

**CLACKMANNANSHIRE COUNCIL**

---

**Report to: Clackmannanshire Council**

---

**Date of Meeting: 27 February 2020**

---

**Subject: Housing Revenue Account Budget 2020/21 and Capital Programme 2020/21**

---

**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 2020/21 and highlights the key factors influencing the budget.

## **2.0 Recommendations**

- 2.1 It is recommended that Council:
- 2.1.1. Approves the summary revenue budget based upon the Council approved HRA financial Business Plan, as set out in Appendix 1;
- 2.1.2. Approves the Housing (HRA) capital programme 2020/21 and indicative programmes for the next four years, as set out in Appendix 2;
- 2.1.3. Approves a rent increase of 1.5% for Council houses for the financial year 2020/21, as set out in Appendix 6;
- 2.1.4. Approves the same level of increase (1.5%) to rental of lock-up garages, garage pitch-site rentals and associated tenancy charges, as set out in Appendix 6;
- 2.1.5. Approves that the forthcoming review of the HRA financial business plan should assess the financial viability and affordability of the Council building new build Council houses, together with a review of rental strategy and policy.

## **3.0 Considerations**

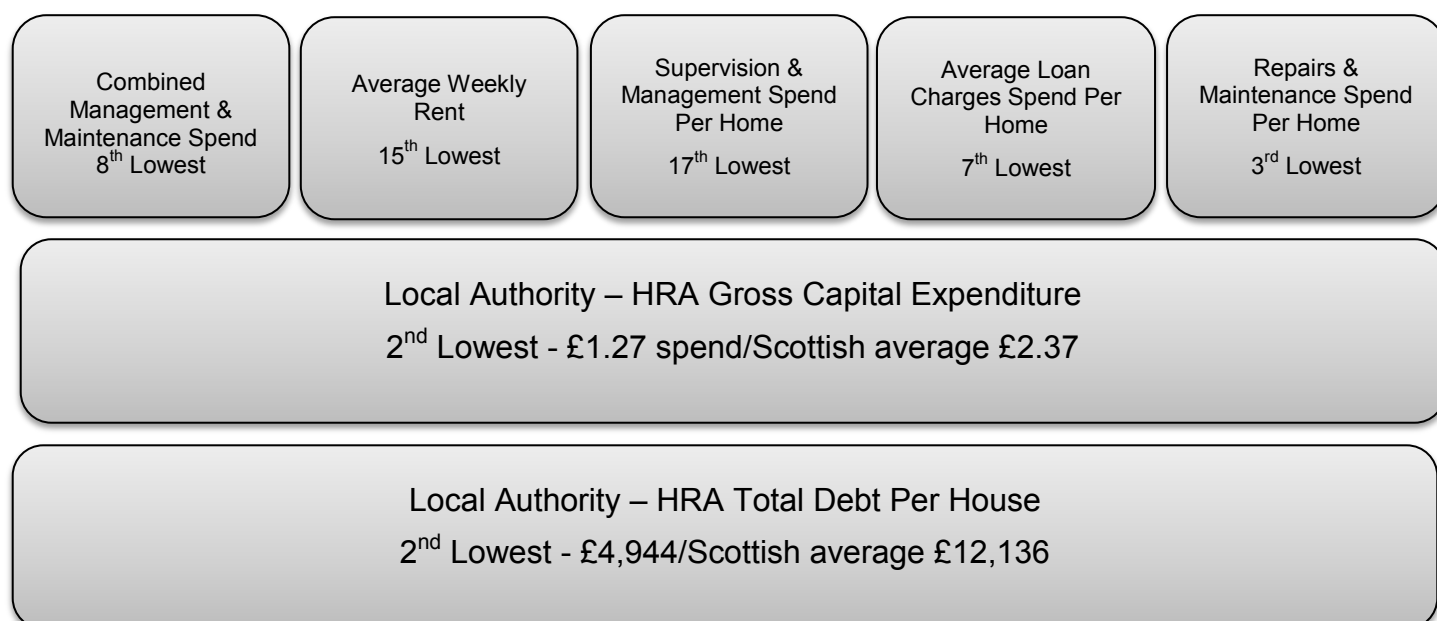
### Comparative Information

- 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. As reported to Council in October, the Scottish Housing Regulator adjusted its regulatory framework for social housing in Scotland during the financial year, with landlords now required to submit an Annual Assurance Statement of compliance by the end of October each financial year. The development, approval and actions taken from this budget are a key process in meeting the legislative requirements.

**Figure 1: Housing Revenue Account, Local Authority Landlords (26 out of 32) cost comparisons, 2018-19 (actuals)<sup>1</sup>**



- 3.3. The table above provides a cost comparison of local authority HRA spend in 2018/19 from the 26 Councils who retain housing stock. As can be seen from this snapshot, Clackmannanshire rent is mid table and around £1.45 above the average (£72.84 versus £71.39). Whilst our Supervision and Management is slightly above average, this is probably accounted for by the repairs staff and DLO being part of the HRA and thus our repairs costs being some of the lowest (3<sup>rd</sup> lowest) in the country. Therefore, the combined management and maintenance cost is most appropriate for comparison purposes with Clackmannanshire Council at 8<sup>th</sup> lowest out of the 26 local authority landlords.
- 3.4. Clackmannanshire does have fairly low spend in comparison to other local authorities in relation to Capital spend at the 2<sup>nd</sup> lowest. Our stock is in very good condition in relation to national standards relating to SHQS and the work to meet EESH. This position reflects the huge amount of work that has been invested in our stock, the successful bids for and substantial grant funding received, the catch up works of other

<sup>1</sup> Scottish Government HRA Statistics 2018/19

local authorities in making their stock compliant, and by not recently building our own Council homes.

- 3.5. The Council's HRA debt has reduced by almost a third since 2012 (£35m peak). This low debt level is also attributable to the Council not having built its own stock recently, unlike other Councils. Recommendation 2.1.5 recognises the requirement to assess the financial viability of the Council building its own homes, should members express a desire to do this.

3.6. **Outline HRA Budget 2020/21**

<i>Description</i>	<i>Annual Budget for 2019/20 £'000</i>	<i>Forecast to March 2020 £'000</i>	<i>Annual Budget for 2020/21 £'000</i>
<b>Employee Related Expenditure</b>	7,674	6,960	7,979
<b>Premises Related Expenditure</b>	1,558	1,330	1,547
<b>Transport Related Expenditure</b>	370	357	373
<b>Supplies and Services</b>	1,717	1,831	2,161
<b>Third Party Payments</b>	1,028	1,296	1,244
<b>Support Services</b>	1,204	1,204	1,204
<b>Capital Financing Costs</b>	2,871	2,855	1,988
<b>Total Gross Expenditure</b>	<b>16,422</b>	<b>15,833</b>	<b>16,495</b>
<b>Income</b>			
<b>House Rents</b>	-19,561	-19,453	-19,841
<b>Lockups/Garage Sites/Shops</b>	-62	-69	-62
<b>Other Income</b>	-1,693	-1,479	-1,765
<b>Income Total</b>	<b>-21,316</b>	<b>-21,002</b>	<b>-21,668</b>
<b>Net Expenditure</b>	<b>-4,894</b>	<b>-5,169</b>	<b>-5,173</b>

- 3.7. The above table highlights the main expenditure items in the housing revenue account, compared with the annual budget for 19/20 and the current outturn projection. The report details the savings and growth applied to the budget and the outline approach to the service in the next financial year.

3.8. **Rent Strategy & Proposed Increase**

- 3.9. Clackmannanshire Council approved the 2018/23 HRA Financial Business Plan in February 2018, which established a rental strategy of pegging the rent increase to CPI, without specifying which month this was to be taken from. Inflation (CPI) was 1.7% (September 2019), the inflation figure generally used for benefit uprating, and forms part of the state pension 'triple lock'<sup>2</sup>. Due to further expected falls in inflation and reflecting on comments from the tenants' survey regarding affordability,

<sup>2</sup> The UK State pension will increase by 3.9% in April 2020, the higher of wage growth, inflation or 2.5%

it was decided to consult on an increase of 1.5%. Moreover, during the period of consultation, CPI inflation has dropped back to 1.3%.

- 3.10. The results of the consultation are summarised in Appendix 3. One of the key factors highlighted through consultation (as well as through our recently undertaken tenant satisfaction survey) is that some tenants have expressed affordability concerns. The results show that around 20% of tenants agree that the rent which they pay represents value for money, with 79% disagreeing. A little under 31% of tenants think that the rent charged by Clackmannanshire Council is affordable whilst just over 66% do not agree with this statement. It is important to note that the consultation drew only 68 responses in total, the consultation information therefore reflects the views of a very small number of our tenants.
- 3.11. The affordability of housing rents will of course depend on the circumstances of individual tenants. However, the uptake of Housing Benefit and housing costs assistance via Universal Credit by Council tenants provides important information about affordability. Currently, around 3,368 (68%) of 4,960 Council households are claiming Housing cost assistance, either via Housing Benefit (1,957) or via Universal Credit (1,411), with assistance either covering the full rent charge of partial award for those on low and moderate incomes.
- 3.12. For those tenants not receiving cost assistance (1,591), the National Living wage and National Minimum wage rates are due to increase from April 2020. A person working 37.5 hours on the National Living Wage will see a weekly increase in income of £19.13 from 01/04/2020. Applying a 1.5% rent increase takes the average 52 week rent to £75.56 per week in 2020/2021. The weekly rent increase would equate to £1.12 or 6% of their increased weekly income and would therefore be considered to be within the limits of affordability.
- 3.13. A full review of the HRA 30-year business plan will be carried out during the coming year and this will assess issues of rent affordability alongside other considerations. It is anticipated that a new rental strategy and associated policy will flow from this review.

**3.14. Proposed HRA Budget Savings/Adjustments 2020-21**

Savings	2020-21 £'000	Description
Bad Debt Provision	(100)	Review of amount and type of Arrears allows for a reduction. This will continue to be monitored.
Computer Costs	(15)	Following intensive negotiations with suppliers a reduction can be made to the budget for 2019-20.
Costs of Borrowing	(883)	Reduced interest as Loans repaid and not replaced by new borrowing. Review by Council's treasury Advisors as a result of revised flexibility on how loans fund advances are accounted.

Other Income	(72)	The trades team have been operating successfully on the Kitchen programme allowing the capital programme to increase.
House Rents	(280)	Proposed 1.5% increase on Rents
<b>Savings Sub Total</b>	<b>(1,350)</b>	
<b>Pressures</b>	<b>2020-21 £'000</b>	<b>Description</b>
Pay Award and Increments	261	Agreed 3% increase
Apprentices	37	Appointment of 4 Trades and 2 Office Apprentices from August.
Staff Training & other staff costs	8	Assessment of requirements has identified investment required in upskilling staff.
Repairs by Private Contractors	60	Demand has increased for specialist trades that are not carried internally (i.e. blacksmith, bricklaying/stonemasonry, damp works)
Other Property Costs	29	Current expenditure on Utilities and charges from other Place Services require a budget increase.
Materials	172	A move to increase the capital kitchen and social work adaptation programmes undertaken by in-house trades has increased the need to spend on associated materials.
Direct Materials	250	A planned increase in works being undertaken in house brings increased need for materials purchase. Supply chain arrangements will be scrutinised to ensure value for money
Professional Fees	12	Changing the five yearly revaluation of all assets to a rolling five year programme.
Payments to Sub Contractors	174	A move to increase the capital kitchen programme undertaken by in-house trades has increased the need to spend on associated sub-contractor works. Social Works Adaptations require similar sub-contractor input
Other Council Accounts	41	Introduction of Brown Bin permits.
Other Expenses	27	Mainly in respect of scaffold hire
<b>Pressures Sub Total</b>	<b>1,071</b>	
<b>Grand Total</b>	<b>(279)</b>	

### 3.15. HRA Expenditure 2019/2020

3.16. The Total Gross Revenue Expenditure is estimated at £17.3M.

### **3.17. Repairs and Maintenance**

- 3.18. 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.
- 3.19. The vast majority of repairs, maintenance and void property works are undertaken by the Council's own direct labour organisation currently working within the housing service and based at Kelliebank.
- 3.20. 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.
- 3.21. 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.

### **3.22. HRA Other Expenses**

- 3.23. As part of last year's budget the Council agreed to introduce charges for brown bin permits and Council agreed the pricing structure in January 2020 at £36 per permit. Council has agreed that the HRA will cover the cost of permits for tenants with a responsibility for greenspace maintenance, with those without such responsibility being able to opt out of receiving a permit. Housing Officers have now engaged with all tenants who have a brown bin and some 3,896 tenants will be issued with a permit, with some 300 tenants opting out, largely as a result of having fully hard landscaped gardens. The cost of providing the permits will be £140k, which overall represents a growth of £41k in this budget heading, compared with last year's approved budget.

### **3.24. Supervision and Management**

- 3.25. 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, work has been carried out to review charges to the HRA by other services such as IT, HR, Legal etc. Updates where appropriate have been built in to both the HRA and the General Services Budgets. For example, the HRA has provided additional budget of £75k per year to P&P General Fund budget to cover additional legal services work that is being carried out.

During 2019, over 1,000 tenants engaged in an independent survey on their experience of the housing service. The results of the survey highlight that overall satisfaction with Clackmannanshire Council's housing service is very good, with over nine in ten respondents (91%) either very or fairly satisfied with the overall service provision. The areas of the service tenants want the Council to continue to prioritise are repairs and maintenance, improvements to the stock and improvements to the neighbourhood.

**3.26. HRA Income 2019/20**

3.27. The projected base rental charges with the proposed 1.5% rent increase and other income is estimated to generate income of £21.7m.

3.28. With Gross Expenditure of £17.3m, this means that £4.4m is budgeted and available to transfer to the Capital Investment fund for tenant priorities. This reduces the Council's requirement to borrow.

**3.29. Capital programme Plan 2020 – 25**

3.30. An update for members on the HRA capital spend to the end of Quarter 3 of 19/20 is attached as Appendix 4.

3.31. Key investment priorities over the short to medium term continue to be external building fabric such as roof replacement & external wall upgrade, central heating upgrade and window replacement. This will enable us to achieve the Scottish Government's new Energy Efficiency Standard for Social Housing (ESSH) by the 31<sup>st</sup> of May 2020. Furthermore, existing priorities also focus on common area enhancement such as security to close areas including lighting, controlled accesses and fencing replacement. Investment within these areas will sustain the Councils excellent SHQS record and our currently favourable ESSH position.

3.32. Structural Works – In 2019-20 spend on structural works was increased to £250k per year as structural issues came to light through our stock conditions surveys. Items such as stairwells in tenement properties (Victorian) and more recently, stairwells to property archetypes such as shared stairwells (Quarry Place Sauchie and Ochilview Devonside) required additional investment. It is suggested this financial commitment is sustained for the foreseeable future. A brickwork contract was awarded for 4 years to a locally based supplier in October 2019. The additional budget will support our stock condition programme and address any inspection findings which is good practice moving forward. Items such as garden walls and boundary walls within our estates will be maintained using this fund.

3.33. Damp Proof Course and Rot Works – A new contract was agreed for 4 years in September 2019 with MAB Preservations. Having a Term Contract will continue to deliver year on year savings as opposed to the pre-2015 arrangements, where average spend on damp and rot related works was in the region of £250K. By having an agreed schedule of rates in place projected spend is now £120k for 2019-20. As this work

is reactive it can be difficult to project spend, however given the projected outturn this year it is prudent to set aside £120k per year over the next 5 years.

- 3.34. Roof/Rainwater/External Walls – This remains a significant priority for the HRA assets as much of this was back programmed in order to focus on delivering the “Local Clacks Standard” for 2015. Officers have considered whether the programme could be increased in capacity as there is extensive demand, however, taking into account internal resources a larger programme would not be manageable. Given this the £1m per year, as based on previously agreed spend, is much more deliverable.
- 3.35. Windows – Good progress has been made with this programme in 2019-20 and we are working to a programme of £1.360m spend per year. We propose that the previously agreed programme remains. Window replacement with heat reflective glass and to the specification we have in the programme will further sustain EESSH compliance and reduce heat loss for tenants.
- 3.36. Full/Efficient Central Heating- The Council is in a good position in terms of having SEDBUK “A” Rated boilers in most of the properties within the HRA Asset portfolio. These are being replaced on a 15 year rolling programme. In the last 10 years, April 2009 to April 2019, some 4,133 heating systems were upgraded. We therefore recommend that the budget for Heating Replacement is set at £300,000 per year over the next 5 years, which will finalise the 15 year programme up to 2025. We are well placed to achieve the EESSH standard due to the Energy Efficiency works undertaken since 2009. The properties anticipated to fail the standard are mostly refusals within our programme. We have already started to explore alternative heating to our stock post 2025 to fit into the Governments aim for low carbon heating.
- 3.37. Alva Weir Multicon – It is anticipated that £88k spend will be achieved by April 2020. Work to the pilot houses being undertaken commences on site in January 2020. We will review the findings of the pilot homes to work up a full scope of works, and the remaining agreed budget will be carried forward.
- 3.38. Kitchen Renewal – There has been excellent progress in our 20 year rolling kitchen programme in 2019/20 being delivered using our own trade resource at the Kelliebank Depot. Costs have been reviewed and are averaging £4,100 per property. This is benchmarked against the costs for kitchen upgrade in our multi trade contract, and “in-house” costs are consistent with what we would be paying externally. This is ensuring continuity of work for trades resources and the KPI’s for this work in terms of customers being “Very Satisfied “ is currently at 96%. Having an established “rolling” programme in turn will reduce revenue repairs costs and in particular void maintenance costs.
- 3.39. Bathroom Renewal – No further budget required as programme ended in 2016. The £50k is for failures and previous refusals.



- 3.40. Safe Electrical Systems – A new four year term contract was agreed with AC Gold in March 2019, and progress is now where it should be with this after a slow start. We are working towards having our stock fully compliant with the Scottish Government Changes and Technical Standards, which require all smoke detectors to be interlinked and hard wired. However, to meet the March 2021 deadline an additional £200k is required. This is an area that we are working towards having our own trades undertake on a rolling 5 year testing programme as opposed to contracting this requirement out. Business Cases for additional trades are being developed. In terms of the programme for Smoke Alarm Compliance, on a comparison with other Scottish Councils at the NICEIC electrical forum, Clackmannanshire Council were in a far superior position to other Councils in the group in terms of meeting the new standard. This has been a priority item for the newly appointed Electrical Project Coordinator. In addition, this is another area where Place are considering bringing and delivering more work in-house, this be subject to a further business case and if further governance is required it will be sought at the appropriate time.
- 3.41. Fencing – The reactive fencing costs are substantial with a spend of £167k projected for 2019/20. Once again our planned works are very much a “catch –up” programme as items such as external and common upgrades were back programmed to allow the Council to fund the Local Clacks Standard pre-2015. It is therefore not surprising that there are considerable reactive costs involved in maintaining existing fencing. It is proposed to increase this budget to £180k per year to increase the planned fencing programme, and in turn reduce the spend on reactive maintenance. Areas undertaken since 2015 have had a marked improvement and this has made a difference to the ongoing management of areas. Examples of this are Clackmannan, Tillicoultry and Hutton Park, Alloa.
- 3.42. Secure Door Entry Systems – As programme agreed, no changes. Challenges remain with negotiating with private owners in common blocks to agree costs. Officers are exploring solutions to this issue. The current contract expires in the summer of 2020 and we are seeking to re-tender this to include CCTV upgrades and encompass all common area upgrades in one contract.
- 3.43. Disabled Adaptations Conversions – Budget as previously agreed. We have a disabled adaptation extension at Building Warrant stage for a property in Newbiggin Crescent, Tullibody following a Social Work Referral. The demand for level access showers has been considerable and is increasing at 40% per year, HRA tenants are the only group who pay for their own adaptations and this has been raised with the Government.
- 3.44. Westhaugh Site – On 21 February, the Council agreed to transfer this site from the General Fund to the HRA. The implementation of this decision is the subject of a separate paper to Council on 5<sup>th</sup> March 2020. The site was valued at £493,000 in the summer of 2015 with a revaluation due during March 2020. Guidance has been sought on the current value and little change is anticipated. There is ongoing

consultation with residents into the options for improvement. An initial assessment of the works required to the site, inclusive of energy efficiency measures, indicates that a budget of approximately £490,000 is required. This has been factored into the HRA capital budget and it is proposed that the cost of these works will be offset against the value of the site. In effect, therefore, the site will transfer to the HRA at zero (£0) cost. There is an indication that Scottish Government funding may be available which would reduce the level of capital investment required.

#### **4.0 Capital Investment and prudential borrowing**

- 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 £5.1m in 2019/20, added to an existing reserve of £3.7m. The expected capital programme in 2019/20 is projected at £7.7m, which means that the HRA will end the financial year with £1.2m in reserves.
- 4.2. Returning the reserves back to 4% of rental income in 2020/21 (£794k), will mean the Council will use £5.6m of CFCR and £3.0m of borrowing to fund next years capital investment in the housing stock.
- 4.3. The HRA Debt from stock acquisition, new build, initial loan notes and stock investment is currently £22.1m. Clackmannanshire Housing finances have been well managed resulting in the debt per house being the 2<sup>nd</sup> lowest of all local authority landlords. The balance of debt, rent levels and investment including subject to Council approval the financial viability of Council new build will be examined as part of the review of the HRA financial business plan.
- 4.4. Following a review of the Councils Loans Fund in line with revised regulations, the policy for the accounting treatment of the Loans Fund has been revised. This change simplifies the accounting approach based on average asset life and smooths the repayment of debt. This has allowed greater capacity within the HRA capital programme reducing the need to borrow. This will also allow us to invest in transformation activities set out in the Be the Future programme that will benefit council tenants. Further detail of the change to the policy and the impact for HRA is set out within the Treasury Management Strategy Statement also on the agenda for this meeting.

#### **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. Staffing requirements will require to be updated in line with progression of the Council's Place directorate restructure, including locality based initiatives. Additional staffing as the paper outlines will be required to manage the transition to a new Housing and Property business management system, estimates have been budgeted for this requirement. As reported to Council in October 2019, the Council is exploring with the tenants information services (TIS) actions to enhance and ensure compliance with tenant engagement statutory requirements. This includes recruitment of a dedicated Tenant Participation worker and administrative support to work with registered tenant organisations including CTRF, has been budgeted for. The HRA is also looking to augment potential future locality initiatives and resources to support this work are included within the staffing budgeted compliment. Where possible the HRA will seek, within its budgeted vacancies to support any staff displaced from any General Fund reorganisation.

## 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

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

### 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 2020/21
- Appendix 2 – HRA Capital Programme 2020-2025
- Appendix 3 – Rent Consultation responses
- Appendix 4 – Housing Investment Team Performance Update 2020/21  
Quarter 3 - HRA Capital Programme & SHQS
- Appendix 5 – Local Authority Average Weekly Rent Levels in Scotland
- Appendix 6 – Proposed Rent Increase Illustration 2020/21
- Appendix 7 – HRA Reserve 2019-20 to 2020-21

### 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

Clackmannanshire Council Tenant Satisfaction and Aspiration Survey Report 2019

#### Author(s)

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

#### Approved by

NAME	DESIGNATION	SIGNATURE
Pete Leonard	Strategic Director (Place)	

**Place Division**  
**HRA Revenue Budget 2020-21**

<i>Description</i>	<i>Annual Budget for 2019/20</i>	<i>Forecast to March 2020</i>	<i>Annual Budget for 2020/21</i>
Chief Officers Gross Salaries	57,091	0	23,968
Chief Officers Employers Superann	16,675	0	5,273
Chief Officers Employers NIC	2,600	0	2,996
Single Status Gross Salaries	5,586,366	4,808,446	5,791,841
Single Status Employers Superann	1,193,527	1,014,399	1,265,690
Single Status Employers NIC	508,223	490,175	534,148
Single Status Overtime	222,220	295,998	260,000
Single Status Absence Pay	0	77,623	0
Agency Staff Costs	0	8,307	0
Long Service Awards	900	1,350	2,350
Childcare Vouchers Admin Costs	2,160	2,220	2,160
Employee Management Costs	1,000	5,000	3,000
Conference Expenses And Subsistence	2,000	0	0
Superannuation Lump Sums	0	174,268	0
Severance Payments	0	11,025	0
Staff Training	81,060	71,060	88,000
<b>Employee Related Expenditure Total</b>	<b>7,673,822</b>	<b>6,959,872</b>	<b>7,979,426</b>
<b>Premises Related Expenditure</b>			
Annual Maintenance External Providers	240,000	90,000	300,000
Grounds Maintenance	0	50	0
Service Charge	0	525	0
Cleaning & Hygiene Materials	1,500	1,500	1,500
Gas	4,000	5,600	6,000
Electricity	17,250	20,189	20,000
Void Rent Loss	450,000	376,170	450,000
Non Domestic Rates	2,736	2,736	3,000
Council Tax	10,000	10,000	10,000
Property Insurance	203,000	170,930	203,000
Bad Debt Provision	500,000	500,000	400,000
Building Costs - Recharges Internal	87,620	103,040	103,000
Land Services - Internal Recharges	41,500	49,000	50,000
<b>Premises Related Expenditure Total</b>	<b>1,557,606</b>	<b>1,329,740</b>	<b>1,546,500</b>
<b>Transport Related Expenditure</b>			
Short Term Vehicle Hire	2,500	4,000	4,000
Staff Travel Mileage Expenses	23,500	8,681	23,500
Vehicles - Maintenance Recharges	344,430	344,430	345,000
<b>Transport Related Expenditure Total</b>	<b>370,430</b>	<b>357,111</b>	<b>372,500</b>
<b>Supplies and Services</b>			
Purchase Of Equipment	23,070	22,550	23,070
Purchase Of Furniture	500	909	500
Storage & Removal Charges	2,000	0	2,000
Materials (issued from Stock)	657,620	802,350	830,000
Materials - Direct purchases from suppliers	500,550	517,775	750,000
General Consumables (small items)	35,500	35,500	35,500
Equipment Maintenance	10,000	10,500	10,000
Equipment Rental/Leasing	20,000	20,000	20,000
Scaffold Hire	25,000	50,000	50,000
Medical Supplies	1,100	300	1,100
Hospitality	100	60	100
Uniforms & Clothing	6,280	2,050	6,280
Office Equipment - Purchases	3,650	3,030	3,650
Printing & Photocopying	7,800	5,265	7,800
Stationery	6,260	7,510	6,260

<i>Description</i>	<i>Annual Budget for 2019/20</i>	<i>Forecast to March 2020</i>	<i>Annual Budget for 2020/21</i>
Publications	500	500	500
Insurance	32,120	28,607	32,120
Professional Fees	40,145	29,565	52,150
Performing Rights	300	(0)	300
Postages	8,000	4,100	8,000
Legal Expenses	32,000	30,895	32,000
Subscriptions	20,587	13,243	20,600
Telephones	150	150	150
Mobile Telephones	33,810	16,886	33,810
Computer Hardware Purchase	3,400	0	53,400
Computer Software Purchase	150,000	150,000	150,000
Computer Software Maint.	96,450	78,902	32,000
<b>Supplies and Services Total</b>	<b>1,716,892</b>	<b>1,830,647</b>	<b>2,161,290</b>
<b>Third Party Payments</b>			
Other Council Accounts	511,420	478,100	552,620
Voluntary Organisations Payment	67,370	67,370	67,730
Payments To Contractors	98,200	47,400	98,200
Payment To Subcontractor	351,500	698,600	525,000
Bank Charges	0	900	0
<b>Third Party Payments Total</b>	<b>1,028,490</b>	<b>1,292,370</b>	<b>1,243,550</b>
<b>Transfer Payments</b>			
Payments To Individuals (no service provision to the Council)	0	4,030	
<b>Transfer Payments Total</b>	<b>0</b>	<b>4,030</b>	<b>0</b>
<b>Support Services</b>			
Central Support Allocation	1,204,000	1,204,000	1,204,000
<b>Support Services Total</b>	<b>1,204,000</b>	<b>1,204,000</b>	<b>1,204,000</b>
<b>Capital Financing Costs</b>			
Loans Fund Interest	1,359,000	1,238,704	1,196,050
Debt Management Expenses	25,000	34,773	23,370
Principal Repayments	1,487,000	1,581,630	768,410
<b>Capital Financing Costs Total</b>	<b>2,871,000</b>	<b>2,855,107</b>	<b>1,987,830</b>
<b>Total Gross Expenditure</b>	<b>16,422,240</b>	<b>15,832,876</b>	<b>16,495,096</b>
<b>Income</b>			
Charges for Services Standard VAT	(61,408)	(44,500)	(61,400)
Charges for Services Exempt VAT	0	(20)	0
Subscriptions	0	205	0
Other Income	(5,740)	(7,360)	(5,740)
Housing Rents	(19,560,998)	(19,452,792)	(19,840,760)
General Rents	(62,342)	(69,350)	(62,350)
Interest(Revenue Balance)	(43,148)	(47,580)	(47,580)
Internal Trading Contract	(1,582,370)	(1,350,000)	(1,650,000)
Capitalisation of Salaries	0	(30,000)	0
<b>Income Total</b>	<b>(21,316,006)</b>	<b>(21,001,397)</b>	<b>(21,667,830)</b>
<b>Net Expenditure</b>	<b>(4,893,766)</b>	<b>(5,168,521)</b>	<b>(5,172,734)</b>

**HRA Capital Programme 2020-25****Excluding Carry Forward**

<b>Year</b>	<b>Forecast 2019-20</b>	<b>Budget 2020-21</b>	<b>Budget 2021-22</b>	<b>Budget 2022-23</b>	<b>Budget 2023-24</b>	<b>Budget 2024-25</b>
<b>Project</b>						
Structural Works	250	250	256	262	269	276
Damp Proof Course and Rot Works	100	120	123	126	129	132
Roof/Rainwater/External Walls	1,500	1,000	1,025	1,051	1,077	1,104
Windows	1,936	1,360	1,394	1,429	1,465	1,502
Full/Efficient Central Heating	325	300	308	316	324	332
Alva Weir Multi Con	100	0	0	0	0	0
Kitchen Renewal	750	1,050	1,076	1,103	1,131	1,159
Bathroom Renewal	50	50	51	52	53	54
Safe Electrical Systems	1,000	1,200	1,000	1,025	1,051	1,077
External Works: Fencing, Gates	125	180	185	190	195	200
Secure Door Entry System & CCTV	196	200	205	210	215	220
Disabled Adaptation Conversions	100	100	103	106	109	112
Construction Design Management	20	20	21	22	23	24
Westhaugh Redevelopment	0	165	200	50	0	0
Tenant Community Improvement Fund	366	200	205	210	215	220
Misc Conversions & Adaptations	80	50	51	52	53	54
Demolitions	0	150	0	0	0	0
Lock Ups	40	100	103	106	109	112
Housing Business Management System	64	225	125	10	0	0
New Build Housing	20	0	0	0	0	0
Off The Shelf Purchase & Refurbishment	591	100	700	0	0	0
IT Infrastructure	20	20	21	22	23	24
HRA Roads & Footpaths Improvements	100	100	103	106	109	112
House Sales	-16	0	0	0	0	0
<b>Total Capital Programme</b>	<b>7,717</b>	<b>6,940</b>	<b>7,255</b>	<b>6,448</b>	<b>6,550</b>	<b>6,714</b>
<b>Carry Forward identified October 2019</b>	<b>1,625</b>					
Alva Weir Multicon	650					
Westhaugh	75					
Off The Shelf Purchases and Refurbishment	900					



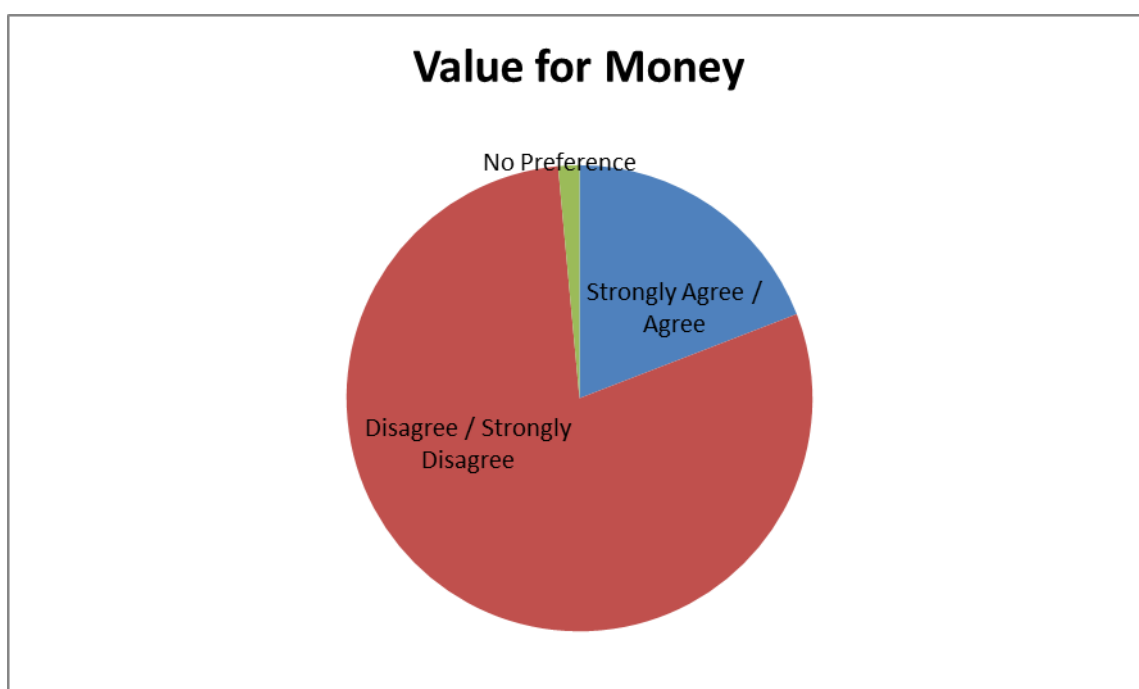


### Rent Increase Consultation 2020/21

The following details the results of the consultation published on Citizen Space in relation to the Rent Increase Consultation 2020/21, which was open from 17<sup>th</sup> December 2019 to 24<sup>th</sup> January 2020.

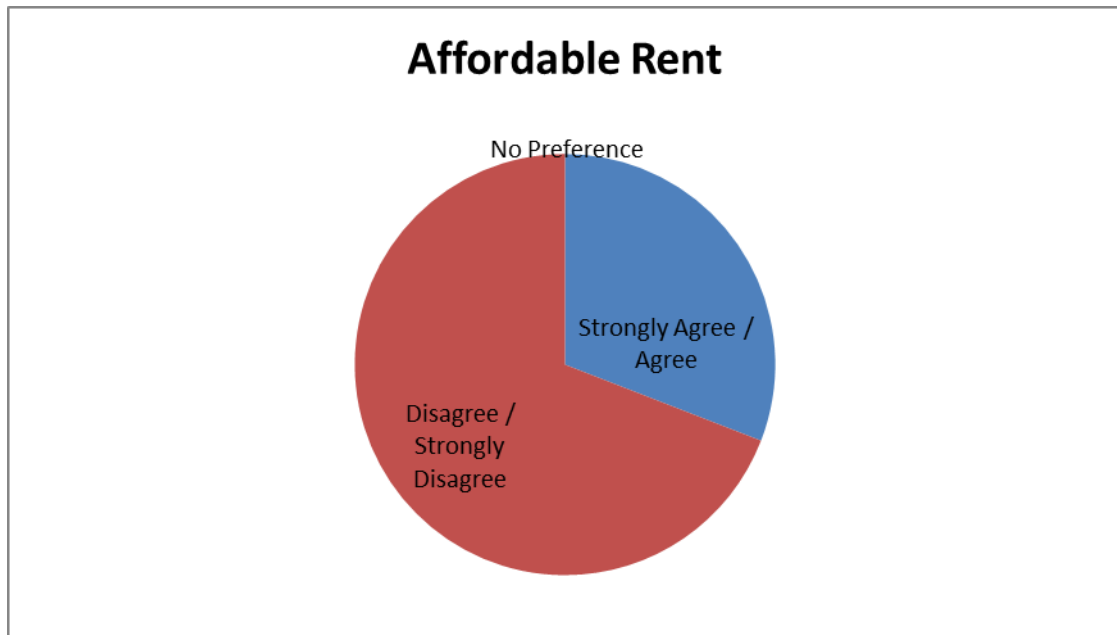
68 responses were received, a summary of the responses are detailed below:

**In order to continue investment in council housing, a rent increase of 1.5% is proposed for 2020/21. This increase was below the September rate of inflation which was 1.7%. We currently charge rent over 48 weeks. On average, this means an increase of £1.21 per week over 48 weeks. Do you think the rent you pay represents good value for money?**



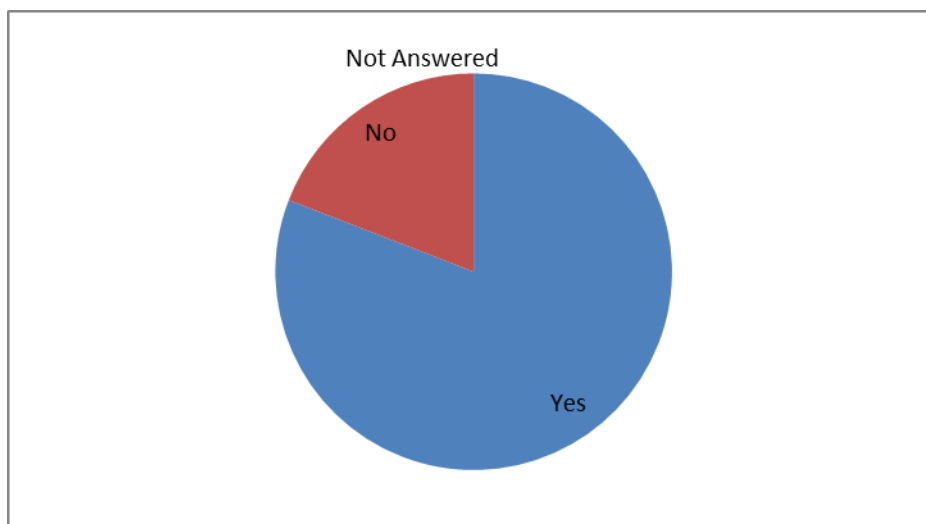
	Strongly Agree	Agree	Disagree	Strongly Disagree	No Preference
Value for Money	10	3	15	39	1
	14.71%	4.41%	22.06%	57.35%	1.47%

**It is important that we take account of what current and prospective tenants and other customers are likely to be able to afford. Do you think the rent charged by Clackmannanshire Council is affordable?**



	Strongly Agree	Agree	Disagree	Strongly Disagree	No Preference
Affordable Rent	10	11	23	24	0
	14.71%	16.18%	33.82%	35.29%	0%

**Clackmannanshire Council does not currently build new Council housing for rent. Do you think the Council should consider building new Council housing as part of the HRA business plan review?**



	Yes	No	Not Answered	%Yes	%No
Council New Builds	55	13	0	80.88%	19.12%

**Housing Investment Team Performance Update 2019-20**  
**Quarter 3 - HRA Capital Programme & SHQS**

**Completed Works to 31<sup>st</sup> December 2019**

<b>Project</b>	<b>Number of Houses Completed</b>
Window Replacement Programme	395 houses upgraded to date
Bathroom Replacements - PCU	12 houses
Kitchen Replacement – PCU	177 houses completed
Disabled Bathroom Adaptations	43 completed
Hard Wired Smoke Detection	764 houses upgraded
Central Heating Upgrades	102 houses upgraded
Safe Electrical Tests & Upgrades	275 houses completed
Roof Replacements	16 houses
Roughcast /Cladding Replacement	7 houses
Roof and Render	38 houses completed
Secure Door Entry Upgrades	17 common closes have had new controlled entry systems and common area upgrades. An additional 4 blocks have been enhanced.
Fencing Replacements	125 houses have had garden fencing upgraded
Asbestos Testing	47 surveys
Asbestos Removal Works	78 jobs
Stock Condition Surveys	111 external property surveys and 23 full internal surveys
Completed Damp/ Rot Works	52
"Off the Shelf" refurbishments to SHQS	Full SHQS upgrades carried out to 1 property purchased with a further 5 programmed to be enhanced
Structural Works	Retaining walls at 1 house in Alloa have been replaced
External Thermal Wall Upgrade / Energy Efficiency Programme	2 Properties have been completed to date. (Hawkhill Road Alloa)
Energy Performance Surveys	108 surveys have been completed

## **HRA Capital Programme Update to Quarter 3**

Overall, there has been good progress on many of the Housing Services key priorities within the Capital Programme up to December 2019. Excellent progress can be reported particularly within key projects such as Kitchen Replacement, Window Replacement, Roof & Render, Central Heating and also the Safe Electrical Programme. Work is still to progress with some other priorities including the Westhaugh refurbishment and the Lock-Up Strategy. We are confident our current excellent Scottish Housing Quality Standard position will be sustained. There has also been significant progress on our EESSH related works (Energy Efficiency Standard for Social Housing).

Key progress updates to the end of quarter three are as follows -

### **Window Replacement Programme**

Our term contractor, SIDEY LTD, has completed a total of 395 window replacements in the following areas in Clackmannanshire up to December 2019 -

- Alloa
- Clackmannan
- Dollar
- Sauchie
- Tillicoultry
- Tullibody

Progress this year has been excellent with customer satisfaction returns producing a 'very satisfied' rate of 92.55%. This is a slight increase on last years score.

The additional carry forward budget from previous financial year is now fully committed with the programme of works on track to spend £1,960,000 in 2019/20.

The window replacement programme is a key factor in our energy efficiency plan to achieve the EESSH standard by December 2020.

Our window replacement programme initially commenced in 2015.

### **Fencing Programme**

Our fencing contractor, A&B Reid, have completed 125 garden fencing replacements within Alloa, Sauchie, Tullibody and Tillicoultry.

We have been working closely with our Tenancy Management colleagues and reviewing stock condition survey information to ensure that all properties have appropriate fencing, and that areas of sub-standard fencing are identified and programmed for upgrade. We are also discussing priority areas with Tenancy Management staff for 2020/21 to ensure that the budget is utilised. The

programme will also focus on defective fencing in Alva as part of a larger programme of works to regenerate common areas within Westercroft.

The fencing programme has been well received as it addresses long standing issues within gardens and common areas for our customers. Better value is being achieved through carrying out this work on a programmed basis using a fixed long term contract instead of on an ad-hoc basis. Fencing and common area enhancement works are very much a “catch up” programme as this work was not prioritised in the lead up to the SHQS deadline in 2015.

The fencing specification includes galvanised steel posts to ensure longevity and reduce the pressures on reactive maintenance. The Fencing Replacement Programme is now in its 4<sup>th</sup> term.

### **Damp/Rot Management**

Our term contractor, M.A.B Preservations, have completed 52 jobs to the end of December 2019. Most of these were rising dampness and condensation related issues with the majority of work being ventilation upgrade and Damp Proof Course injections.

Having a specialist contractor and placing internal expertise at the front end of our processes to identify any damp or rot issues through our maintenance inspections delivers the best value and service for both our customers and the council. This approach has produced an annual saving of between £100-£150k.

The contract is fixed over a 4 year period and this allows the council to accurately budget and programme key works.

We have begun including redecoration within our upgrade specification to minimise inconvenience for our customers. Rot and damp treatment are key works, particularly given the age profile of some of our HRA Assets. However due to heating enhancements, particularly to previous non-gas areas and increased ventilation within the specifications of the kitchen and bathroom replacement programmes, there has been a marked reduction in cases of condensation damp.

### **Kitchen Replacement Programme**

We have successfully installed 177 new kitchens to properties up to the end of December 2019.

This programme has been delivered using our own internal trade’s resources at Kelliebank and once again is delivering excellent progress.

The standard of kitchen being fitted helps us maintain a positive SHQS position whilst meeting our customer’s expectations. The unit cost achieved is in line with private sector and by utilising lean management techniques we are achieving increased cost savings.

This year is the third year of our rolling kitchen replacement programme, which will schedule kitchen replacements on a rolling 20 year cycle for our

customers. This is key work for our joinery trades at Kelliebank, and our Key Performance Indicator shows 96.1% customer satisfaction.

By securing this work in-house, rather than using an external provider, it is sustaining local jobs, providing continuity in the workflow for our trades, upskilling and delivering a great product for our customers.

### **External Wall Insulation Programme & Energy Efficiency Upgrade**

Work carried out under this programme consists of the installation of external thermal wall insulation (EWI) and associated loft insulation measures to help improve energy efficiency to our non-traditionally built housing stock.

This phase of work completes our upgrade programme to all our non-traditional build houses. This programme has addressed fuel poverty, ensured our HRA assets are energy efficient, delivers savings for our customers, increases the longevity of the asset and improves the overall aesthetics of our estates.

Since 2012 an extensive upgrade programme has been delivered to properties council wide resulting in over 1000 properties being enhanced.

This year, two properties have been completed in Hawkhill, Alloa. The remaining non-traditional build housing stock properties to be upgraded are at Alva. (17 Weir Multicon homes). A great deal of preparatory works and engineering assessments have been completed and the initial pilot properties are due to commence in February 2020.

### **Disabled Adaptations**

Bathroom adaptations have been carried out in 43 homes to the end of December 2019. Demand for this work is rising, however, a further programme of works using our own trades is scheduled for February and March 2020. This is consistent with most other councils with an increased demand for internal property adaptations.

Both design and installation are carried out “in house” with Asset staff completing the design layout drawings and working closely with our trades in the delivery of this service.

### **Stock Conditions Survey Programme**

The stock condition surveys have been reviewed to ensure we are gaining key information for repairs/maintenance to domestic properties. This information is invaluable as it allows to foresee problems and react in a timely manner, it is key in moving forward our HRA capital planning, while demonstrating good practice and satisfying our commitment to the Scottish Housing Regulator.

Carrying out internal rolling stock condition surveys programme avoids the reliance of external consultant's costs and it allows the Council to review its domestic stock, while sustaining key stock information.

Once again we can report good progress on this and our stock is being assessed on a rolling programme based on the 53 elements that encompass the Scottish Housing Quality Standard.

### **Roof & Render Upgrade**

Roof and external wall render upgrade works are ongoing within the following areas–

- Bowmar, Alloa
- Scott Crescent, Alloa
- Thistle Street, Alloa
- Gartmorn Road, Sauchie
- Zetland Street, Clackmannan
- Jamieson Gardens, Tillicoultry
- Branshill Park, Sauchie
- Engelen Drive, Alloa

External roof upgrade uses high quality materials, and the scope of works allows for the renewal of rainwater goods with rainwater gutter protection brushes installed in areas of heavy tree coverage, reducing future maintenance dependency. On-going maintenance is further reduced with installation of UPVC eaves, soffit and fascia boards to replace the previous timber finish.

External wall render upgrades utilises the latest in polymer wall render technology, ensuring improved breathability of the underlying structures. Aluminium oversill installations, bargeboard/fascia renewal and lintel and sill remedial/replacement works are all encompassed within the scope of works as and when required.

Upgrade works have provided not only an aesthetically pleasing finish to some of our oldest stock but also protect the integrity of the underlying building structure, prolonging the lifespan of the housing stock.

A new 3 year contract has been agreed with Ailsa Builders which will allow works in a key priority area of the Capital Investment Programme to move forward.

### **Secure Door Entry Programme / CCTV**

SPIE Scotshield are now in term 4 of their current contract agreement and have completed 17 replacement secure door entry upgrades to date, with a further 4 in progress.

Secure doors have been designed to ensure a high level of security and durability. The doors have achieved PAS 23/24 at a UKAS accredited test centre and achieve the Secure By Design criteria which is the preferred police security standard.

We have a full programme of works prepared for the coming 18 months in liaison with our Tenancy Management colleagues. Challenges remain trying

to secure agreement with sharing private owners in many of our common blocks.

### **Safe Electrical Testing and Upgrade**

Our new 4 year term contract with the supplier AC Gold commenced in June 2019. Up to December 2019 275 full electrical tests and the remedial works following these checks have been completed. There have also been 764 new hardwired smoke alarm enhancements to the required LD2 system as specified by the Scottish Government. This is effectively a multiple smoke alarm systems interlinked including a heat detector within the kitchen areas - lounge, lower and upper stairwells and within 3 metres of a bedroom door and a heat detector in the kitchen.

The electrical rewire programme overall is influenced by the results from electrical testing. Due to the existing condition of the electrics many of our properties will meet the modern standards with a partial upgrade as opposed to a full electrical rewire. This provides significant savings within our Safe Electrical programme and allows the council to upgrade properties with hardwired smoke detection.

### **Structural Works**

A new 4 year term contract with a local supplier was agreed in October 2019 for brickwork/walls enhancement.

A retaining wall at Hillcrest Drive, Alloa has been rebuilt and wall replacement to rectify defective retaining walls at Branshill Park, Sauchie is due to commence shortly.

Once again much of this contract and budget will focus on our Common Areas within our Estates. The new contract will allow the service to programme key upgrades and control costs through an agreed schedule of rates.

### **Central Heating Upgrade**

Significant progress has been made the new Central Heating Contract 2019-23 with PH Jones. To date 102 homes have been upgraded and our central heating replacement programme is on schedule to complete. A total of 120 homes are to have a planned upgrade before the end of March, 2020. Customer satisfaction for this work has been excellent at 93.94% of customer reporting they are "Very Satisfied".

This phase is predominantly boiler upgrade only due to longer life expectancy of existing heating pipes and radiators. Tenant access for the programme continues to be very good. Most of the homes in the programme were previous tenant refusals and a concerted effort has been made to agree access to allow the work to proceed, enhancing our position to meet the EEESH standard by December, 2020.



## **Overall Scottish Housing Quality Standard Position**

Using the charter methodology for assessment of SHQS, the council is currently **97.73%** compliant. Failures are mainly due to sharing private owners failing to agree works within common areas such as Secure Common Entrance Door upgrade programme.

### **Energy Efficiency Standard for Social Housing (ESSH) - Progress**

The Energy Efficiency Standard for Social Housing (ESSH) was launched by the Scottish Government in March, 2014. This is a new energy efficiency rating for all social housing to be achieved by December, 2020, and aims to encourage landlords to improve the energy efficiency of their housing stock. This is an enhancement of the previous Scottish Housing Quality Standard element 35.

As at May, 2019 Clackmannanshire Council was 72.7% compliant with the ESSH standard. This was reported to the Scottish Housing Regulator. Good progress has been made during the year with a further External Wall Insulation programme due along with our window and central heating replacement programmes.

Current failures are mainly due to our remaining non-traditional built housing stock awaiting upgrade within Alva, previous central heating refusals within our programme, coal and electrically central heated properties, and housing with older heating systems replaced prior to 2006.

There has been excellent progress within our Heating Replacement programme this year. Furthermore the council will be applying for exceptions for the properties that have been offered and refused a heating upgrade. Previously we have not done this.

We have carried out full Energy Performance Surveys to a further 108 properties. We now have 78% of our stock with a valid EPC survey.

**Pictures of Completed Works – Gallery**

Kitchen Replacement



Fencing Upgrade at Clackmannan



Scott Crescent Alloa – Roof and Render Upgrade – December 2019



Fencing Upgrade @ Tillicoultry





Non-Traditionally Built Upgrade – Clackmannan Lochies Road



Secure Door Entry Upgrade – Branshill Park Sauchie



Roof and Render Upgrade Scott Crescent Alloa





**Local Authority Average Weekly Rent Levels in Scotland\***

<b>Landlord Name</b>	<b>2011/17/18</b>	<b>2018/19</b>	<b>Increase</b>	<b>Change</b>
Scottish Average	76.23	79.07	2.84	3.7%
Highland Council	75.2	75.76	0.56	0.7%
Renfrewshire Council	75.58	76.37	0.79	1.0%
Stirling Council	64.08	65.1	1.02	1.6%
East Ayrshire Council	70.89	72.02	1.13	1.6%
South Ayrshire Council	72.62	73.99	1.37	1.9%
Clackmannanshire Council	71.02	72.45	1.43	2.0%
West Dunbartonshire Council	76.82	78.36	1.54	2.0%
Shetland Islands Council	76.43	78.06	1.63	2.1%
Perth & Kinross Council	66.31	68.02	1.71	2.6%
North Ayrshire Council	68.49	70.24	1.75	2.6%
Dundee City Council	73.16	75.33	2.17	3.0%
Orkney Islands Council	75.55	77.85	2.3	3.0%
Falkirk Council	64.11	66.53	2.42	3.8%
West Lothian Council	69.86	72.32	2.46	3.5%
Moray Council	57.38	59.88	2.5	4.4%
Aberdeenshire Council	75.91	78.56	2.65	3.5%
South Lanarkshire Council	64.78	67.5	2.72	4.2%
East Dunbartonshire Council	72.37	75.25	2.88	4.0%
East Lothian Council	62.47	65.6	3.13	5.0%
North Lanarkshire Council	61.16	64.3	3.14	5.1%
Angus Council	64.64	67.99	3.35	5.2%
East Renfrewshire Council	73.01	76.5	3.49	4.8%
Fife Council	69.62	73.22	3.6	5.2%
Midlothian Council	69.83	73.86	4.03	5.8%
City of Edinburgh Council	99.1	103.83	4.73	4.8%
Aberdeen City Council	73.67	78.69	5.02	6.8%
Comhairle nan Eilean Siar - Western Isles Council	53.48	64.69	11.21	21.0%
Inverclyde Council	62.3	73.73	11.43	18.3%
Glasgow City Council	80.6	108.73	28.13	34.9%

Out of the 29 local authorities listed, Clackmannanshire Council is placed at position 13 in relation to average weekly rent charged.

\*These figures have been taken from the ARC data published by the Scottish Housing Regulator who use a formula for calculation which may lead to variances from published rental figures, but provide a like-for-like figure for comparison with other Local Authorities.





## Appendix 6

### Rent Costs for Houses with effect from 30 March 2020

	£ Rental Charge 2020/21	£ Increase	£ Revised Charge 2020/21
<b>1 Apartment</b>	77.06	1.16	78.22
<b>2 Apartment</b>	78.92	1.18	80.10
<b>3 Apartment</b>	80.84	1.21	82.05
<b>4 Apartment</b>	82.47	1.24	83.71
<b>5 Apartment</b>	84.52	1.27	85.79
<b>6 Apartment</b>	86.58	1.30	87.88

### Rent Costs for Flats with effect from 30 March 2020

<b>1 Apartment</b>	75.65	1.13	76.78
<b>2 Apartment</b>	77.46	1.16	78.62
<b>3 Apartment</b>	£9.37	1.19	80.56
<b>4 Apartment</b>	81.11	1.22	82.33
<b>5 Apartment</b>	83.11	1.25	84.36

Average Rent (48 weeks)	£81.85
Average Rent (52 weeks)	£75.56

### Rent Cost for Lock-ups with effect from 30 March 2020

<b>Lock-ups</b>		<b>Increase £</b>	<b>Weekly £</b>
<b>Lock-up Rent</b>	7.65	0.11	7.76
<b>Lock-Up with VAT</b>	9.18	0.14	9.32

Garage Pitch Site Annual Cost £88.16 (£105.80 VAT)

The rent charge-free weeks for 2020-21 will be the weeks commencing:

3 August 2020

10 August 2020

21 December 2020

28 December 2020



## HRA Reserve 2019-20 to 2020-21

1st April 2019	-3,722,000
2019-20 Surplus	-5,168,000
Minimum Reserve Balance	<u>778,000</u>
	-8,112,000
2019-20 HRA Capital	<u>7,717,000</u>
2019-20 Reserve Contribution	-395,000
1st April 2020	-1,173,000
2020-21 Surplus	-5,173,000
Minimum Reserve Balance	<u>794,000</u>
	-5,552,000
2020-21 HRA Capital	<u>8,565,000</u>
<b>2020-21 Borrowing Requirement</b>	<b>3,013,000</b>
1st April 2021	-794,000

