policy has been reviewed and no changes to the assumptions used in the policy are proposed for 2021/22.

1.4 Affordability

Prudential Indicators are required to assess the affordability of capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

1.4.1 Ratio of financing costs to net revenue stream

The Prudential Code requires the Council to make estimates of the ratio of capital financing costs to its net revenue stream.

The indicator is intended to measure the percentage of the Council's total income that it is estimated will be committed towards meeting the costs of borrowing used to fund capital expenditure. For the GF, this is the ratio of financing costs of borrowing against net expenditure financed by government grant and local taxpayers. For the HRA the indicator is the ratio of financing costs to gross rental income.

Estimates of the ratio of financing costs to net revenue stream for the current and future years are:

Table 5: Ratio of financing costs to net revenue stream

	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
	Actual	Projection	Estimate	Estimate	Estimate
General Fund	5.47%	4.62%	3.78%	4.04%	4.59%
Housing Revenue Account	9.67%	8.81%	7.57%	7.32%	7.73%

The above figures show that for the GF, the proportion of the budget allocated to loan charges is estimated to reduce which is mainly as a result of the change in loans fund policy. Year on year fluctuations are due to specific projects within the capital programme. The ratios ranging between 3.78% and 5.47% are lower than the 2019 Scottish Average of 6.94%. This is a positive outcome over this period reflecting capital investment against a backdrop of reducing levels of government grant funding partly offset with increases in council tax income and the reduced principal repayments following the change in accounting policy for the loans fund as outlined in paragraph 1.3 above. This demonstrates that capital financing costs are being controlled through the effective implementation of the Council's borrowing and investment strategy.

Capital investment and funding in the HRA is detailed in the Housing Revenue Account (HRA) Budget 2021/22 on the agenda for approval at this meeting. The capital programme is set to maintain the Council's excellent Scottish Housing Quality

Standard record and achieve the Council's own investment priorities. In line with the GF, the HRA ratio of capital financing costs to rental income is shows an overall reduction over the period to 2023/24 mainly due to the change in the Loans Fund policy.

2.0 Borrowing

The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet service activity and investments through the Capital Programme. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury indicators, the current and projected debt positions and the annual investment strategy.

2.1 Current Portfolio Position

Within the Prudential Indicators there are a number of key indicators to ensure that the Council operates its activities within well defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes or speculative purposes.

The Council's treasury portfolio projected position at 31 March 2021 with forward projection are summarised in the table below. The table shows;

- the cumulative level of external debt held by the Council which represents the total amount of borrowing that has been undertaken to fund the capital programme;
- the expected change in debt which is any repayments of maturing debt less new debt undertaken in the year to fund the in-year capital programme;
- Other Long Term Liabilities which is the total of any Finance Lease or PFI arrangements;
- the expected change in Other Long Term Liabilities which refers to the repayments in the year made against this debt;
- the Capital Financing Requirement which is the cumulative amount of borrowing that the Council required to borrow to fund capital expenditure; and
- the under or over borrowing position which is the difference between the required need to borrow and the actual borrowing undertaken.

The Code requires local authorities to maintain an under-borrowed position in the long term, this means that the total amount borrowed does not exceed the need to borrow. An under-borrowed position can occur where cash balances have been used to fund capital expenditure whereas, an over-borrowed position can occur where borrowing has been taken in advance of need. This is permissible in the short term to take account of timing of cash flows but the Council must return to an under-borrowed position in future years.

Table 6: External Debt

	2019/20 Actual £000	2020/21 Projection £000	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
External Debt					
Cumulative Debt at 1 April	96,875	101,803	101,320	108,453	121,167
Expected change in Debt	4,929	-483	7,133	12,714	13,515
Other long-term liabilities (OLTL) at 1 April	40,374	39,147	37,845	36,672	35,435
Expected change in OLTL	-1,227	-1,302	-1,173	-1,237	-1,440
Actual gross debt at 31 March	140,951	139,165	145,125	156,602	168,677
Capital Financing Requirement	144,555	149,650	153,402	166,800	177,944
Under/(over) borrowing	3,604	10,485	8,277	10,198	9,267

For all years shown in the above table the Council's CFR is forecast to remain below Gross Debt maintaining a consistent under-borrowed position going forward, therefore meeting the requirement of the indicator to be in an under-borrowed position over the medium term.

The capital programme includes expenditure on significant projects and it is anticipated that new external borrowing will need to be undertaken. As a result external debt is forecast to increase from 2021/22 to 2023/24 in order to ensure sufficient cash is available to meet the capital investment within those years.

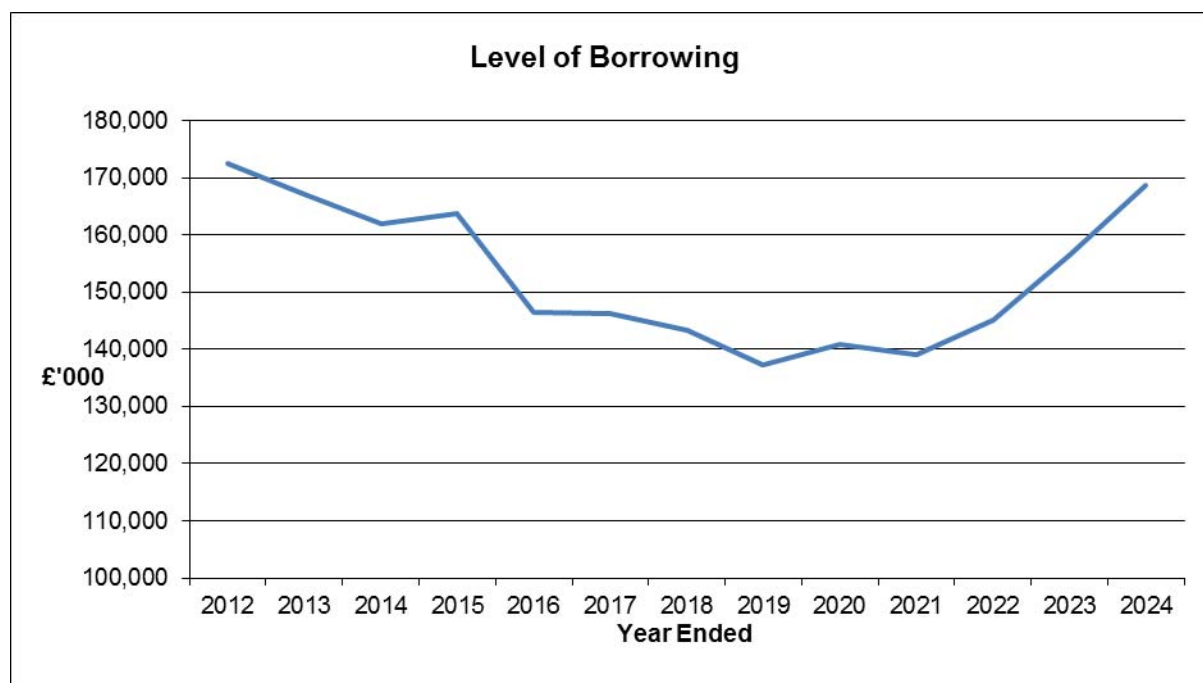
The expected change in debt also reflects PWLB loan repayments of £3.4m scheduled in the next three years to March 2024 which offset new external borrowing to fund capital investment. The new borrowing and the repayment profiles of debt maturity mean there are variations in annual change in debt year on year.

The steady reduction in other long term liabilities reflects the annual repayments of the PFI debt and street lighting finance lease.

The difference between the gross debt and the CFR shows the amount of internal borrowing/utilisation of cash balances to fund capital expenditure that has been undertaken in previous years.

Significant reductions of £33.3m to March 2021 have been achieved since the policy to minimise external debt was approved in June 2012. This strategy to minimise long term debt has worked well in reducing long term debt, however, significant investment in key projects over the next few years means that borrowing may need to increase in the medium term. It is anticipated that once these key projects are complete that borrowing will reduce in line with the strategy. The chart below shows the reduction of external debt to date and estimates the increase over the next few years.

Chart 1: Level of Borrowing



2.2 Treasury Indicators: limits on borrowing activity

2.2.1 Authorised Limit for External Debt

The authorised limit for external debt is required to separately identify external borrowing (gross of investments) and other long term liabilities such as finance lease obligations. This is a key prudential indicator and is the maximum figure that the Council could borrow at any given point during each financial year.

Table 8: Authorised limit for external debt

	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Borrowing	127,000	124,000	140,000	151,000
Other long term liabilities including PFI	44,000	40,000	39,000	37,000
Total	171,000	164,000	179,000	188,000

The authorised limit set out above is consistent with approved capital investment plans and Treasury Management policy and practice but allows sufficient headroom for unanticipated cash movements. The limit increases towards 2023/24 in line with increased expenditure on specific capital projects and the related forecasted external borrowing. The limit is reviewed on an annual basis in line with revisions to the approved capital programme.

If the authorised limit is liable to be breached at any time, the Chief Finance Officer (Section 95 Officer) will report to Council proposing recommended course of action which could include raising the authorised limit or to take measures to ensure the limit is not breached.

2.2.2 Operational Boundary for External Debt

The operational boundary is the limit beyond which the external debt is not normally expected to exceed. This is a key management tool for in-year monitoring and is lower than the Authorised Limit as it is based on an estimate of the most likely level of external borrowing at any point in the year. In comparison, the authorised limit is the maximum allowable level of borrowing.

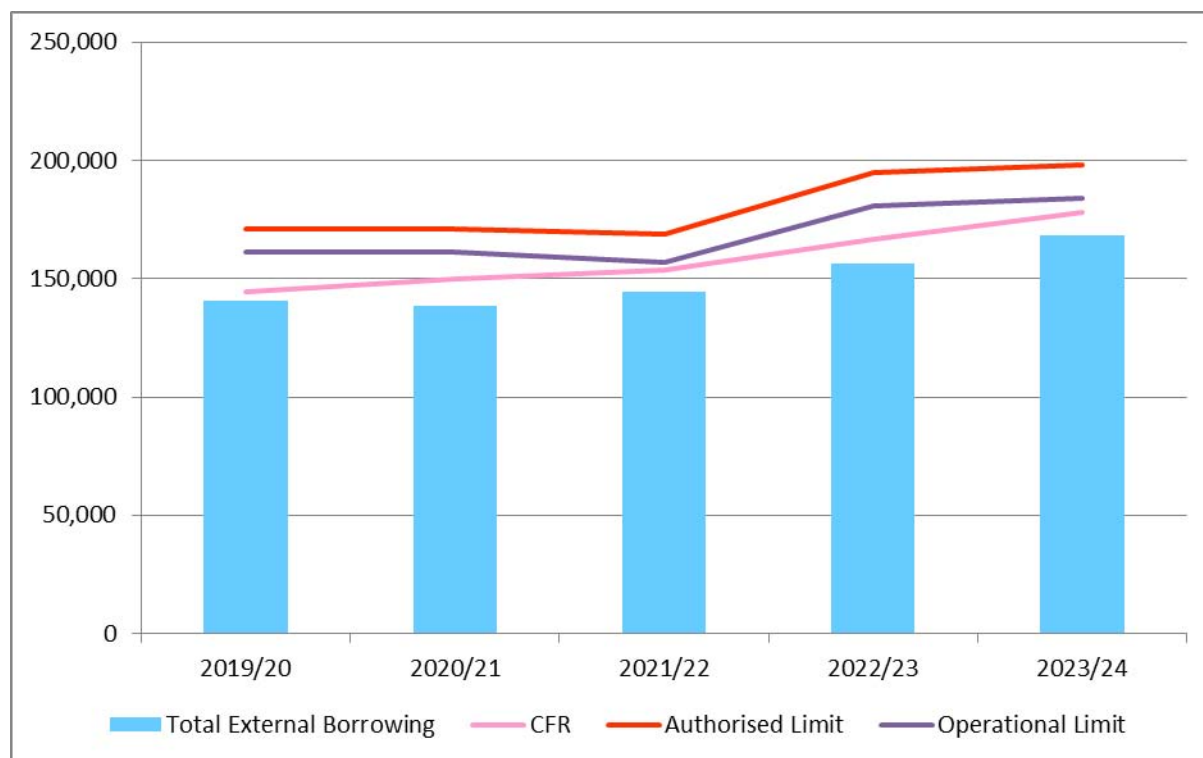
Table 7: Operational Boundary for external debt

	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Borrowing	122,000	115,000	130,000	140,000
Other long term liabilities	39,000	37,000	36,000	34,000
Total	161,000	152,000	166,000	174,000

This indicator is consistent with the Council's plans for capital expenditure and financing with Treasury Management policy and practice. It is sufficient to facilitate appropriate borrowing during the financial year and will be reviewed on an on-going basis.

The following chart shows the forecasted level of external borrowing, CFR, authorised limit and operational boundary to March 2024.

Chart 2: Borrowing and Capital Financing Requirement



3.0 Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives Link's central view.

Table 9: Forecast Interest Rates

Quarter ended	Bank Rate %	PWLB Borrowing Rates (including certainty rate adjustment)		
		5 year	25 year	50 year
March 2021	0.10	1.20	2.10	1.90
June 2021	0.10	1.20	2.10	1.90
Sept 2021	0.10	1.20	2.10	1.90
Dec 2021	0.10	1.20	2.20	2.00
March 2022	0.10	1.20	2.30	2.10
June 2022	0.10	1.20	2.30	2.10
Sept 2022	0.10	1.20	2.30	2.10
Dec 2022	0.10	1.30	2.40	2.20
March 2023	0.10	1.30	2.40	2.20
June 2023	0.10	1.40	2.50	2.30
Sept 2023	0.10	1.40	2.50	2.30
Dec 2023	0.10	1.40	2.50	2.30
March 2024	0.10	1.40	2.50	2.30

The Covid-19 pandemic has had major impact on the UK and world economies. In reaction to this, the Bank of England's Monetary Policy Committee (MPC) took emergency action to cut Bank Rate to 0.25% (from 0.75%) on 10th March 2020 and then further reduced it to 0.1% on the 19th March 2020. At its latest meeting on 3rd February 2021, the MPC maintained the Bank Rate at 0.1%.

As shown in the table above, the Bank Rate is not expected to rise in the near term to March 2024. Rate increases are generally linked to inflation which is estimated to remain around 2% during this period.

The forecasts and MPC decisions will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Forecasts for average investment earnings beyond the three-year period will be heavily dependent on economic and political developments.

The current economic outlook and structure of market interest rates and government debt yields have key treasury management implications:

- There is expected to be very little upward movement for gilt yields and PWLB rates over the next two years. However they can be subject to exceptional levels of volatility due to economic recovery from major events such as; Covid-19 pandemic, geopolitical developments, sovereign debt crisis, emerging

market developments and sharp changes in investor actions. Such volatility could occur at any time during the forecast period,

- Investment returns are also likely to remain low during 2021/22 with little increase in the following two years,
- Borrowing interest rates fell to historically low rates as a result of the Covid-19 crisis and the quantitative easing operations of the Bank of England.

4.0 Borrowing Strategy

Over the medium term the Council is forecasted to maintain an under-borrowed position. This means that the capital borrowing need (CFR), has been partly funded through cash balances as opposed to external loans. This strategy is prudent as investment returns are low and counterparty risk is relatively high. This strategy has had a positive impact over the last few years reducing overall borrowing and not increasing interest charges.

Against this background and the risks within the economic forecast, the Chief Finance Officer, supported by the Treasury team, will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates* (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast*, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Going forward, this strategy will be reviewed to avoid incurring higher borrowing costs in the future when borrowing is required to finance new capital expenditure and/or to refinance maturing debt. Treasury activity including the undertaking of external borrowing will continue to be reported through the regular reporting cycle of Treasury Management reports to Council.

4.1 Policy on borrowing in advance of need

The Council will not borrow more than, or in advance of, its needs purely in order to profit from the investment of the extra sum borrowed. Any decision to borrow in advance will be within the approved CFR estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reports.

4.2 Debt Rescheduling

Rescheduling of current borrowing in the Councils' debt portfolio is unlikely to occur as there is a very large difference between premature redemption rates and new borrowing rates, even though the general margin of PWLB rates over gilt yields was reduced by 100 bps in November 2020.

If short term borrowing rates are cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings taking new debt over the short-term rather than long-term. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy, or
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be reported to Council at the earliest meeting following its action.

4.3 Types of Borrowing

Currently the PWLB Certainty Rate is set at gilts +80 basis points for both HRA and non-HRA borrowing. However, consideration may still need to be given to sourcing funding at cheaper rates. Options available include:

- Local authorities (primarily shorter dated maturities);
- Financial institutions (primarily insurance companies, pension funds and banks), and
- Municipal Bond Agency.

At the time of undertaking any borrowing, a full appraisal will be carried out to identify the most cost effective type of borrowing in line with the Councils risk appetite.

4.4 Borrowing Requirement

The Council's borrowing requirement shown in the table below is based on the in-year borrowing estimated to be needed to fund the net expenditure in the proposed General Services Revenue and Capital Budget 2021/22 and the Housing Revenue Account (HRA) Budget 2021/22 on the agenda for approval at this meeting.

The actual timing of any borrowing will be influenced by prevailing interest rates and expectations for future movement on rates.

Under the previous strategy to minimise external debt, repayments towards maturing debt should be higher than any new borrowing being undertaken to fund the capital programme over the longer term. However, as the Council is undertaking a period of capital investment external debt is expected to rise over the first half of the programme but reduce over the second half as borrowing levels reduce. Fluctuations can also arise in individual years depending on the maturing loans within that year. The table below shows variations in the external borrowing requirement for years to 2022/23.

Table 10: Total Borrowing Requirement / Movement on CFR

	2021/22 Estimate £000	2022/23 Estimate £000	2023/24 Estimate £000
Net New External Borrowing Requirement	7,204	15,731	13,997
Repayment of Maturing Debt	-3,452	-2,333	-2,853
Total Borrowing Requirement / Movement on CFR	3,752	13,398	11,144

4.5 Interest Rate Exposure and Maturity Structure of Borrowing

There are three debt related treasury activity limits. The purpose of these is to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs/improve performance. The indicators are:

- Upper limits on fixed interest rate exposure - this identifies a maximum limit, expressed as a % of the total debt and investment, of fixed interest rates borrowing and investments;
- Upper limits on variable interest rate exposure - this is similar to the previous indicator and covers a maximum limit on variable interest rates, and
- Maturity structure of borrowing - these gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

Table 11: Treasury Management Limits

	2021/22	2021/22	2022/23
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on			
• Debt	100%	100%	100%
• Investments	75%	75%	75%
Limits on variable interest rates based on			
• Debt	25%	25%	25%
• Investments	75%	75%	75%
Maturity structure of fixed interest rate borrowing 2021/22			
	Lower	Upper	
Under 12 months	0%	25%	
12 months to 2 years	0%	25%	
2 years to 5 years	0%	50%	
5 years to 10 years	0%	75%	
10 years and above	0%	100%	
Maturity structure of variable interest rate borrowing 2021/22			
	Lower	Upper	
Under 12 months	0%	25%	

12 months to 2 years	0%	25%
2 years to 5 years	0%	50%
5 years to 10 years	0%	75%
10 years and above	0%	100%

5.0 Investment Strategy

5.1 Investment Policy

The aim of the investment strategy is to generate a list of highly creditworthy counterparties which will also enable diversification and thus avoidance of concentration risk. The intention of the strategy is to provide security of investment and minimisation of risk

Opportunities for investment arise naturally through Treasury Management activity and in particular the management of cash flows which can result in variations in the amount of cash required during the year. As at 31st January 2021, the Council held cash balances of £26.5m, of which £16.5m was immediately available and £10m held in short term deposits of 12months or less as detailed in Appendix B.

During 2021/22 the Council will continue to invest surplus cash balances of which the return contributes to reducing the net expenditure of the Council. As part of the Council's commitment to Wellbeing Economy and Community Wealth Building, opportunities to invest ethically will be considered which fit within the remit of our strategy.

The Council's investment policy has regard to the Local Government Investment (Scotland) Regulations 2010 (and accompanying Finance Circular 5/2010), the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code") and the CIPFA Treasury Management Guidance Notes 2018. The Council's investment priorities will be security first, liquidity second and then return.

In accordance with guidance from the Scottish Government and CIPFA, and in order to minimise the risk to investments, the Council has adopted a prudent approach and defines its risk appetite by the following means:

- Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings;
- The Council's officers will use ratings and other information provided by Link Asset Services to ensure creditworthiness as detailed below;
- The Council's officers will also use other information sources which include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties;
- Investments will be place with counterparties from countries with a specified minimum sovereign rating;
- Limits will be set for the amount of principal sums invested for longer than 365 days, and
- All investments will be denominated in sterling.

5.2 Creditworthiness Policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising a wide array of information sources including credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor's.

This approach produces a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years
- Dark pink 5 years for Ultra short dated bond funds with a credit score of 1.25
- Light pink 5 years for Ultra short dated bond funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

The Council will consider the ratings (Fitch or equivalents) in conjunction with other topical market information to support their use.

All credit ratings of counterparties currently used will be monitored quarterly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset creditworthiness service.

In the case where an investment is outwith the scope of the ratings agencies the Council will analyse the financial information available for that organisation such as annual accounts to assess the financial viability of the investment. Joint Venture arrangements, contractual agreements and financial guarantees from the Scottish Government are some of the elements that are used for the Council's current investments to ensure a minimal level of financial risk. For the investments listed in Appendix B, these all fall outwith the scope of the ratings agencies.

5.3 Country Limits

The Council has determined that it will only use approved counterparties registered to take deposits in the United Kingdom or approved counterparties registered in other countries who have a similar sovereign credit rating as the UK (currently AA).

5.4 Investment Returns

In-house funds - Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the variations in cash flow, where cash sums can be identified that could be invested for

longer periods, the value to be obtained from longer term investments will be carefully assessed.

Investment returns expectations – The Bank Rate is not forecast to rise over the next few years. Bank Rate forecasts for financial year ends (March) are:

- 2020/21 0.10%
- 2021/22 0.10%
- 2022/23 0.10%
- 2023/24 0.10%

Taking account of the current investment returns, the suggested budgeted investment earnings rates for returns on investments placed for periods up to three months during each financial year for the next three years are as follows:

- 2021/22 0.10%
- 2022/23 0.10%
- 2023/24 0.10%

Negative interest rates – While the MPC have said it is unlikely that it will set a negative Bank Rate, at least for the next 6 to 12 months, and stated that financial institutions would not be ready to implement negative rates for six months, some deposit accounts are offering negative interest rates. Yields on money market funds (MMFs) have also fallen to near zero with fund managers reducing fee levels to ensure that net yield remain positive where possible and practical.

Investment treasury indicator and limit for the total principal funds invested for greater than 365 days. These limits are set with regard to the Council’s liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 365 days			
£m	2021/22	2022/23	2023/24
Principal sums invested > 365 days	£12m	£12m	£12m

For its cash flow generated balances, the Council will seek to utilise its bank instant access accounts, notice accounts and ultra short dated bonds funds in order to benefit from compounding interest. The Council also invests in money market fund which are distributing which means interest is paid at the end of each month rather than compounded.

The Markets in Financial Instruments Directive (MIFID II)

These regulations govern the relationship financial institutions conducting lending and borrowing transactions will have with local authorities. The effective date of the

new regulations was 3 January 2018 and all local authorities are now classified as retail counterparties which determines the types of investments that they can undertake. Local authorities have the ability to apply for Professional status which extends the range of investments that are available but must meet certain qualifying criteria. The requirement to apply for Professional Status will be considered as part of the on going treasury management reviews.

On-lending to Registered Social Landlords (RSL's)

Under powers granted by the Scottish Government, Scottish Local Authorities can on-lend to Registered Social Landlords in order to assist in the development of affordable housing. Any plans to utilise these powers will be reported for appropriate Council approval.

End of Year Investment Report

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

Investment Portfolio as at 31st January 2021

Borrower	Principal (£000)	Interest Rate	Access	Maturity Date
Bank of Scotland Plc	2,000	Variable	32 day call account	01/03/2021
Bank of Scotland Plc	3,000	0.20%	Fixed 1 year	30/09/2021
Aberdeen Standard Money Market Fund	7,000	Variable	Instant Access	
Aberdeen Standard Short Duration Fund	5,000	Variable	4 working days	
Blackrock Money Market Fund	5,000	Variable	Instant Access	
Royal Bank of Scotland Plc	4,432	0.1% (balance above £1m)	Instant Access	
Other Accounts	71			
Total Cash and Cash Equivalents	26,503			

Short Term Investments	Principal (£000)
Coalsnaughton NHT 2012 LLP	4,357
CSBP Clackmannanshire Investments Ltd	1
Total Short Term Investments	4,358

TOTAL INVESTMENTS	30,861
--------------------------	---------------

Project	21/22	22/23	23/24	24/25	25/26	Total	Total	Total	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	26-31 £'000	31-36 £'000	36-41 £'000	£'000	£'000	£'000	
Sustainable Growth	Innovation Hub Delivery	250							250		250	
	City Deal (Land)	50	1,414						1,464		1,464	
	City Deal (RPMO)	100	100	100					300		300	
	Renewable Energy Projects	50	30						80		80	
	Alloa Town Centre Regeneration	849							849	(849)	0	
	Alloa Town Centre Upgrade		200	200					400		400	
	Active Travel Route Railway Station	25	535						560	(400)	160	
	Bus Priority Rapid Development Fund	54							54	(54)	0	
	Forthbank Road Operational Facilities	20							20		20	
	Flood Protection	206	86	86	86	86	430	430	430	1,840		1,840
	Tillicoultry Flood Protection		150	250	300	2,500	2,800			6,000	(4,800)	1,200
	Alva Glen		87							87		87
	Parking Management System		20	569						589		589
	Building energy management system	70	20							90		90
TOTAL	1,674	2,642	1,205	386	2,586	3,230	430	430	12,583	(6,103)	6,480	

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community Investment Grants	60	60	80	100	100	340			740		740
Clackmannan Regeneration	890								890	(606)	284
Clackmannan Town Hall Roof & Wall	200	1,000							1,200		1,200
Alloa Town Centre Upgrade extension			400						400		400
Village and Small Town - Alva	1,432	20							1,452	(1,027)	425
Village and Small Town - Dollar	26								26		26
Village and Small Town - Menstrie			120						120		120
Village and Small Town - Tillicoultry	100	450							550		550
School Estate - Tullibody South Campus	1,005								1,005	(260)	745
Learning Estate											
1. Previously Approved	2,070								2,070	(520)	1,550
Learning Estate											
2. Development Driven (minimum requirements)		450	4,700	6,965	9,281	10,305			31,701	(11,100)	20,601
Learning Estate											
3. Indicative Future Investment Requirements (Options appraisals, condition and suitability)	250	1,150	1,150	150	150	16,250	23,750	10,000	52,850		52,850
Learning Estate											
4. Policy Driven - Alloa South - New Build		383	383	1,150	1,917	34,502			38,335		38,335
TOTAL	6,033	3,513	6,833	8,365	11,448	61,396	23,750	10,000	131,338	(13,513)	117,825

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health and Wellbeing	Social services adaptations	75	75	75	75	75	375	375	375	1,500		1,500
	Park, Play Area & Open Space Improvements	37	25	25	25	25	125	125	125	512		512
	Cycle Routes	187	100	100	100					487	(487)	0
	Gartmorn Dam Country Park	7	48							55		55
	Active Travel Route	30	2,000							2,030	(1,400)	630
	Wellbeing Complex	400	5,485	5,485	5,485					16,855	(2,000)	14,855
	TOTAL	736	7,733	5,685	5,685	100	500	500	500	21,439	(3,887)	17,552

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIGITAL											
Social services IT system	700	1,300							2,000		2,000
Digital Learning Strategy	426	478	478	478	250	1,250	1,250	1,250	5,860		5,860
Upgraded Telephony System	350								350		350
VM Ware (Cyber Security)	300								300		300
Digital Infrastructure (Fibre - Council and Schools)	468	350							818		818
IT Equipment (Homeworking)	50	50							100		100
IT Infrastructure (Council)	144	144	90	90	90	450	450	450	1,908		1,908
Interactive Screen Replacement (Secondary Schools)	122	123							245		245
ICT Replacement (Secondary Schools)	125	125	125	125	125	625	625	625	2,500		2,500
ICT Upgrade (Primary Schools)	90	90	90	90	90	450	450	450	1,800		1,800
Microsoft M365	28								28		28
CRB system (School)	40								40		40
LEARNING ESTATE											
Fitness Suite Equipment	12	12	12	12	12	60	60	60	240		240
Alva Primary School Bridge			35						35		35
Asbestos Removal (Schools)	10	10	10	10	10	50	50	50	200		200
Learning estate condition surveys	75								75		75
Learning Estate DDA	17	17	17	17	17	85	85	85	340		340
Cleaning Equipment Upgrade (Schools and Council)	23	23	10						56		56

Project	21/22	22/23	23/24	24/25	25/26	Total	Total	Total	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Compliance and Operational Resilience	PLACE											
	Bridge Improvements	137	100	200	75	75	375	375	375	1,712		1,712
	Street Lighting Replacement	250	258	258	258	258	1,296	1,302	1,305	5,185		5,185
	Carriageways - Road Improvements	1,904	2,151	2,210	2,210	2,210	11,050	11,050	11,050	43,835		43,835
	Cemetery Walls	300	250	250	250	250				1,300		1,300
	Sunnyside cemetery extension	60								60		60
	Police Intergration	103								103	(40)	63
	Heritage Improvements	24								24		24
	Kilncraigs roof	300								300		300
	Vehicle Replacement	789	563	800	1,000	1,000	5,000	5,000	5,000	19,152		19,152
	Wheeled Bins	30	30	30	30	30	150	150	150	600		600
	TOTAL	6,877	6,074	4,615	4,645	4,417	20,841	20,847	20,850	89,166	(40)	89,126
GROSS PROGRAMME TOTAL	15,320	19,962	18,338	19,081	18,551	85,967	45,527	31,780	254,526	(23,543)	230,983	
INCOME	(8,116)	(6,617)	(6,622)	(8,662)	(8,822)	(28,150)	(21,610)	(21,610)	(110,209)			
NET PROGRAMME TOTAL	7,204	13,345	11,716	10,419	9,729	57,817	23,917	10,170	144,318			

KEY

REVISED

EXISTING

NEW

CLACKMANNANSHIRE COUNCIL

Report to Clackmannanshire Council

Date of Meeting: 24 March 2021

Subject: General Services Revenue and Capital Budget 2021/22

Report by: Administration, Chief Finance Officer and Chief Executive

1.0 Purpose

- 1.1. The purpose of this report is to present the Administration's General Services Budget for 2021/22. This report builds on the regular update reports and briefings presented to Council and the Audit and Service Committees throughout the year, including those covering the Be the Future Transformation Programme. The Council's financial sustainability has continued to be the focus of member and trade union briefings held during the year, especially in the context of the impacts of the Covid-19 pandemic.

2.0 Recommendations

- 2.1 It is recommended that Council agrees:
- 2.1.1 the proposals for demand pressures (Appendix B)
 - 2.1.2 the General Services Revenue Budget for 2021/22 (Appendix C)
 - 2.1.3 the policy savings set out in Appendix D
 - 2.1.4 the 2021/22 Income and Charging Strategy and Register of Charges and the Schedule of Funding to Voluntary Organisations which maintain charges and awards in line with 2020/21 levels (Appendices E and F)
 - 2.1.5 the utilisation of £0.885m from General Reserves (paragraph 7.13)
 - 2.1.6 the utilisation of £0.729m Capital Receipts from the Capital Receipts Reserve (paragraph 7.13)
 - 2.1.7 to top up the existing Transformation Fund by £0.091m from General Reserves (paragraph 7.9)
 - 2.1.8 to commit £0.030m from the Transformation Fund to support the Community Wealth Building Workforce Development project (paragraph 7.14)
 - 2.1.9 to establish an earmarked reserve of £1.200m to cover general in-year pressures and to top up the Organisational Change Fund by £0.200m from uncommitted reserves (paragraph 7.9)

- 2.1.10 the continued utilisation of Capital Receipts to fund the permitted element of severance costs (paragraph 7.16)
- 2.1.11 a net resource transfer of £19.875m for HSCP in respect of 2021/22 and to maintain the additional sum of £0.250m earmarked for transformation (paragraph 7.26)
- 2.1.12 the General Services Capital Programme (Appendix J)
- 2.1.13 that paragraph 5 of Standing Orders is amended to provide that the Leader is the service lead for transformation (and City Region Deal as previously agreed by Council) and to allocate responsibility for the financial strategy to the Depute Leader of Council
- 2.1.14 that on undertaking the planned review of Standing Orders and the Scheme of Delegation during 2021/22, the revised Scheme explicitly reflects the role of Portfolio Conveners in respect of service led Transformation.

2.2 It is also recommended that the Council notes:

- the approved Transformation Programme (Appendix A)
- the policy priorities and investment highlighted in section 4 and, as embedded within this proposed Budget
- the level of Council Tax for 2021/22, resulting in Band D Council tax of £1,304.63, (Appendix H), as approved by Council on 4 March 2021
- that progress on the Be the Future Programme will continue to be reported regularly to Council through specific Be the Future update reports
- the summary of recent budget engagement activity detailed in section 5
- that there has been no increase to the weekly rent for the travelling persons site, recently transferred to HRA management (Appendix E)
- the anticipated level of uncommitted reserves of £3.968m by 31 March 2021, prior to setting the 2021/22 budget (paragraph 7.8)
- that £0.885m of uncommitted General Reserves have been applied in setting the 2021/22 budget
- that £0.729m of Capital Receipts have been applied in setting the 2021/22 budget
- that £0.301m remains within the Economic Stimulus Fund to support economic recovery
- the balance of £3.956m in uncommitted General Services Revenue reserves, after setting this budget, which equates to 3% of net expenditure in line with the minimum level set by the Council's approved Reserve Strategy (paragraph 7.13)
- the cumulative indicative gap of £13.656m to 2025 following setting this budget, and a funding gap of £5.980m in 2022/23 (Exhibit 10)
- that the budget proposed for 2021/22 aims to deliver the Scottish Government's settlement package measures (paragraph 7.20)
- the demand pressures for the HSCP totalling £2.222m (Appendix I)

- that the agreed Capital Programme will remain under review and any changes required as a result of the property asset review and/or finalised business cases will be reported to Council (paragraphs 9.5 and 9.8)
- that during 2021/22, the Council will work towards securing Living Wage accreditation.

3.0 Strategic Framework

- 3.1 Over the last three years there has been considerable investment in creating the conditions which allow us to set out ambitious longer term plans to transform the way in which public services are delivered in Clackmannanshire. These ambitions are integrated with the development of our longer term financial planning approach which takes a significant step forward in this budget with the establishment of a 20 year capital budget, organised around the Council's Be the Future Programme priorities.
- 3.2 This section summarises our strategic planning framework, including our 'Be the Future' Transformation Programme (Appendix A) which was approved by Council as part of last year's budget setting process.
- 3.3 The Council's Corporate Plan is titled - 'Be the Future' and it sets out our vision focussed on:
- collaboration;
 - inclusive growth, and
 - innovation.
- 3.4 'Be the Future' sets out a streamlined range of corporate priorities and outcomes fully aligned with the Local Outcome Improvement Plan (LOIP). The vision and streamlined priorities aim to provide a much clearer focus for Council investment and delivery.
- 3.5 'Be the Future' is underpinned by our corporate values which were derived from extensive staff engagement and consultation activity. The values align closely with the vision and priorities. They aim to acknowledge that to achieve the vision, all staff should feel engaged, motivated and empowered to work in partnership to ensure that the Council's ambitions are realised. Our values are set out in Exhibit 1 below.

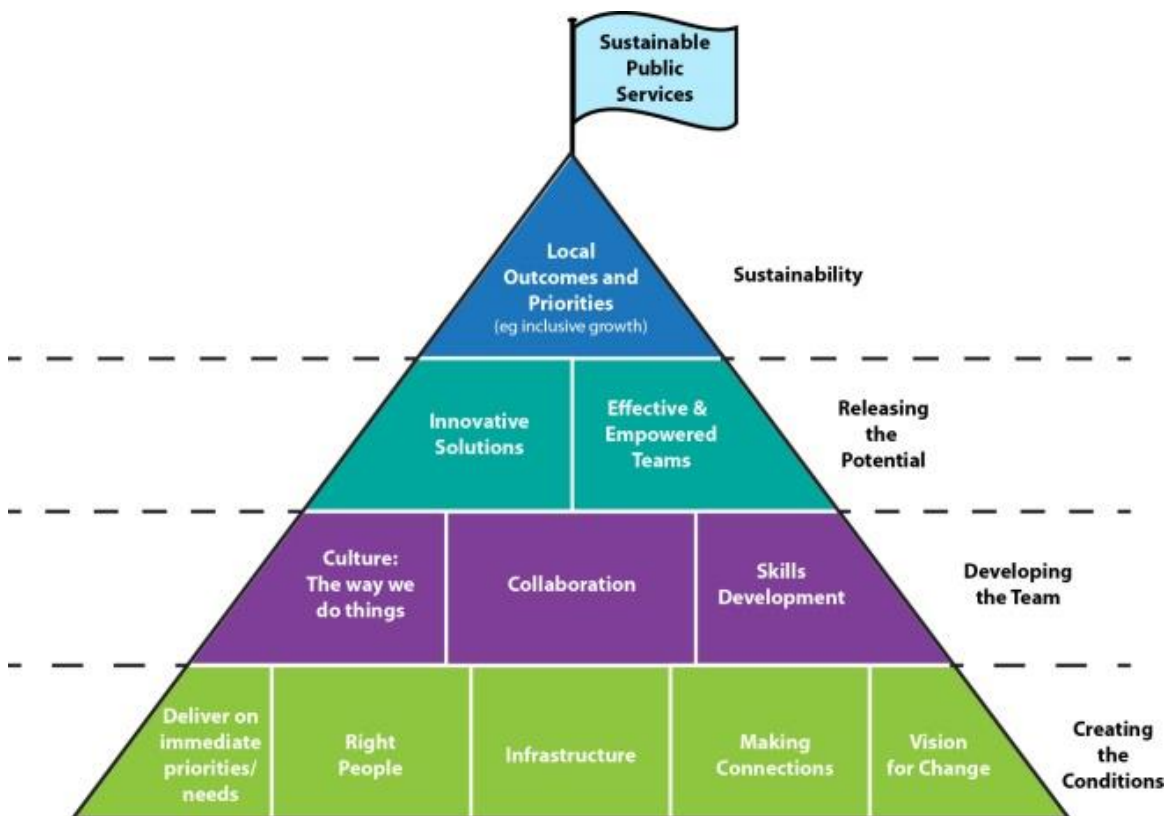
Exhibit 1: 'Be the Future' – Corporate Values

Values	Descriptor
Be the customer	Listen to our customers; communicate honestly and with respect and integrity.
Be the Team	Respect each other and work collectively for the common good.

Values	Descriptor
Be the Leader	Make things happen, focussing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
Be the Collaborator	Work collaboratively with our partners and communities to deliver our vision and outcomes.
Be the Innovator	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
Be the Future	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

3.6 In 2019, Council agreed its approach to Organisational Redesign (Exhibit 2). This framework and the supporting action plan focus on how we improve and develop our organisation to support sustainable change. This work was commenced at the earliest opportunity to ensure that our Council is developing into an organisation that is able to embrace change as ‘business as usual’. Over the last 12 months, more effort has been made to further integrate the Organisational Redesign Framework actions and embed them within Be the Future Programme, for instance in respect of the Workforce Programme of activity.

Exhibit 2: Organisational Redesign Framework



- 3.7 The Organisational Redesign Framework provides a clear basis from which Council monitors and evaluates progress and provides the opportunity for the refinement of planned activity based on learning, progress and feedback. The Framework comprises four key phases (set out in Exhibit 2) which need to be progressed to allow the Council to deliver medium to long term service and financial sustainability. The phases are not designed to be sequential but run concurrently.
- 3.8 As stated in Council's previous update reports, the framework and activity set out in Exhibit 2 is complementary to, and aligned with the Council's Transformation Programme. The Be the Future Programme is fully aligned and integrated with the Council's other key strategic plans and priorities.
- 3.9 The 10 year Be The Future Programme is set out at Appendix A. The Programme incorporates the Be the Future Aims and has distilled our planned LOIP outcomes and Corporate Plan priorities into three Be the Future Programmes of activity:
- Sustainable Inclusive Growth;
 - Empowering Families and Communities, and
 - Health and Well-being.

Exhibit 3 below summarises the Be the Future Aims and Programme themes

Aims and Programme Themes

Aims	We will transform our organisation and approaches
<p>to:</p> <ul style="list-style-type: none"> ● empower people and places to improve their wellbeing, skills and prosperity; <p>and</p> <ul style="list-style-type: none"> ● ensure that environmental, social and financial needs of our people and places are met and that future generations thrive. 	
<p>Sustainable Inclusive Growth</p>	<p>We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.</p>
<p>Empowering Families & Communities</p>	<p>We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual, family and community skills in support of social and financial independence.</p>
<p>Health & Wellbeing</p>	<p>We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.</p>

3.10 In 2020/21 activity in the Programme Management Office (PMO) has focused on operationalising the Programme by creating the critical documentation and business processes needed to progress to the next phase. The Be the Future Framework which incorporates a Toolkit, with key elements already agreed by the Be the Future Board, are being adopted into project practice. This will be extended in the coming year with the aim that by 2022/23 there will be widespread adoption of the Framework in the inception, design and management of Council projects.

3.11 The appointment of the Strategic Director (Transformation) has increased leadership capacity and during the next phase of the Be the Future Programme this capacity will be used to align the programme so that it maximises the outcomes achieved from the investment being made. The PMO will also support project staff to articulate benefits, outcomes and financial gains and these will be monitored through a Monitoring and Evaluation Framework that will help inform the governance of the Programme, including reporting to Council.

- 3.12 Addressing capacity challenges and the skills needed to support new ways of working will be key and further work to link the Workforce Programme more closely to the individual priorities and proposals in the Be the Future Programme will be undertaken. As part of this work it will also be important to ensure that the workforce plan and transformation work is integrated within the business planning process.
- 3.13 Additionally, a Strategic Roadmap will be developed that will articulate the common goals, outcomes and milestones for the 'Be the Future' Programme. The roadmap is a key communication tool which explains the strategic thinking for the programme to all stakeholders. The initial horizon for the roadmap is 24 months (2021/22- 2022/23).
- 3.14 To underpin this Strategic Roadmap the PMO is being realigned to drive the transformation activity in a planned and managed way. The PMO will be centrally led and work through a 'matrix' managed approach to deliver:
- Project managers who support the Council's adoption of the Be the Future toolkit and framework and who will work across priority projects in the Programme to manage and support successful delivery;
 - Business analysts who inform the design and development of the Programme and projects, who use evidence and data analysis to recommend solutions throughout the project lifecycle and who analyse and measure the impact and outcomes of the Programme so we continue to learn and adapt;
 - Communications expertise who will develop our strategic approach to managing internal and external communications that will support adoption of new ways of working, knowledge exchange and shared learning and that engages our people in being the future, and
 - Fundraising expertise that ensures that the opportunities to leverage additional investment and capacity throughout the Programme lifetime are realised for the Council and our partners.
- 3.15 In order to further enhance existing governance arrangements, it is proposed that the remit of the Council Leader in Standing Order paragraph 5 is updated to include a Service Lead for the Transformation Portfolio. Given that the Council Leader is already corporate sponsor of a number of key Transformation initiatives such as Wellbeing Economy and Community Wealth Building, is Chair of the Clackmannanshire Alliance and Chair/ Vice Chair of City Region Deal Joint Committee, it is proposed that the portfolio will be led by the Council Leader. This new portfolio will not attract any additional remuneration. Additionally it is proposed that the Scheme of Delegation is updated to reflect the role of Portfolio Conveners in respect of service led Transformation activities as part of the planned review of the Standing Orders and Scheme of Delegation.
- 3.16 The Council's approved Budget Strategy sets out the planning assumptions and indicative savings figures for a rolling four year period. The Strategy focuses on a framework which aims to:
- reduce expenditure;

- maximise income;
- transform service provision, including more joint working, and
- implement other targeted initiatives to deliver high quality services from a sustainable cost base.

This 2021/22 Budget, aims to comply with both the objectives and framework set out within the Council's Financial and Budget Strategies respectively.

4.0 Policy Priorities and context

- 4.1 COVID-19 is the most significant public health emergency that the UK has faced in a generation. It has had a huge impact globally, nationally and locally on communities, businesses and residents. Clackmannanshire Council has played a critical role in seeking to mitigate these impacts at the local level. The Council has worked collaboratively with its partners to protect and support the most vulnerable in our communities in line with Scottish Government and Public Health (Scotland) advice.
- 4.2 The COVID-19 pandemic and the Council's role in supporting the response and recovery is the context in which this budget is being set for 2021/22. Just as it has significantly influenced how the Council has delivered services to our communities over the last 12 months, the pandemic has also significantly influenced the policy priorities embedded within this budget for 2021/22 onwards.
- 4.3 Throughout this period, the Council has recognised and acted on the need to sustain momentum on key aspects of its agreed Be the Future Programme, reviewing and prioritising key transformation activities and relationships, whilst simultaneously responding to the ongoing pandemic. Exhibit 4 highlights some of the key progress delivered during the last twelve months. It draws from decision making undertaken by the Emergency Decision-making Forum (EDMF) and Council. This progress puts the Council in a strong position to build on this sustained momentum, and deliver benefits from the additional capacity and increased effectiveness of embedded PMO arrangements set out in section 3.

Exhibit 4: Key progress with Be the Future implementation during 2020/21

Governance Forum	Key actions
15 June Emergency Decision making Forum (EDMF)	<ul style="list-style-type: none"> • Additional resources approved to support transformation and ongoing resilience activity
25 June Council	<ul style="list-style-type: none"> • Reaffirmation of the Be the Future Programme themes of Sustainable Inclusive Growth; Empowering Families and Communities and Health and Well being • Reviewed prioritisation of Transformation proposals in light of Covid-19 pandemic • iESE prioritisation workshops agreed • Workforce Programme established
2 and 10 July Council	<ul style="list-style-type: none"> • Learning Estate Strategy immediate investment priorities
10 September Council	<ul style="list-style-type: none"> • Agreement of seven priorities based on feedback from iESE • Further investment in additional transformation capacity • Employee Health and Wellbeing survey • Establishment of People and Place Collaborative project in conjunction with the Social Innovation Partnership (SIP) • SIEC paper on the expediting of proposals to facilitate earlier benefits realisation to support economic recovery • CRD Skills and Inclusion and Regional Energy Masterplan • Extension of STRIVE pilot from 6 to 12 months based on value to date • Digital Strategy activity expedited with MS 365; digital devices and Social work system highlighted • Empowering Families and Communities with Scottish Government and Social Renewal Advisory Board • Transforming Mental Health Services • Transforming the Secondary Curriculum • Wellbeing Economy Diagnostic
22 October Council	<ul style="list-style-type: none"> • Workforce Programme Update including PRD refresh, leadership development, fair work and Healthy Working Lives • Digital Strategy implementation • Further investment in Transformation capacity - SD(Transformation) portfolio created • Internal communications and culture change
10 December Council	<ul style="list-style-type: none"> • Partnership and collaboration update • Community Wealth Building Action plan agreed • Development of Wellbeing Economy Strategy agreed • People and Place Collaborative with Social Innovation Partnership • The Promise and working with Scottish Government • Strategic Leadership Forum established and early action (Adaptive Resilience Framework)
4 March Council	<ul style="list-style-type: none"> • Embedding the Project Management Office (PMO) under SD (Transformation) • Aligning internal transformation framework with political governance • Workforce Development: Virtual wellbeing week; leadership development; wellbeing toolkit; Promoting Good Conversations Programme and staff survey • Community Wealth Building and workforce development • Community Wealth Building Working Group and Scottish Government engagement

4.4 Exhibit 4 also illustrates the priority placed on collaborative approaches both with other public sector partners but also with national and local governments and agencies. Critically, **wellbeing** and **inclusive growth** are central to the Council's developing approaches. This focus is borne of the aim to genuinely empower families, individuals and communities across Clackmannanshire, as exemplified by the community leadership of the design and delivery of services over time and by increased levels of social and financial resilience and independence of both individuals and communities in the future.

4.5 The budget presented to Council for approval is focussed on sustaining and prioritising key aspects of **Wellbeing and Economic Recovery**. Exhibit 5 highlights key areas of investment embedded within the Budget.

Exhibit 5: Key policy priorities embedded in proposed Budget 2021/22 onwards

Priority Policy Investment	Revenue £000	Capital £000
Sustainable Inclusive Growth		
City Region Deal: SIEC; Regional Energy Masterplan		2,094
Learning Estate Strategy: Development driven development; priority school developments; asset strategy		124,955
Skills and Inclusion: Young Persons Guarantee; Developing Young Workforce; CRD; Apprenticeships	630	
Empowering Families and Communities		
Digital Strategy: Digital devices for schools; MS 365; Social Work system	317	7,888
CWB Procurement Officer	48	
CWB Workforce development	30	
Tackling poverty: Rent freeze; Council Tax freeze; Fees and charges freeze*; Scottish Living Wage (including consolidation)	1,059	
Health and Wellbeing		
Wellbeing campus		16,855
Active travel		2,030
Mental health: School counsellors; Youth Guarantee and HSCP	268	
TOTAL	2,352	153,822

**This investment consolidates detail from HRA and General Fund papers presented to this Council meeting and on 11 February and 4 March 2021*

4.6 The proposed Budget sustains investment in the areas that are most important for Clackmannanshire as we move to recovery from the pandemic. This Budget:

- invests in additional capacity to embed Community Wealth Building in the Council's culture and processes by investing in CWB workforce development and a CWB procurement officer;
- sustains a focus on health and well-being for all ages with a particular focus on targeting mental health supports, including in schools and by further integration of mental health services within the Health and Social Care Partnership (HSCP) and through the Young Persons Guarantee;

- invests in tackling poverty by mitigating some of the financial impacts of the pandemic by protecting householder incomes in respect of the charges paid for those services over which the Council has influence, such as school meals, in addition to the rent and council tax freezes already agreed; additionally implementing the Scottish Living Wage and working towards formal accreditation during 2021/22;
- continues to help our young people develop the skills and confidence to get into positive destinations, maximising the Youth Guarantee and Developing the Young Workforce to ensure that every young person has access to a job, further or higher education, an apprenticeship scheme or other training programme. It also further invests in inclusive skills development through City Region Deal investment;
- sustains investment in working with key partners, including MCR Pathways, to ensure that we target support to those that need it most, and who are further away from the job market, developing leadership skills and creating the conditions for systemic change;
- invests in adult and family learning programmes, and providing more holistic and sustainable supports which focus on positive and lasting outcomes, further developing local decision making and empowering families and communities through our work with the Hunter Foundation and Columba 1400, and
- maximises the local impact of the Council's leadership role and profile within the Forth Valley and West Lothian Regional Improvement Collaborative and positive and effective relationships with Scottish Government to prioritise work to ensure that Clackmannanshire Keeps The Promise to our care experienced community.

4.7 These priorities collectively reflect a significant level of revenue investment. The Budget also seeks to accelerate planned capital investment to further stimulate economic recovery. Greater detail on the proposed Capital Programme is set out in section 9 of this report. Key investment is as follows:

- £255 million of capital investment over the next 20 years, with investment accelerated in the first half of the Programme to stimulate economic recovery locally and regionally;
- reinvests in additional senior economic development capacity to augment skills and capacity to engage with local businesses, better understand their needs and to shape the Council's strategy for economic recovery;
- expedites planned activity in respect of the City Region Deal including the development of Scotland's International Environment Centre in Alloa and Active travel investment to further integrate existing networks;

- makes provision for a Wellbeing campus within Alloa as part of a wider strategic review of Clackmannanshire's Leisure Strategy;
- Following the completion of a strategic review of the Council's property assets, invests in priority Learning Estate developments, including development driven need as well as that required to meet demographic need and the development of a blend of learning estate campus and standalone facilities, and
- Implements key aspects of the agreed Digital Strategy focussed on citizen centric service redesign, tackling Digital exclusion and expanding the Council's digital learning strategy, creating digital hubs in schools and communities, such as the Bowmar and investing in new infrastructure to improve organisational systems such as MS365 and a new social work system.

4.8 Alongside the policy priorities detailed in Exhibit 5, this budget also prioritises the following service redesign proposals:

- Supporting vulnerable people and communities: redesign based on Covid-19 collaborative response experiences and learning;
- Emergency Planning;
- Elections;
- Customer access/triage;
- Asset management:
- Digital Strategy implementation, and
- Children's Services.

4.9 Recent engagement with the Clackmannanshire Alliance also suggests a strong level of support for the central policy priorities reflected in the establishment of a Wellbeing Economy and Community Wealth Building approaches. This has resulted in a commitment to working with Alliance partners and the Scottish Government, to develop a Wellbeing LOIP for Clackmannanshire which will sit at the pinnacle of a streamlined strategic planning hierarchy, with clear shared commitment and accountability for the delivery of agreed priorities amongst Alliance partners and anchor organisations.

5.0 Budget engagement process

- 5.1 During 2021/22 and following the approval of the Be the Future Programme and the development of the Programme toolkit, consultation is now targeted and embedded with affected stakeholders and communities of interest year round, particularly within the context of policy and transformational proposals. As a consequence, this year's Budget engagement has been streamlined and targeted, taking account of the officer proposals submitted for consideration.
- 5.2 An Equality and Poverty Impact Assessment was completed on a policy proposal to increase fees and charges by 2% for 2021/22. To understand any particular impacts affecting protected groups, feedback was sought from targeted local groups. Feedback was requested in writing specifically on impacts and possible mitigations that the Council should consider. The deadline for feedback was the 15th March 2021 by which time, no representations had been received.
- 5.3 In recognition of the unprecedented experience and impact of the Covid-19 pandemic, this Budget makes provision for those fees and charges within the Council's influence, including school meals, to be maintained at 2020/21 levels. Further details of the individual charges for 2021/22 are included in Appendix E.

Staff & Trade Union Consultation

- 5.4 Engagement with Trade Union representatives on management efficiencies and policy savings has continued along similar lines to that adopted previously, and is well embedded. As in previous years, trade union representatives received the same information on areas for proposed savings as elected members and briefing sessions have also been held for Trade Unions representatives, most recently, ahead of this Budget setting meeting.
- 5.5 Prior to this meeting of Council, as usual a pre budget staff cascade was prepared and cascaded by the Chief Executive and Chief Finance Officer. Staff have also been encouraged to contact senior managers to discuss proposals if they require further information. Further cascade messages are planned for staff following the Council meeting.

6.0 Budget Funding 2021/22

- 6.1 Based on the Finance Circular 1/2021 issued on the 1 February 2021, the funding assumed for the 2021/22 General Services Revenue Budget is as follows:

Exhibit 6: General Services Funding 2021/22

	£m
General Revenue Grant	81.103
Ring fenced Revenue Grants	7.444
Non-Domestic Rates Income	17.184
Total Grant Funding	105.731
Estimated share of unallocated funds	0.807
Revised Total Grant Funding	106.538
Council Tax Income	23.716
Total Revenue Funding	130.254

Source: Finance Circular 1/2021

- 6.2 Included in the net funding are estimated shares of unallocated funds totalling £0.807m. This includes redeterminations for Teachers Induction and the top up for Criminal Justice taking the total grant funding to £106.538m. This is an increase on 2020/21 of £3.803m in the Council's funding before Council Tax for 2021/22.
- 6.3 This net funding position reflects a freeze in the level of Council Tax as approved by Council at its meeting on 4 March 2021. This freeze is in line with the Scottish Government proposal whereby Local Authorities who freeze the level of Council Tax in 2021/22 would receive a compensatory amount equivalent to a 3% increase. For Clackmannanshire Council residents this results in a Band D Council Tax of £1,304.63 for 2021/22. Full details of the Council Tax Band Charges are set out in Appendix H.
- 6.4 Total Government Grant Funding set out above is subject to approval of the Local Government Finance Order which was laid before Scottish Parliament on 10 March 2021.

Rollover Revenue Budget

- 6.5 Each year, the base budget is reviewed to ensure that any adjustment that is required to meet expected costs and demands is properly considered. Budget Strategy reports submitted to Council during the year provide updates on the budget gap and changes in assumptions to reflect current information. Due to uncertainty around financial pressures of COVID-19 and a delay in both the UK and Scottish Government setting their respective budgets, the assumptions on the gap have remained relatively stable during the year.

6.6 The table below sets out the changes in the assumptions:

Exhibit 7: Movement in Indicative Gap during the year

	2021/22 £000
Indicative Gap	7,916
Increase in Demand Pressures	526
Settlement & rollover budget adjustments	(3,501)
Reduction due to revised Pay Assumption	(1,201)
Revised Gap	3,740

6.7 Exhibit 8 below details the budget for 2021/22 compared to the anticipated level of Government Grant and Council Tax Funding. This results in a cumulative budget 'gap' of £11.632m up to March 2024 and £3.740m in 2021/22, after receipt of the funding detailed in exhibit 6 above.

Exhibit 8: General Services Budget 2021/22 - 2023/24 Indicative funding gap

	2021/22 £000	2022/23 £000	2023/24 £000
Net expenditure	133,994	138,441	143,330
Net Funding	130,254	130,965	131,698
Cumulative indicative Funding Gap	3,740	7,476	11,632
Indicative Annual Gap	3,740	3,736	4,156

6.8 The main assumptions included within Exhibit 8 are:

- 0% increase in the level of Council Tax for 2021/22 with compensatory amount baselined and 3% increase thereafter in future years;
- Pay inflation equivalent to approximately 2% for 2021/22 based on the Scottish Public Sector Pay proposal of £800 flat payment for those earning up to £25k and 2% for those earning between £25k and £40k. Additionally, 2% inflation is assumed each year thereafter;
- Demand pressures covering both contract inflation and general pressures of £2.526m in 2021/22 as shown in Appendix B. Contract inflation and general demand pressures have been estimated at £2.500m in both 2022/23 and 2023/24 based on current and previous data on bids and approvals;

- Increase in general fund grant in financial year 2021/22 equivalent to 1.3% and a flat cash settlement for future years;
- share of the additional social care funding of £72.6m in 2021/22 has been baselined; and
- maintenance of the commitment to implement the Scottish Local Government Living Wage of £9.54 per hour from 1 April 2021, (1 April 2020 currently £9.34 per hour).

7.0 General Services Revenue Budget

7.1 The 2021/22 General Services Revenue Budget is summarised at Appendix C. The budget proposes expenditure of £131.868m against income of £131.868m providing a balanced position.

7.2 Each year demand pressures are advised by services which reflect any increasing demand for mandatory services, new duties and responsibilities, the demographic change affecting the area and specific provisions for inflation. After a stringent review of the total £4.266m bids put forward, the 2021/22 proposed pressures total £2.526m and these are set out in Appendix B for approval as part of this Budget.

7.3 This sum of demand pressures has been proposed following robust review of bids for growth, with a view to minimising additional spend. As the total proposed is significantly lower than the total bids submitted, these pressure areas will need to be closely monitored throughout the year to ensure financial balance is maintained. Demand Pressures arising throughout the coming year in respect of COVID-19 related expenditure, including estimated loss of income, will also be monitored closely with costs mitigated against specific COVID-19 funding wherever possible. Demand Pressures are also submitted by HSCP and these are considered separately as noted in paragraph 7.25.

7.4 The 2021/22 budget proposes savings of £2.126m. These comprise:

- £0.038m policy savings requiring Council approval (Appendix D);
- £1.799m management efficiencies (Appendix D), and
- £0.289m savings as a result of previously approved Transformation projects.

7.5 Exhibit 9 below shows how the combined savings are distributed across service portfolios:

Exhibit 9: General Services Revenue Budget 2021/22: Distribution of planned savings by service.

Service	Current 2020/21 Budget £000	Total Savings 2021/22 £000	Savings as % reduction in service expenditure
People	77,194	682	0.88%
Place	18,367	776	4.22%
Partnership & Performance	20,548	668	3.25%
TOTAL	116,109	2,126	

7.6 The revised Income and Charging Policy and respective list of fees and charges for 2021/22 is set out in Appendix E. It is proposed that where the Council has the discretion to set charges, that these are not increased for the financial year 2021/22. Some charges have been increased where these are set nationally or by an external organisation and these exceptions are noted in the Income and Charging Policy.

7.7 As previously agreed with the Council's External Auditors, the Budget also includes a schedule of Funding to Voluntary Organisations in 2021/22 (Appendix F). No inflationary increase has been applied to this funding for 2021/22.

Balances and reserves

7.8 The Council's approved Finance Strategy is to retain uncommitted non HRA reserves at a minimum of 3% of net expenditure. The un-earmarked reserves at the start of 2020/21 were £6.223m, which is £2.373m above the 3% minimum level. During the year £2.255m was committed which included an amount to support COVID-19 recovery. The current outturn for the Council (excluding the Clackmannanshire element of the H&SCP) as at December is forecasting an overspend of £1.003m before the allocation of COVID-19 funding. It is expected that this overspend will be mitigated in full by COVID-19 funding, resulting in no impact on uncommitted reserves. Therefore the resulting anticipated closing balance of uncommitted reserves as at 31 March 2021 is £3.968m (3.1% of 2020/21 budgeted net expenditure).

7.9 Following a full review of earmarked reserves, £2.364m has been released from committed to uncommitted reserves. This results in an increase in uncommitted reserves to £6.332m. However, due to ongoing uncertainty in respect of the cost impacts of the pandemic in the coming year, it is proposed that a new earmarked reserve of £1.200m is created to mitigate any additional pressures that arise.

Additionally, it is proposed that a further £0.291m is allocated to existing earmarked reserves across the Transformation Fund (£0.091m) and Organisational Change Fund (£0.200m). These additional allocations result in a total reduction in the uncommitted reserve balance of £1.491m, leaving an uncommitted reserve balance of £4.841m.

- 7.10 The anticipated total reserves of £4.841m by 31 March 2021, is £0.885m above the minimum threshold of the Councils approved reserves strategy of £3.956m (based on 2021/22 net expenditure) and equates to 3.7% of net expenditure.
- 7.11 The total Capital Receipts Reserve opening balance (both committed and uncommitted) at the start of the year was £1.575m. Of this total Reserve amount, £1.160m of Capital Receipts were earmarked to support the 2020/21 General Fund budget and £0.431m was earmarked for the capital element of the Employment Fund. This left a balance of £0.016m to be found from receipts received during 2020/21. During 2020/21, additional receipts of £0.108m have been received in the year, and no further receipts are estimated to be received before the end of March 2021, resulting in an uncommitted Capital Receipts Reserve balance of £0.092m.
- 7.12 There are no estimated costs to be utilised from the capital element of the Employment Fund during the year for severance costs and as such £0.334m of this balance is proposed to be released back to uncommitted receipts. A further £0.303m is also proposed to be released from the capital grants and contributions unapplied account previously earmarked for economic stimulus projects. This results in a total anticipated Capital Receipts Reserve of £0.826m by 31 March 2021 which contains an uncommitted balance of £0.729m and £0.097m remains earmarked for the statutory element of voluntary severance costs.
- 7.13 After taking account of the planned savings of £2.126m detailed in Appendix D, there is a residual budget gap of £1.614m. It is therefore, recommended that the Council approves utilisation of £0.885m from uncommitted general reserves and £0.729m from the Capital Receipts Reserve resulting in a nil residual budget gap. This would reduce the balance on uncommitted general reserves to £3.956m which equates to the 3% minimum level. After utilising £0.729m of capital receipts the balance on the Capital Receipts Reserve at 31 March is forecast to be £0.097m which is fully earmarked. In addition, £0.301m would be held in the Economic Stimulus Fund (Capital Grants and Receipts Unapplied account) which will be used to support economic recovery.
- 7.14 At the start of 2020/21 the Transformation Fund held £1.901m of funds (£0.901m capital, £1.000m revenue). During 2020/21, the fund was increased from General Reserves by £0.750m taking the total fund to £2.651m. Of this, £1.511m has been committed for spend approved by Council, leaving a balance of £1.140m uncommitted. It is proposed that a further £0.091m is added to the fund from earmarking general reserves taking the total uncommitted balance of the fund to £1.231m. Additionally for 2021/22, Council is asked to approve £0.030m to support the Community Wealth Building Workforce Development project in response to the Action Plan submitted to Council in December 2020. This would increase the committed balance on the fund to £1.541m.
- 7.15 At the start of 2020/21 the Employment Fund held a balance of £1.959m (£1.528m

revenue and £0.431m capital). As there are no cost commitments expected during the year and the flexibility to use capital receipts to create the capital element of the fund is due to end at 31 March 2022, £0.334m has been released back to general capital receipts. The Revenue portion of the fund has also been reduced, with £0.528m being released back to general uncommitted reserves. It is expected that whilst the fund will still be required, the costs would more appropriately align with the Be the Future programme. However, it is considered prudent to retain the Employment Fund Reserve as the Council continues with the redesign programme and seeks to deliver a more sustainable cost base for the future. This position results in an anticipated balance on the Employment Fund of £1.097m at the 31 March 2021, (£1.000m revenue, £0.097m capital).

- 7.16 Local Government Finance Circular 4/2015 set out the financial flexibilities available to Councils' in the use of Capital Receipts for Severance payments and these had been approved in previous Council Budgets. However, these flexibilities ended on the 31 March 2018.
- 7.17 Since then, revised financial flexibilities have been made available to local authorities with regards the use of capital receipts up to 2021/22. A letter dated 10 December 2018 from Cabinet Secretary for Finance, Economy and Fair Work, enhances the provisions previously set out in Circular 4/2015 and acknowledges the pressure on the public sector, including the need to deliver significant savings through transformation. Whilst there are certain technical restrictions on the use of capital receipts, the new flexibilities make permissible the use of capital receipts to fund certain elements of transformation and support the delivery of revenue savings. Some of these permitted uses include funding costs which have traditionally been revenue in nature.
- 7.18 There is no application or approval process required by the Scottish Government. However, the Council is required to explicitly report and approve the utilisation of capital receipts for this purpose through the Council's Committee reporting structure. External audit will also be looking at the use of capital receipts to ensure the provisions are being followed. Council is, therefore, asked to reaffirm its approval of this proposed treatment.
- 7.19 On 1 February 2021, Local Government Finance Circular 1/2021 was issued setting out the local government settlement for 2021/22. The full details of the offer and the package of measures and benefits is set out in Appendix G.
- 7.20 This budget has sought to make adequate provision for meeting the assumptions set out in the Finance Circular, and aims to deliver the package specified.
- 7.21 Subject to the approval of this budget, the indicative funding gap for 2022/23 and beyond is set out in Exhibit 10 below. Council will note that the gap has increased by £2.244m for 2022/23 due to one off cash savings and utilisation of the uncommitted revenue reserves and Capital Receipts used to support the 2021/22 Budget:

Exhibit 10: General Services Budget 2022/23-2024/25 Indicative funding gap

	2022/23	2023/24	2024/25
	£000	£000	£000
Net expenditure	136,945	141,834	146,109
Net Funding	130,965	131,698	132,453
Cumulative indicative Funding Gap	5,980	10,136	13,656
Annual indicative Funding Gap	5,980	4,156	3,520

Health and Social Care Integration

- 7.22 Strategic finance meetings have continued to be held with the Chief Officer, Chief Finance Officer of the Integrated Joint Board (IJB), the Director of Finance of NHS Forth Valley and the two Section 95 Officers from Stirling and Clackmannanshire Councils. These meetings have provided the basis for an open and productive dialogue throughout the year.
- 7.23 The 2021/22 Finance Settlement has confirmed that a further £72.6 million is to be transferred from the health portfolio to local authorities for investment in health and social care and mental health services that are delegated to integration authorities (Health and Social Care Partnerships). The additional £72.6 million for local government comprises a contribution to continue delivery of the Real Living Wage (£34m), operating free personal and nursing care payments (£10.1m) and implementation of the Carers Act (£28.5m).
- 7.24 The letter from the Cabinet Secretary for Finance to the COSLA President, dated 28th of January 2021, states that in relation to the funding of integration authorities, local authority adult social care budgets must be £72.6 million greater than 2020/21 recurring budgets. This means that Clackmannanshire's contribution must be at least the value of our allocation from the £72.6 million, which is £0.613m. A similar requirement will apply to Stirling Council for their share of the new resource, and NHS Forth Valley will also receive a similar direction via the Health Directorate.
- 7.25 Appendix I summarises the demand pressure bids received in respect of the HSCP and indicates that additional pressures of £2.222m have been identified which includes £0.693m for a new Social Work System, to avoid making significant service reductions. This level of pressures would equate to 8.7% growth over the 2020/21 budget. It is also noted that within the current projected overspend of the IJB of £1.648m, the Clackmannanshire locality is currently forecast to underspend (£1.045m) by 31 March 2021.

- 7.26 It is proposed that the Council seeks to continue its track record of supporting the Partnership whilst being mindful of affordability in the wider context of the Council's financial challenges. On this basis it is proposed that the Council allocates the share of the £72.6m new monies for in-scope services to the Partnership along with an allocation of £0.216m to cover the pay award for adult social care staff and a previously approved contribution for additional finance support of £0.005m. This would result in a resource transfer of £19.875m (£19.041m in 2020/21) which equates to growth of 4.4% over the agreed sum for 2020/21.
- 7.27 It should also be noted that provision has also been made in this Budget for investment in the replacement social care system (see capital programme Appendix J). Additionally a notional sum of £0.250m has been ring-fenced for HSCP Transformation proposals within the £1.541m committed balance of the Transformation Fund. To access this funding, business cases will need to be submitted to the Be the Future Board for approval.
- 7.28 In setting the IJB Budget in March 2021, it is anticipated that the Chief Officer for HSCP and the Chief Finance Officer will set out their proposed approach for managing service delivery within the IJB's available financial resource envelope.

Financial Flexibilities

- 7.29 Previous member briefings have provided information on the financial flexibility options for councils to use on an individual basis to address financial pressures associated with the Covid-19 pandemic both in the current year and into the recovery phase.
- 7.30 The flexibility for the use of Capital receipts to offset costs of COVID-19 is limited to only those capital receipts received during the year. For the Council, only £0.108m of capital receipts has been received in 2020/21 and this sum along with existing capital receipts has been used to offset loans fund charges in line with the permitted use of capital receipts. Any further receipts generated in 2021/22 could be used to offset the costs of COVID-19 and this will be considered in line with the financial forecasts during the year.
- 7.31 The Service Concession Arrangement (PPP) flexibility has the potential to generate a significant non-recurring gain of £5.8m in the current year. This flexibility will be considered further once confirmation has been received on the accounting treatment and the impact on current and future costs can be confirmed.
- 7.32 It is evident that significant investment will be required to support council services adversely impacted by the pandemic and, more importantly, invest in our communities. It is acknowledged that the impact of the pandemic will last for many years and that significant and targeted support will be required to mitigate some of the effects being experienced by individuals, communities and businesses. It will be important therefore that the flexibilities are maximised where financially viable in order that one-off funds can be established and used to support both the Council and those most impacted by Covid-19 in the short to medium term.

- 7.33 The Cabinet Secretary for Finance has indicated that these flexibilities are not intended to be considered as an opportunity to add to reserves but should be used to offset some of the effects of the pandemic and to assist recovery and renewal. Local authorities will be expected to use the flexibilities to deal with financial pressures in the Council and our communities for the years to come with utilisation requiring sign off by the Council's S95 Officer and subsequent Council approval.
- 7.34 Work has already taken place to model the financial gains that would arise from utilising the flexibilities and discussions around their specific use remains ongoing. The decision to utilise the flexibilities will be based on need, whilst taking account of the necessity for prudence and longer term financial sustainability and it is anticipated that a further report on the flexibilities to support future Covid-19 related financial pressures and investment will be provided to Members in due course.

8.0 Participatory Budgeting

- 8.1 In October 2017, COSLA agreed that from the financial year 2020/21, at least 1% of the Local Authority budget would be subject to Participatory Budgeting (PB) which for Clackmannanshire would equate to £1.280m.
- 8.2 PB intends to transfer to communities the decision and the allocation of specified resources for specified purposes. The Council already involves the public in various ways in decision making on the allocation of budgets for specific Council services and projects. However, the COSLA commitment requires us to formalise this and meet a budgetary target for PB.
- 8.3 In January 2021 COSLA reviewed the impact that Covid-19 response and recovery has had on Councils' ability to meet the 1% target by the end of March 2021. Refreshed guidance has been published to provide a degree of flexibility on meeting the target, whilst remaining fully committed to the principles of Participatory Budgeting.
- 8.4 In 2019 Council agreed the framework within which services should plan their PB exercises, and in early 2020 a number of events and workshops were attended by Members and officers to assist with the deployment of PB. Whilst Covid-19 has impacted many Council services with resources deployed around business critical and statutory functions, progress on PB has been made throughout 2019 and 2020 to meet our 1% target. This included the following areas of work which were identified as being suitable for PB:
- Alloa Town Centre Regeneration – a range of significant projects transforming the town centre including an Active Travel Hub;
 - Bowmar Centre – a project to deliver a Community Hub at the Bowmar Centre with a focus on community empowerment, learning, wellbeing and social enterprises;

- Community Empowerment Fund - supporting communities to take advantage of the provisions of the Community Empowerment Act and enables community groups to influence and improve the provision of community-led services and activities, and
- Clackmannan Regeneration - a range of significant projects transforming Clackmannan and addressing the priorities identified in the Community Action Plan.

8.5 Over the course of 2021/22 there will be significant opportunities to work with communities on service design, delivery and prioritisation of budgets as work to deliver Be the Future Programme continues. Key PB projects for 2021/22 include:

- Alva Town Centre Regeneration - a range of regeneration works delivering the outcomes from the Alva Community Action Plan, and
- Westhaugh Gypsy/Travellers' Site – significant investment in the site to deliver the Accommodation Action Plan (funded via HRA).

9.0 General Services Capital Programme 2021/22

9.1 This section of the report sets out the General Services indicative capital programme and associated budget for 2021/22 which is detailed at Appendix J.

9.2 This Capital Budget for 2021/22 onwards, marks a significant change in the Council's approach to its capital investment. The key developments include:

- planned Capital investment of £255m from 2021/22 onwards, compared with the approved £75m in 2020/21;
- a longer term strategic planning horizon, moving from a rolling 5 year capital plan to a rolling 20 year capital plan;
- embedding the Be the Future Programme themes and priorities, and
- establishing the foundations for the Council's Capital Strategy which will be submitted to Council during 2021/22.

This change has been made to allow the Council to expedite planned investment to support wellbeing and economic performance and recovery. The programme frontloads investment in the first ten years of the programme and manages affordability over the longer term.

9.3 Over time it is envisaged that the Council's Capital Investment Plan will focus on fewer, larger proposals which are fully integrated and reflective of the Be the Future key priorities. This will allow the Council to:

- better target internal capacity on project development and implementation;
- maximise the Council's investment in key strategic priority proposals, focussed on improving local outcomes and economic performance;

- maximise the benefits of spend to save and revenue releasing capital projects;
- further improve the effectiveness of targeting the Council's Funding Officer capacity on priority Be the Future projects, and
- ensure sufficient project management capacity is in place for priority projects by ensuring that project management costs are appropriately built into cost estimates for approved capital projects.

- 9.4 These developments represent an augmented level of ambition in terms of the scale, timescale, focus and quantum of capital investment over that outlined in previous years' budgets. This reflects the aim of increasing capital investment in Clackmannanshire to stimulate both local and regional economic recovery from the Covid-19 pandemic, as well as to advance planned work to positively impact the area's economic performance as detailed in the Local Outcome Improvement Plan (LOIP). Additionally, a central theme of investment is in respect of Wellbeing.
- 9.5 Additionally, the change in emphasis also represents a positive shift in respect of the Council's approach to asset management. The Council has a broad and numerous portfolio of property assets, many of which are older or of heritage interest. This budget provides for a systematic review of the Council's property assets to inform a more detailed review of condition and suitability for future years.
- 9.6 This is a significant piece of work that will further influence the priorities set out in future years' capital plans. It is anticipated that the outcome of this work will be available to inform next year's budget setting process. It will provide the basis for a more strategic review of the Council's property asset portfolio for the future as well as allowing the phasing of capital investment priorities to be refreshed in line with the assessments of condition and suitability undertaken. Once this is complete, a review of the affordability of the property asset portfolio will also be undertaken with recommendations brought forward for any proposed changes through the Annual Property Review and Capital Budget Council papers as required.
- 9.7 For the reasons highlighted above, years 1-5 are presented in greater detail, with years 6-10; 11-15 and 16-20 being summarised. It is intended that the plan covers a 20 year planning period and will continue to be annually refreshed to take account of new information, changes in local context and to ensure that investment remains focussed on critical Be the Future priorities.
- 9.8 The planned programme, as in previous years, contains estimated costs for those key proposals which require the development of business cases, for instance the delivery of the Wellbeing Campus in Alloa. These estimates are based on current data, industry benchmarks and a range of assumptions. On completion of such business cases, cost estimates and assumptions on the phasing of activity will be updated within the capital plan. Appropriate governance will, as usual, be sought through Council should any adverse financial variations be highlighted. Routine monitoring of the capital plan through service Committees and the Audit Committee also provide further opportunities for elected members to scrutinise the delivery of planned activity.

9.9 The Council's Be the Future Programme is aligned and integrated with a number of core strategic drivers and Plans, including:

- the Corporate Plan which is aligned with the approved, soon to be refreshed, LOIP priorities;
- Wellbeing economy and Community Wealth Building approaches as these continue to evolve and develop across Council and partner activities;
- refresh of the Council's significant asset strategies, and specifically the Council's property asset strategy, following the outcome of the planned review, and
- further progress with the Council's City Region Deal activities, specifically in respect of Scotland's International Environment Centre, active travel and skills and inclusion projects.

Borrowing and Investment Strategy

9.10 In previous years, the General Services Indicative Capital Programme has been developed in consideration of the financial strategy of minimising new borrowing. This year's budget marks a departure from this strategy. The original Strategy was introduced as part of the Council's Treasury Management Strategy Statement (June 2012). Since the Strategy was introduced, there has been a reduction of £33m in the Council's level of debt as at March 2021. The Council's borrowing as a proportion of income is now relatively low compared to other Scottish councils. The ratio of the cost of borrowing relative to our income stream as at 31 March 2021 is estimated to be 4.62% compared to the Scottish Average of 6.94%. This has placed the Council in a stronger position from which to now invest and stimulate local economic recovery.

9.11 In order to give effect to this General Services Indicative Capital Plan, Council has been requested to approve a change to this strategy in the Treasury Management Strategy Statement paper also on the agenda for this meeting of Council.

9.12 The Treasury Management Strategy Statement sets out the effect of this strategy in more detail. In terms of the General Services Capital Programme, if the current level of debt was to be maintained, the new borrowing requirement should be restricted to under £216.679m for the duration of the 20 year programme. Any new borrowing above this level in any year will directly impact the revenue costs budgeted for the annual repayment of debt.

9.13 The gross expenditure over the 20 year proposed programme is £254.526m which results in net additional borrowing of £37.847m above the programme level of £216.679m by the end of the 20 year programme. The resulting estimated additional borrowing costs are reflected within the indicative budget gap set out at exhibit 10.

9.14 In making changes to the Council's strategy, it is important that medium to longer term levels of borrowing are closely planned and monitored. In particular, given the ambitious plans summarised in this budget, it is critical that considerable emphasis is placed on the identification of alternative funding streams including

Capital Receipts, specific grant funding and internal borrowing being considered to reduce any external borrowing requirement to continue to minimise the Council's overall level of debt. As a consequence, the Funding Officer as well as Strategic Directors will place a priority on identifying and maximising the benefit of such opportunities to identify alternate funding sources.

General Services Capital Grant 2021/22

9.15 The General Capital Grant allocated to Clackmannanshire Council in 2021/22 is £4.322m, this is augmented by additional specific grant income streams totalling £3.794m, resulting in total grant income of £8.116m being available in 2021/22. The £3.794m includes specific capital grant funding for Town Centre Regeneration (£1.876m), Clackmannan Regeneration (£0.606m) and (£0.226m) for the Cycling, Walking and Safer Streets initiatives along with various other grants towards improvement projects.

Exhibit 11: General Services Capital Funding 2021/22-2040/41

	2021/22	2022/23	2023/24	2024/25	2025/26	2026-31	2031-36	2036-41	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Income	(8,116)	(6,617)	(6,622)	(8,662)	(8,822)	(28,150)	(21,610)	(21,610)	(110,209)
Gross Programme Limit	(8,845)	(10,529)	(8,494)	(10,433)	(11,785)	(46,538)	(54,166)	(65,889)	(216,679)
Current Revised Proposed Budgets including C/F from 2020/21 approved programme	15,320	19,962	18,338	19,081	18,551	85,967	45,527	31,780	254,526
Balance (Below)/Above Gross Programme Limit	6,475	9,433	9,844	8,648	6,766	39,429	(8,639)	(34,109)	37,847

9.16 As shown in the table above, the indicative programme is significantly increased in years 2022/23 to 2030/31, taking investment above the gross programme limit. This is due to significant investments in the Learning Estate and Wellbeing Complex and lower debt repayments in these years due to the recent change in the loans fund strategy. Investment reduces beyond these years below the programme limit which reduces the overall level of borrowing towards the end of the 20 year programme.

9.17 Exhibit 11 also indicates that over the period to 2040/41, there is a total of £216.679m available for capital investment without increasing borrowing. The Council's proposed programme (including carry forward from 2020/21) for the period 2021/22 – 2040/41 totals £254.526m, £37.847m above this level. This means that the Council's overall level of borrowing is expected to increase by this amount by the end of the 20 year programme, however as noted in paragraph

9.14 above, opportunities to maximise additional funding will be explored in order to reduce the requirement for additional borrowing.

Summary of Programme

- 9.18 The indicative Capital Programme for 2021/22 is shown in detail at Appendix J, which provides detail of the £254.526m Capital Investment Programme. The 20 year programme to 2040/41 is summarised by Be the Future theme at Exhibit 12, along with an additional category of compliance and operational resilience. This latter category reflects the ongoing costs of maintaining and enhancing our existing asset base. It is notable that it represents £26.628m (almost 30%) of our £91.252m programme in 2021/22- 2025/26, and £89.166m (35%) across the total 20 year programme, including for ensuring Health and Safety. It is critical that the strategic review of all asset strategies is completed on a rolling basis starting with the property asset portfolio in 2021/22 to inform future investment priorities.
- 9.19 The Programme highlights the Council's key strategic investment priorities as Learning Estate, including ICT investment in schools; City Region Deal projects, including active travel and Scotland's International Environment Centre and the establishment of a Wellbeing Campus in Alloa. The Council's considerable investment in its digital infrastructure also seeks to facilitate efficient and effective resident and customer interfaces with the Council. Of the capital Budget allocated over the next five years, these priorities account for 59% of the proposed Programme (Learning Estate 34%, CRD 4% and Wellbeing Campus 18% and Digital 3%).
- 9.20 Exhibit 12 below summarises the proposed Capital programme by the four categories outlined in paragraph 9.19.

Exhibit 12: General Services Capital Programme by Be the Future Programme themes 2021/22 to 2040/41

	2021/22	2022/23	2023/24	2024/25	2025/26	2026-31	2031-36	2036-41	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sustainable Growth	1,674	2,642	1,205	386	2,586	3,230	430	430	12,583
Empowering Individuals, Families and Communities	6,033	3,513	6,833	8,365	11,448	61,396	23,750	10,000	131,338
Health & Wellbeing	736	7,733	5,685	5,685	100	500	500	500	21,439
Compliance & Operational Resilience	6,877	6,074	4,615	4,645	4,417	20,841	20,847	20,850	89,166
EXPENDITURE TOTAL	15,320	19,962	18,338	19,081	18,551	85,967	45,527	31,780	254,526
FUNDING TOTAL	(8,116)	(6,617)	(6,622)	(8,662)	(8,822)	(28,150)	(21,610)	(21,610)	(110,209)
BORROWING	7,204	13,345	11,716	10,419	9,729	57,817	23,917	10,170	144,317

10.0 Conclusion

10.1 This paper sets out the proposed General Fund Revenue and Capital Budget for 2021/22. The proposal sets out a balanced position for the General Fund Revenue budget in the context of an extremely challenging financial and operational environment due to the COVID-19 Pandemic. Council's uncommitted reserves are maintained at 3% subject to the approval of this Budget. The Budget focuses on priorities to support and invest in Wellbeing and supporting economic recovery. Key aspects of the budget:

- the Budget is set within the Council's approved Be the Future Strategic Framework;
- during 2021/22, the additional investment Council has agreed to support Transformation activity will be fully implemented and a consistent, clear, Strategic Roadmap will be embedded;
- work will be progressed with Alliance partners and anchor organisations to develop a Wellbeing LOIP for Clackmannanshire;
- political leadership of Transformation activity is formally embedded in a new portfolio, led by the Council Leader and reflected into the Service portfolios of conveners;
- priority is placed on collaborative approaches both with other public sector partners and also with national and local governments and agencies;
- investment in additional capacity to embed Community Wealth Building in the Council's culture and processes by investing in CWB workforce development and a CWB procurement officer;
- sustains a focus on health and well-being for all ages with a particular focus on targeting mental health supports;
- invests in tackling poverty by mitigating some of the financial impacts of the pandemic by protecting householder incomes in respect of the charges paid for Council services, in addition to the rent and council tax freezes already agreed; additionally implementing the Scottish Living Wage;
- continues to help our young people develop the skills and confidence to get into positive destinations, as well as invests in inclusive skills development through City Region Deal investment;
- maximises the local impact of the Council's leadership role and profile within the Forth Valley and West Lothian Regional Improvement Collaborative and positive and effective relationships with Scottish Government to prioritise work to ensure that Clackmannanshire Keeps The Promise to our care experienced community;
- £255 million of capital investment over the next 20 years, with investment accelerated in the first half of the Programme to stimulate economic recovery locally and regionally;

- reinvests in additional senior economic development capacity to augment skills and capacity to engage with local businesses, better understand their needs and to shape the Council's strategy for economic recovery;
- expedites planned activity in respect of the City Region Deal including the development of Scotland's International Environment Centre in Alloa;
- makes provision for a Wellbeing Campus within Alloa as part of a wider strategic review of Clackmannanshire's Leisure Strategy;
- embeds a strategic review of the Council's property assets to facilitate investment in priority Learning Estate developments, and
- implements key aspects of the Council's agreed Digital Strategy focussed on citizen centric service redesign, tackling Digital exclusion and expanding the Council's digital learning strategy.

11.0 Sustainability Implications

- 11.1. The Council's budget and its approval will allow services to deliver against sustainable outcomes.

12.0 Resource Implications

12.1. Financial Details

- 12.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. **Yes**

- 12.3. Finance have been consulted and have agreed the financial implications as set out in the report. **Yes**

12.4. Staffing

Staffing implications have been considered within individual service savings proposals and there is an ongoing dialogue with HR, Service Managers and trades union representatives as appropriate.

13.0 Exempt Reports

- 13.1. Is this report exempt? **No**

14.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) Our Priorities

- Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all
- Our families; children and young people will have the best possible start in life
- Women and girls will be confident and aspirational, and achieve their full potential
- Our communities will be resilient and empowered so that they can thrive and flourish

(2) Council Policies (Please detail)

- Financial Regulations
- Scheme of Delegation

15.0 Equalities Impact

- 15.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations? **Yes**

16.0 Legality

- 16.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. **Yes**

17.0 Appendices`

- 17.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

- Appendix A - 'Be The Future' Transformation Programme
- Appendix B - Corporate Demand Pressures
- Appendix C - General Services Revenue Budget 2021/22
- Appendix D - Policy, Management Efficiency and Transformation Savings
- Appendix E - Income and Charging Strategy and Register of Charges
- Appendix F - Funding to Voluntary Organisations 2021/22
- Appendix G - Local Government Settlement Letter 1/2021
- Appendix H - Council Tax Charges 2021/22 (All Bands)

Appendix I - HSCP Demand Pressures

Appendix J - General Services Capital Budget – 20 Year Programme

18.0 Background Papers

18.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered) **Yes**

Financial Strategy June 2012

Budget Strategy August 2010

Capital Investment Strategy, June 2012

Consultation March 2021

Organisational Redesign Proposals, March, 2018

General Services Revenue Budget 2020/21

General Services Capital Budget 2020/21

Budget Update reports to Council

Be the Future Update reports to Council

Finance Circular No 1/2020, February 2020

Letter from the Cabinet Secretary for Finance, Economy and Fair Work – Capital Receipts Flexibility, December 2018

Learning Estate Strategy, December 2019


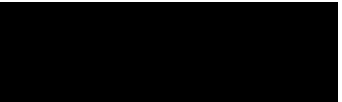
Employment Fund

EQIA

Author(s)

NAME	DESIGNATION	TEL NO / EXTENS
Ellen Forson	Council Leader	
Lindsay Sim	Chief Finance Officer (S95)	01259 452022
Nikki Bridle	Chief Executive	01259 452030

Approved by

NAME	DESIGNATION	SIGNATURE
Lindsay Sim	Chief Finance Officer (S95)	
Nikki Bridle	Chief Executive	

Be the
Future



**Clackmannanshire
Council**

Clackmannanshire Council
Be the Future Programme





Contents

- Change the Future: Be the Future _____ 2
- 1. Be the Future Aims and Programme Themes _____ 4
- 2. Be the Future Principles _____ 6
- 3. Be the Future Framework and Toolkit _____ 8

Appendices

- Appendix 1: LOIP Outcomes _____ 10
- Appendix 2: Corporate Plan Vision and Values _____ 11
- Appendix 3: Be the Future Plan (by Programme Themes) _____ 12
- Appendix 4: Organisational Redesign Framework _____ 13





Change the Future: Be the Future

We are entering a period of significant change for public service delivery over the next decade in Clackmannanshire.

Everyone who lives and works in our area rightly expects high quality, accessible, efficient and joined up public services. There is a clear policy imperative to deliver greater choice, flexibility and responsiveness in what, and how, services are delivered. This is aligned with a strong desire to maximise the value of service user, family and community participation in designing and delivering service delivery models of the future.

These increased expectations are augmented by our individual and collective experiences of technological advances in our homes and how we live our lives. It is important that public service models change to reflect these societal shifts and that public service transformation is aligned with these broader developments, making the most of technological advances wherever relevant.

This context for our transformation coincides with a period of significant challenge within our area. In Clackmannanshire, we are living longer with more complex needs: there are high levels of vulnerability and inequality in some of our towns and villages that require significant and often complex support; our economic performance requires improvement to facilitate the social and financial resilience and independence of our residents; we have a high proportion of our children living in poverty, and we are facing unprecedented challenges to protect our outstanding natural environment within the context of a worldwide climate emergency. At the same time, resources continue to reduce.

Our ambition is to deliver sustainable public services by improving the economic performance of the area and creating the conditions to ensure that our people, places and businesses enjoy the benefits of greater prosperity. We want to build on the strong identities of our town and villages and develop sustainable new models of delivering public services in our communities. This is not a quick fix and represents a significant and challenging programme of longer term transformation activity and investment that will need to be delivered in partnership.

A clear and consistent focus on sustainable inclusive growth, empowering families and communities and health and wellbeing is required to achieve our transformation ambitions.



Councillor Ellen Forson
Council Leader



Nikki Bridle
Chief Executive

By 2030, we aim to deliver:



Improved economic performance with more, better paid jobs and development opportunities for local people



Sustainable health and social care and improved quality of life for our residents



Improved choices and chances as a consequence of raising attainment and skills development opportunities



More services designed, developed and delivered in partnership, including with our communities



Greater integration with our partners



Greater resilience and independence within our communities to minimise the impacts of poverty and inequality



Clear strategies and innovations which place Clackmannanshire in a leading role in meeting climate challenge

We will do this by:

Creating the conditions: We will create the conditions for sustainable change by investing in our people and systems for the future. We will improve arrangements for engaging and involving our stakeholders and prioritise our relationships with local partners, national agencies and our communities.

Developing the Team: We will embed a positive and empowering culture which supports our shared vision for change. Our communities, partners and service users are at the heart of everything we do and our shared culture embodies this priority.

Releasing the potential: We will establish and support the development of effective and empowered teams which are confident in delivering innovative proposals for change.

Sustainability: Service and financial sustainability is the outcome of our shared innovation. Innovation will be targeted in line with LOIP outcomes and Corporate Plan priorities. To deliver innovation, experimentation and learning is embraced.

1 Be the Future Aims and Programme Themes

Our Be the Future Aims (Exhibit 1) are bold and ambitious.

Our Aims are supported by a Programme of activity which will require investment to ensure that the right capacity and conditions exist for new arrangements to flourish and be sustained over the long term.

We anticipate that significant transformation will be implemented and embedded by 2030. This timeframe is also aligned with the delivery of key aspects of the Stirling and Clackmannanshire City Region Deal, the development of Regional Economic approaches, the establishment of our Longer-term Financial Planning and our capital investment priorities, for instance in respect of the Learning Estate Strategy.

Progress will be tracked through the established framework of the Be the Future Board; regular Council and Alliance Be the Future update reports, and committees as appropriate.

Our Be the Future Aims have been developed from the ambitions set out in our Local Outcome Improvement Plan (LOIP) outcomes (Appendix 1) and our Corporate Plan priorities (Appendix 2). These have been consolidated into three key themes: **Sustainable Inclusive Growth; Empowering Families and Communities and Health and Wellbeing.**

The Aims have been consolidated within three Be the Future Programme Themes which we believe reflect the areas which need to be prioritised to transform outcomes and deliver sustainable public services. The Aims and the three Programme Themes are summarised in Exhibit 1.

Further details on the individual areas of planned activity are summarised in Appendix 3. The projects detailed in the Plan reflect a blend of planned; scoped and/or implementation stages of development. This blend reflects the medium to long term timescale for the delivery of our Be the Future Aims and the delivery of sustainable public services. This approach also reflects the importance placed on early stakeholder engagement in the design and development of proposals.

It is intended that this is a dynamic programme of activity which will be regularly refined and updated to reflect our national and local context and our learning from trialling new models.



Exhibit 1 overleaf sets out the Be the Future Aims and three Programme Themes.



Aims and Programme Themes

Aims	We will transform our organisation and approaches
<p>to:</p> <ul style="list-style-type: none"> ● empower people and places to improve their wellbeing, skills and prosperity; <p>and</p> <ul style="list-style-type: none"> ● ensure that environmental, social and financial needs of our people and places are met and that future generations thrive. 	
<p>Sustainable Inclusive Growth</p>	<p>We will take steps to tackle poverty and inequality. We aim to maximise the opportunities for local people and businesses through our improved economic performance. We will also establish standards, delivery models and strategies which allow Clackmannanshire to play a leading role in meeting the climate challenge and protecting our built and natural environment.</p>
<p>Empowering Families & Communities</p>	<p>We will place people at the heart of service delivery. We aim to prioritise service users, family and community participation and leadership in developing and delivering solutions. We will work in partnership to build individual; family and community skills in support of social and financial independence.</p>
<p>Health & Wellbeing</p>	<p>We aim to improve the environment, quality of life and ease of access to services. Enhanced wellbeing will also provide greater participation opportunities as a consequence of improving economic performance in Clackmannanshire. Delivering increased wellbeing also aims to promote equitable growth.</p>

2 Be the Future: Transformation Principles

Our Be the Future Principles are summarised over four key themes:

- 1. Customer-focus:** Our customers, service users, residents and communities and staff are at the heart of everything that we do and critical to our shared success
- 2. Empowerment:** Greater stakeholder leadership, involvement and participation in the design and delivery of transformation and services
- 3. Continuous improvement and innovation:** Public service partners have a duty to secure continuous improvement. This theme additionally sets out four key principles critical to the identification of new and innovative operating models
- 4. Locality focus:** Options will, wherever practicable, be developed in the context of an assessment of place based strengths and needs.

These themes are largely self-explanatory. However, Theme 3 is more complex. This Theme highlights our duty to secure continuous improvement. Additionally, it highlights our ambition to do things differently and develop new approaches. To facilitate this, the core principles have been augmented to include:

Collaboration:

To meet the expectations of our residents and service users and deliver effective, integrated and efficient public services, it is necessary to look beyond Council service delivery responsibilities and consider the opportunities for creating new and better integrated models of public service delivery which focus on our customers. Our Alliance partners are keen to explore such opportunities and work is already being progressed to take this ambition forward, for instance the Safeguarding through rapid intervention pilot (STRIVE) which commenced in February 2020.

Additionally there are further opportunities to improve quality, expertise, resilience and cost effectiveness by reviewing the potential for new collaborative service delivery models for Council services. A number of examples of such reviews are set out within the revised Organisational Redesign Plan.

Integration:

This principle aims to ensure that the provision of services is streamlined and duplication and handovers within and between services are minimised. This applies within council services but is equally applicable between public service organisations.

Service design and delivery is focussed on maximising the effectiveness of the customer experience with issues, as far as possible, being resolved at the first point of contact.



Technology-informed design:

In order to keep pace with expectations in respect of the use of new technologies in accessing and delivering council and public services, it is important that we consistently consider the applicability of existing, new and emerging technological advances throughout all of our transformation activity. The application of such advances can pave the way for innovative new approaches to be established.

Technology will also be used to improve efficiency, for instance to improve the accessibility of public services through the use of enhanced on-line facilities, and to process high volumes of transactional enquiries by automating such systems. These approaches free capacity to spend in supporting more complex needs and enquiries.

Innovation:

There is an implicit duty on public services to deliver continuous improvement in the operation of our business. In many instances this activity focuses on making incremental improvements to existing arrangements which will improve quality and/or effectiveness and efficiency. Operational activity will continue to be reviewed to ensure that such benefits are identified and realised.

The ambition described within this Plan is significant and aims to establish a very different landscape of service delivery models. It is anticipated that a wider range of different models will co-exist in the future.

In order to deliver this ambition, innovation is critical. This means both doing existing things in different ways and doing new things.

Alignment and application of Be the Future Principles

Our Be the Future Principles are aligned with and underpinned by our Corporate Vision and Values (Appendix 2). As part of our work to develop our organisation to be able to deliver on this ambitious transformation agenda, Council has already approved an Organisational Redesign Framework and Plan (Appendix 4). A key feature of this work is the need to establish, sustain and develop our organisational culture to be able to support transformational change on a 'business as usual' basis. This culture will also need to support experimentation/ pilot approaches within our communities and by our stakeholders and staff.

Underlying all of this is the need to ensure that robust governance processes remain in place as approaches are developed, transition and/or are implemented.

It is intended that these operating principles will be systematically evaluated and/or considered in the development of business cases and options for change, thereby consistently informing the development of future service delivery models.

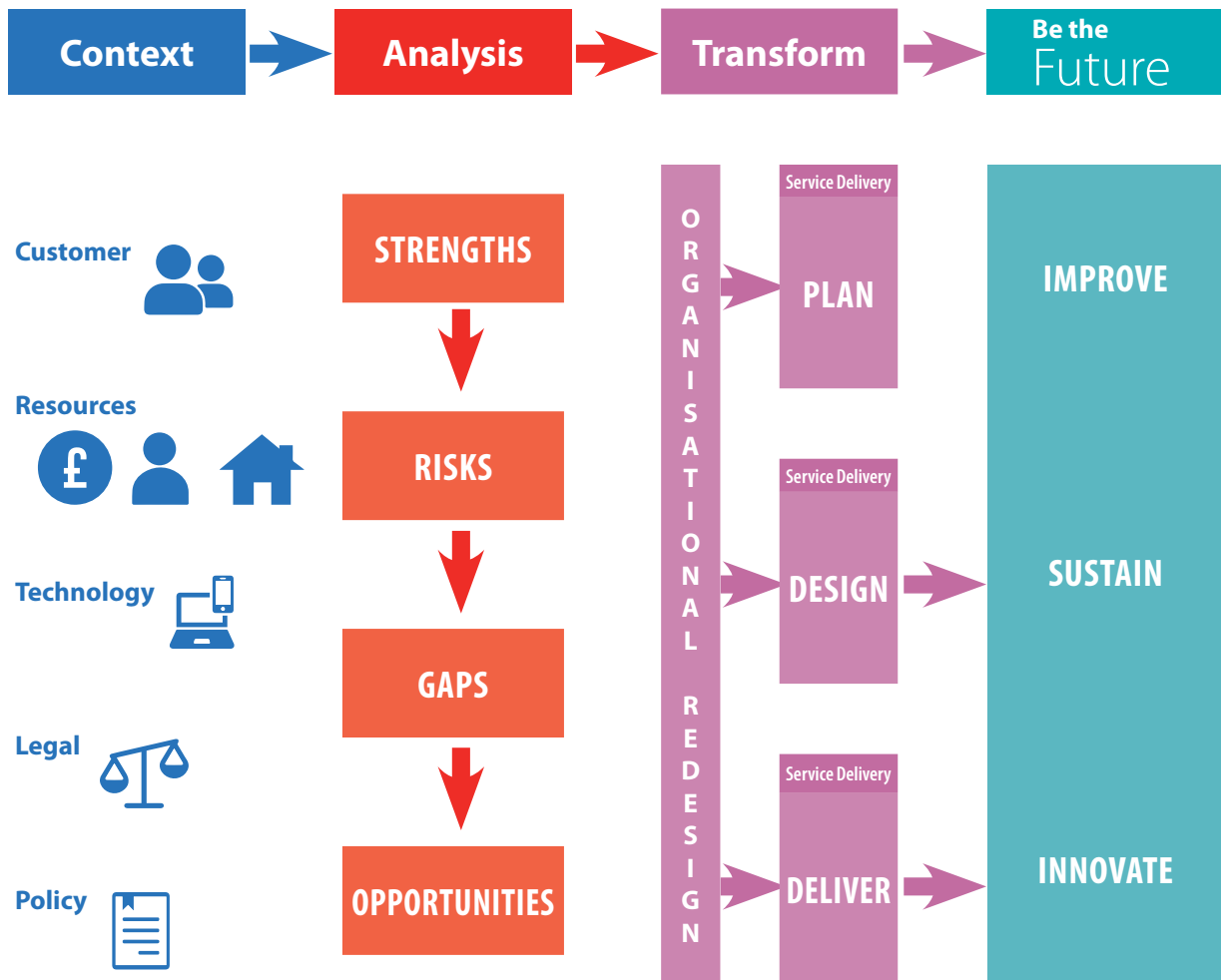


3 Be the Future Framework and Toolkit

In order to deliver our aims, a clear framework needs to be in place for taking forward the identification and delivery of new models.

Exhibit 2 sets out the high level framework.

Clackmannanshire Council Be the Future Framework



The framework summarises activity across four key areas:

- **Context:** Our operating environment needs to be regularly scanned to ensure that the right transformation projects are identified within appropriate parameters for development. For instance proposals need to be developed within current legal, policy and cost parameters; reference the most relevant technological advances; take account of performance standards and requirements, and meet the principles described, in the context of the Be the Future Aims.
- **Analysis:** proposals will reflect an analysis of current strengths, risks, gaps in provision and/or capacity and set out the opportunities for improving efficiency and effectiveness and /or new ways of doing things. These considerations will be presented in the form of a business case, underpinned by full options appraisal, incorporating Equalities Impact Assessment (EQIA) and Fairer Scotland Duty (FSD) assessments.
- **Transformation:** The internal change agenda which ensures that the organisation is able to support the planned transformation activity is set out in the agreed Organisational Redesign Framework. This is already established and regularly reported to each Council meeting.

The Transformation agenda is directly focussed on working with community leaders (elected members, service users, and communities) and our partners to co-design and deliver community-based and/or people centered delivery models. Initial phases of activity will focus on creating the right conditions and capacity for such arrangements to flourish. Progress will also be reported as part of regular Council and Alliance update reports.

- **Delivering the Be the Future Aims:** Achievement of the Aims will be demonstrated in the embedding of a mixed economy of service delivery models, underpinned by a focus on continuous improvement and learning. Our relationships, capacity and approaches will be embedded in the context of a mutually supportive shared culture that embraces change, experimentation, constructive challenge, learning and innovation. Customer focussed services will be sustainable.

Be the Future Toolkit

The Be the Future Framework is supported by a Project Management Office (PMO) and the development of a toolkit of transformation approaches.

To date, there has been a significant emphasis placed on developing the Project Management Framework and a robust business case template. These have been endorsed by the Programme Governance Board and are in use.

It is intended that the PMO works closely with individual project managers to produce the Business Case. This includes providing guidance and support in terms of consultation and engagement.

Appendix 1: LOIP Outcomes

In order to achieve our vision for Clackmannanshire we have developed four long term strategic outcomes which will drive the direction of our strategic partnership working in Clackmannanshire over the next 10 years:

Strategic Outcomes for Clackmannanshire

- 1 Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.
- 2 Our families; children and young people will have the best possible start in life
- 3 Women and girls will be confident and aspirational, and achieve their full potential.
- 4 Our communities will be resilient and empowered so that they can thrive and flourish.



Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all.

Our communities will be resilient and empowered so that they can thrive and flourish.

Our families; children and young people will have the best possible start in life.

Women and girls will be confident and aspirational, and achieve their full potential.

Appendix 2: Corporate Plan Vision and Values

THE CORPORATE PLAN 2018-22, Be the FUTURE - OVERVIEW

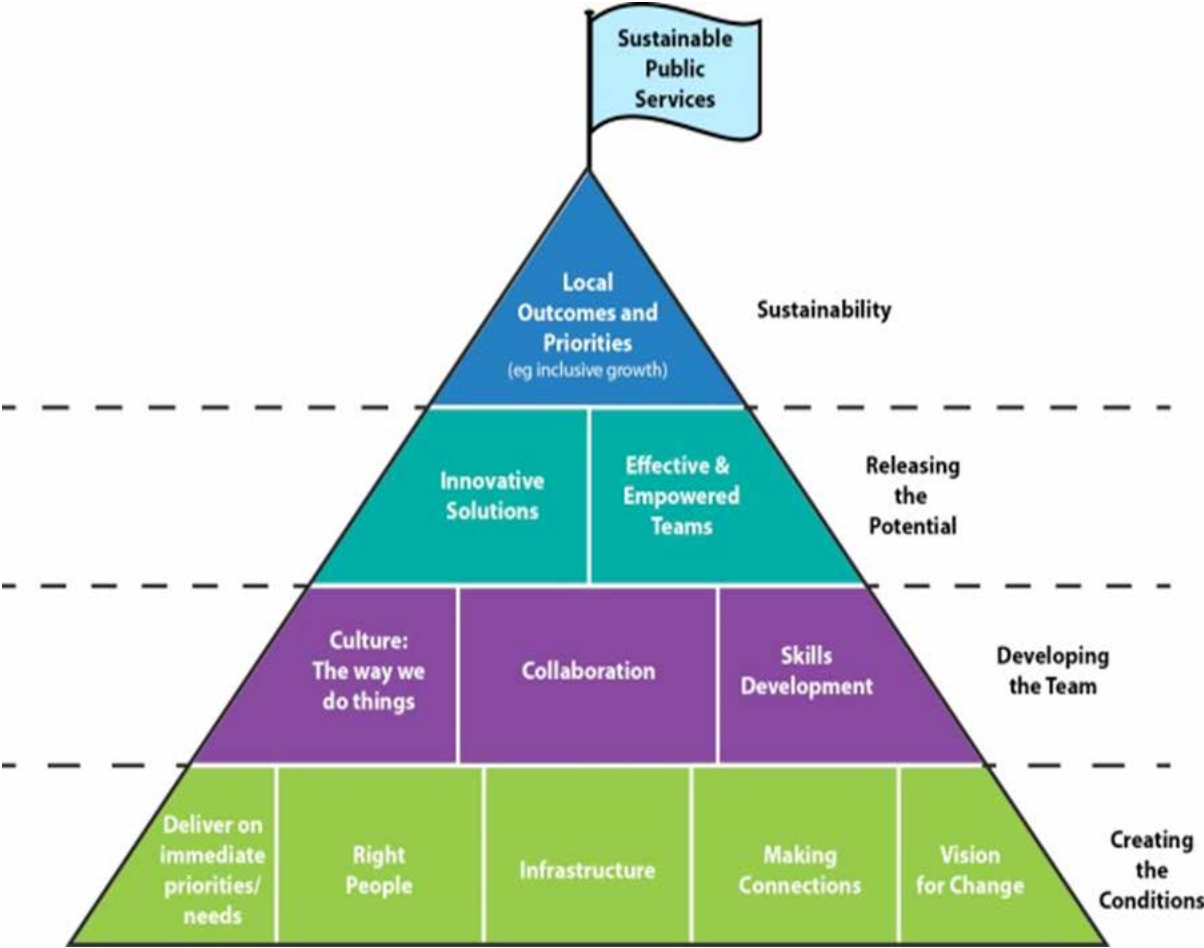
Our Vision	We will be a valued, responsive, creative organisation, through collaboration, inclusive growth and innovation, to improve the quality of life for every person in Clackmannanshire.	
Our Outcomes	<ul style="list-style-type: none"> ● Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all. ● Our communities will be resilient and empowered so that they can thrive and flourish. ● Our families, children and young people will have the best possible start in life. ● Women and girls will be confident and aspirational, and achieve their full potential. 	
Our Priorities	Inclusive Growth, Jobs & Employability	Reducing Child Poverty
	Raising Attainment	Sustainable Health & Social Care
	Empower Families & Communities	Organisational Transformation
Our Values	Be the CUSTOMER	Listen to our customers, communicate honestly and with respect and integrity.
	Be the TEAM	Respect each other and work collectively for the common good.
	Be the LEADER	Make things happen, focusing always on our vision and outcomes, and deliver high standards of people leadership and corporate governance.
	Be the COLLABORATOR	Work collaboratively with our partners and communities to deliver our vision and outcomes.
	Be the INNOVATOR	Look outwardly, be proactive about improvement and strive always for innovation and inclusive growth.
	Be the FUTURE	Work always towards ensuring that we deliver our vision and live our values, so that we become a valued, responsive Council with a reputation for innovation and creativity.

Appendix 3: Be the Future Plan (by Programme themes)

1 Sustainable Inclusive Growth	2 Empowering Families and Communities	3 Health and Wellbeing
<p>Skills Development</p> <p>CRD¹: Regional Skills and Inclusion Programme</p> <p>Skills Development: Strategic Framework</p> <p>CRD¹: Regional Digital Hubs</p> <p>Transforming Secondary School Curriculum</p> <p>Economic performance</p> <p>Revitalise Business Engagement (Inc. 3rd Sector)</p> <p>Strategic Transportation</p> <p>CRD¹: Scotland’s International Environment Centre (SIEC)</p> <p>Regional Economic Strategy</p> <p>Digital Enablement</p> <p>Environmental Sustainability</p> <p>Energy and Climate Change</p> <p>CRD¹: Energy Masterplan</p> <p>Carbon Budgeting and Ethical Investment</p> <p>CRD¹: Culture, Heritage and Tourism</p>	<p>Empowering families</p> <p>Safeguarding through rapid intervention and risk minimalisation</p> <p>Empowering Individuals, Families and Communities: Strategic Framework</p> <p>Collaborative Family Support Services</p> <p>CRD¹: Alloa Lone Parents</p> <p>Empowering communities</p> <p>Learning Estate: Connecting people, places and learning</p> <p>Transforming Local Democracy and Governance</p> <p>HRA Review of tenant advice and support</p> <p>Community capacity building</p> <p>Thriving Towns and Villages</p> <p>Financial resilience</p> <p>Income maximisation: Review of Revenues Service (incorporating Single Financial Assessment)</p> <p>Strategic Review of Procurement and Commissioning Services (incorporating HSCP strategic commissioning)</p> <p>Contract Administration</p> <p>HRA Business Plan refresh and review of rental policy</p>	<p>Health</p> <p>Transforming Adult Social Care</p> <p>Tackling problematic alcohol and substance use</p> <p>CRD¹ Active Travel</p> <p>Transforming mental health services</p> <p>Wellbeing</p> <p>Scottish Government Wellbeing Economy Pilot/ diagnostic</p> <p>Sustainable Ageing</p> <p>Community wellbeing: Centrestage review</p> <p>Active Living and Wellbeing</p> <p>Transforming approaches to Additional Support Needs</p>

Our Be the Future Programme represents a dynamic schedule of activity. It will be revised and refreshed on a regular basis to reflect developments in our operating context; our learning from implementing and trialling new ways of working and learning from other areas and developments. *City Region Deal (CRD)

Appendix 4 Clackmannanshire Council Organisational Redesign Framework



The four phases are not designed to be sequential but run concurrently.

- **Creating the conditions:** This phase is about creating the conditions for sustainable change. It focuses on ensuring that alongside delivering business as usual, the Council is investing in its people for the future. It also requires investment in building the Council’s internal systems, strategies and frameworks and in building effective stakeholder relationships with local partners, national agencies and our communities. This activity is underpinned by a streamlined and focused vision and priorities which clearly recognises the need for change.
- **Developing the Team:** This phase prioritises embedding a positive and empowering culture which supports the Council’s vision for change. Our communities and service users are at the heart of everything we do and our culture embodies this priority. This phase continues to develop effective stakeholder relationships and evidence these through positive collaborative arrangements across the range of services the Council delivers. This phase also recognises the need to continue to support our workforce with focussed leadership and skills development.

- **Releasing the potential:** This phase reflects the establishment of effective and empowered teams which are confident in delivering both operational service delivery and innovative proposals for change. The network of empowered teams is supported by a positive #Team Clacks culture where innovation and learning are embraced and supported.
- **Sustainability:** This phase is characterised by effective delivery of the Council's agreed outcomes and priorities. Over time it is anticipated that, whilst ensuring that the Council continues to meet all of its statutory duties, performance data will show a prioritisation of investment in those areas agreed by Council. The aggregation of the Council's service delivery models will be sustainable in both service delivery and financial terms.

Be the
Future



**Clackmannanshire
Council**

Type: Contract/ General	Directorate	Description	Amount £
Contract	Partnership & Performance	Consolidation of the Scottish Government Living Wage	200,000
Contract	Partnership & Performance	IT Contract inflation	38,990
Contract	Partnership & Performance	Procurement of M365	60,000
Contract	Partnership & Performance	Insurance Premium	189,000
Contract	Partnership & Performance	Apprenticeship Levy	30,000
General	Partnership & Performance	Scotland Excel Requisition	1,491
General	Partnership & Performance	Procurement Officer	47,880
Contract	People	PPP Contract Inflation	55,000
General	People	Kinship Care	348,000
General	People	High Cost out of area Residential Care	678,000
General	People	Out of Area Education	50,000
General	People	External Fostering	474,000
General	People	Other Local Income	61,000
General	People	Residential Placements Inflation	30,000
General	People	Voluntary Organisation Payments Inflation	7,700
Contract	Place	Cemetery Walls Repair and Maintenance	10,000
Contract	Place	Bedford Place Alloa - School Building	60,000
Contract	Place	ABC Nursery Building	50,000
Contract	Place	Instruct a Maintenance Programme for PVs	30,000
Contract	Place	Condition Survey Programme for Learning Estate	75,000
Contract	Place	Tullibody South - Additional Compliance Costs	30,000
TOTAL			2,526,061

Summary	TOTAL £
People	1,703,700
Place	255,000
Partnership & Performance	567,361
TOTAL	2,526,061
Contract	827,990
General	1,698,071
TOTAL	2,526,061

**General Revenue Budget
2021/22**

APPENDIX C

	2020/21	2021/22	2021/22	2021/22	2022/23	2023/24	2024/25
	<i>Budget at December 2020</i>	<i>Agreed to Settlement</i>	<i>Savings & use of reserves</i>	<i>Final Budget</i>	<i>Final Budget</i>	<i>Final Budget</i>	<i>Final Budget</i>
	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>	<i>£'000</i>
Service							
Resource & Governance	6,215	6,843	(165)	6,678	6,943	7,030	7,119
Strategy & Customer Services	3,275	3,371	(21)	3,350	3,410	3,472	3,535
	9,490	10,214	(186)	10,028	10,353	10,502	10,654
less allocated to non general fund	(1,305)	(1,305)		(1,305)	(1,305)	(1,305)	(1,305)
	8,185	8,909	(186)	8,723	9,048	9,197	9,349
Executive Team	3,960	571		571	581	591	602
Development & Environmental	15,032	15,690	(276)	15,414	15,725	15,950	16,179
Education Service	60,766	60,493	(582)	59,912	61,030	61,988	62,965
Housing & Community Safety	12,649	6,699	(500)	6,199	6,430	6,482	6,535
Social Services	14,212	15,563	(100)	15,463	15,602	15,744	15,889
Corporate Services	586	(303)	(482)	(785)	1,715	4,215	6,715
Misc Services - Non Distributed Costs	1,312	1,100		1,100	1,100	1,100	1,100
Services Expenditure	116,702	108,722	(2,126)	106,596	111,231	115,267	119,334
Central Scotland Valuation	454	459		459	459	459	459
Health & Social Care Partnership	19,041	19,875		19,875	20,048	20,225	20,405
	136,197	129,056	(2,126)	126,930	131,738	135,951	140,198
Add/Deduct					0	0	0
Interest on Revenue Balances	(91)	(91)		(91)	(91)	(91)	(91)
Loans Fund Contribution	5,770	4,829		4,829	5,098	5,774	5,802
Contribution to Bad Debt Provision	200	200		200	200	200	200
	142,076	133,994	(2,126)	131,868	136,945	141,834	146,109
Sources of Funding						0	0
General Revenue Funding	(91,554)	(80,274)		(80,274)	(81,103)	(81,103)	(81,103)
Council tax freeze		(829)		(829)	0	0	0
Ringfenced	(6,765)	(7,444)		(7,444)	(7,444)	(7,444)	(7,444)
Business Grants (RHL & SBGF)	(6,379)	0		0	0	0	0
General revenue Funding still to be allocated	(399)	(807)		(807)	(807)	(807)	(807)
NDR	(10,757)	(17,184)		(17,184)	(17,184)	(17,184)	(17,184)
Council Tax	(23,483)	(23,716)		(23,716)	(24,427)	(25,160)	(25,915)
Contribution from Reserves	0	0	(885)	(885)	0	0	0
Application of unapplied Capital receipt	(1,160)	0	(729)	(729)	0	0	0
Contribution from Earmarked Reserves	(1,579)	0		0	0	0	0
Contribution from Uncommitted Reserves	0	0		0	0	0	0
	(142,076)	(130,254)	(1,614)	(131,868)	(130,965)	(131,698)	(132,453)
Projected (Surplus)/Shortfall	0	3,740		0	5,980	10,136	13,656

SAVINGS

APPENDIX D

MANAGEMENT EFFICIENCIES

Directorate	Description	Reference	2021/22 £	2122/23 £	Total £
People	External recharges to Regional Improvement Collaborative - CASH	PEMGT2	79,830		79,830
People	Devolved school management savings	PEMGT3	40,009	24,006	64,015
People	Saving on subscription- Community L&D	PEMGT5	3,600		3,600
People	Saving on Book Fund	PEMGT6	5,000		5,000
People	PPP insurance rebate	PEMGT7	7,000		7,000
People	Speech & Language therapy	PEMGT8	37,000		37,000
People	Devolved underspend - CASH	PEMGT9	100,000		100,000
People	Educational Psychology post into mental health	PEMGT10	30,000		30,000
People	Care cubed- Review of high cost placements	PEMGT11	100,000		100,000
Place	Modern Apprenticeship Scheme	PLMGT1	21,550		21,550
Place	Trading Standards SLA - CASH	PLMGT2	30,000		30,000
Place	Corporate Energy Budget Savings	PLMGT3	2,917	7,000	9,917
Place	Homelessness Income	PLMGT6	300,000		300,000
Place	Homelessness Income - CASH	PLMGT7	100,000		100,000
Place	Office moves	PLMGT8	20,000		20,000
Place	Mail room	PLMGT9	2,500		2,500
Place	Cash saving - Budget realignment within Economic Development - CASH	PLMGT12	60,000		60,000
Place	GF Housing realignment	PLMGT14	20,000		20,000
Place	GF Housing realignment- CASH	PLMGT15	80,000		80,000
Place	Garden waste	PLMGT16	50,000		50,000
Place	Decrease in Non Domestic Rates due to Rate poundage	PLMGT17	44,000		44,000
Partnership & Performance	Reduction in Corporate Training Budget	P&PMGT1	12,000		12,000
Partnership & Performance	To consolidate various approaches around cash handling	P&PMGT2	15,000	15,000	30,000
Partnership & Performance	Reduction in Various Budget Lines	P&PMGT3	1,200		1,200
Partnership & Performance	Budget realignment in Strategy and Performance (across mileage, supplies and subscriptions).	P&PMGT4	3,000		3,000
Partnership & Performance	Homeless Income - CASH	P&PMGT5	150,000		150,000
Partnership & Performance	Vacancy management based on turnover levels	P&PMGT6	290,000		290,000
Partnership & Performance	Triennial valuations of pensions	P&PMGT9	162,000		162,000
Partnership & Performance	Budget Realignment - postages & stationery	P&PMGT11	2,000		2,000
Partnership & Performance	Mileage - CASH	P&PMGT12	30,000		30,000
	TOTAL		1,798,606	46,006	1,844,612

POLICY SAVINGS

Directorate	Description	Reference	2021/22 £	2022/23 £	Total £
Place	Generate income through corporate sponsorship of Council Assets: Roundabouts, Parks, Open Spaces, Roads, Cycle Paths	PLPOL01	10,000		10,000
Place	Pursue regular rent reviews and insurance recharges for commercial property portfolio.	PLPOL07	-	50,000	50,000
Place	Targeted reduction in council generated waste	PLPOL10	25,000		25,000
Partnership & Performance	To remove the residual budget remaining to conduct a citizens survey previously titled Clacks 1000.	P&PPOL3	3,000		3,000
	TOTAL		38,000	50,000	88,000

SAVINGS (continued)

TRANSFORMATION SAVINGS (previously approved)

Directorate	Description	Reference	2021/22 £	2022/23 £	Total £
People	Transforming secondary curriculum	PEMGT1	247,275	148,365	395,640
People	Transforming Early Years Curriculum		32,000		32,000
Place	Community Participation in the Provision of Annual Bedding Schemes	PLMGT17	10,000		10,000
	TOTAL		289,275	148,365	437,640

Summary	2021/22 Proposed Savings £	2022/23 Proposed Savings £
Directorate		
Place	775,967	57,000
Partnership & Performance	668,200	15,000
People	681,714	172,371
Total	2,125,881	244,371



Clackmannanshire Council

www.clacksweb.org.uk

Charging Policy

This policy sets out Clackmannanshire's policy regarding fees and charges for services for the 2021/22 financial year.

Introduction

Clackmannanshire Council has a statutory duty to provide certain services to the public. There are no charges for these services except where charges are set by statute. (e.g. planning applications, building control, licensing).

The Council provides other discretionary services, some of which are provided at a cost to the customer.

Principles

1. The Council must provide services which are defined as a statutory duty.
2. The Council may also choose to provide discretionary services, depending on the identified needs of the population of Clackmannanshire.
3. The Council will agree the charges for each discretionary service provided as part of the budget process each year and these are published annually in the Council's Register of Charges.
4. The Council will benchmark the charges it makes against other Scottish Councils to ensure fees and charges are reasonable and affordable. Where a bench mark doesn't exist a commercial rate may be used to set the rate.
5. Services aim to recover the full cost of providing discretionary services to ensure that all costs are covered by the charges made.
6. The Council consults with the public each year through a Budget Engagement process covering the provision of Services incorporating any changes to fees and charges.

7. The Council can choose to provide services through a third party supplier or provider. Any such arrangement will be procured through the agreed procurement arrangements and in compliance with Councils Contract Standing Orders.
8. The ability of those in receipt of services, to pay proposed rates is taken into account when proposals for increased charges are being considered. Consideration is also given to the competitive environment in which particular services operate.
9. The cost of invoicing and recovering income due is taken into account when considering fees and charges for services. Low volume activity will cost the Council more to process than the income generated. This figure will reduce as more transactions are carried out electronically.
10. The Council encourages customers to pay for services, in advance and electronically or through on-line facilities.
11. Fees are set in advance, for the coming year, however a small number may be subject to mid-year revisions.

Summary

The Council seeks to ensure best value for all residents of Clackmannanshire.

Statutory services will be provided free of charge to residents of Clackmannanshire, except where statute or legislation requires a charge to be made.

Discretionary services will be provided on a full cost recovery basis subject to financial assessment where appropriate.

Fees and charges are reviewed on an annual basis as part of the budget setting process, but may be subject to changes in-year.

The Register of Charges will be available on the Council's website following approval of the Budget and this will set out the charges for fees and services provided from 1st April 2021 to 31st March 2022.

Income and Charging 2021/22

Rationale for changes in 2021/22

The annual review of the Council's Income and Charging Policy has taken place as part of the budget challenge process. All aspects of the Council's income and expenditure were taken into account including comparison with other councils, discussion with Services and consideration of service proposals to introduce a service charge or increase charges in some areas.

Charges for 2021/22

Fees and charges have not been increased for 2021/22 and remain at the same level as 2020/21. The exception to this is where fees and charges are set by statute or set outwith control of the Council.

Exceptions

Environment Health

The shelter for stray dogs is run by Stirling Council who have increased the charge by 2%.

Trading Standards

This service is provided by Stirling Council who have increased the charge by 2%.



Register of Charges



1st April 2021 to 31st March 2022



**Clackmannanshire
Council**

www.clacks.gov.uk

Comhairle Siorrachd
Chlach Mhanann

Summary

Clackmannanshire Council's Register of Charges details a list of all Services that the Council provides. The majority of these services incur a statutory fee or charge, but services that are provided free of charge are also listed.

The fees and charges apply from 1st April 2021 to 31st March 2022. The Council reserves the right to apply changes to the charges at any time. Statutory charges are subject to revision if the legislation governing the charge changes.

Where a charge is inclusive of VAT, this is calculated at 20%.

Contents

3	Adult Care
3	Burial Grounds
4	Building Standards
6	Development Management
6	Development Planning
6	Democracy
6	Council Tax
7	Environmental Health (Pest Control, Animal Welfare, HMOs)
8	Housing (Rent)
8	Miscellaneous
9	Leisure Lets
11	Sports Development
12	Library
12	Licensing (Civic)
13	Licensing (Liquor)
13	Licensing (Taxi / Private Hire Vehicles)
14	Early Years and Out of School Care
14	Education
14	Registrars
15	Roads
15	Waste
16	Trading Standards

Adult Care

Day Care	
Day Care	£65.45 ⁺
Care at Home (Formerly Domestic Care)	£13.00
Equipment	No Charge
Minor Adaptations	No Charge
Mobile Emergency Care Service per week	£3.50

Personal Care	
Nursing Care	Assessed
Residential Care	Assessed
Local Authority (over 65s)	Assessed
Local Authority (under 65s)	Assessed
Respite Care	Assessed

+ 5 hours @ £13.09 per hour



Burial Grounds

Advance Purchase of Right of Burial - Coffin Lairs - per lair (Non Residents)	£1,580.00
Advance Purchase of Right of Burial - Coffin Lairs - per lair (Residents)	£1,357.00
Advance Purchase of Right of Burial - Cremation Lairs - per lair (Non-Residents)	£857.00
Advance Purchase of Right of Burial - Cremation Lairs - per lair (Residents)	£733.00
Duplicate Certificate of Right of Burial	£78.00
Exhumation Fee	Total cost recovery
Interment - Child (Up to 18 years)	No Charge
Interment - Stillborn Baby	No Charge
Interment of Cremation Remains	£241.00
Interment - Adult	£867.00
Interment - each additional foot beyond 6 feet	£125.00

Monuments and Memorials - concrete foundation required	£361.00
Monuments and Memorials - locate and excavate for foundations	£205.00
Monuments and Memorials - where no excavation required	£78.00
Purchase of Right of Burial Cremation Lair	£486.00
Purchase of Right of Burial Coffin Lair (including Lair Certificate)	£896.00
Search Fee - search for Burial Ground Records (per occasion)	See Registrars section
Transfer Certificate of Right of Burial	£78.00
Maintenance Cost on Purchase of Right of Burial Coffin Lair	£268.00
Maintenance Cost on Purchase of Right of Burial Cremation Lair	£146.00

Building Standards

Building Warrant and associated fees.

PENALTIES AND DISCOUNTS

Please read the relevant section below to see if your application attracts a penalty for work commenced or if a discount is applicable where a design certificate is submitted or certificate of construction will be submitted.

Where Works have not yet commenced

Cost of Project (£)	Fee (£)
0,000 - 5,000	150
5,001 - 5,500	169
5,501 - 6,000	188
6,001 - 6,500	207
6,501 - 7,000	226
7,001 - 7,500	245
7,501 - 8,000	264
8,001 - 8,500	283
8,501 - 9,000	302
9,001 - 9,500	321
9,501 - 10,000	340
10,001 - 11,000	359
11,001 - 12,000	378
12,001 - 13,000	397
13,001 - 14,000	416
14,001 - 15,000	435
15,001 - 16,000	454
16,001 - 17,000	473
17,001 - 18,000	492
18,001 - 19,000	511
19,001 - 20,000	530

Cost of Project (£)	Fee (£)
20,001 - 30,000	593
30,001 - 40,000	656
40,001 - 50,000	719
50,001 - 60,000	782
60,001 - 70,000	845
70,001 - 80,000	908
80,001 - 90,000	971
90,001 - 100,000	1,034
100,001 - 120,000	1,137
120,001 - 140,000	1,240
140,001 - 160,000	1,343
160,001 - 180,000	1,446
180,001 - 200,000	1,549
200,001 - 220,000	1,652
220,001 - 240,000	1,755
240,001 - 260,000	1,858
260,001 - 280,000	1,961
280,001 - 300,000	2,064
300,001 - 320,000	2,167
320,001 - 340,000	2,270
340,001 - 360,000	2,373

Cost of Project (£)	Fee (£)
360,001 - 380,000	2,476
380,001 - 400,000	2,579
400,001 - 420,000	2,682
420,001 - 440,000	2,785
440,001 - 460,000	2,888
460,001 - 480,000	2,991
480,001 - 500,000	3,094
500,001 - 550,000	3,272
550,001 - 600,000	3,450
600,001 - 650,000	3,628
650,001 - 700,000	3,806
700,001 - 750,000	3,984
750,001 - 800,000	4,162
800,001 - 850,000	4,340
850,001 - 900,000	4,518
900,001 - 950,000	4,696
950,001 - 1,000,000	4,874

Add £253 for each subsequent £100,000 (or part thereof)



Building Standards (continued)

Building Warrant Amendment Fees

Additional work with no increased costs/costs less than £5,000	£100 *
Additional work with costs greater than £5,000	As per fee table above
Amendment for Demolition or Conversion only	£100
Application for Conversion Warrant only	£100
Application for Demolition Warrant only	£150

No fee shall be payable where the application relates to altering or extending a dwelling so that it is made suitable as a dwelling for a disabled person.

Discounts

The Building (Scotland) Act 2003 permits the optional procedure for design or construction work to be certified by qualified, experienced and reputable building professionals and tradesmen as complying with the Building Regulations

Certification. This may only be undertaken by an approved certifier of design or an approved certifier of construction who is registered in an appropriate approved certification scheme and, where relevant, holds the appropriate designation(s) in such a scheme.

Discounts of the fee payable are only valid if the Verifier is informed, in writing, of the intention to use an Approved Certifier of Design and/or Approved Certifier of Construction at the time of application for Building Warrant or when submitting a Late Completion Certificate Where No Building Warrant Obtained.

Where one or more certificates are presented with an application or submission the payable fee is discounted as follows:

Building Standards - Non-Statutory Charges

Confirmation of Completion (minimum charge)	£220
Property Inspection (minimum charge)	£329
Further Site Visits	£109

N.B. The Council reserves the right to increase the above fees subject to the increased complexity of the project involved.

Completion Certificate Submission Where No Building Warrant Granted

Construction of Building/Provision of Services . . . (i.e. BW)	300% of fee from table above
Conversion only	£125
Demolition only	£125

Where Work Has Started

Building Warrant	200% of fee from table above
Demolition Warrant	£150

CERTIFIERS OF DESIGN

Each certificate covering a defined trade or installation	£0
Each certificate covering the construction of the entire building	£0
Maximum discount	£1

CERTIFIERS OF CONSTRUCTION

Each certificate covering a defined trade or installation	£0
Each certificate covering the construction of the entire building	£0
Maximum discount	£0

Building Standards Copy Document Fee Table

Copy of a document - less than 5 years of age	£45
Copy of a document - more than 5 years of age	£55
Set of documents - less than 5 years of age	£61
Set of documents - more than 5 years of age	£73
View plans	£35

Development Management

Planning	
Application to Display Advertisement	£202.00
Copies of Decision Notices	£20.00
Copies of Approved Plans	£20.00
Certificate of Lawfulness for a Proposed Use or Development * (Min)	£101.00
Certificate of Lawfulness for a Proposed Use or Development * (Max)	£62,500.00
Certificate of Lawfulness for an Existing Use or Development * (Min)	£202.00
Certificate of Lawfulness for an Existing Use or Development * (Max)	£124,850.00
Application for Demolition Consent	£78.00
Application for Planning Permission * (Max)	£124,850.00
Application for Planning Permission * (Min)	£202.00
Application for a High Hedge	£401.00
Planning Permission in Principle (Max)	£62,500.00
Planning Permission in Principle (Min)	£401.00
Notification of Agricultural or Forestry Building	£78.00
Advertising of Application	£45.00

* Indicative charges for 'other buildings'.

Development Planning

Local Plan	
Adopted Local Development Plan and Maps	£31.10
Supplementary Guidance:	
SG1 Developer Contributions	£3.30
SG2 Onshore Wind Energy	£3.30
SG3 Placemaking	£3.30
SG4 Water	£3.30
SG5 Affordable Housing	£3.30
SG6 Green Infrastructure	£3.30
SG7 Energy Efficiency and Low Carbon Development	£3.30
Future Supplementary Guidance	£3.30
Local Development Plan Action Programme	£10.70

Democracy

Administration

Freedom of Information Charges (FOI)	Variable full cost recovery
--------------------------------------	-----------------------------

Council Tax

Valuation Band	Council Tax	Water Charge	Waste Charge	Total
A - disabled	£724.79	£118.05	£137.05	£979.89
A - up to £27,000	£869.75	£141.66	£164.46	£1,175.87
B - £27,001 to £35,000	£1,014.71	£165.27	£191.87	£1,371.85
C - £35,001 to £45,000	£1,159.67	£188.88	£219.28	£1,567.83
D - £45,001 to £58,000	£1,304.63	£212.49	£246.69	£1,763.81
E - £58,001 to £80,000	£1,714.14	£259.71	£301.51	£2,275.36
F - £80,001 to £106,000	£2,120.02	£306.93	£356.33	£2,783.28
G - £106,001 to £212,000	£2,554.90	£354.15	£411.15	£3,320.20
H - over £212,000	£3,196.34	£424.98	£493.38	£4,114.70

Scottish Water decide the charges (0.9% increase) for water and waste.

Clackmannanshire Council does not set these charges.

Environmental Health

Animal Welfare

Stray Dog Charges (collection on day 1)	£47.60
Stray Dog Charges (collection on day 2) +£11	£68.10
Stray Dog Charges (collection on day 3) +9	£87.60
Stray Dog Charges (collection on day 4) +6	£108.20
Stray Dog Charges (collection on day 5) +6	£127.60
Stray Dog Charges (collection on day 6) +£5	£148.20
Stray Dog Charges (collection on day 7) +£5	£168.80
Purchase of a dog	£161.30
Call Out Fee - Service / Agency	£87.50

Pest Control

Council Tenants - All pests	Free*
Charities and Housing Associations - Rats & Mice	£55.60
Charities and Housing Associations - Other pests	£79.70
Housing Associations - Fleas	£140.60
Housing Associations - Bed Bugs	£140.60
Charities and Housing Associations - Void houses	£100.70
Housing Associations - Ants and Wasps (First visit)	£73.40
Visits for advice	£79.70

* Included as part of rent payment

Food Export Certificates

Standard Certificate for a single product (one week turnaround)	£17.00
Standard Certificate listing multiple products (one week turnaround)	£35.00
Premium Service - certificate produced and dispatched within 24 hours	£48.00

Water

Regulation 2 Supplies	Full cost
Type B Private Water Supply	
Sample Taking	£70.00
Analysis	£48.00
Risk Assessment Preparatory Work	£70.00
Risk Assessment	£50.00
Review of Risk Assessment	£50.00
Lead in Water Sampling (Free through Scottish Water)	£70.00
Swimming Pool Water Sampling	£50.00

Sums stated above are maximum costs



Housing & Land

Registration as a private landlord	£55.00
Each Property	£11.00
Registration - Late Application Fee	£110.00
Contaminated land report	£164.00
Licence for House in Multiple Occupation - Application valid for 3 years (less than 10 occupants)	£554.00
Licence for House in Multiple Occupation - Application valid for 3 years (more than 10 occupants)	£684.00
Requests for professional statements of fact	£73.00
Abandoned vehicles (now Government Controlled)	Full cost

Housing (rent)

Accommodation Letting House 1 Apartment Rent	£78.21
Accommodation Letting House 2 Apartment Rent	£80.11
Accommodation Letting House 3 Apartment Rent	£82.05
Accommodation Letting House 4 Apartment Rent	£83.71
Accommodation Letting House 5 Apartment Rent	£85.79
Accommodation Letting House 6 Apartment Rent	£87.88
Accommodation Letting Flat 1 Apartment Rent	£76.79
Accommodation Letting Flat 2 Apartment Rent	£78.61
Accommodation Letting Flat 3 Apartment Rent	£80.57
Accommodation Letting Flat 4 Apartment Rent	£82.31
Accommodation Letting Flat 5 Apartment Rent	£84.36
Lock Up Garage Rent (Council Tenant Charge)	£7.77
Lock Up Garage Rent (Non Council Tenant Charge)	£9.32
Garage Pitch Site - annual charge	£88.16
Garage Pitch Site - annual charge (with VAT)	£105.80
Rent Charge for Temporary Accommodation and Support (per Week)	£480.00

Tenant Repair Responsibility

Under the terms of the Scottish Tenancy Agreement the Council can charge tenants if it decides to carry out repairs to damage caused by the tenant or anyone living with the tenants or a visitor to the tenancy. If the Council decides to carry out these types of repairs the tenant will be informed of any costs to be charged in as far as practicable prior to the work commencing. This would not apply to damage caused by fair wear and tear and or vandalism which has been reported and investigated by the police.

Price dependent upon work required

Mixed tenure works where the Council factors the block

Under the Property Factors Act the Council factors a number of properties which were sold under the Right to Buy legislation. Those properties which are factored by Clackmannanshire Council will be billed for the upkeep and maintenance of common areas of properties where ownership and responsibility is shared between the council and other private owners. The costs will be shared in accordance with the title deeds or any formal block policy.

Price dependent upon work required

Miscellaneous

Travelling Site (16 pitches at Westhaugh, Alva)

Pitch plus vehicle parking - per week	£93.82
---------------------------------------	--------

Factors Fees

Costs will be shared by owners according to title deeds and or rateable value if applicable, therefore charges will vary.

Repair of damage caused by tenant, resident or visitor is charged on full cost recovery basis	Variable dependent on cost
Registration as a private landlord	£66.00
Each Property	£15.00
Registration - Late Application Fee	£132.00

Landlords can receive a 10% discount if they register on-line at www.landlordregistrationscotland.gov.uk

Leisure Lets

Function Halls and Meeting Spaces

Venue	Small Area	Medium Area	Large Area
Alloa Town Hall	n/a	Meeting Rooms	Main Hall
Alloa Academy	General Classroom/PE Classroom	n/a	Assembly Hall
Alva Academy	General Classroom/PE Classroom	n/a	Assembly Hall
Ben Cleuch Centre, Tillicoultry	Meeting Rooms and Hexagon	n/a	n/a
Bowmar Community Centre, Alloa	Meeting Room	Main Hall	n/a
Sauchie Hall	Lesser Hall and Meeting Room	Main Hall	n/a
Lornshill Academy, Tullibody	General Classroom/PE Classroom	n/a	Assembly Hall

	Standard	Concession
Small Area	£14.00	£11.30
Medium Area	£21.60	£16.40
Large Area	£33.00	£27.20

Prices are charged per hour unless stated.

Reduced Rate Lets - Applies to community councils, charities, pensioners groups, parent & toddler groups, out of school care groups and other properly constituted, non profit-making clubs and societies.

Standard Rate Lets - Applies to any individual, group or company not covered under the reduced let rate (see above).

Activity	Standard
Weddings & Celebrations	
Alloa Town Hall (Full Day package from 10.00am to 1.00am)	£545.00
Alloa Town Hall (Evening package from 5pm to 1.00am)	£380.00
Sauchie Hall (Full Day package) 15 hrs.	£370.00
Sauchie Hall (Evening package) 9 hrs.	£255.00
Concerts, Shows & Events	
Alloa Town Hall (Full Day package from 10.00am to 1.00am)	£700.00
Alloa Town Hall - Commercial Rate (multi day)	Price on application
Alloa Town Hall - Standard Rate (single day)	Price on application
Alloa Town Hall - Standard Rate (multi day)	Price on application
Other Venue	See rate per venue

Community Sports Facilities

	Standard	Concession
Indoor Sports Facilities		
Games Hall: Full Hall	£38.00	£28.00
Badminton / Single Court	£10.00	£7.00
Gymnasium	£16.50	£11.50
Dance Studio	£16.50	£11.50
Fitness Suite Session	£3.00	£2.00
Fitness Suite (Monthly Membership)*	£10.00	£8.00
Fitness Suite (Annual Membership) *	£100.00	£80.00
Changing Room Hire	£21.60	£16.50
Outdoor Sports Facilities		
Artificial Grass: Match (Football Partnership)	£48.50	£24.00
Artificial Grass: Match (Football non Partnership)	£90.00	£45.00
Artificial Grass: Full Pitch	£66.00	£33.00
Artificial Grass: Football 7s	£44.00	£22.00
All Weather Surface: Football 5s per court	£32.00	£16.00
All Weather Surface: Tennis per court (per hour)	£6.00	£4.00
Tennis Season Ticket (p/p)	£40.00	£25.00
Running Track: Exclusive use (Lornshill only)	£45.00	£22.50
Running Track: Session per person (Lornshill only)	£3.00	£2.00
Grass Rugby Pitch: Match (Lorshill & Alva)	£45.00	£21.60

* Fitness membership fees can be paid by direct debit
 Monthly fees by cash or credit card will be £12.50 p/m (Standard) and £10 p/m (Concession)
 Annual membership of the Fitness Suite can be made in a single payment.

Leisure Lets (continued)

	Standard	Concession
Grass Football Pitches		
Football Pitch with Pavilion (Match 2hrs)	£47.20	£22.60
Football Pitch no Pavilion - Training	£14.50	£7.50
Leisure Park Events		
Parks West End Park & Cochrane Park - Commercial	Per Day	£314.20
Non operational days (max 2 days)	Per Day	£102.00
Parks West End Park & Cochrane Park - Non Commercial*	Per Day	£153.00
Non operational days (max 2 days)	Per Day	£51.00
Other Parks - Commercial	Per Day	£157.00
Non operational days (max 2 days)	Per Day	£76.50
Other Parks - Non Commercial*	Per Day	£76.50
Non operational days (max 2 days)	Per Day	£36.00
Partial hire of park grounds	Per Day	POA
Bond West End Park & Cochrane Park- Standard	Deposit	£1,573.00
Bond All Other Parks (Commercial Activities)- Standard	Deposit	£786.00
Bond All Other Parks (non-commercial activities, maximum 400 people)- Concession	Deposit	£367.00
Bond partial hire of park grounds		POA
West End Park Pavillion - for event hire	Per Hour	£20.40

*For recognised Community Groups only

Commercial companies i.e. Circus or Fun Fair charged as follows:

Entry / Exit Day	No Fee
Non Operating Day	Concession Rate
Operating Day	Standard Rate
Bond	Standard Rate

Please note: A bond payment must be made at time of booking for events held in parks. The payment is refundable providing there is no damage to the park. Any costs incurred to re-instate the park will be deducted from the bond. Where the cost to re-instate the park is more than the price of the bond then the Council will make a separate charge for the balance.

Leisure Activities Programme

Zone 50s	Dumyat Community Centre	£4.70
Running Club	Tullibody Civic Centre	£3.60
Circuit Class	Alva Academy	£4.70
Mature Movers	Ludgate House	£4.70
OTAGO	Sauchie Hall	£2.50
Social Badminton	Alva Academy	£4.70
Active 50s	Clackmannan Town Hall	£4.70
Chi Kung	Sauchie Hall	£4.70
Yoga	Lornshill Academy	£4.70
Tai Chi	Ben Cleuch Centre	£4.70
Boxfit	Lornshill Academy	£4.70
Lower Limbs	Cochrane Hall, Alva	£2.50
NIA Class	Lornshill Academy	£4.70
Adult ASN Class	Sauchie Hall	£2.50
Sporty Seniors	Dollar Civic Centre (Hive)	£2.50
Over 50's	Tullibody Civic Centre	£2.50
Zumba	Alloa Academy	£4.70
Meditation Class	Alloa Academy (45 mins)	£3.60
Lower Limbs Class	Bowmar Centre	£2.50
Fitter Folks	Lornshill Academy	£4.70
Kettlecise	Alva Academy	£4.70
Aerobics	Lornshill Academy	£4.70
Gentle Yoga	Alva Academy	£4.70
Seasonal Yoga	Alva Academy	£4.70

*Concession price of £2.60 for over 60

Sports Development

Sports Development (Gymnastics, Football, Athletics, Tennis, Table Tennis, Trampolining, Basketball) - 9 weeks	£41.40
School Holiday Sports Camp (per day)	£21.00
School Holiday Sports Camp (per week)	£83.80

Firpark Ski Centre

	Duration	Max. No.	Cost
Block Lessons			
Standard snowboard instruction	1 hr x 6 weeks	8	Adult - £117.40 Child - £59.40
Penguin Club	1 hr x 6 weeks	6	Child - £82.60
Trainee	1.5 hrs x 6 weeks	12	Adult - £138.00 Child - £69.70
Block practice plus session	1 hr at the normal class time at end of the block	12	£2.10
Group Lets			
Skiing/Snowboarding party with Firpark instructor	Per hour: Mon to Fri, 4-10pm / All Day Sat & Sun	8 or 12 *	£95.00
	Per hour: Mon to Fri, 9am - 4pm		£79.90
Snowboarding, skiing, group let with own instructor	Per hour: Mon to Fri, 4-10pm / All Day Sat & Sun	8 or 12 *	£73.10
	Per hour: Mon to Fri, 9am - 4pm		£57.30
Tubing let	1 hour on slope. Optional 30 mins in meeting room after tubing session	15	£100.30
		30	£159.30
Individual Sessions			
Personal tuition	1 Client	4	£38.70 per hour £19.40 half hour
	2 Clients		£50.50 per hour £25.40 half hour
	3 Clients		£62.50 per hour £31.30 half hour
	4 Clients		£74.60 per hour £40.50 half hour
External schools using Firpark instructor	Per hour, per person	15	£5.20 Min charge £21.20
External schools using own instructor		£4.70	
Recreational skiing/snowboarding/blading		24	Adult - £9.60 Child - £4.80
After school club		25	£4.30
Intruduction to Race Training (Thursdays)	1 hour, per person	30	£5.10
Holiday Ski Schools			
Skiing	4 days x 2 hours per day	12	Adult - £108.00 Child - £61.70
Snowboarding	4 days x 2 hours per day	8	Adult - £156.80 Child - £78.70
Penguin Club	4 days x 1 hour per day	6	£54.30

Library

B & W photocopying and computer prints - A4	£0.30
Colour photocopying and computer prints - A4	£0.50
B & W photocopying - A3	£0.40
Colour photocopying - A3	£1.00
Microfilm pintout - A4 B & W and colour	£0.50
Laminating A4	£1.00
Laminating A3	£1.30
Fax - All incoming faxes (per sheet)	£1.10
Fax - Sending UK Fax - All pages	£1.50
Fax - Sending European Fax - All pages	£2.10
Fax - Sending Fax to rest of the world - All pages	£3.30
Lost and damaged items	100% of original or replacement cost
Lost Tickets	£0.50
Overdue items - 1 week	£0.25
Overdue items - 2 weeks	£0.50
Overdue items - 3 weeks	£0.75
Overdue items - 4 weeks	£1.00
Overdue items - 5 weeks	£1.25
Overdue items - 6 weeks	£1.50
Overdue items - 7 weeks	£1.75
Overdue items - 8 weeks	£2.00
Overdue items - 9 weeks	£2.25
Overdue items - 10 weeks	£2.50
Overdue items - 11 weeks	£2.75
Request Service - in stock	FREE
Request Service (ILL / Music Scores)	Full cost recovery
Talking Book (single issue)	£1.50
Withdrawn stock sales	£1.00
Archive Services	basic search - first 15 minutes free £16.00 per 30 minutes thereafter
Archive Photos (5" x 7 1/2")	£6.40
Archive Photos (9" x 6")	£8.60
Archive Photos (12" x 8")	£12.90
Provision of digital material (per item)	£1.00
Provision of digital material (per day)	£5.00

Licensing (Civic)

Indoor Sports Licence (3 years)	£226.00
Knife dealer's licence (3 years)	£376.00
Late Hours Catering Licence (p/a)	£226.00
Market Operator (3 years)	£411.00
Metal Dealer (3 years)	£183.00
Public Entertainment - Fun Fair (per occasion)	£226.00
Public Entertainment (3 years)	£226.00
Public Entertainment (Temporary)	£114.00
Second Hand Dealer's Licence (3 years)	£183.00
Skin Piercing and Tattooing (Grant) (1 Year)	£376.00
Skin Piercing and Tattooing Renewal (3 Years)	£189.00
Street Trader's Licence	£252.00
Street Trader's Licence (Temporary)	£79.00
Street Trader's Licence (Variation)	£183.00
Substitution of Vehicles (per vehicle)	£36.00
Taxi booking office licence (3 years)	£376.00
Taxi Operator Licence (p/a)	£161.00
Private Hire Operator Licence	£161.00
Taxi/Private Hire Car Licence (1 year)	£161.00
Taxi/Private Hire Car Licence (3 years)	£368.00
Theatre Licence	£158.00
Window Cleaner's Licence (1 year)	£107.00
Window Cleaner's Licence (3 years)	£270.00
Cinema Licence	£160.00
Itinerant metal dealer	£183.00

Licensing (Other)

Performing Animals	£88.00
Replacement Taxi ID Badge	£10.00
Duplicate Licences	£10.00
Certified True Copies	£10.00
Animal Boarding Establishment	£91.00
Breeding of Dogs	£81.00
Game Dealer's Licence (p/a)	£95.00
Pet Shops	£68.00
Riding Establishment	£115.00
Venison Dealer's Licence	£77.00
Dangerous Wild Animals	£105.00

Licensing (Liquor)

Confirmation Premises Licence Fee Rateable:	
Confirmation Premises Licence Fee Rateable Value of Premises £1 - £11,500	£600
Confirmation Premises Licence Fee Rateable Value of Premises £11,501 - £35,000	£900
Confirmation Premises Licence Fee Rateable Value of Premises £35,001 - £70,000	£1,100
Confirmation Premises Licence Fee Rateable Value of Premises £70,001 - £140,000	£1,500
Confirmation Premises Licence Fee Rateable Value of Premises Over £140,000.00	£1,800
Application Fee:	
Application Fee Rateable Value of Premises £0	£200
Application Fee Rateable Value of Premises £1 - £11,500	£800
Application Fee Rateable Value of Premises £11,501 - £35,000	£1,100
Application Fee Rateable Value of Premises £35,001 - £70,000	£1,300
Application Fee Rateable Value of Premises £70,001 - £140,000	£1,700
Application Fee Rateable Value of Premises Over £140,001	£2,000
Annual Fee:	
Annual Fee (September) Rateable Value of Premises £0	£180
Annual Fee (September) Rateable Value of Premises £1 - £11,500	£220
Annual Fee (September) Rateable Value of Premises £11,501 - £35,000	£280

Annual Fee (September) Rateable Value of Premises £35,001 - £70,000	£500
Annual Fee (September) Rateable Value of Premises 70,001 - £140,000	£700
Annual Fee (September) Rateable Value of Premises Over £140,000	£900
Personal Licence	£50
Personal Licence Renewal	£50
Personal Licence Variation	£20
Liquor Licensing - Occasional Licence	£10
Liquor Licensing - Extended Hours Licence	£10
Liquor Licensing - Provisional Premises Licence	£200
Liquor Licensing - Replacement Personal Licence	£20
Liquor Licensing - Replacement Premises Licence (certified Copy)	£50
Liquor Licensing - Substitution Premises Manager with Minor Variation	£31
Liquor Licensing - Minor Variation	£20
Liquor Licensing - Variation of Conditions, Operating Plan, Layout Plan	£150
Liquor Licensing - Transfer Application By Licence Holder Including Variation Application	£150
Liquor Licensing - Transfer application By Licence Holder	£120
Liquor Licensing - Transfer Application Other Than By Licence Holder Including Variation Application	£150
Liquor Licensing - Transfer Application Other Than By Licence Holder	£120
Liquor Licensing - Temporary Premises Licence	£150

Licensing (Gambling Act 2005)

Non Commercial Society Grant (1 Year)	£40
Non Commercial Society Renewal (1 Year)	£20
Annual Fee - Betting Premises (Other)	£400
Gaming Machine Automatic Entitlement	£50
Variations (Bingo)	£1,200
Variations (Betting Office)	£1,050
Transfer (Bingo & Betting Office)	£840
Annual Fee - Adult Gaming Centre	£700
Annual Fee - Bingo Premises	£700
Annual Fee - Betting Office	£400
Transfer - Adult Gaming	£840
Variation - Adult Gaming	£700

Licensing (Taxis / Private Hire Vehicles)

Vehicle Testing	
Taxi / Private Hire Replacement Plate	£16.20
Taxi Meter Check & Seal	£16.20
External Client Labour Charge	£36.70
Taxi / Private Hire Inspection and Hire Test Charges	£52.40
Taxi / Private Hire Inspection Retest	£36.70

Early Years and Out of School Care

Early Years and Out of School Care April 2021- July 2021

Kidzone Out of School Care (term time) (per hour)	£4.00
Kidzone Out of School Care (term time) (per minibus journey)	£2.20
Kidzone Out of School Care Holidays (per day)	£36.10
Kidzone Out of School Care Holidays (per half day)	£18.10

Note: there is a 10% discount for a sibling



Education

Instrumental Music Tuition Scheme (per year)	£524.00
Instrumental Music Tuition Scheme (per year) - Concession	£117.50
Primary Milk (per carton)	£0.16
School Meals - Traditional Lunch - Child	£2.00
Breakfast (per serving)	£1.20

Early Years September 2021 Onwards

Additional Nursery Hours 0 - 2 year olds Per Session	£13.10
Additional Nursery Hours 2 - 3 year olds Per Session	£12.10
Additional Nursery Hours 3 - 5 year olds Per Session	£11.10
Additional Nursery Hours 0 - 2 year olds Per Hour	£4.20
Additional Nursery Hours 2 - 3 year olds Per Hour	£3.80
Additional Nursery Hours 3 - 5 year olds Per Hour	£3.60

Note: 10% discount for a sibling

0-2 Years (per session - 4 hrs 30min)	£23.85
2-3 Years (per hour)	£5.30
3-5 Years (per hour)	£5.30

Note: there is a 10% discount for a sibling

Registrars

Extracts

Extract of Entry of Birth, Death, Marriage or Civil Partnership (within one month of registration)	£10.00
Extract of an Entry of Birth, Death, Marriage or Civil Partnership (after one month of registration)	£15.00

Searches and ScotlandsPeople

Particular Search - for each period of 5 years or part thereof	£5.00
General Search of statutory registers (assisted search - 30 minutes)	£15.00
ScotlandsPeople Search Facility (per day)	£15.00
Prints of historic Registration records	£0.50

Marriage or Civil Partnership

Marriage or Civil Partnership Fees:	
Marriage Notice forms (per person)	£30.00
Civil Marriage or Civil Partnership Fee	£55.00

Ceremony Fees

Midweek ceremony (Registration Office max 4 people)	£125.00
Midweek (Registration Office)	£190.00
Midweek (External Venue)	£350.00
Saturday (All Venues)	£350.00
Late Saturday or Sunday and Public Holidays (All Venues)	£450.00

Roads

New Roads and Streetworks Act 1980 Sample/Defect Inspections	£36.00
New Roads and Streetworks Act 1980 Section 109 Permit / Inspection on Non Statutory Undertakers	£296.00
Roads (Scotland) Act - Minor Roadworks Consent - Footway Crossing	£36.00
Roads (Scotland) Act - Minor Roadworks Consent - Section 56	£126.00
Roads (Scotland) Act - Skip Permit	£26.00
Roads (Scotland) Act - Road Occupation Permits - Up to 3 days	£412.00
Roads (Scotland) Act - Road Occupation Permits - Up to 1 week	£57.00
Roads (Scotland) Act - Road Occupation Permits - Up to 1 month	£86.00
Roads (Scotland) Act - Road Closures - Emergency	£288.00
Roads (Scotland) Act - Road Closures - Non-Emergency	£573.00
Road Closures - Non Emergency (1 to 5 days)	£288.00
Road Closures - Non Emergency (More than 5 days)	£573.00
Taxicard Aborted Journeys	£2.00
Blue Badge (Issue or replacement)	£20.00
Residents Parking Permits - Per Annum	£22.00



Waste

Commercial Waste - 1 Collection per week, Bin Size 240 (0% VAT)	£321.00
Commercial Waste - 1 Collection per week, Bin Size 360 (0% VAT)	£482.00
Commercial Waste - 1 Collection per week, Bin Size 660 (0% VAT)	£885.00
Commercial Waste - 1 Collection per week, Bin Size 1100 (0% VAT)	£1,475.00
Commercial Waste Bulky Uplift - individually priced subject to inspection (minimum standard collection charge of £39.00 plus standard disposal charge of £57.00)	Cost on enquiry
Commercial Food Waste Service - 1 collection per week, Bin Size 140 (0% VAT)	£141.00
Commercial Recycling Waste - 1 Collection per week, Bin size 240 (0% VAT)	£242.00
Commercial Recycling Waste - 1 Collection per week, Bin size 360 (0% VAT)	£364.00
Commercial Recycling Waste - 1 Collection per week, Bin size 660 (0% VAT)	£667.00
Commercial Recycling Waste - 1 Collection per week, Bin size 1100 (0% VAT)	£1,112.00

Small Trader Tipping Ticket for Forth bank (inc. £7.75 at 20% VAT) each - one per visit per vehicle size 3.5 tonnes gross vehicle weight ie (eg Transit Size)	£58.00
Bulky Uplift - Household Waste (0% VAT)	£40.00
Garden Waste Permit (fee per bin & max of 2 bins)	£36.00
Sacks / Labels are available in multiples of 10 (0% vat)	£34.00

Trading Standards

Special Weighing & Measuring Equipment, per hour.	£134.40
Weights - weights exceeding 5kg or not exceeding 500mg, 2cm.	£16.40
Weights -other weights.	£16.40
Measures - linear measures not exceeding 3 metres for each scale.	£16.40
Measures -capacity measures without divisions not exceeding 1 litre.	£16.40
Liquid capacity measures for making up/checking average quantity packages.	£49.00
Templets -(a) per scale -first item.	£81.80
Templets -(b) second and subsequent items.	£32.60
Weighing Instruments -instruments calibrated to weigh only in metric or imperial units, non EC not exceeding 1 tonne.	£101.00
Weighing Instruments -instruments calibrated to weigh only in metric or imperial units, non EC exceeding 1 tonne up to 10 tonnes.	£168.00
Weighing Instruments -instruments calibrated to weigh only in metric or imperial units, non EC exceeding 10 tonnes.	£335.90
Measuring Instruments for Intoxicating Liquor - not exceeding 150ml.	£32.60
Measuring Instruments for Intoxicating Liquor - other.	£40.70
Measuring Instruments for Liquid Fuel and Lubricants - container type (un-subdivided).	£125.80
Measuring Instruments for Liquid Fuel and Lubricants -single/multi outlet (nozzles) -first nozzle tested per site.	£184.30
Measuring Instruments for Liquid Fuel and Lubricants - each additional nozzle tested.	£133.60
Measuring Instruments for Liquid Fuel and Lubricants - additional costs involved in testing ancillary equipment which requires additional testing on-site, such as credit card acceptors.	£134.40
Measuring Instruments for Liquid Fuel and Lubricants - testing of peripheral electronic equipment on a separate visit (per site).	£134.40
Measuring Instruments for credit card acceptor (per unit, regardless of the number of slots/nozzles/pumps).	£134.40



Road Tanker Fuel Measuring Instrument (above 100 litres) -Meter measuring systems -(a) wet hose with 2 testing liquids.	£386.30
Road Tanker Fuel Measuring Instrument (above 100 litres) - Dipstick measuring system - (a) up to 7,600 litres (for calibration of each compartment and production of chart).	£269.10
Road Tanker Fuel Measuring Instrument (above 100 litres) - Dipstick measuring system - (a) for any compartment over 7,600 litres -basic fee, plus additional costs at the rate of (b), (c) or (d). (see figures below)	£134.40
Road Tanker Fuel Measuring Instrument (above 100 litres) - Dipstick measuring system - (b) initial dipstick.	£40.70
Road Tanker Fuel Measuring Instrument (above 100 litres) - Dipstick measuring system - (c) spare dipstick.	£40.70
Road Tanker Fuel Measuring Instrument (above 100 litres) - Dipstick measuring system - (d) replacement of dipstick (including examination of compartment).	£81.80
Road Tanker Fuel Measuring Instrument (above 100 litres) - Certificate of Errors - for supplying a certificate containing the results of errors found on testing.	£65.20
Poisons Act - Registration	£44.20
Poisons Act - Change in details of Registration	£24.50
Weighing & Measuring - Specialist Testing, non-trade equipment	£157.00
Weighing & Measuring - Special attendance charges (outwith normal hours)	£157.80

Disclosure of Funded Organisations 2021/22

In September 2014, the Council's External Auditor recommended that the Council should disclose annually details of each individual voluntary organisation it funds by direct award including the Council role, the Council contribution and the category of services delivered.

The table below outlines this information for the financial year 2021/22. All funding arrangements are subject to Contract Standing Orders and the Council's Code of Practice for Funding External Bodies and Following the Public Pound.

Directorate	Description	Category	Council Role	Value
People	Action for Children – family centre	Children & Young People	Contract via Direct Award	£146,463
People	Action for Children – functional family therapy	Children & Young People	Contract via Direct Award	£81,551
People	Action for Children – out of hours	Children & Young People	Contract via Direct Award	£90,000
People	Action for Children – Tayavalla	Children & Young People	Contract via Direct Award	£106,807
People	Barnardos - early intervention	Children & Young People	Contract via Direct Award	£40,969
People	Barnardos – substance misuse	Children & Young People	Contract via Direct Award	£65,686
People	Transform Forth Valley	Children & Young People	Direct Award	£8,500
People	C.H.A.S.	Children & Young People	Direct Award	£6,447
People	Central Carers Association	Children & Young People	Contract via Direct Award	£47,084
People	Community House	Children & Young People	Contract via Direct Award	£34,760
People	Homestart	Children & Young People	Contract via Direct Award	£70,002
People	Who Cares?	Children & Young People	Contract via Direct Award	£35,209
People	Apex Scotland	Criminal Justice	Direct Award	£35,000
People	Barnardos -Freagarrach	Criminal Justice	Contract via Direct Award	£18,050
People	Citizens Advice Bureau	Criminal Justice	Direct Award	£22,000
People	Play Alloa	Education- Youth Services	Contract via Direct Award	£16,738
People	Clackmannanshire Sports Council	Health & Wellbeing	Contract via Direct Award	£6,202
Partnership and Performance	Support to 3 Community Run Halls: Coalsnaughton, Clackmannan, Devonvale	Community Empowerment	Contract via Direct Award	£12,800
Partnership and Performance	Safe Drive Stay Alive	Community Safety	Contract via Direct Award	£3,000
Partnership and Performance	The Gate Foodbank	Supporting Vulnerable Adults	Contract via Direct Award	£ 4,645
Partnership and Performance	The Gate Soup Pot	Supporting Vulnerable Adults	Contract via Direct Award	£ 2,787
Total				£854,700



T: 0131-244 7938
E: Brenda.Campbell@gov.scot

Local Government Finance Circular No 1/2021

Chief Executives and Directors of Finance of
Scottish Local Authorities

Chief Executive, Convention of Scottish Local
Authorities (COSLA)

Our ref: A31631414
1 February 2021

Dear Chief Executive/Director of Finance

1. LOCAL GOVERNMENT FINANCE SETTLEMENT 2021-22 **2. NON-DOMESTIC RATES**

1. This Local Government Finance Circular provides details of the provisional total revenue and capital funding allocations for 2021-22, as well as the latest information on current known redeterminations for 2020-21. This Circular also provides details on a range of Non-Domestic Rates measures, including the proposed 2021-22 poundage and changes to certain reliefs.
2. The provisional total funding allocations form the basis for the annual consultation between the Scottish Government and COSLA ahead of the Local Government Finance (Scotland) Order 2021 being presented to the Scottish Parliament, which is currently scheduled for 10 March 2021.
3. We expect local authorities to inform COSLA, and for COSLA in turn to inform the Scottish Government by no later than 12 February 2021, if they think there are any discrepancies or changes required to these provisional allocations. Redistribution(s) to address any agreed discrepancies or changes will be undertaken within the total settlement allocations set out in this Circular and not through the provision of any additional resources by the Scottish Government. The allocations are therefore only provisional at this stage, with the final allocations not being confirmed until after the end of the consultation period and the publication of the Local Government Finance Circular which will follow the approval of the Local Government Finance (Scotland) Order 2021.
4. The Cabinet Secretary for Finance wrote to the COSLA President, copied to all Council Leaders on 28 January 2021, confirming the package of measures that make up the settlement to be provided to local government in return for the provisional funding allocations set out in this Circular. This Circular should be read in conjunction with that letter. The terms of this settlement have been negotiated through COSLA on behalf of all 32 of its member councils.

5. The Scottish Government will work in partnership with local government to implement the budget and the joint priorities in return for the full funding package worth £11.6 billion and includes;
 - £59 million revenue to support the final tranche of increased funding for the expansion in funded Early Learning and Childcare (ELC) entitlement to 1,140 hours;
 - £90 million to compensate councils who choose to freeze council tax levels;
 - In addition to the £100 million available in 2020-21, a further £72.6 million to be transferred from the health portfolio to the Local Authorities in-year for investment in health and social care and mental health services that are delegated to Integration Authorities under the Public Bodies (Joint Working) (Scotland) Act 2014. This brings the total transferred from the health portfolio to support health and social care integration to £883.6 million in 2021-22. The additional £72.6 million for local government comprises a contribution to continued delivery of the real Living Wage (£34 million), uprating of free personal and nursing care payments (£10.1 million), implementation of the Carers Act in line with the Financial Memorandum of the Carers Bill (£28.5 million);
 - The ongoing £88 million to maintain the pupil:teacher ratio nationally and secure places for all probationers who require one under the teacher induction scheme;
 - Continued provision in support of Teachers Pay (£156 million) and Pensions (£97 million);
 - An additional £7.7 million support for inter-island ferries bringing the total to £19.2 million
 - £5.3 million for Barclay implementation costs; and
 - £10 million additional capital funding for Flood Risk schemes.
6. In addition to the funding set out in this Circular it should be noted that there are a number of further revenue and capital funding streams outwith the local government finance settlement for particular policy initiatives which benefit local government services. Table 5.15 in the Scottish Government's "Budget Document: 2021-22", which was published on 28 January 2021, provides further details of these funding streams.
7. The allocations have been arrived at using the standard agreed needs-based distribution methodology and updated indicators. We will share a separate note providing a full reconciliation of the changes between the 2020-21 and 2021-22 Budgets and between the 2021-22 Budget and the figures in this Circular. We will also provide full details of all the general revenue allocations.
8. The various parts and annexes to this Circular, listed below, provide more of the detail behind the calculations.

Part A: Local Government Finance Settlement – Revenue: 2021-22 and changes in 2020-21;
 Part B: Local Government Finance Settlement – Capital: 2021-22;
 Part C: Non-Domestic Rates for 2021-22.

The various Annexes included in this Circular are as follows:

Annex A: All Scotland Aggregated Funding Totals 2020-22;
 Annex B: Individual Revenue Allocations for 2021-22;
 Annex C: Revised Individual Revenue Allocations for 2020-21;
 Annex D: Explanatory Notes on the Revenue Distribution;
 Annex E: Estimates of Ring-Fenced Grant Revenue Funding for 2021-22;
 Annex F: Floor calculation for 2021-22;
 Annex G: Redeterminations of Individual Revenue funding for 2020-21;
 Annex H: 2008-22 Changes Column;
 Annex I: General Capital Grant and Specific Capital Grants 2021-22;
 Annex J: General Capital Grant – Flood Allocations Per Local Authority 2021-22;
 Annex K: Total Local Government Funding Settlement 2021-22.

Part A: Local Government Finance Settlement - Revenue: 2021-22 and changes in 2020-21

9. This Finance Circular sets out the provisional distribution of revenue funding allocations for 2021-22. **Annex A** of this Circular sets out the all-Scotland aggregate totals for 2020-22.
10. **Annexes B** and **C** set out the distribution of the total revenue funding allocation between councils and the allocation of the different elements (General Revenue Funding, Non-Domestic Rate Income and Ring-Fenced Revenue Grants) for each council for 2021-22 and 2020-21. The basis behind the grant distribution methodology is as recommended in the report from the Settlement and Distribution Group (SDG) and as agreed by COSLA Leaders and Scottish Ministers. The explanatory notes contained in **Annex D** explain the basis behind the calculation of the individual council grant allocations.
11. **Annex E** gives a breakdown of the provisional individual council shares of all the ring-fenced revenue grant allocations for 2021-22.
12. The calculation and effects of the main floor adjustment for 2021-22, which provided councils with a minimum increase in the funding used in the calculation of the main floor of 1.73%, is set out in **Annex F** of this Circular. The setting of the floor is in line with the revised arrangements agreed following the SDG review of the floor methodology during 2019.
13. This Circular confirms the continuation of the **85% funding floor** for 2021-22. The methodology compares total revenue funding plus local authorities estimated council tax income and any council whose total support under this method falls below 85% will be topped up to ensure that all councils receive 85% of the Scottish average total revenue support per head.
14. This Local Government Finance Circular provides details of current known 2020-21 redeterminations at **Annex G** for the General Revenue Grant, both core settlement and COVID-19 related. It should be noted that only the core settlement additions have been included in the revised 2020-21 settlement set out in Annex A. The COVID-19 related additional funding is a constantly changing position however the redetermination allocations for 2020-21 as at the end of February will be included in the Local Government Finance (Scotland) Order 2021. The distribution of the additional COVID-19 consequentials of £200 million for the lost income scheme in 2020-21 and £259 million for 2021-22 for general ongoing pandemic pressures will be included in the Local Government Finance (Scotland) Order 2021 and the accompanying Local Government Finance Circular once they have been agreed with COSLA.
15. **Annex H** summarises the column within the settlement titled 2008-22 Changes Column.

Part B: Local Government Finance Settlement – Capital Grants 2021-22

16. In 2021-22 the Local Government Settlement provides capital grants totalling £617 million. This is made up of General Capital Grant totalling £478 million and Specific Grants totalling £139 million.
17. **Annex I** sets out the provisional distribution of the Settlement for capital per local authority for 2021-22. Capital grants which remain undistributed are identified as such. The methodologies used to calculate these provisional allocations have been agreed with COSLA.
18. The provisional distribution for the General Capital Grant includes allocations for flood schemes. The allocations for these schemes is set out in **Annex J**. Where schemes have slipped and the grant paid in a prior year exceeds the grant due the scheme will show a negative value which will reduce the total General Capital Grant payable to that Council.
19. **Annex K** summarises the Local Government Finance Settlement for 2021-22.

Part C: Non-Domestic Rates for 2021-22

20. The Distributable Amount of Non-Domestic Rates Income for 2021-22 has been provisionally set at £2,631 million. This figure uses the latest forecast of net income from non-domestic rates in 2021-22 and also draws on council estimates of the amounts they will contribute to the Non-Domestic Rating Account (the 'Pool') in 2020-21. The figure incorporates the Scottish Fiscal Commission's estimate of the contributable amount and includes a calculation of gross income; expected losses from appeals; estimated expenditure on mandatory and other reliefs; write-offs and provision of bad debt together; and estimated changes due to prior year adjustments. The distribution of Non-Domestic Rates Income for 2021-22 has been based on the amount each Council estimates it will collect (based on the 2020-21 mid-year estimates provided by councils). General Revenue Grant provides the guaranteed balance of funding. This method of allocation provides a clear presentation of the Non-Domestic Rates Income per council and transparency in the make-up of council funding.
21. The 2021-22 Non-Domestic Basic Property Rate ('poundage') is provisionally set at 49 pence, which will deliver the lowest poundage rate anywhere in the UK. Two additional rates are levied on properties with a rateable value over £51,000 (50.3 pence) and £95,000 (51.6 pence) respectively.
22. The Scottish Budget 2021-22 also introduces the following policies:
 - The rateable value upper threshold in order to qualify for Fresh Start Relief will be increased from £65,000 to £95,000 to match the Higher Property Rate threshold. This relief encourages the re-use of empty property by offering 100% relief for up to twelve months to properties that have been empty for six months or more;
 - 100% relief for at least three months for properties in the retail, hospitality, leisure (RHL) and aviation sectors. This will be application-based in order to ensure that this support goes only to those who require it.
 - Business Growth Accelerator (BGA) relief will be expanded to property improvements where there has been a concurrent change of use to incentivise the re-use of existing assets. This component of BGA ensures that any increases in NDR due to improvements to or the expansion of existing properties will not take effect until 12 months after those changes are made to the property;
 - 100% BGA relief in relation to unoccupied new-builds, which is currently available until 12 months after the property is first occupied regardless of how long it is unoccupied, will continue to be available for up to three years on those properties from the point at which it is first received;

- 100% Day Nursery Relief for all standalone nurseries in the public, private and charitable sectors will be extended to 30 June 2023;
- The current 60% hydro relief, in order to provide investor certainty and respond to the findings of the Tretton Review of Small Scale Hydro Plant and Machinery will be time-limited to 31 March 2032 as will the 50% District heating Relief; and
- Where district heating networks are powered by renewables, as part of the Heat in Building Strategy, the District Heating Relief will be expanded to offer 90% relief instead of 50% for new District Heating networks. This will be available to 31 March 2024.

23. The Scottish Budget 2021-22 maintains the following reliefs which are set annually:

- Small Business Bonus Scheme relief, which has lifted over 117,000 properties out of rates altogether as at 1 July 2020; and
- Transitional Relief, which caps annual rates bill increases at 12.5% in real terms for Aberdeen City and Aberdeenshire offices and for all but the very largest hospitality properties across Scotland.

24. The following reliefs will also be maintained: charitable rates relief, disabled rates relief, empty property relief, Enterprise Areas relief, hardship relief, mobile masts relief, new fibre relief, renewable energy relief, reverse vending machine relief, rural relief, sports club relief and stud farms relief. Discretionary sports club relief will be subject to statutory guidance, subject to parliament, from 1 April 2021, to ensure that it supports affordable community-based facilities, as recommended by the independent Barclay Review of non-domestic rates.

25. The Barclay Review recommended that: “To counter a known avoidance tactic for second homes, owners or occupiers of self-catering properties must prove an intention let for 140 days in the year and evidence of actual letting for 70 days.” Due to COVID-19 however, the implementation of this policy has been delayed to 1 April 2022 at which point 70 days of letting will have to be evidenced in the previous financial year (i.e. the first year this will apply will be 2021-22). Councils will have discretion in the event of exceptional and unforeseen circumstances to vary this number of days.

26. NDR reliefs, like other subsidy or support measures, may be subject to the conditions set out in the EU-UK Trade and Cooperation Agreement, which in certain cases limits sectoral public subsidisation to 325,000 Special Drawing Rights (equivalent to approximately £350,000) over any period of three fiscal years. This will apply to the reliefs that would previously have been covered by the EU State aid *de minimis* rules. RHL relief is provisionally being awarded as ‘no aid’ although this, and the position in relation to the Aviation relief, will be confirmed following the conclusion of the UK Budget. The final policy design will take into account the UK Government’s own position on any RHL relief and related Barnett consequential payments accruing to the Scottish Government.

27. Councils may also offer their own local reliefs under the Community Empowerment (Scotland) Act 2015.

28. Details on the Business Rates Incentivisation Scheme (BRIS) will be confirmed shortly.

Enquiries relating to this Circular

29. It should be noted that figures in this Circular may be marginally different due to roundings. Local authorities should note that if they have any substantive specific enquiries relating to this Circular these should, in the first instance, be addressed through COSLA. We have given an undertaking to respond to these queries as quickly as possible. Contact details for COSLA are:

Sarah Watters
0131 474 9329 Sarah@cosla.gov.uk

Any other queries should be addressed to the following:

Local Government Revenue Settlement and BRIS.
Bill Stitt Bill.Stitt@gov.scot

Local Government Finance Settlement (Capital)
Craig Inglis Craig.Inglis@gov.scot

Non-Domestic Rates
Ian Storrie Ian.Storrie@gov.scot

30. This Circular, along with the supporting tables will be made available through the Local Government section of the Scottish Government website at:
<https://www.gov.scot/publications/local-government-finance-circulars-index/>

Yours faithfully

A black rectangular redaction box covers the signature area. Below the box, the name 'Brenda Campbell' is faintly visible in a handwritten style.

Brenda Campbell
Deputy Director, Local Government & Analytical Services Division

	2020-21 £ million	2021-22 £ million
Revenue Funding		
General Resource Grant	8,099.439	7,596.311
Non Domestic Rate Income	1,868.030	2,631.000
Specific Revenue Grants	709.750	776.081
Total Revenue	10,677.219	11,003.392
<i>less</i> Teachers' Induction Scheme	0.000	37.600
<i>less</i> Discretionary Housing Payments	11.949	35.369
<i>less</i> Mental Health Officer Shortfall (paid direct)	0.500	0.000
<i>less</i> Gaelic	0.014	0.163
<i>less</i> Barclay Implementation	0.378	0.000
<i>less</i> Customer First Top-up	0.446	1.410
<i>less</i> Support for Ferries	0.046	0.000
<i>less</i> School Child Burials	0.000	0.600
Distributable Revenue Funding	10,663.886	10,928.250
Capital Funding		
General Capital Grant	467.937	467.937
Specific Capital Grants	294.877	133.777
Distributed to SPT	15.327	15.327
Total Capital	778.141	617.041
Total Funding	11,455.360	11,620.433
2020-21 RECONCILIATION FROM FINANCE CIRCULAR 4/2020		
General Resource Grant Circular 4/2020	8,090.033	
Teachers Induction Scheme	6.967	
Dundee to Stanstead Airlink	1.267	
Spatial Planning - Improvement Service	0.120	
Education Psychologists payment	0.252	
EU Brexit Funding	0.800	
Revised General Resource Grant Circular 1/2021	8,099.439	

INDIVIDUAL REVENUE ALLOCATIONS 2021-22

ANNEX B

£million	Expenditure					Funding							
	1	2	3	4	5	6	7	8	9	10	11	12	13
	Updated Service Provision	2008-22 Changes	Loan Charges/ PPP/ LPFS	Main Floor	Total Estimated Expenditure	Assumed Council Tax contribution	Total Ring-fenced Grants	Non Domestic Rates	General Revenue Funding	Total	85% floor	Council Tax Freeze	Revised Total
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Aberdeen City	431.819	15.667	18.624	-0.354	465.755	93.989	32.243	255.450	84.072	371.766	0.000	4.206	375.972
Aberdeenshire	552.794	21.301	19.474	-7.332	586.237	111.729	34.455	132.012	308.040	474.508	0.000	4.715	479.223
Angus	251.361	9.637	11.591	-3.419	269.170	43.972	13.854	24.883	186.460	225.198	0.000	1.727	226.925
Argyll & Bute	218.644	7.854	9.313	15.222	251.033	39.450	12.302	31.559	167.722	211.583	0.000	1.762	213.345
Clackmannanshire	116.207	4.088	4.747	-0.594	124.449	19.547	7.444	17.184	80.274	104.902	0.000	0.829	105.731
Dumfries & Galloway	345.789	12.974	15.653	-2.800	371.616	59.355	16.943	48.881	246.437	312.261	0.000	2.364	314.625
Dundee City	349.600	12.222	5.967	5.215	373.004	47.379	24.863	33.763	266.999	325.625	0.000	2.123	327.748
East Ayrshire	281.196	10.120	10.101	-3.872	297.545	42.537	18.747	22.093	214.168	255.008	0.000	1.903	256.911
East Dunbartonshire	245.700	9.176	4.100	-2.425	256.550	50.689	13.291	16.812	175.758	205.861	0.000	2.153	208.014
East Lothian	228.708	8.550	3.813	-1.947	239.123	46.349	14.743	27.286	150.745	192.774	0.000	1.948	194.722
East Renfrewshire	221.436	8.667	9.164	-1.799	237.469	43.195	8.506	9.107	176.662	194.274	0.000	1.802	196.076
Edinburgh, City of	967.534	34.955	23.755	10.499	1,036.743	222.915	61.959	237.666	514.203	813.828	8.409	9.615	831.852
Eilean Siar	83.975	3.383	7.071	16.347	110.776	9.544	4.497	7.751	88.984	101.232	0.000	0.372	101.604
Falkirk	344.523	12.761	19.582	-4.157	372.709	59.394	24.798	76.507	212.010	313.315	0.000	2.358	315.673
Fife	808.837	30.195	31.534	-11.004	859.562	140.079	51.131	170.905	497.447	719.483	0.000	5.829	725.312
Glasgow City	1,424.373	49.479	90.881	4.170	1,568.903	215.650	94.552	281.746	976.955	1,353.253	0.000	9.671	1,362.924
Highland	549.019	20.526	31.353	-1.010	599.889	97.845	33.620	134.656	333.769	502.044	0.000	4.231	506.275
Inverclyde	188.198	6.603	10.359	3.047	208.207	27.533	12.454	15.130	153.090	180.674	0.000	1.198	181.872
Midlothian	204.928	7.449	6.450	-0.001	218.826	36.786	16.548	23.680	141.812	182.040	0.000	1.663	183.703
Moray	199.853	7.609	8.484	-2.731	213.215	34.539	13.091	51.912	113.673	178.676	0.000	1.482	180.158
North Ayrshire	324.672	11.468	6.918	8.508	351.567	49.870	20.980	35.902	244.814	301.697	0.000	2.182	303.879
North Lanarkshire	775.679	28.097	10.197	-10.308	803.665	117.132	51.025	106.283	529.225	686.533	0.000	4.640	691.173
Orkney Islands	82.784	3.090	5.824	-1.204	90.493	8.146	10.593	12.321	59.432	82.347	0.000	0.319	82.666
Perth & Kinross	324.050	12.303	12.247	-4.225	344.375	65.922	16.920	43.889	217.645	278.453	0.000	2.817	281.271
Renfrewshire	399.881	14.284	7.979	-3.013	419.131	70.931	28.742	102.801	216.656	348.200	0.000	3.019	351.219
Scottish Borders	260.105	9.809	12.894	-3.539	279.268	47.999	15.168	33.571	182.531	231.269	0.000	1.955	233.224
Shetland Islands	89.690	3.347	7.162	4.984	105.183	8.234	14.307	33.598	49.043	96.949	0.000	0.323	97.272
South Ayrshire	254.407	9.373	9.199	-3.381	269.597	48.033	13.388	29.404	178.772	221.564	0.000	2.102	223.666
South Lanarkshire	705.958	26.119	10.285	3.745	746.107	125.178	43.734	401.967	175.228	620.929	0.000	4.882	625.811
Stirling	209.668	7.703	11.112	-2.572	225.911	38.914	14.233	34.188	138.576	186.997	0.000	1.690	188.687
West Dunbartonshire	223.057	7.648	3.726	5.350	239.780	33.812	14.097	102.481	89.390	205.968	0.000	1.423	207.391
West Lothian	394.024	14.854	12.669	-5.401	416.147	65.519	22.689	75.611	252.327	350.628	0.000	2.699	353.327
Scotland	12,058.469	441.310	452.228	0.000	12,952.007	2,122.166	775.918	2,631.000	7,422.923	10,829.841	8.409	90.000	10,928.250

£million	Expenditure					Funding						
	1	2	3	4	5	6	7	8	9	10	11	12
	Updated Service Provision	2008-21 Changes	Loan Charges/ PPP/ LPFS	Main Floor	Total Estimated Expenditure	Assumed Council Tax contribution	Total Ring-fenced Grants	Non Domestic Rates	General Revenue Funding	Total	85% floor	Revised Total
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Aberdeen City	427.617	7.175	19.356	4.104	458.252	92.923	29.712	164.415	171.202	365.329	0.000	365.329
Aberdeenshire	547.316	9.812	20.110	-4.905	572.333	111.237	31.314	80.112	349.670	461.096	0.000	461.096
Angus	250.425	4.440	11.864	-2.303	264.426	43.727	12.732	17.768	190.199	220.699	0.000	220.699
Argyll & Bute	219.689	3.655	9.589	15.399	248.332	39.424	11.710	23.284	173.914	208.908	0.000	208.908
Clackmannanshire	116.419	1.899	4.899	-0.228	122.989	19.424	6.765	10.757	86.043	103.565	0.000	103.565
Dumfries & Galloway	347.897	6.042	16.180	-3.241	366.878	59.097	15.684	35.659	256.438	307.781	0.000	307.781
Dundee City	352.397	5.671	10.101	1.485	369.654	47.386	23.007	32.888	266.373	322.268	0.000	322.268
East Ayrshire	281.056	4.651	10.492	-2.614	293.585	42.374	17.494	17.651	216.066	251.211	0.000	251.211
East Dunbartonshire	247.723	4.252	4.239	-0.453	255.761	50.351	12.093	15.238	178.079	205.410	0.000	205.410
East Lothian	227.863	3.939	3.942	-0.243	235.501	45.393	13.474	18.274	158.360	190.108	0.000	190.108
East Renfrewshire	225.095	4.029	9.308	-0.764	237.668	42.848	7.783	9.961	177.076	194.820	0.000	194.820
Edinburgh, City of	962.124	15.963	24.345	11.100	1,013.532	220.931	56.996	238.922	496.683	792.601	8.400	801.001
Eilean Siar	83.591	1.566	7.318	17.044	109.519	9.527	4.348	5.562	90.082	99.992	0.000	99.992
Falkirk	346.485	5.906	20.046	-3.102	369.335	59.070	22.958	46.281	241.026	310.265	0.000	310.265
Fife	805.910	13.910	32.471	-7.390	844.901	138.906	47.392	111.709	546.894	705.995	0.000	705.995
Glasgow City	1,433.729	22.844	100.918	-4.806	1,552.685	214.097	88.125	238.445	1,012.018	1,338.588	0.000	1,338.588
Highland	554.257	9.688	32.451	-5.254	591.142	97.121	30.701	92.297	371.023	494.021	0.000	494.021
Inverclyde	190.456	3.057	10.725	1.784	206.022	27.503	11.524	13.118	153.877	178.519	0.000	178.519
Midlothian	204.732	3.431	9.589	-1.790	215.962	36.145	15.145	19.587	145.085	179.817	0.000	179.817
Moray	197.517	3.482	8.774	-1.587	208.186	34.269	11.933	29.008	132.976	173.917	0.000	173.917
North Ayrshire	330.596	5.405	10.637	0.428	347.066	49.583	19.587	25.017	252.879	297.483	0.000	297.483
North Lanarkshire	778.115	12.988	10.540	-6.944	794.699	116.408	47.369	71.360	559.562	678.291	0.000	678.291
Orkney Islands	79.365	1.429	6.043	-0.502	86.335	8.069	8.005	7.019	63.242	78.266	0.000	78.266
Perth & Kinross	321.334	5.625	12.641	-2.841	336.759	65.424	15.515	37.876	217.944	271.335	0.000	271.335
Renfrewshire	402.450	6.662	8.254	-3.511	413.855	69.989	26.453	73.841	243.572	343.866	0.000	343.866
Scottish Borders	257.051	4.490	13.384	-2.266	272.659	47.965	13.888	23.388	187.418	224.694	0.000	224.694
Shetland Islands	84.260	1.586	7.765	4.634	98.245	8.210	8.199	17.182	64.654	90.035	0.000	90.035
South Ayrshire	254.744	4.300	9.494	-1.638	266.900	48.135	12.384	28.601	177.780	218.765	0.000	218.765
South Lanarkshire	710.505	12.160	10.630	3.349	736.644	123.887	40.140	226.179	346.438	612.757	0.000	612.757
Stirling	210.286	3.583	11.430	-1.890	223.409	38.774	13.039	28.626	142.970	184.635	0.000	184.635
West Dunbartonshire	227.127	3.594	3.851	2.588	237.160	33.400	13.138	55.963	134.659	203.760	0.000	203.760
West Lothian	394.956	6.885	13.047	-3.643	411.245	64.554	21.083	52.042	273.566	346.691	0.000	346.691
Scotland	12,073.085	204.119	484.433	0.000	12,761.637	2,106.151	709.690	1,868.030	8,077.766	10,655.486	8.400	10,663.886

The explanation of each of the columns within the tables at Annex B is as follows:

Column 1 – represents the updated on-going service provision and includes the following combined information: (i) the updated Grant Aided Expenditure (GAE) assessments; (ii) the revised Special Islands Needs Allowance (SINA); (iii) each council's individual share of the on-going revenue grants which have been rolled up into the core local government finance settlement; (iv) each council's share of all the baselined redeterminations since Spending Review 2007; and the previous loan charge adjustment.

Column 2 – is the new combined total, non-ring-fenced, changes in general provision resulting from Spending Reviews 2007, 2010, 2011, 2013, 2015 and budget revisions for 2016 - 2021 allocated pro-rata to each council's share of GAE plus SINA.

Column 3 – represents the updated share of the loan charges support for outstanding debt and the same level of on-going PPP level playing field support. The methodology for calculating Loan Charge Support (LCS) and support for Public Private Partnership (PPP) projects (level playing field projects only (LPFS) is set out on Annex H of Finance Circular 2/2011.

Column 4 – is the main floor adjustment which has been calculated using the revised methodology agreed following the 2018 review.

Column 5 – this is the net revenue expenditure recognised by the Scottish Government and represents the sum of columns 1 to 4.

Column 6 – is the assumption of the amount of Total Estimated Expenditure to be funded from the council tax. Any changes are as a result of buoyancy or projected numbers of properties, as well as the estimated additional council tax income to be collected and retained by each local authority as a result of the changes to bands E to H.

Column 7 – is each council's estimated share of the on-going Ring-Fenced Grants for Gaelic, Pupil Equity Fund, Criminal Justice Social Work, Early Learning and Childcare, and Inter-Island Ferries.

Column 8 – is each council's share of the estimated non-domestic rate income which has been distributed proportionately on the basis of council's 2020-21 mid-year income.

Column 9 – is the balance of funding provided by means of general revenue funding and is calculated by deducting columns 6, 7 and 8 from the Total Estimated Expenditure in column 5.

Column 10 – represents the total revenue funding available to each council in 2021-22.

Column 11 – is the 85% floor adjustment which has been calculated to meet the Scottish Government's commitment to ensure that no Local Authority receives less than 85% of the Scottish average per head in terms of revenue support.

Columns 12 – is the funding available to compensate councils who choose to freeze their council tax at 2020-21 levels.

Column 13 - is the revised total funding including all the changes and the 85% funding floor adjustments.

Local Authority	Gaelic	Pupil Equity Fund	Criminal Justice Social Work	Early Learning and Childcare Expansion	Support for Ferries
	£m	£m	£m	£m	£m
Aberdeen City	0.088	3.051	3.953	25.151	0.000
Aberdeenshire	0.000	2.854	2.817	28.785	0.000
Angus	0.022	2.142	1.628	10.062	0.000
Argyll & Bute	0.365	1.305	0.984	9.093	0.554
Clackmannanshire	0.002	1.498	1.117	4.827	0.000
Dumfries & Galloway	0.000	2.815	2.521	11.607	0.000
Dundee City	0.000	4.971	3.551	16.341	0.000
East Ayrshire	0.144	3.435	2.108	13.059	0.000
East Dunbartonshire	0.066	1.632	0.791	10.802	0.000
East Lothian	0.008	1.512	1.068	12.154	0.000
East Renfrewshire	0.013	1.327	0.614	6.551	0.000
Edinburgh, City of	0.320	7.125	7.984	46.529	0.000
Eilean Siar	0.965	0.287	0.294	2.951	0.000
Falkirk	0.014	3.589	2.684	18.510	0.000
Fife	0.010	9.690	6.105	35.327	0.000
Glasgow City	0.540	21.773	15.519	56.720	0.000
Highland	0.905	3.931	3.239	25.545	0.000
Inverclyde	0.070	2.350	1.300	8.734	0.000
Midlothian	0.008	2.167	1.251	13.122	0.000
Moray	0.000	1.368	1.291	10.432	0.000
North Ayrshire	0.090	4.215	2.662	14.013	0.000
North Lanarkshire	0.260	8.935	5.345	36.485	0.000
Orkney Islands	0.000	0.233	0.235	2.270	7.855
Perth & Kinross	0.105	1.666	1.831	13.317	0.000
Renfrewshire	0.000	4.276	2.583	21.883	0.000
Scottish Borders	0.001	1.764	1.256	12.146	0.000
Shetland Islands	0.000	0.223	0.252	3.048	10.784
South Ayrshire	0.015	2.352	1.729	9.292	0.000
South Lanarkshire	0.170	8.103	4.412	31.049	0.000
Stirling	0.115	1.391	1.239	11.488	0.000
West Dunbartonshire	0.015	3.105	1.631	9.346	0.000
West Lothian	0.008	4.913	2.455	15.313	0.000
Scotland	4.319	120.000	86.450	545.956	19.193

Note: These figures are provisional and represent the current best estimates.

The actual allocation of these specific revenue grants will be notified to the relevant local authorities in due course by the relevant Policy Team

Local Authority	Grant Without Floor	Change Without Floor	Floor Change	Grant With Floor	Change With Floor
	£m	%	£m	£m	%
Scottish Borders	204.621	5.02%	-3.539	201.083	3.20%
Aberdeenshire	423.946	4.94%	-7.332	416.614	3.12%
Orkney	69.631	4.69%	-1.204	68.427	2.88%
Moray	157.884	4.64%	-2.731	155.154	2.83%
Perth & Kinross	244.272	4.49%	-4.225	240.047	2.69%
Fife	636.224	4.32%	-11.004	625.221	2.52%
Angus	197.679	4.04%	-3.419	194.260	2.24%
North Lanarkshire	596.004	3.92%	-10.308	585.696	2.13%
East Ayrshire	223.851	3.88%	-3.872	219.980	2.08%
West Lothian	312.272	3.78%	-5.401	306.871	1.98%
South Ayrshire	195.506	3.58%	-3.381	192.125	1.78%
Aberdeen City	317.734	1.85%	-0.354	317.379	1.73%
Falkirk	265.309	3.35%	-4.157	261.152	1.73%
Renfrewshire	297.654	2.77%	-3.013	294.641	1.73%
Dumfries & Galloway	273.818	2.78%	-2.800	271.018	1.73%
Stirling	160.788	3.39%	-2.572	158.216	1.73%
East Dunbartonshire	178.940	3.13%	-2.425	176.515	1.73%
East Lothian	168.231	2.92%	-1.947	166.284	1.73%
East Renfrewshire	171.384	2.81%	-1.799	169.586	1.73%
Highland	439.138	1.97%	-1.010	438.129	1.73%
Clackmannanshire	89.127	2.41%	-0.594	88.533	1.73%
Midlothian	150.383	1.73%	-0.001	150.382	1.73%
Inverclyde	150.696	-0.28%	3.047	153.743	1.73%
South Lanarkshire	529.587	1.02%	3.745	533.332	1.73%
Glasgow City	1,163.299	1.37%	4.170	1,167.468	1.73%
Shetland	75.885	-4.54%	4.984	80.869	1.73%
Dundee City	269.927	-0.20%	5.215	275.142	1.73%
West Dunbartonshire	167.306	-1.42%	5.350	172.656	1.73%
North Ayrshire	250.762	-1.61%	8.508	259.270	1.73%
Edinburgh, City of	677.794	0.18%	10.499	688.293	1.73%
Argyll & Bute	165.416	-6.84%	15.222	180.638	1.73%
Eilean Siar	75.790	-16.46%	16.347	92.137	1.73%
Scotland	9,300.860	1.98%	0.000	9,300.860	1.98%

The annual change in the Grant for Floor Funding was 1.98% and as a result of the floor being set at -0.25 below this annual change the minimum increase in the Grant for floor was set at 1.73%

REDETERMINATIONS OF INDIVIDUAL REVENUE FUNDING 2020-21 - GENERAL

ANNEX G

GENERAL	Teachers for Ethnic Minorities Correction	Rapid Rehousing Transition Grant Correction	Customer First - Additional Funding	Dundee to Stansted	Education Psychologists payment	Teacher Induction Scheme	EU Brexit Funding	Spatial Planning - Improvement Service	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Aberdeen City	-0.015	0.002	0.000	0.000	0.009	0.732	0.025	0.000	0.753
Aberdeenshire	-0.004	-0.006	0.000	0.000	0.018	0.873	0.025	0.000	0.906
Angus	-0.001	-0.004	0.000	0.000	0.009	0.486	0.025	0.000	0.515
Argyll & Bute	-0.002	-0.002	0.000	0.000	0.000	0.112	0.025	0.000	0.133
Clackmannanshire	0.004	-0.005	0.000	0.000	0.000	0.535	0.025	0.000	0.559
Dumfries & Galloway	0.000	0.000	0.000	0.000	0.000	0.995	0.025	0.000	1.020
Dundee City	0.002	0.011	0.000	1.267	0.009	0.866	0.025	0.000	2.180
East Ayrshire	0.001	-0.001	0.000	0.000	0.009	1.250	0.025	0.000	1.284
East Dunbartonshire	-0.001	-0.001	0.000	0.000	0.009	3.231	0.025	0.000	3.263
East Lothian	-0.003	-0.010	0.000	0.000	0.000	0.857	0.025	0.000	0.869
East Renfrewshire	0.001	-0.002	0.000	0.000	0.009	3.505	0.025	0.000	3.538
Edinburgh, City of	-0.007	0.024	0.000	0.000	0.035	1.348	0.025	0.000	1.425
Eilean Siar	-0.003	0.000	0.000	0.000	0.000	0.160	0.025	0.000	0.182
Falkirk	0.004	-0.025	0.000	0.000	0.009	2.031	0.025	0.000	2.044
Fife	0.031	-0.009	0.000	0.000	0.018	3.541	0.025	0.000	3.606
Glasgow City	-0.003	0.033	0.000	0.000	0.018	5.410	0.025	0.000	5.483
Highland	-0.001	0.006	0.000	0.000	0.009	0.975	0.025	0.000	1.014
Inverclyde	0.002	-0.001	0.000	0.000	0.009	0.884	0.025	0.000	0.919
Midlothian	0.002	0.003	0.000	0.000	0.009	0.859	0.025	0.000	0.898
Moray	0.000	-0.008	0.000	0.000	0.000	0.329	0.025	0.000	0.346
North Ayrshire	0.000	0.001	0.000	0.000	0.009	0.747	0.025	0.000	0.782
North Lanarkshire	-0.008	-0.019	0.964	0.000	0.009	4.111	0.025	0.120	5.202
Orkney	0.000	0.000	0.000	0.000	0.000	0.059	0.025	0.000	0.084
Perth & Kinross	0.001	0.002	0.000	0.000	0.009	0.293	0.025	0.000	0.330
Renfrewshire	-0.001	0.004	0.000	0.000	0.009	1.945	0.025	0.000	1.982
Scottish Borders	0.002	0.005	0.000	0.000	0.000	0.631	0.025	0.000	0.663
Shetland	0.001	0.000	0.000	0.000	0.001	0.048	0.025	0.000	0.075
South Ayrshire	0.001	0.004	0.000	0.000	0.000	1.338	0.025	0.000	1.368
South Lanarkshire	0.000	0.013	0.000	0.000	0.009	2.355	0.025	0.000	2.402
Stirling	0.000	-0.008	0.000	0.000	0.009	1.154	0.025	0.000	1.180
West Dunbartonshire	0.001	-0.005	0.000	0.000	0.009	0.727	0.025	0.000	0.757
West Lothian	-0.004	-0.002	0.000	0.000	0.009	2.182	0.025	0.000	2.210
Scotland	0.000	0.000	0.964	1.267	121.252	44.567	0.800	0.120	47.970

REDETERMINATIONS OF INDIVIDUAL REVENUE FUNDING 2020-21 - COVID

ANNEX G (Continued)

COVID-19	Associated with COVID 19	Local Authority Hardship Fund	Scottish Welfare Fund Top Up	Food Fund	Registrars of Death	Community Justice CPP Transitional Funding Extra	Council Tax Reduction Scheme Additional Support	Extra Environmental Health Officers	Test & Protect Combined	Winter Plan - RRTP
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Aberdeen City	5.448	1.758	0.596	0.802	0.025	0.013	0.630	0.044	0.095	0.223
Aberdeenshire	7.452	2.404	0.497	1.023	0.029	0.013	0.920	0.059	0.114	0.155
Angus	3.372	1.088	0.383	0.602	0.013	0.012	0.340	0.024	0.064	0.100
Argyll & Bute	2.776	0.895	0.293	0.440	0.009	0.012	0.490	0.043	0.047	0.065
Clackmannanshire	1.444	0.465	0.243	0.312	0.006	0.012	0.280	0.019	0.027	0.072
Dumfries & Galloway	4.588	1.480	0.579	0.890	0.016	0.013	0.730	0.046	0.089	0.112
Dundee City	4.308	1.389	0.809	1.152	0.016	0.013	0.900	0.026	0.095	0.175
East Ayrshire	3.532	1.139	0.631	0.838	0.013	0.013	0.650	0.020	0.075	0.089
East Dunbartonshire	3.228	1.042	0.251	0.436	0.012	0.012	0.390	0.019	0.043	0.061
East Lothian	2.992	0.965	0.334	0.447	0.012	0.012	0.380	0.019	0.048	0.105
East Renfrewshire	3.060	0.987	0.221	0.348	0.010	0.012	0.330	0.019	0.036	0.045
Edinburgh, City of	12.121	3.910	1.531	1.651	0.057	0.013	2.430	0.103	0.201	0.563
Eilean Siar	1.189	0.384	0.094	0.147	0.003	0.012	0.060	0.019	0.016	0.018
Falkirk	4.484	1.447	0.615	0.878	0.018	0.013	0.480	0.024	0.081	0.132
Fife	10.564	3.407	1.514	2.254	0.041	0.013	1.190	0.063	0.210	0.335
Glasgow City	17.348	5.596	4.076	4.799	0.069	0.013	5.090	0.123	0.407	0.772
Highland	7.356	2.373	0.738	1.199	0.026	0.013	1.180	0.090	0.124	0.187
Inverclyde	2.320	0.749	0.447	0.565	0.009	0.012	0.290	0.019	0.049	0.028
Midlothian	2.605	0.840	0.326	0.446	0.010	0.012	0.280	0.019	0.044	0.085
Moray	2.644	0.853	0.261	0.448	0.011	0.012	0.330	0.023	0.046	0.058
North Ayrshire	4.104	1.324	0.785	1.038	0.015	0.013	0.690	0.024	0.086	0.130
North Lanarkshire	9.864	3.181	1.744	2.114	0.038	0.013	1.710	0.046	0.188	0.290
Orkney	1.084	0.350	0.049	0.099	0.002	0.012	0.100	0.019	0.011	0.017
Perth & Kinross	4.272	1.378	0.410	0.621	0.017	0.013	0.350	0.043	0.070	0.133
Renfrewshire	5.060	1.632	0.782	1.063	0.020	0.013	1.240	0.044	0.097	0.116
Scottish Borders	3.408	1.100	0.365	0.576	0.013	0.012	0.550	0.038	0.061	0.105
Shetland	1.204	0.388	0.044	0.104	0.003	0.012	0.050	0.019	0.013	0.017
South Ayrshire	3.264	1.053	0.474	0.625	0.012	0.012	0.340	0.024	0.062	0.110
South Lanarkshire	9.233	2.978	1.389	1.937	0.035	0.013	1.310	0.048	0.177	0.282
Stirling	2.720	0.878	0.275	0.417	0.010	0.012	0.260	0.027	0.044	0.069
West Dunbartonshire	2.728	0.880	0.532	0.684	0.010	0.012	0.270	0.019	0.058	0.156
West Lothian	5.228	1.687	0.712	1.045	0.020	0.013	0.760	0.029	0.096	0.195
Undistributed	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Scotland	155.000	50.000	22.000	30.000	0.600	0.400	25.000	1.200	2.872	5.000

REDETERMINATIONS OF INDIVIDUAL REVENUE FUNDING 2020-21 - COVID

ANNEX G (Continued)

Additional UKG Consequentials (Confirmed)	Children and young people's mental health	Business Support Grant Admin	Education Recovery Funding	Additional Education - Teachers	Additional Education - Digital inclusion	Additional Education - Home Learning Support Fund	Winter Hardship £100 payments & admin (80% of £16m)	January Free School Meal provision	Total	Lost Income Scheme
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
1.722	0.576	0.464	0.605	0.785	0.209	0.302	0.317	0.174	14.787	0.000
2.356	0.791	0.628	1.257	1.190	0.599	0.304	0.342	0.187	20.319	0.000
1.066	0.326	0.256	0.478	0.528	0.211	0.204	0.224	0.123	9.414	0.000
0.877	0.246	0.458	0.390	0.369	0.179	0.135	0.132	0.072	7.927	0.000
0.456	0.139	0.080	0.176	0.238	0.092	0.110	0.131	0.072	4.373	0.000
1.450	0.433	0.484	0.684	0.697	0.367	0.296	0.336	0.184	13.473	0.000
1.361	0.445	0.279	0.490	0.732	0.311	0.304	0.560	0.307	13.671	0.000
1.116	0.332	0.215	0.444	0.599	0.301	0.289	0.372	0.204	10.873	0.000
1.021	0.268	0.116	0.424	0.555	0.133	0.125	0.172	0.094	8.401	0.000
0.946	0.294	0.180	0.403	0.482	0.196	0.181	0.169	0.092	8.257	0.000
0.967	0.261	0.087	0.426	0.542	0.101	0.122	0.139	0.076	7.788	0.000
3.832	1.343	1.095	1.307	1.700	0.387	0.596	0.641	0.351	33.832	0.000
0.376	0.089	0.134	0.172	0.125	0.072	0.036	0.034	0.018	2.997	0.000
1.418	0.419	0.255	0.569	0.774	0.269	0.302	0.402	0.220	12.801	0.000
3.339	1.047	0.671	1.356	1.821	0.753	0.789	1.044	0.572	30.983	0.000
5.484	1.737	1.305	1.917	2.881	1.285	1.669	2.345	1.285	58.200	0.000
2.326	0.712	0.960	1.162	1.086	0.562	0.400	0.421	0.231	21.146	0.000
0.734	0.202	0.115	0.263	0.401	0.177	0.139	0.316	0.173	7.007	0.000
0.824	0.248	0.145	0.352	0.450	0.165	0.163	0.200	0.110	7.325	0.000
0.836	0.275	0.246	0.371	0.404	0.200	0.156	0.144	0.079	7.396	0.000
1.297	0.370	0.255	0.497	0.672	0.256	0.320	0.399	0.219	12.495	0.000
3.118	0.938	0.493	1.242	1.770	0.661	0.773	0.985	0.540	29.710	0.000
0.343	0.070	0.124	0.135	0.105	0.058	0.034	0.023	0.013	2.647	0.000
1.350	0.414	0.462	0.592	0.602	0.291	0.230	0.187	0.103	11.539	0.000
1.599	0.454	0.472	0.599	0.850	0.293	0.307	0.466	0.255	15.363	0.000
1.078	0.329	0.406	0.506	0.497	0.253	0.205	0.180	0.099	9.781	0.000
0.381	0.083	0.113	0.165	0.119	0.072	0.023	0.028	0.015	2.851	0.000
1.032	0.283	0.255	0.398	0.505	0.214	0.203	0.244	0.134	9.244	0.000
2.919	0.841	0.507	1.206	1.624	0.603	0.579	0.891	0.488	27.059	0.000
0.860	0.293	0.285	0.380	0.430	0.183	0.138	0.144	0.079	7.504	0.000
0.863	0.233	0.143	0.327	0.493	0.200	0.204	0.361	0.198	8.371	0.000
1.653	0.511	0.313	0.708	0.974	0.347	0.362	0.531	0.291	15.476	0.000
0.000	0.000	0.000	0.000	0.000	0.000	0.000	3.120	0.000	3.120	200.000
49.000	15.000	12.000	20.000	25.000	10.000	10.000	16.000	7.058	456.130	200.000

Local Authority	2021-22 GAE plus SINA	Percentage Shares	2008-22 Changes	2008-21 Changes	Movement in Changes
	£m	£m	£m	£m	£m
Aberdeen City	306.743	3.55	15.667	7.175	8.492
Aberdeenshire	417.049	4.83	21.301	9.812	11.489
Angus	188.678	2.18	9.637	4.440	5.197
Argyll & Bute	153.775	1.78	7.854	3.655	4.199
Clackmannanshire	80.047	0.93	4.088	1.899	2.189
Dumfries & Galloway	254.015	2.94	12.974	6.042	6.932
Dundee City	239.296	2.77	12.222	5.671	6.551
East Ayrshire	198.135	2.29	10.120	4.651	5.469
East Dunbartonshire	179.653	2.08	9.176	4.252	4.924
East Lothian	167.396	1.94	8.550	3.939	4.611
East Renfrewshire	169.700	1.96	8.667	4.029	4.638
Edinburgh, City of	684.383	7.92	34.955	15.963	18.992
Eilean Siar	66.234	0.77	3.383	1.566	1.817
Falkirk	249.848	2.89	12.761	5.906	6.855
Fife	591.193	6.84	30.195	13.910	16.285
Glasgow City	968.754	11.21	49.479	22.844	26.635
Highland	401.885	4.65	20.526	9.688	10.838
Inverclyde	129.282	1.50	6.603	3.057	3.546
Midlothian	145.843	1.69	7.449	3.431	4.018
Moray	148.978	1.72	7.609	3.482	4.127
North Ayrshire	224.540	2.60	11.468	5.405	6.063
North Lanarkshire	550.112	6.37	28.097	12.988	15.109
Orkney	60.490	0.70	3.090	1.429	1.661
Perth & Kinross	240.883	2.79	12.303	5.625	6.678
Renfrewshire	279.667	3.24	14.284	6.662	7.622
Scottish Borders	192.047	2.22	9.809	4.490	5.319
Shetland	65.522	0.76	3.347	1.586	1.761
South Ayrshire	183.506	2.12	9.373	4.300	5.073
South Lanarkshire	511.379	5.92	26.119	12.160	13.959
Stirling	150.814	1.75	7.703	3.583	4.120
West Dunbartonshire	149.743	1.73	7.648	3.594	4.054
West Lothian	290.836	3.37	14.854	6.885	7.969
Scotland	8640.426	100.000	441.310	204.119	237.191

2021-22 £m	Capital Settlement 2021-22			Specific grants to be paid in 2021-22				
	General Capital Grant	Specific Grants	Total Capital Grants	Strathclyde Partnership	Vacant and Derelict Land	TMDF	Cycling Walking & Safer Streets	Total
Aberdeen City	18.519	1.001	19.520	0.000	0.000	0.000	1.001	1.001
Aberdeenshire	23.028	1.144	24.172	0.000	0.000	0.000	1.144	1.144
Angus	10.625	0.509	11.134	0.000	0.000	0.000	0.509	0.509
Argyll & Bute	9.937	0.376	10.313	0.000	0.000	0.000	0.376	0.376
Clackmannanshire	4.322	0.226	4.548	0.000	0.000	0.000	0.226	0.226
Dumfries & Galloway	15.147	0.652	15.799	0.000	0.000	0.000	0.652	0.652
Dundee City	13.847	0.654	14.501	0.000	0.000	0.000	0.654	0.654
East Ayrshire	10.759	0.534	11.293	0.000	0.000	0.000	0.534	0.534
East Dunbartonshire	7.508	0.476	7.984	0.000	0.000	0.000	0.476	0.476
East Lothian	8.494	0.469	8.963	0.000	0.000	0.000	0.469	0.469
East Renfrewshire	5.655	0.418	6.073	0.000	0.000	0.000	0.418	0.418
Edinburgh, City of	38.490	30.249	68.739	0.000	0.000	27.950	2.299	30.249
Eilean Siar	6.412	0.117	6.529	0.000	0.000	0.000	0.117	0.117
Falkirk	24.154	0.705	24.859	0.000	0.000	0.000	0.705	0.705
Fife	25.013	3.087	28.100	0.000	1.451	0.000	1.636	3.087
Glasgow City	49.884	69.227	119.111	0.000	2.159	64.295	2.773	69.227
Highland	24.884	1.033	25.917	0.000	0.000	0.000	1.033	1.033
Inverclyde	6.326	0.341	6.667	0.000	0.000	0.000	0.341	0.341
Midlothian	7.190	0.405	7.595	0.000	0.000	0.000	0.405	0.405
Moray	8.224	0.420	8.644	0.000	0.000	0.000	0.420	0.420
North Ayrshire	-1.861	1.910	0.049	0.000	1.320	0.000	0.590	1.910
North Lanarkshire	20.730	3.433	24.163	0.000	1.938	0.000	1.495	3.433
Orkney Islands	5.119	0.098	5.217	0.000	0.000	0.000	0.098	0.098
Perth & Kinross	25.311	0.665	25.976	0.000	0.000	0.000	0.665	0.665
Renfrewshire	12.126	0.784	12.910	0.000	0.000	0.000	0.784	0.784
Scottish Borders	31.643	0.506	32.149	0.000	0.000	0.000	0.506	0.506
Shetland Islands	5.191	0.100	5.291	0.000	0.000	0.000	0.100	0.100
South Ayrshire	8.539	0.493	9.032	0.000	0.000	0.000	0.493	0.493
South Lanarkshire	21.480	2.141	23.621	0.000	0.737	0.000	1.404	2.141
Stirling	8.380	0.413	8.793	0.000	0.000	0.000	0.413	0.413
West Dunbartonshire	1.023	0.389	1.412	0.000	0.000	0.000	0.389	0.389
West Lothian	11.838	0.802	12.640	0.000	0.000	0.000	0.802	0.802
Undistributed	10.000	0.000	10.000	0.000	0.000	0.000	0.000	0.000
Councils Total	477.937	123.777	601.714	0.000	7.605	92.245	23.927	123.777
Strathclyde Partnership for Transport		15.327	15.327	15.327	0.000	0.000	0.000	15.327
Grand Total	477.937	139.104	617.041	15.327	7.605	92.245	23.927	139.104

Council	Flood Scheme	Total 2021-22
		£m
Aberdeenshire Council	Stonehaven	1.246
Aberdeenshire Council	Huntly	0.000
Angus Council	Arbroath	0.259
Argyll & Bute Council	Campbeltown	0.125
Comhairle nan Eilean Siar	South Fords	0.000
Dumfries & Galloway Council	Dumfries/ River Nith/ Whitesands FPS	-0.036
Dumfries & Galloway Council	Stranraer work item 4 &6	0.120
Dumfries & Galloway Council	Langholm	-0.006
Dumfries & Galloway Council	Newton Stewart/ River Cree	-0.016
Dundee City Council	Broughty Ferry	0.000
Dundee City Council	Dundee	0.000
East Ayrshire Council	New Cumnock	0.991
East Dunbartonshire Council	Park Burn	0.000
East Lothian Council	Musselburgh	0.359
East Lothian Council	Haddington	0.023
Falkirk Council	Grangemouth FPS	13.783
Fife Council	Kinness Burn	0.192
Glasgow City Council	White Cart Water Phase 3	0.000
Glasgow City Council	Camlachie Burn	0.000
Highland Council	Smithton and Culloden	-2.213
Highland Council	Caol and Lochyside	1.095
Highland Council	Drumnadrochit	0.661
Inverclyde Council	Inverclyde FPS - Glenmosston Burn	0.000
Inverclyde Council	Inverclyde FPS - Coves Burn	0.000
Inverclyde Council	Inverclyde FPS - Bouverie Burn	0.000
Inverclyde Council	Quarrier's Village	0.000
Moray Council	Newmill	0.000
North Ayrshire Council	Millport Coastal	-9.613
North Ayrshire Council	Upper Garnock FPS	-0.782
North Ayrshire Council	Mill Burn Millport	-0.733
Orkney Islands Council	Kirkwall	0.000
Perth & Kinross Council	Comrie	10.945
Perth & Kinross Council	Milnathort	1.416
Perth & Kinross Council	South Kinross	0.123
Perth & Kinross Council	Scone	0.419
Scottish Borders Council	Hawick	20.588
Stirling Council	Bridge of Allan	0.515
Stirling Council	Stirling	-0.007
Stirling Council	Callander	-0.093
West Dunbartonshire Council	Gruggies Burn	-5.760
	Total	33.601

Local Authority	Ring-Fenced Grants	Non Domestic Rates	General Revenue Funding	Total 2021-22 Revenue	General Capital Grant	Specific Grant	Total 2021-22 Capital	2021-22 Local Government Finance Settlement
	£m	£m	£m	£m	£m	£m	£m	£m
Aberdeen City	32.243	255.450	88.278	375.972	18.519	1.001	19.520	395.492
Aberdeenshire	34.455	132.012	312.756	479.223	23.028	1.144	24.172	503.395
Angus	13.854	24.883	188.187	226.925	10.625	0.509	11.134	238.059
Argyll & Bute	12.302	31.559	169.485	213.345	9.937	0.376	10.313	223.658
Clackmannanshire	7.444	17.184	81.103	105.731	4.322	0.226	4.548	110.279
Dumfries & Galloway	16.943	48.881	248.801	314.625	15.147	0.652	15.799	330.424
Dundee City	24.863	33.763	269.122	327.748	13.847	0.654	14.501	342.249
East Ayrshire	18.747	22.093	216.071	256.911	10.759	0.534	11.293	268.204
East Dunbartonshire	13.291	16.812	177.911	208.014	7.508	0.476	7.984	215.998
East Lothian	14.743	27.286	152.694	194.722	8.494	0.469	8.963	203.685
East Renfrewshire	8.506	9.107	178.464	196.076	5.655	0.418	6.073	202.149
Edinburgh, City of	61.959	237.666	532.227	831.852	38.490	30.249	68.739	900.591
Eilean Siar	4.497	7.751	89.356	101.604	6.412	0.117	6.529	108.133
Falkirk	24.798	76.507	214.368	315.673	24.154	0.705	24.859	340.532
Fife	51.131	170.905	503.275	725.312	25.013	3.087	28.100	753.412
Glasgow City	94.552	281.746	986.626	1,362.924	49.884	69.227	119.111	1,482.035
Highland	33.620	134.656	338.000	506.275	24.884	1.033	25.917	532.192
Inverclyde	12.454	15.130	154.288	181.872	6.326	0.341	6.667	188.539
Midlothian	16.548	23.680	143.475	183.703	7.190	0.405	7.595	191.298
Moray	13.091	51.912	115.155	180.158	8.224	0.420	8.644	188.802
North Ayrshire	20.980	35.902	246.996	303.879	- 1.861	1.910	0.049	303.928
North Lanarkshire	51.025	106.283	533.865	691.173	20.730	3.433	24.163	715.336
Orkney	10.593	12.321	59.752	82.666	5.119	0.098	5.217	87.883
Perth & Kinross	16.920	43.889	220.462	281.271	25.311	0.665	25.976	307.247
Renfrewshire	28.742	102.801	219.676	351.219	12.126	0.784	12.910	364.129
Scottish Borders	15.168	33.571	184.485	233.224	31.643	0.506	32.149	265.373
Shetland	14.307	33.598	49.366	97.272	5.191	0.100	5.291	102.563
South Ayrshire	13.388	29.404	180.874	223.666	8.539	0.493	9.032	232.698
South Lanarkshire	43.734	401.967	180.110	625.811	21.480	2.141	23.621	649.432
Stirling	14.233	34.188	140.266	188.687	8.380	0.413	8.793	197.480
West Dunbartonshire	14.097	102.481	90.813	207.391	1.023	0.389	1.412	208.803
West Lothian	22.689	75.611	255.026	353.327	11.838	0.802	12.640	365.967
Undistributed	0.163	0.000	74.979	75.142	10.000	0.000	10.000	85.142
Strathclyde Passenger Transport	0.000	0.000	0.000	0.000	0.000	15.327	15.327	15.327
Scotland	776.081	2,631.000	7,596.311	11,003.392	477.937	139.104	617.041	11,620.433

Appendix H

Council Tax

Valuation Band	Council Tax	Water charge	Waste charge	Total
A- disabled	724.79	118.05	137.05	979.89
A- up to £27,000	869.75	141.66	164.46	1,175.87
B- £27,001 to £35,000	1,014.71	165.27	191.87	1,371.85
C- £35,001 to £45,000	1,159.67	188.88	219.28	1,567.83
D- £45,001 to £58,000	1,304.63	212.49	246.69	1,763.81
E- £58,001 to £80,000	1,714.14	259.71	301.51	2,275.36
F- £80,001 to £106,000	2,120.02	306.93	356.33	2,783.28
G- £106,001- £212,000	2,554.90	354.15	411.15	3,320.20
H- over £212,00	3,196.34	424.98	493.38	4,114.70

Scottish Water decide the charges (0.9%) for water and waste
Clackmannanshire Council does not set these charges

Clackmannanshire HSCP Pressures

Budget 2021/22

Pressure	£'000
Pay Award and Increments	216
Contractual Inflation	526
Scotland Excel Framework	188
West Lodge Gardens	81
Pressures from Existing Commitments	249
Demographic Demand Pressures	269
TOTAL	1,529
Replacement Social Work System	693
Total Including estimate for new Information System	2,222

Project	21/22	22/23	23/24	24/25	25/26	Total	Total	Total	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	26-31 £'000	31-36 £'000	36-41 £'000	£'000	£'000	£'000	
Sustainable Growth	Innovation Hub Delivery	250							250		250	
	City Deal (Land)	50	1,414						1,464		1,464	
	City Deal (RPMO)	100	100	100					300		300	
	Renewable Energy Projects	50	30						80		80	
	Alloa Town Centre Regeneration	849							849	(849)	0	
	Alloa Town Centre Upgrade		200	200					400		400	
	Active Travel Route Railway Station	25	535						560	(400)	160	
	Bus Priority Rapid Development Fund	54							54	(54)	0	
	Forthbank Road Operational Facilities	20							20		20	
	Flood Protection	206	86	86	86	86	430	430	430	1,840		1,840
	Tillicoultry Flood Protection		150	250	300	2,500	2,800			6,000	(4,800)	1,200
	Alva Glen		87							87		87
	Parking Management System		20	569						589		589
	Building energy management system	70	20							90		90
TOTAL	1,674	2,642	1,205	386	2,586	3,230	430	430	12,583	(6,103)	6,480	

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Community Investment Grants	60	60	80	100	100	340			740		740
Clackmannan Regeneration	890								890	(606)	284
Clackmannan Town Hall Roof & Wall	200	1,000							1,200		1,200
Alloa Town Centre Upgrade extension			400						400		400
Village and Small Town - Alva	1,432	20							1,452	(1,027)	425
Village and Small Town - Dollar	26								26		26
Village and Small Town - Menstrie			120						120		120
Village and Small Town - Tillicoultry	100	450							550		550
School Estate - Tullibody South Campus	1,005								1,005	(260)	745
Learning Estate											
1. Previously Approved	2,070								2,070	(520)	1,550
Learning Estate											
2. Development Driven (minimum requirements)		450	4,700	6,965	9,281	10,305			31,701	(11,100)	20,601
Learning Estate											
3. Indicative Future Investment Requirements (Options appraisals, condition and suitability)	250	1,150	1,150	150	150	16,250	23,750	10,000	52,850		52,850
Learning Estate											
4. Policy Driven - Alloa South - New Build		383	383	1,150	1,917	34,502			38,335		38,335
TOTAL	6,033	3,513	6,833	8,365	11,448	61,396	23,750	10,000	131,338	(13,513)	117,825

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Health and Wellbeing	Social services adaptations	75	75	75	75	75	375	375	375	1,500		1,500
	Park, Play Area & Open Space Improvements	37	25	25	25	25	125	125	125	512		512
	Cycle Routes	187	100	100	100					487	(487)	0
	Gartmorn Dam Country Park	7	48							55		55
	Active Travel Route	30	2,000							2,030	(1,400)	630
	Wellbeing Complex	400	5,485	5,485	5,485					16,855	(2,000)	14,855
TOTAL	736	7,733	5,685	5,685	100	500	500	500	21,439	(3,887)	17,552	

Project	21/22	22/23	23/24	24/25	25/26	Total 26-31	Total 31-36	Total 36-41	TOTAL	Funding	Net Spend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DIGITAL											
Social services IT system	700	1,300							2,000		2,000
Digital Learning Strategy	426	478	478	478	250	1,250	1,250	1,250	5,860		5,860
Upgraded Telephony System	350								350		350
VM Ware (Cyber Security)	300								300		300
Digital Infrastructure (Fibre - Council and Schools)	468	350							818		818
IT Equipment (Homeworking)	50	50							100		100
IT Infrastructure (Council)	144	144	90	90	90	450	450	450	1,908		1,908
Interactive Screen Replacement (Secondary Schools)	122	123							245		245
ICT Replacement (Secondary Schools)	125	125	125	125	125	625	625	625	2,500		2,500
ICT Upgrade (Primary Schools)	90	90	90	90	90	450	450	450	1,800		1,800
Microsoft M365	28								28		28
CRB system (School)	40								40		40
LEARNING ESTATE											
Fitness Suite Equipment	12	12	12	12	12	60	60	60	240		240
Alva Primary School Bridge			35						35		35
Asbestos Removal (Schools)	10	10	10	10	10	50	50	50	200		200
Learning estate condition surveys	75								75		75
Learning Estate DDA	17	17	17	17	17	85	85	85	340		340
Cleaning Equipment Upgrade (Schools and Council)	23	23	10						56		56

Project	21/22	22/23	23/24	24/25	25/26	Total	Total	Total	TOTAL	Funding	Net Spend	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Compliance and Operational Resilience	PLACE											
	Bridge Improvements	137	100	200	75	75	375	375	375	1,712		1,712
	Street Lighting Replacement	250	258	258	258	258	1,296	1,302	1,305	5,185		5,185
	Carriageways - Road Improvements	1,904	2,151	2,210	2,210	2,210	11,050	11,050	11,050	43,835		43,835
	Cemetery Walls	300	250	250	250	250				1,300		1,300
	Sunnyside cemetery extension	60								60		60
	Police Intergration	103								103	(40)	63
	Heritage Improvements	24								24		24
	Kilncraigs roof	300								300		300
	Vehicle Replacement	789	563	800	1,000	1,000	5,000	5,000	5,000	19,152		19,152
	Wheeled Bins	30	30	30	30	30	150	150	150	600		600
	TOTAL	6,877	6,074	4,615	4,645	4,417	20,841	20,847	20,850	89,166	(40)	89,126
GROSS PROGRAMME TOTAL	15,320	19,962	18,338	19,081	18,551	85,967	45,527	31,780	254,526	(23,543)	230,983	
INCOME	(8,116)	(6,617)	(6,622)	(8,662)	(8,822)	(28,150)	(21,610)	(21,610)	(110,209)			
NET PROGRAMME TOTAL	7,204	13,345	11,716	10,419	9,729	57,817	23,917	10,170	144,318			

KEY

REVISED

EXISTING

NEW

Report to: Clackmannanshire Council

Date of Meeting: 24 March 2021

Subject: Housing Revenue Account Budget 2021/22 and Capital Programme 2021/22

Report by: Strategic Director (Place)

1.0 Purpose

- 1.1. This report presents the Housing Revenue account budget and Housing Capital Programme for the financial year 2021/22 and highlights the key factors influencing the budget.
- 1.2. The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements. This report requests approval for the 2020/21 HRA Income and Expenditure revenue budget and rent levels, as defined within the Housing (Scotland) Act 1987.

2.0 Recommendations

- 2.1 It is recommended that Council:
 - 2.1.1. Approves the summary revenue budget 2021/22, as set out in Appendix 1;
 - 2.1.2. Approves the Housing (HRA) capital programme 2021/22, as set out in Appendix 2;
 - 2.1.3. Approves HRA Borrowing Requirement 2021/22 to 2024/25 and Earmarked Investment, as set out in appendix 4, noting that, subject to paragraph 3.23 - 3.26 of this report, a sum of £700k has been earmarked for a projected required investment in the Primrose Street Development in 2021/2022;
 - 2.1.4. Notes that service will be seeking external assistance to review the HRA Financial business plan during 2021/22.

3.0 Considerations

- 3.1. The Housing Revenue Account (HRA) budget setting process is subject to statutory, regulatory and governance requirements. This report

requests approval for the 2020/21 HRA Income and Expenditure revenue budget and rent levels, as defined within the Housing (Scotland) Act 1987.

3.2. Outline HRA Budget 2021/22

<i>Description</i>	<i>Annual Budget for 2020/21 £'000</i>	<i>Forecast to March 2021 £'000</i>	<i>Annual Budget for 2021/22 £'000</i>
Employee Related Expenditure	7,979	7,257	7,918
Premises Related Expenditure	1,547	1,637	1,547
Transport Related Expenditure	373	322	373
Supplies and Services	2,161	1,449	1,763
Third Party Payments	1,244	1,099	1,219
Support Services	1,204	1,204	1,204
Capital Financing Costs	1,988	1,773	1,482
Total Gross Expenditure	16,495	14,741	15,504
Income			
House Rents	-19,841	-19,844	-19,850
Lockups/Garage Sites/Shops	-62	-81	-62
Other Income	-1,765	-1,504	-1,237
Income Total	-21,668	-21,429	-21,150
Net Expenditure	-5,173	-6,687	-5,645

3.3. The above table highlights the main expenditure items in the housing revenue account, compared with the annual budget for 2020/21 and the current forecast outturn projection. The table below details the reductions and adjustments applied to the budget.

3.4. The above includes the council decision to freeze to rental charges for 2021/22 (i.e. the same charges as 2020/21) in February 2021.

3.5. The service will continue to review the capital programme in light of the pandemic, and will carry out a full review of the HRA 30-year business plan alongside this capital review. This will be carried out during the coming year and will assess issues of rent affordability and rent models, alongside other considerations.

3.6. Proposed HRA Budget Reductions/Adjustments 2021-22

	2021-22 £'000	
Reductions		Description
Materials	(130)	Assessment on the continued impact of the pandemic on the ability to carry out repairs and improvements will impact on material spend in 2021/22.
Direct Materials	(300)	The temporary and delayed start to the capital kitchen programme undertaken by in-house trades will decrease the need to spend on associated materials in 2021/22.
Payments to Sub Contractors	(25)	The temporary and delayed start to the capital kitchen programme undertaken by in-house trades will decrease the need to spend on associated sub-contractor works in 2021/22.
Cost of Borrowing	(505)	Reduced loan principal repayments following loans fund review.
House Rents	(10)	Agreed freeze on Rents, with small increase in stock.
Employee Expenditure	(238)	Recruitment to current and reshaping of some establishment vacancies, with the possibility of some increase in headcount is being considered as part of Housing and Property redesign. Discussion and engagement to proceed early in the new financial year with Unions and SLG in line with organisational change process. Saving relates to delay in then making appointments to agreed structure (i.e. posts wont start from 1 st April)
Reduction (sub total)	(1,208)	
	2021-22 £'000	
Cost Adjustments		Description
Pay award and staff qualifying for incremental rises	176	Assumption made on possible pay settlement with TU's
Property Contracts Income	490	The temporary and delayed start to the capital kitchen programme undertaken by in-house trades will decrease the income to PCU from the HRA.
Computer Expenditure	32	Service hopeful of concluding IT tender for replacement Property and Housing System, will require dual running with existing platform and assumed increased temporary increase in

		revenue costs.
Other Income	38	Reduced interest paid on reserves.
Cost Adjustments (sub total)	736	
Grand Total	(472)	

3.7. HRA Expenditure 2021/2022

3.8. The Total Gross Revenue Expenditure is estimated at £15.5m.

3.9. Repairs and Maintenance

3.10. The budget for reactive repairs and maintenance to tenants has been set at the level required to meet historical service demand. There has been significant capital investment in improving stock condition in recent years, however a number of factors beyond stock condition can lead to a need for repair works.

3.11. The vast majority of repairs, maintenance and void property works are undertaken by the Council's own direct labour force currently working within the housing service and based at Kelliebank. Appendix 5 also details the work now carried in-house by our own trades. Whilst the service will continue to review the balance of trade mix and work done in-house, not all work can be provided in-house due to a variety of factors such as skill set, storage capacity and price/value for money considerations. The service is currently supporting ten apprentices and will be recruiting a further two apprentices this summer, which is the maximum the service can accommodate with the supervisory capacity required.

3.12. Allocated appointments for repairs have provided tenants with improved levels of service delivery, and a planned improvement to a new housing business management system (incorporating repairs) will provide for a streamlined, robust and modern repairs system moving forward. Funding for a replacement cloud based system has been provided for in the proposed budget.

3.13. Satisfaction with the repairs service is high. From the formal independent tenant consultation survey carried out during summer 2019, 92% of tenants were either very or fairly satisfied with the repairs service.

3.14. Supervision and Management

3.15. The supervision and management charge centres upon the direct cost of mainly front line Housing staff in the delivery of day-to-day services for tenants and collection of rent. It also includes indirect costs mostly charged as overheads to the HRA. In accordance with the Housing Charter and regulatory framework, charges applied to the account continues to be an area of concern for tenants, especially with the

pandemic response perhaps not allowing for a full range of services to be provided to the tenant base as would be the case in normal years.

3.16. Therefore, the service will re-examine with external and independent assistance the value and legitimacy of the re-charges and whether they are fully compliant with the legislative and regulatory frameworks. This could also highlight areas where resources might need to increase - for example, in legal services where the impact of additional arrears cases will require additional resource in the corporate team to help progress cases as appropriate.

3.17. **HRA Income 2021/22**

3.18. The projected base rental charges with the rent freeze applied and other income is estimated to generate income of £21.1m.

3.19. With Gross Expenditure of £15.5m, this means that £5.6m is budgeted and available to transfer to the Capital Investment fund for tenant priorities. This reduces the Council's requirement to borrow and for 2021/22 no borrowing is forecast (Appendix 4).

3.20. The pandemic has caused challenges for tenants across Scotland, in paying their rent and this has put pressure on rent arrears. The Place Committee in May will be provided with details on the growth in both arrears cases and the amounts owed. This has meant that the service has had to increase coverage for bad and doubtful debts, which represents finance that then is not available for tenant investment priorities.

3.21. **Be The Future – HRA alignment with six key identified projects/priorities.**

3.22. People and Place Hub Pilot Initiative – The Housing Service will play an active role in supporting the agreed pilot hub projects, with assistance provided by local area housing officers, Tenant Participation officers, links to recognised tenant organisations and will determine if funding can be provided by the HRA where direct benefit to the tenants can be clearly demonstrated.

3.23. Sustainable Ageing – The Council, in collaboration with Kingdom Housing Association, are delivering a project in Primrose Street, Alloa which will deliver 60 new homes for predominantly older people on a previously derelict and unattractive town centre site. It is an important project for the town centre and setting a precedent for managing social care, and intergenerational living whilst redeveloping the town centre. The project was advanced by Architectural Design Scotland (ADS) and Stirling University with particular reference to dementia friendly design, build and routes into the town centre. This development is viewed as an early pathfinder in respect of longer term ambitions through our Housing Strategy (through the SHIP) and HSCP models of care as articulated in the IJB's Strategic Plan.

- 3.24. The project however, has had a funding shortfall, mainly associated with these extra design aspects. Officers from both housing and health and social care have been examining ways to meet the shortfall and will continue to do so. The Council has received legal advice suggesting that the HRA could, under certain circumstances, make a contribution to the development subject to the usual consultation with tenants. Initial discussion with the Tenants Federation indicates a level of support for the development.
- 3.25. Further work is required to explore funding options and these will be presented to Council at a future meeting. To ensure the success of the project, it is felt prudent at this stage for Council to approve an earmarked sum in the HRA budget. The current projected shortfall balance is included in appendix 4 as a ring fenced £700k. Although Council is asked to approve the earmarked investment at this stage, this will be subject to future reporting to ensure full governance on any final sum or funding mechanism is provided.
- 3.26. Work is ongoing on the allocations policy and models of care for Primrose Street, with strategic housing leads from Clackmannanshire and Stirling working in collaboration with HSCP partners. There will also be a sustainable ageing group established in the new financial year, which will work alongside Kingdom Housing Association on the specific allocations approach and promotion of the development. The Place committee will be kept updated on progress as we near the point of the development welcoming it's first tenants in April 2022 and any required Council governance will also be sought in advance of this date.
- 3.27. Also included within appendix 4 for approval is an earmarked allowance for Council new build development at Clackmannan in 2022/23 of £584k. This allowance plus the Government grant will allow the service to take forward a development of 8 bungalows for either medical or older people allocations. This project will also come forward to the appropriate committee for formal approval.
- 3.28. The service is also working with ADS and the Scottish Futures Trust over a future predominant older people's development at Glentana Mill in Alva. This site is projected to provide accommodation for around forty homes. The focus of this work is to ensure that the development compliments the town, facilitates good access to amenities and will provide a boost to the take up and use of the Cochrane Hall and Park. As part of the business plan review, the service will consider if this development can be delivered by the Council or whether it will require a partnership approach with an RSL.
- 3.29. Strive Pilot – The Housing service has been keen partners with the Strive pilot since its inception. Funding for rapid rehousing which is Scottish Government funding to help minimise and work towards ending homelessness has provided financial support to the project. Moreover, the service has provided a dedicated key officer to work with partners to help streamline and deal with case referrals as quickly as possible.

- 3.30. Income Maximisation- The HRA already augments the Council's general fund contribution to the Citizens Advice Bureau (CAB), to mitigate the impact of poverty and maximise social security benefits for tenants. As part of the service redesign the service is also considering the best strategic fit for former tenant arrears (FTA's) management as control and minimisation of former tenant's arrears will be crucial to the sustainability of the Housing Business Plan.
- 3.31. Digital as an Enabler – The Service quite early in the pandemic response enabled all staff to work at home is has been invaluable in ensuring we could continue to deliver for our tenants with COVID restrictions in place. The Capital budget includes scope for the service to complete the tender process for a replacement housing and property IT system, which is now critical to continued delivery of statutory and regulatory services for tenants. As part of the redesign proposals for both housing and property, specific resources that require backfilling will be identified to ensure that implementation of the system does not impact on the delivery of services to customers. The service will also be working with HR and corporate colleagues to embed in as far as possible, new ways of working for housing staff, whilst ensuring that our customer focus is not in anyway diminished.
- 3.32. Workforce – The housing and property teams will be engaging with staff and the trade unions early in the new financial year with regards a proposed new structure and redesign. The primary focus from the housing structure will be to focus on clear tenant and regulatory priorities with engagement and participation being integral to improving the service. The property structure will focus on delivering for the wide range of internal customers such as housing, education and the ambitions of the council's general fund new capital plan.
- 3.33. **Capital programme Plan 2021– 22 (Appendix 2), key highlights**
- 3.34. An update for members on the HRA capital spend to the end of Quarter 3 of 2020/21 is attached as Appendix 2.
- 3.35. Key investment priorities over the short to medium term continue to be external building fabric such as roof replacement with external wall upgrade, central heating upgrade, and window replacement. Forward pressures will exist in the delivery of the new energy efficiency target (EESH2 standard). The Council is investigating ahead of the business plan review the current position we are achieving (against EESH2), and the costs to meet the higher standards.
- 3.36. The programme for 2021/22 is based on current restrictions and the suggested lifting of lockdown measures, in the coming weeks and months. Therefore, the service is only presenting a one year plan, with the option of returning to Council after the summer to seek any additional governance, to alter the capital programme if circumstances allow. However, the capital plan in the immediate, future years will likely be based on the outline programme agreed by Council, in February 2020. It should be noted, that no tenant will miss out on any

investment work and most of the councils current capital works are ahead of the planned schedule at this stage.

- 3.37. Structural Works – Budget for 2020/21 proposed to increase by around £250k to deal with failure and disrepair identified in rolling stock condition surveys. This year, (2020/21), the service has undertaken retaining wall upgrades within common areas within Branshill Park Sauchie, utilising a term contract agreed with a local supplier. There are further areas of wall re-building required within Branshill Park scheduled in Phase 2 for 2021/22, along with the rebuilding of external stairwells at Quarry Place Sauchie and a wall re-build project at Forebraes Alloa scheduled in the new financial year .
- 3.38. Damp Proof Course and Rot Works – A new contract was agreed for 4 years back in September 2019 with MAB Preservations in Grangemouth, which provides independence to assessment of damp cases within our stock. Improvements to the stock, such as window replacement, heating improvements, has meant a reduction from a spend of £250k to around £100k per year. This will equate, if the need arises, to approximately 75 individual houses being specially treated.
- 3.39. Roof/Rainwater/External Walls – This remains a significant priority for the HRA Assets as much of this work was previously back programmed in order to focus on delivering the ‘Local Clacks Standard’ for 2015. The budget request has been set to sustain current investment levels and a request for a carry forward of £110k, along with a budget of £1m to sustain the programme. As at March a total of 81 properties have been re-roofed with a further 79 properties re-rendered. The programme for 2021/22 will be located in Clackmannan and includes 100 properties for roof replacement and a further 75 for render upgrade.
- 3.40. Windows - Good progress with this programme was made when restrictions allowed from September to December 2020, however the implication of lockdown meant a complete stop in progress. The service is working to a 15 year programme to replace windows which are around 30 years old. The budget has been set for this year at 450 homes and should be deliverable even with a late summer lifting of restrictions.
- 3.41. Central Heating – Most of the stock is heated by an ‘A’ rated Gas boiler which is replaced at 15 year intervals. The service plans and schedules are for 140 replacements each year. This year 119 were completed when restrictions allowed and the budget for 2021/22 will fund 140 replacement boilers in the new financial year
- 3.42. Alva Weir Multicon – Following agreement at council in December 2020, £650,000 is required to be carried forward into the new financial year to enable improvement works to be started and concluded as soon as restrictions allow.
- 3.43. Kitchen Renewals - The restrictions imposed by the pandemic made work on kitchens on tenanted properties extremely difficult to ensure

adequate H&S measures. Therefore, the service is proposing to continue to focus on any kitchen replacements required at the void period only for 2021/22. The Council's current policy is to replace kitchens at year 25 and our oldest kitchen in the stock is only 18 years old, so a temporary stop will not breach our commitments. The replacement strategy and timescale will be part of the business plan review during the summer.

- 3.44. Bathroom Renewal – Main replacement programme ended in 2016. Budget set at £50k to deal with any remaining refusals and failures (picked up during voids). This equates to around 20 bathroom upgrades carried out in-house. The service will also as part of business plan review start to plan when the next replacement bathroom programme will be required to start to enable maximum work retained by in-house trades.
- 3.45. Safe Electrical Systems - A new four year term contract was agreed with AC Gold in March 2019, with 835 new interlinked smoke alarm systems being installed during 2020/21. The service will continue to prioritise this programme into 2021-22 with the revised Scottish Government deadline now being set at May 2022. We are working towards having our stock fully compliant with the Scottish Government changes and Technical Standards requiring that all smoke detectors are interlinked and hard wired. The programme has been set with a budget of £600k, to be augmented with a further £500k carry over from this financial year. This equates to 1,100 properties for electrical tests and smoke alarm enhancement.
- 3.46. Fencing – The service is aiming to continue a programme of around 120 houses being upgraded. A new four year term contract was agreed in December 2020 with A & B Reid Fencing to cover the next four year term. Any underspend in the budget of this year will be requested to be carried forward into 2021/22.
- 3.47. Secure Door Entry Systems – Programme has been suspended due to covid19 restrictions. A new term contract is currently being procured including CCTV enhancement and this is expected to be awarded in April 2021. Our forward plan seeks to enhance approximately 20 blocks per year.
- 3.48. Disabled Adaptations Conversions – A significant disabled extension has been completed within Newbiggin Crescent Tullibody. This programme has been restricted due to covid19 restrictions in 2020-21, however, a budget of £50,000 will allow us to recommence the programme once it is safe to do so. Furthermore a budget of £75,000 will be available for any urgent Conversion and Upgrading work meantime. Any urgent requests and hospital discharge works are still being carried out.
- 3.49. Renewable Heating (zero direct emissions at point of use) – The UK and Scottish Government are both keen to decarbonise the heating systems in use in homes across the country, either through the use of heat pumps or piloting of hydrogen boilers which produce zero

emissions at the point of use. This will likely feature as part of the councils responsibility for EESH 2, which may mean that from a certain point we will not be able to replace gas boilers within existing homes. This has already been agreed for new build homes from 2024. The budget proposed of £150,000 will be used to pursue pilot projects of heat pumps, replacement radiators and suitably sized pipework and buffer tanks (utilising industry standard heat loss methodology), in Muckhart, Forrestmill and Lower Mains in Dollar. Grant assistance (Renewable Heat Initiative (RHI) payments) will still be available (subject to conditions) on systems commissioned prior to 31st March 2022.

- 3.50. The council will also be looking to support and train existing staff on the use and repair of heat pumps with nationally recognised qualifications. This will ensure we can respond to any emergencies, such as breakdowns timeously.
- 3.51. Westhaugh Improvements – As reported to Place Committee on 18th March 2021, the service is progressing improvements to the site utilising the place standard tool and Participatory Budgeting (PB) techniques. The report recommended that the capital budget approve a carry forward of £240k (appendix 2), and to ring-fence and earmark a further £1.4m for future site improvements (appendix 4).
- 3.52. Lock-up Strategy – The service will review progress on the lock up site condition reports and report to place committee findings during 2021/22.
- 3.53. Estate Management Feasibility and Redesign – The service as part of the initial work of the business plan has commissioned consultants to review poorly performing and weak demand properties.

4.0 Capital Investment and prudential borrowing (Appendix 3 & 4)

- 4.1. The HRA financial plan approved in February 2018 had a reduced reliance upon borrowing. Investment in our stock is therefore focused on capital financed from current revenue (CFCR) and on limited borrowing. The HRA will have an in year projected surplus of around £5.6m in 2021/22, added to an existing projected reserve of £4.8m. The expected capital programme in 2021/22 is projected at £8.9m, which means that the HRA will end the financial year with £1.5m in reserves.
- 4.2. Reserves aren't projected to return to their minimum of 4% of rental income, until 2022/23, when it is expected the service will require borrowing of £2.4m to help fund the assumed capital expenditure.

5.0 Sustainability Implications

- 5.1. The sustainability implications of this report are comprehensively positive in terms of financial resilience, community participation, the local economy, energy efficiency, climate change, asset management and human resource.

6.0 Resource Implications

6.1. *Financial Details*

6.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

6.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

6.4. *Staffing*

6.5. As detailed in the report the Housing and Property functions will start a process of engagement with Trade unions and SLG on a redesign in line with the councils organisational redesign principles. Additional staffing will be required to manage the transition to a new Housing and Property business management system. The Council is also exploring with the tenants information services (TIS) actions to enhance and ensure compliance with tenant engagement statutory requirements. This will include as a minimum part of the redesign the recruitment of a dedicated Tenant Participation worker and administrative support to work with registered tenant organisations including CTRF. The HRA is also looking to augment potential future locality initiatives and resources to support this work, which will be included within the staffing budget of the redesign. This will include as a minimum additional estate warden posts to support Place initiatives in relation to fly tipping and illicit dumping.

7.0 Exempt Reports

7.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

8.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please click on the check box)

Clackmannanshire will be attractive to businesses and people and ensure fair opportunities for all

Our families, children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

9.0 Equalities Impact

9.1. Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes

No

10.0 Legality

10.1. It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers.

Yes

11.0 Appendices

- Appendix 1 – HRA Revenue Budget Summary 2021/22
 - Appendix 2 – HRA Capital Programme 2021-2022
 - Appendix 3 – HRA Reserve
 - Appendix 4 – HRA Borrowing Requirement 2021/22 to 2024/25 and Earmarked Investment
 - Appendix 5 – HRA Works carried out 2021/22 ‘in-house’
-

12.0 Background Papers

Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered).

Yes

No

(please list the documents below)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Murray Sharp	Senior Manager (Housing)	5113
Owen Munro	Team Leader (Housing)	5172
Craig Dickson	Accountant (Place)	2037

Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

Place Division
HRA Revenue Budget 2021-22

Appendix 1

Description	Annual Budget for 2020/21	Forecast to March 2021	Annual Budget for 2021/22
Chief Officers Gross Salaries	23,968	23,968	23,968
Chief Officers Employers Superann	5,398	5,393	5,273
Chief Officers Employers NIC	2,996	3,001	2,996
Single Status Gross Salaries	5,745,794	5,117,003	5,641,792
Single Status Employers Superann	1,299,051	1,110,360	1,326,291
Single Status Employers NIC	546,719	541,065	562,120
Single Status Overtime	260,000	388,081	260,000
Single Status Absence Pay	0	24,665	0
Long Service Awards	2,350	2,350	2,350
Childcare Vouchers Admin Costs	2,160	0	2,160
Employee Management Costs	3,000	3,108	3,000
Staff Training	88,000	38,200	88,000
Employee Related Expenditure Total	7,979,436	7,257,193	7,917,950
Premises Related Expenditure			
Annual Maintenance External Providers	300,000	300,000	300,000
Grounds Maintenance	0	7,500	0
Cleaning & Hygiene Materials	1,500	9,000	1,500
Gas	6,000	6,000	6,000
Electricity	20,000	18,400	20,000
Void Rent Loss	450,000	443,800	450,000
Non Domestic Rates	3,000	16,766	3,000
Council Tax	10,000	17,120	10,000
Property Insurance	203,000	182,640	203,000
Bad Debt Provision	400,000	515,000	400,000
Building Costs - Recharges Internal	103,000	103,000	103,000
Land Services - Internal Recharges	50,000	18,000	50,000
Premises Related Expenditure Total	1,546,500	1,637,226	1,546,500
Transport Related Expenditure			
Short Term Vehicle Hire	4,000	0	4,000
Staff Travel Mileage Expenses	23,500	5,687	23,500
Vehicles - Maintenance Recharges	345,000	315,900	345,000
Transport Related Expenditure Total	372,500	321,587	372,500
Supplies and Services			
Purchase Of Equipment	23,070	21,600	23,070
Purchase Of Furniture	500	21,000	500
Storage & Removal Charges	2,000	0	2,000
Materials (issued from Stock)	830,000	600,500	700,000
Materials - Direct purchases from suppliers	750,000	323,530	450,000
General Consumables (small items)	35,500	35,500	35,500
Equipment Maintenance	10,000	24,000	10,000
Equipment Rental/Leasing	20,000	20,000	20,000
Scaffold Hire	50,000	50,000	50,000
Medical Supplies	1,100	100	1,100
Hospitality	100	0	100
Uniforms & Clothing	6,280	1,500	6,280
Office Equipment - Purchases	3,650	1,979	3,650
Printing & Photocopying	7,800	4,750	7,800
Stationery	6,260	7,616	6,260
Publications	500	0	500
Insurance	32,120	33,120	32,120
Professional Fees	52,150	18,850	52,150
Performing Rights	300	0	300
Postages	8,000	3,200	8,000
Legal Expenses	32,000	11,869	32,000
Subscriptions	20,600	13,129	20,600
Telephones	150	150	150
Mobile Telephones	33,810	21,020	33,810
Computer Hardware Purchase	53,400	53,466	20,000
Computer Software Purchase	150,000	102,000	163,500
Computer Software Maint.	32,000	80,190	83,300
Supplies and Services Total	2,161,290	1,449,069	1,762,690
Third Party Payments			
Other Council Accounts	552,620	530,700	552,620
Voluntary Organisations Payment	67,730	29,400	67,730
Payments To Contractors	98,200	53,700	98,200
Payment To Subcontractor	525,000	425,000	500,000
Third Party Payments Total	1,243,550	1,038,800	1,218,550
Transfer Payments			

<i>Description</i>	<i>Annual Budget for 2020/21</i>	<i>Forecast to March 2021</i>	<i>Annual Budget for 2021/22</i>
Payments To Individuals (no service provision to the Council)	0	60,000	
Transfer Payments Total	0	60,000	0
Support Services			
Support Services Total	1,204,000	1,204,000	1,204,000
Capital Financing Costs			
Loans Fund Interest	1,196,050	1,154,614	1,154,700
Debt Management Expenses	23,370	22,263	23,370
Principal Repayments	768,410	596,411	304,000
Capital Financing Costs Total	1,987,830	1,773,288	1,482,070
Total Gross Expenditure	16,495,106	14,741,162	15,504,260
Income			
Charges for Services Standard VAT	(61,400)	(14,000)	(61,400)
Other Income	(5,740)	(5,599)	(5,740)
Housing Rents	(19,840,760)	(19,844,070)	(19,850,150)
General Rents	(62,350)	(80,950)	(62,350)
Interest(Revenue Balance)	(47,580)	(7,000)	(10,000)
Internal Trading Contract	(1,650,000)	(1,477,000)	(1,160,000)
Income Total	(21,667,830)	(21,428,619)	(21,149,640)
Net Expenditure	(5,172,724)	(6,687,456)	(5,645,380)

HRA Capital Budget 2021-22

Appendix 2

Primary Building Elements

	2019-20 Actual	2020-21 Forecast	2020-21 Carry Forward	2021-22 Programme	2021-22 HRA Capital Budget
Structural Works					
Asbestos Testing	5,901	10,000		20,000	20,000
Asbestos Removal Works	47,907	15,000		50,000	50,000
Structural Upgrades	76,292	30,000		400,000	400,000
	130,100	55,000		470,000	470,000
Secondary Building Elements					
Damp/Rot					
Damp & Rot Works 2019-23	91,419	120,000		100,000	100,000
Roofs/Rainwater/External Walls					
Roof & Render Upgrading 2019-23	893,810	890,000	110,000	1,000,000	1,110,000
Windows & Doors					
Window Replacement 2018-22	1,765,649	850,000		1,768,000	1,768,000
	2,750,878	1,860,000	110,000	2,868,000	2,978,000
Energy Efficiency					
Central Heating					
EPC Survey Programme	0	0		10,000	10,000
Renewable Central Heating Systems	0	0		60,000	60,000
Central Heating Design and Installation 2019-22	408,195	200,000	100,000	100,000	200,000
Alva Weir Multicon	0	100,000	650,000	100,000	750,000
	408,195	300,000	750,000	270,000	1,020,000
Modern Facilities & Services					
Kitchens					
Kitchen Replacement	826,025	125,000		200,000	200,000
Bathrooms					
Bathroom Replacement	52,275	50,000		50,000	50,000
	878,300	175,000	0	250,000	250,000
Healthy, Safe & Secure					
Safe Electrical Systems					
Safe Electrical Systems 2018-22	809,270	700,000	500,000	600,000	1,100,000
Communal Areas (Environmental)					
Fencing, Gates & Paths	128,264	100,000	80,000	235,000	315,000
Secure Door Entry Replacement	106,508	10,000		130,000	130,000
	234,772	110,000	80,000	365,000	445,000
Particular Needs Housing					
Conversions & Upgradings					
Conversions & Upgradings	880	75,000		75,000	75,000
Disabled Adaptations					
Aids & Adaptations	101,121	20,000		50,000	50,000
Environmental Improvements					
Roads & Footpath Improvements	82,670	100,000		100,000	100,000
MCB Tenant Community Imp Fund	251,316	120,000		200,000	200,000
	333,986	220,000		300,000	300,000
Council New Build Housing					
Estate Management Redesign	0	0		50,000	50,000
Off the Shelf Purchase & Refurbishment	521,231	797,000	425,000	900,000	1,325,000
	521,231	797,000	425,000	950,000	1,375,000
Other Costs					
Construction Design Management	1,950	0		30,000	30,000
Housing Business Mgt System	6,053	67,025	158,000	42,000	200,000
Lock Up Strategy	0	56,000		200,000	200,000
Westhaugh Travelling Site Alva	0	0	240,000	0	240,000
IT Infrastructure / Clacks IT	15,324	72,005		21,000	21,000
Demolitions		3,130	147,000	0	147,000
	23,327	198,160	545,000	293,000	838,000
GRAND TOTALS	6,192,060	4,510,160	2,410,000	6,491,000	8,901,000

HRA Reserve 2020-21 to 2021-22

Appendix 3

1st April 2020	-4,503,000
2020-21 Surplus	-6,687,000
Minimum Reserve Balance	<u>794,000</u>
	-10,396,000
2020-21 HRA Capital	<u>6,410,000</u>
2020-21 Reserve Contribution	-3,986,000
1st April 2021	-4,780,000
2021-22 Surplus	-5,645,000
Minimum Reserve Balance	<u>794,000</u>
	-9,631,000
2021-22 HRA Capital	<u>8,901,000</u>
2021-22 Reserve Contribution	-730,000
1st April 2022 Reserve	-1,524,000

HRA Borrowing Requirement 2021-22 to 2024-25

2020-21 Forecast borrowing	£0	December 2020 Forecast
2020-21 Available reserve	£5,682,000	
2021-22 Surplus	£5,645,000	
2021-22 Capital programme	-£8,901,000	
Primrose Street Contribution	-£700,000	
	<u>£1,726,000</u>	
2022-23 Surplus	£5,650,000	
2022-23 Capital programme	-£7,738,000	
Travelling Persons Site Earmarked	-£1,440,000	
Clackmannan HRA New Build	-£584,000	
	<u>-£2,386,000</u>	New Borrowing
2023-24 Surplus	£5,650,000	
2023-24 Capital programme	-£7,931,000	
Clackmannan HRA New Build		
	<u>-£2,281,000</u>	New Borrowing
2024-25 Surplus	£5,650,000	
2024-25 Capital programme	-£8,129,000	
	<u>-£2,479,000</u>	New Borrowing

HRA Works Being Carried out “in House” – March 2021

- The 20 year rolling kitchen replacement programme is now being delivered via our own trades based at Kelliebank. This is scheduled for £200,000 in 2021/22, due to the reduced Covid affected programme, however in a normal year this would be £1.1m worth of investment work being delivered via our own trades. The oldest kitchen is 18 years old so there is headroom within the programme. This approach will be reviewed as part of the business plan review. This investment supports training and apprentices and promotes obvious synergies with our reactive trades also during the lifetime of the asset.
- The bathroom replacement programme is being carried out by our own trades and this is a £50,000 annual spend. Our bathroom programme was completed in 2016-17 however this work is to capture previous tenant refusals. We are currently evaluating our new replacement bathroom programme scheduled to commence in 2028 and will be seeking to deliver this through our own trades.
- In terms of our Safe Electrical Testing and Upgrade programme, we now have a total of 6 electricians and 3 supervisors trained in the City and Guilds 2391 for Domestic Testing and Upgrade. This has allowed us to carry out £300,000 worth of Capital Upgrades within the Housing Portfolio. This is an essential qualification to allow us to carry out Periodical Electrical Testing within our domestic stock. We are now better trained to carry out this work effectively and we are always seeking to build on this where we can.
- All internal adaptations works are now carried out by our “in-house” trades and this includes the design portion for this work. Previously this was all subcontracted. Contract Key Performance indicators for this work has been excellent. The programme is reduced in 2021-22 due to the covid restrictions at present however emergency works and work relating to Hospital discharges are being carried out. Demand is high given the success of this work.
- Roads and Footpath Upgrades – A £100,000 work is being carried out by our Roads Colleagues mainly work to car parks and pavements supplementing the lighting renewal programme.
- Off the Shelf Purchases – It is forecast that works to the value of £150,000 will be carried out within the properties bought back to bring them up to the SHQS and ESSH standards using our own trades at Kelliebank. We are piloting these homes for key works such as electrical rewiring and central heating replacement for our own trades along with the refurbishment work undertaken.

Table

Upgrade work in HRA Programme	Value of Work Undertaken by our Own Trades Resource
Kitchen Replacement Programme	£200,000
Bathroom Replacement Programme	£50,000
Safe Electrical Testing and Upgrade Programme	£300,000
Aids and Adaptations	£50,000
Roads and Footpaths	£100,000
Off the Shelf Refurbishment	£150,000
Total	£850,000

Owen Munro

10th of March 2021

Report to Clackmannanshire Council

Date of Meeting: 24 March 2021

Subject: Leisure Provision in Clackmannanshire: Update

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. Following Council's consideration of a paper entitled Leisure Provision in Clackmannanshire on 11 February 2021, this paper provides an update as agreed. Should there be any further developments between the date of issue and the Council meeting; officers will provide an additional verbal update.

2.0 Recommendations

- 2.1. It is recommended that Council notes the contents of this paper.

3.0 Considerations

- 3.1. Paragraph 3.11 of the council report entitled *Leisure Provision in Clackmannanshire* set out an indicative timeline for a number of agreed actions up to and beyond May 2021. This is set out below for ease of reference.
- 3.2. Activity to date has focused on two main aspects: 1) negotiations on termination of the management agreement and lease with Wasp Leisure Limited (WLL); and, 2) progression of a review of future leisure provision with a view to a report coming back to Council in May for consideration.

Activity	Indicative Completion
Leisure operations formally cease at ALB	February 2021
Commence lease/contract termination	February 2021
Transitional negotiations with current provider on handback	February/March 2021
Council update on handback progress and appraisal development	March 2021
Maximum duration of notice period and handback to Council concluded	May 2021

Leisure model options appraisal prepared and Council decision	May 2021
Commencement of detailed feasibility study on preferred long term option	May 2021
Commencement of Council's preferred interim option operational in some form (Covid restrictions dependant)	Between May and Sept 2021
Detailed designs, costings and governance approval on preferred long term option	Feb/March 2022
Preferred long term option operational	TBC

Termination of Management Agreement & Lease

- 3.3. Following initial engagement with WLL the 3 month notice period is being progressed. It is anticipated that final handover will be in June. There is mutual recognition of need for a degree of flexibility given Covid restrictions, availability of specialist contractors, removal of the provider's equipment and to ensure a safe, managed handover of a large, complex facility. Respective property specialist from both organisations are to agree a decommissioning plan to ensure that contractual obligations are discharged and that the building is safe and secure on handover.
- 3.4. Looking forward to May, a further progress update will be provided to Council on the handover and decommissioning process.

Future Leisure Provision

- 3.5. There are in essence three main aspects to this work: an option appraisal on shape and form of future leisure provision as per the options set on in the paper in February; as part of that, feasibility of a new wellbeing complex; and any interim arrangements that may be necessary. A strategic oversight group has been formed to oversee this work. This includes all strategic directors and representatives from Sport Scotland providing support and specialist advice.
- 3.6. A key input is engagement with users and stakeholders. A working group has been established to progress this work, and assistance has been sought from Sport Scotland on methodology and examples of practice elsewhere. It is expected that engagement will take place from late March through to early May, with the output informing all three aspects above.
- 3.7. Work is being progressed on an option appraisal/business case. As well as stakeholder views, this will require an understanding of cost implications of options, both capital and revenue, particularly within the context of possibilities within the context of a wellbeing complex. At this stage, the capital programme (also considered on today's agenda) makes provision for a wellbeing complex based on current data, industry benchmarks and various assumptions; however, further more detailed work is required to provide updated information on costs, siting and phasing. Advice is being provided by the Sport Scotland facilities team on similar recent developments and on the process for commissioning a feasibility work, with the intent to procure a

suitable provider for that work to inform the options appraisal. Given that work is ongoing, and that further meetings are likely to take place after the Council agenda has been issued, any additional updates will be provided verbally by officers at the Council meeting.

- 3.8. Next steps, looking forward to the next report to Council, include making further progress on a stakeholder survey for strategic leisure provision, commissioning feasibility work on a wellbeing complex option within approved resources, exploring and defining options for future leisure provision in Clackmannanshire, with recommendations for interim arrangements. These will include cost options and any TUPE implications arising from interim options.

4.0 Sustainability Implications

- 4.1. There are no direct sustainability implications arising from this report, although it will be an inherent component of the eventual options appraisal.

5.0 Resource Implications

5.1. *Financial Details*

- 5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. Yes

- 5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing*

6.0 Exempt Reports

- 6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

- (1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so

that they can thrive and flourish



(2) **Council Policies** (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Strategic Director	2127

Approved by

NAME	DESIGNATION	SIGNATURE
Stuart Crickmar	Strategic Director	