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<b>Report To:</b>	<b>The Inverclyde Council</b>	<b>Date:</b> 20 <sup>th</sup> December 2012
<b>Report By:</b>	<b>Chief Financial Officer</b>	<b>Report No:</b> FIN/104/12/AP/LM
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<b>Subject:</b>	<b>Update of Financial Strategy 2012/2020</b>	

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## 1.0 PURPOSE

- 1.1 The purpose of this report is to present the revised Financial Strategy to the Council for review and approval.

## 2.0 SUMMARY

- 2.1 The 6 monthly review of the Financial Strategy has been undertaken and takes into account the February 2012 Council budget, a review of all funding models included in the appendix and the latest information in respect of the 2013/16 Budget.
- 2.2 It can be seen from table 3 in paragraph 8.10 that the latest projection is that the Council is facing a revenue funding gap over 2012/16 of £8.042 million for the period to 31 March 2016. This reflects the decisions taken at the November 2012 Policy & Resources Committee but not subsequent events covered in the separate report on the 2013/16 budget.
- 2.3 It can be seen from table 4 in paragraph 8.12 that overall the Council has a funding shortfall of £3.66 million on its 4 year capital programme. This shortfall is in context of an investment of £147 million over the 4 year period and should give no cause for concern at this point in time.
- 2.4 All the other appendices and tables have been updated as follows.

Appendix 4 Riverside Inverclyde – This has been updated to reflect contributions to other projects.

Appendix 5 School Estate Management Plan – This reflects the latest phasings and decisions taken at the October Education & Communities Committee.

Appendix 6 Leisure Strategy – This reflects the latest reported position.

Appendix 7 General Fund Reserves – This reflects the decisions taken as part of the budget and the projected out-turn for 2012/13.

Appendix 8 Capital Fund – This reflects the last review of receipts which has both reduced values and delayed timing of receipts.

Appendix 9 – Repairs and Renewals Fund – This reflects the position in the 2011/12 year end accounts.

Appendix 10 AMP – This reflects the latest projected figures taken into account latest information and decisions.

Appendix 11 – Vehicle Replacement Programme – Reflects latest information following a recent report to the CMT.

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- 2.5 Section 12 reflects the identified risks to the Financial Strategy and mitigating actions whilst Appendices 1 to 3 highlight the major short/medium/long term issues the Council needs to be aware of which could materially impact on the figures presented.
- 2.6 Overall the Financial Strategy confirms the significant challenges facing the Council in coming years and fully reflects the detailed announcements as part of the 3 year spending review and is in line with the Council's 2013/16 Revenue Budget.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Council approve the latest revision of the Financial Strategy.

Alan Puckrin  
Chief Financial Officer



Financial Strategy

2012/13 – 2019/20

December 2012

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## 1.0 Foreword

This latest revision of the Council's Financial Strategy has been undertaken at a time of continued economic turbulence.

Given the challenging economic situation, and the significant financial issues we will face over future years, it is essential that the Council updates its Financial Strategy regularly to ensure it provides a practical framework within which policy choices can be identified, debated and approved.

The approval of this revised Financial Strategy demonstrates that we are clear both about the outcomes we want to achieve for our communities and the financial challenges that need to be addressed if we are to successfully deliver on these outcomes.

To provide a clear, consistent strategic direction for the Council the following outcomes were agreed for the Financial Strategy – it will ensure that:

- **the Council has a comprehensive, coherent, balanced budget;**
- **the Council reviews the level of Council Tax annually in the context of the Financial Strategy, to determine an appropriate level in the best interests of the people of Inverclyde;**
- **resources are allocated and deployed to facilitate delivery of the outcomes in the Corporate Statement and Single Outcome Agreement and Corporate Directorate Improvement Plan;**
- **all key strategic decisions on the allocation and deployment of resources are made within the appropriate financial context;**
- **Members can take full account of the impact of decisions on the overall financial resources of the Council in the short, medium and long term;**
- **there is a high level of confidence in the financial management of the Council;**
- **the Council has flexibility to address new policy requirements, or significant changes to existing policies, within overall available financial resources;**
- **resources are invested effectively, efficiently and on a sustainable basis;**
- **there is continued improvement in the delivery of major projects;**
- **there remains a focus on securing efficiencies across the organisation;**
- **a significant proportion of efficiencies secured are invested in improving service quality, delivering new infrastructure, enhancing service levels and upgrading existing assets;**
- **there is an increased level of understanding on behalf of the wider community with regard to the finances of the Council.**

The primary financial challenge facing the Council over the next three years, given the impact of the economic downturn on public sector expenditure, will be to develop a balanced revenue budget and a sustainable capital programme that maintains appropriate investment in key infrastructure.

There is no doubt that this process will generate options that require difficult decisions – one of the main challenges for the Council will be that, once chosen, these options will inevitably require forward planning, preparatory investment and a sufficient lead in period prior to implementation.

Given the difficult position the Council faces on capital expenditure, it is essential that future capital expenditure proposals are largely self-financing through the release of other capital assets, as well as delivering efficiencies which will secure ongoing revenue savings.

The Council will also develop a coherent, corporate approach to charging and income generation – this will include maximising external funding from sources such as the various Lottery Funds to supplement existing resources and support service delivery.

The Financial Strategy also ensures that strategic initiatives which require long term revenue and capital commitments such as Riverside Inverclyde, Leisure Strategy, Asset Management Strategy and the School Estates Management Plan are locked down.

The Council has implemented a two year budget process since 2009, firmly located within the context of the Financial Strategy and is planning a three year budget due to be agreed in February 2013 for the period 2013/16.

We also need to ensure that the Financial Strategy continues to take account of the Corporate Statement, the Single Outcome Agreement for Inverclyde, and effectively link this Strategy to our Corporate Directorate Improvement Plans.

The Financial Strategy is a dynamic document and will be monitored on an ongoing basis by the Corporate Management Team and the Policy & Resources Committee. It will continue to be formally reviewed by the Council twice yearly, in June and in December.

This Financial Strategy is key to the future success of the Council – it is about making sure we have sufficient resources in place when required to deliver the outcomes we realistically can achieve for the communities of Inverclyde.

**Councillor Stephen McCabe**  
**Leader of the Council**

**John W Mundell**  
**Chief Executive**

## 2.0 What is the point of a Financial Strategy?

- 2.1 The purpose of our Financial Strategy is to provide clear direction, supported by a practical framework and explicitly defined parameters, on how the Council will structure and manage financial resources in the medium to long term to ensure they are deployed effectively to achieve corporate objectives.
- 2.2 This is not just another financial process – the Financial Strategy is integral to our Strategic Planning and Performance Management Framework which underpins the achievement of the outcomes identified the Single Outcome Agreement, Corporate Statement, and is an integral part of the Corporate Directorate Improvement Plan.
- 2.3 The requirement to develop a medium to long term financial strategy covering the next five to ten years (and in some areas up to thirty years) had been recognised by the Council for some time.
- 2.4 The Council has taken into account guidance from CIPFA when developing the Financial Strategy as well as best practice from other local authorities.
- 2.5 Our ambition is to maintain a single, coherent Financial Strategy that brings together the corporate objectives of the Council along with all the relevant financial information in a clear, accessible document covering a five to ten year period (and beyond where appropriate).
- 2.6 The value of such a Strategy is that it enables the Council to develop a better understanding of the wider policy and financial environment within which it operates, identify and respond flexibly to opportunities and threats, manage and mitigate risks and ensure that financial resources are contributing to achieving corporate objectives.
- 2.7 The Strategy will also provide information to a range of stakeholders:

**Table 1 – Stakeholder Information**

For the Council and Elected Members	to decide how available financial resources will be used
For Chief Officers, managers and employees	To help optimise the available resources and reinforce their roles in financial management arrangements
For residents	to show how the Council's Financial Strategy impacts upon service provision
For Council Tax payers	to demonstrate how the Council looks after public resources
For partners	to share the Council's vision and help identify opportunities for joint working and resourced deployment.



- 2.8 The Strategy covers the period 2012/16 in detail and also identifies issues that will impact in the longer term, so that the Council can plan ahead. It includes expenditure forecasts and projected funding, where known for key priorities.
- 2.9 Inevitably some of the information of the Financial Strategy will be based on forecasts and these will change over time - the Strategy will be reviewed regularly so that the Council can respond proactively to any such changes.
- 2.10 The inclusion of information in the Financial Strategy, for example on a specific project in 2015, does not infer approval and all financial projections and issues will have to be subject to approval through the budget process.
- 2.11 The Strategic Planning and Performance Management Framework continues to develop links between the strategic planning and budgeting processes.
- 2.12 This will also allow services to plan ahead, taking into account the resources available and proactively identify opportunities to achieve efficiencies or secure alternative funding sources.

### 3.0 Financial Summary

- 3.1 On 9 February 2012 the Council confirmed the 2012/13 Revenue Budget.
- 3.2 The same meeting also approved the 2012/15 Capital Programme which took into account the reductions in Government Grant.

**Table 2 – Short Term Summary – Approved Revenue and Capital Budgets**

	2012/13 £million
<u>General Fund Revenue Budget</u>	202.047
<u>Financed by</u>	
Government Grant (Including NDR)	(173.078)
Council Tax	(33.022)
Approved Contribution to General Reserve	(4.053)
<u>General Fund Reserves</u>	
Projected Free Balance at Year End	4.200
<u>Capital Programme (2012/13)</u>	
Approved Spend	53.0
<u>Financed by</u>	
Government Grants	9.2
Capital Receipts	0.8
Other Grants/CFCR etc	4.3
Prudential Borrowing	35.7
Resources Carried Forward from prior year	9.5
Surplus Resources	6.5

## 4.0 National Context

### *UK Context*

- 4.1 The Comprehensive Spending Review (CSR) announced by the Westminster Coalition in October 2010 provided information on Public Sector expenditure over the period 2011/15. The undernoted table shows the high level Revenue and Capital figures indicated for the Scottish Block over this period.
- 4.2 From the table below it can be seen that the largest funding reduction was due to occur in 2011/12. However it can be seen that in each year over the 2011/15 period the Scottish Block is reducing in real terms ie Grant is not keeping up with estimated inflation pressures.

#### Real Terms Funding Changes – UK Level

	<u>2010/11</u>	<u>2011/12</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>Overall Change</u>	<u>%</u>
Revenue	25.9	24.9	24.7	24.3	23.8	(2.1)	( 8.1)
Capital	3.3	2.5	2.4	2.1	2.1	(1.2)	(36.4)
Total	29.2	27.4	27.1	26.4	25.9	(3.3)	
Movement £billion		(1.8)	( 0.3)	(0.7)	(0.5)		
Movement %		( 6.4%)	( 0.8%)	( 2.9%)	(1.9%)		

- 4.3 Since the production of these figures the real term reduction in overall funding has increased due to inflation remaining stubbornly high. In addition the recovery has been less quick than forecast.
- 4.4 The August 2012 Inflation Report by the Bank of England downgraded its forecast for the speed and strength of recovery in GDP growth. Growth figures were reduced from 3% per annum to 1% in 2013 and 2% in 2014. The Bank is however anticipating the “rebound in growth” over the next 2 years due to increased Quantative Easing and the Funding for Lending Scheme.
- 4.5 Concerns remain that these figures are optimistic and that inflation remains stubbornly high with forecasts indicating that it will be a further two years before rates drop to the 2% target.

### *The Scottish Government*

- 4.6 The Scottish Government has confirmed that Council Tax will be frozen for the period of the Parliament, this allied to the already announced Westminster block grant position makes it all but certain that the Council’s available funding will be cut in real and cash terms for the period 2012/17.
- 4.7 The Scottish Government announced 3 year Local Government grant figures in December 2012 based on a 3 Year revenue cash freeze and confirmed the 2013/14 grant figures in late November 2012. In addition further temporary reductions in Capital Grant of £120 million and £100 million were announced for 2012/13 and 2013/14. These reductions to be rephased over 2014/16.
- 4.8 The impact for Inverclyde Council was year on year cash reductions in Government Revenue grant of approximately £1.2 million (2012/13), £1.0 million (2013/14) and £1.1 million (2014/15).
- 4.9 The latest paper from the CPPR for Directors of Finance gives the following assessment of the position for Scottish Local Government:
- The “trough year” is expected to be 2016/17 by which time there will have been an 18% real term reduction in Scottish Block funding since 2009/10.

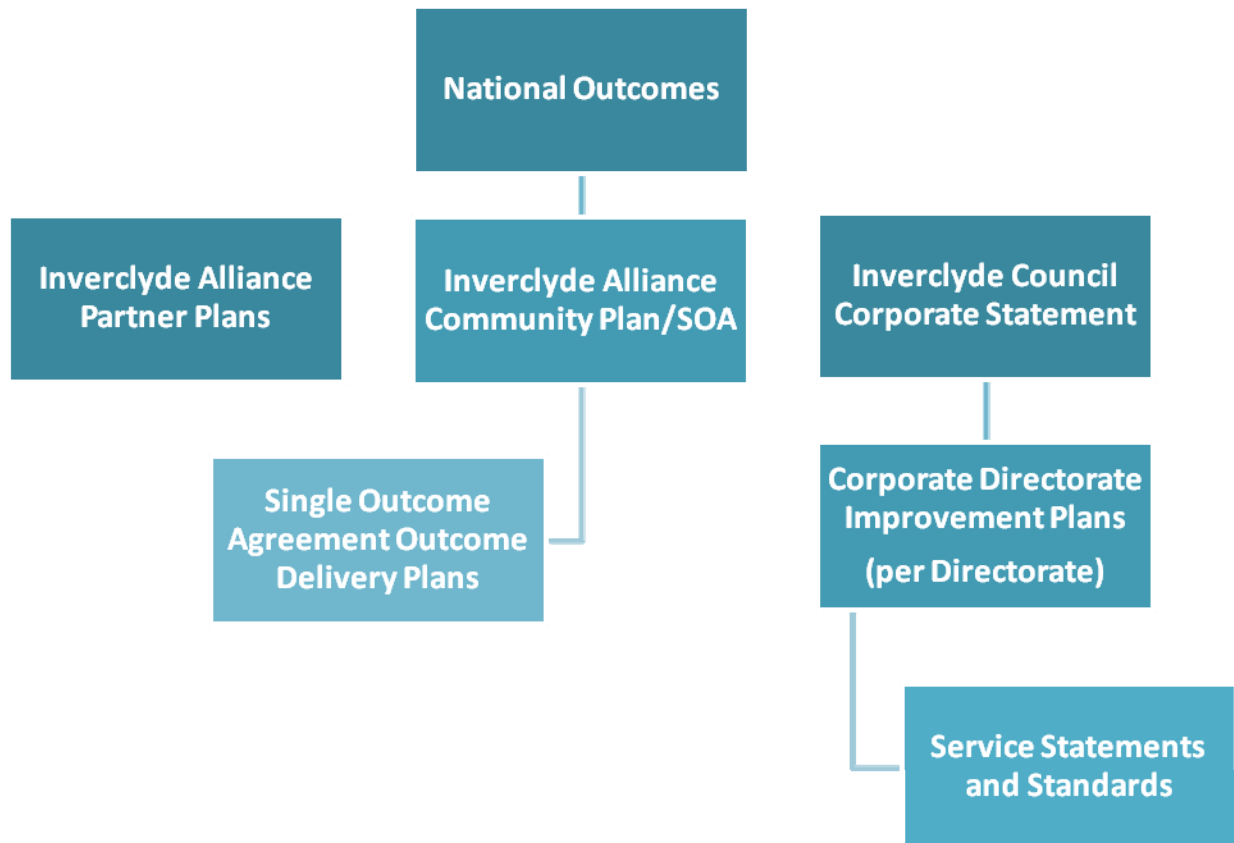
- Local Government are receiving a standstill budget in 2013/14 compared to the 3% proposed increase for Health.
- Council Tax is actually becoming a larger share of the funding for Local Government due to the removal of Police & Fire from April 2013.
- NDR will have risen by 38% from 2007/8 to 2014/15 whilst Council Tax will have been frozen.
- The anticipated increase in economic growth to fund NDR increases has not happened (see 4.10).
- There is only anecdotal evidence of the effectiveness of Change Funds in reducing key areas such as emergency admissions or lost bed days.
- The next 3 years (2013/14 – 2015/16) will involve real terms cuts overall at the same time as pressure to improve public sector pay settlement grows. The December Autumn Statement may signal that this 3 year time frame is to be prolonged.

4.10 The Government has emphasised that for the current Spending Review, Local Authority funding is guaranteed and any NDR shortfall will be funded by the Government however, it is not clear how this would be dealt with post 2014/15.

4.11 Based on the above it is clear that Local Government faces a continued squeeze on resources for the foreseeable future which will require clear prioritisation and inevitably a review of some of the universal service provision policies at both a national and local level.

## 5.0 Local Context

- 5.1 The local environment within which the Council operates has changed significantly in recent years and will alter further in future years due to the impact of national legislation and policy, further economic turbulence, societal changes and developing customer expectations.
- 5.2 The overall strategic framework within which the Council operates is outlined in the Strategic Planning and Performance Management Framework which has recently been reviewed and streamlined. The Framework includes the Single Outcome Agreement, the Corporate Statement, Corporate Directorate Improvement Plans and the Financial Strategy.
- 5.3 The revised Strategic Planning and Performance Management Framework is shown in Diagram 1.



- The **National Outcomes** are set by the Scottish Government and sit within a National Performance Framework. These outcomes are an overarching guide for the local community planning partnership document, the Single Outcome Agreement.

The Council has agreed that the [Single Outcome Agreement](#) will act as the **Community Plan** for the Inverclyde area. The current SOA will run from 2012 to 2017 and will be subject to a further minor review in 2013 to match guidance which will be released by the Scottish Government, following the Review of Community Planning and SOAs. The SOA is the high level strategic partnership document setting out the vision and direction for the Inverclyde area, as agreed by all the Inverclyde Alliance partner organisations. The outcomes are based on evidence of the key issues and challenges for the Inverclyde area and through community engagement. They set out what we want to achieve for all the communities of Inverclyde.

- The **SOA Outcome Delivery Plans** set out the Partnership actions and projects which will contribute to the achievement of the SOA outcomes and are expressed through the SHANARRI wellbeing indicators (as set out in the SOA, see below in 5.5) to help better understand their impact on a crosscutting basis.

- A **Corporate Statement** has replaced the Corporate Plan. This is a public facing, focused statement setting out the Council's vision. The Corporate Statement also reflects the eight local outcomes and the wellbeing indicators from the SOA and sets out, at a high level, what the Council will do to deliver on the eight local outcomes. It also sets out the high level budget by key services.
- **Corporate Directorate Improvement Plans** set out the vision for each Directorate. The Plan covers two broad areas, the first being corporate cross cutting improvement actions and the second Directorate Improvement actions. These improvement actions are based on robust self evaluation and referenced to community outcomes and wellbeing indicators.
- **Service Statement and Standards** set out what services do on a day to day basis and will not change significantly year on year, but will be refreshed to reflect any structural or legislative changes. It is a public facing document which also sets out a summary of the financial and employee resources allocated to run the service. Service standards are also reflected in the Service Statements, setting out what quality standards the service follows and what customers can expect.

#### *Outcomes for Inverclyde*

- 5.4 The focus of the Strategic Planning and Performance Management Framework is on addressing the main challenges facing the area, and the eight outcomes set out in the SOA are the agreed priority areas for all partners to work together on, covering the areas of:
- Repopulation
  - Social Regeneration/Area Renewal
  - Economic Regeneration and Employability
  - Health Inequalities
  - Alcohol Misuse
  - Best Start in Life for children and young people
  - Environment
  - Continuously improving, best value services
- 5.5 There are also a series of **wellbeing outcomes**, which the Inverclyde Alliance, including the Council, has adopted, which have been adapted and expanded from 'Getting it Right for Every Child', to help us work towards 'Getting it Right for Every Child, Citizen and Community'. The wellbeing outcomes cover the core areas of Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).
- 5.6 A key challenge for the Inverclyde Alliance, and the public agencies, operating in Inverclyde, over the next five years will be to ensure better alignment between available resources, across all agencies, and the outcomes identified in the SOA.
- 5.7 There are some costs associated with managing and delivering the SOA, and its associated outcomes – further work will be undertaken to establish a detailed picture of resource deployment in the context of the SOA. This will be initially from a Council perspective and efforts will be made to highlight the organisations contribution to the outcomes detailed within the SOA.

#### *Demographics and Population*

- 5.8 The most significant challenge facing Inverclyde is depopulation and associated demographic change – this has been recognised by the Council and our Partners as a priority and is reflected in the Corporate Statement and Single Outcome Agreement.
- 5.9 The fundamental issue for the Council is that at some point if the decline in population continues at the current pace then the area could become no longer sustainable as a unit of administration which would have an associated impact on other services such as health, police and fire.

- 5.10 In 2011 the [mid year population estimate](#) for Inverclyde was 79,220, a decrease of 0.7% from 79,770 in 2010. In Inverclyde 17.5% of the population are aged 16 to 29 years. This is smaller than Scotland where 18.7% are aged 16 to 29 years. Persons aged 60 and over make up the 25.1% of Inverclyde. This is larger than Scotland where 23.3% are aged 60 and over.
- 5.12 Since 1985, Inverclyde's total population has fallen overall, Scotland's population has risen over this period.
- 5.13 The most recent [population projections](#) (based on 2010 data) estimate that Inverclyde's population will drop to 66,488 by 2035, a decrease of 16.7% compared to the population in 2010, the largest projected rate of depopulation of any Council area in Scotland. In comparison, the population of Scotland as a whole is expected to increase by 10.2% between 2010 and 2035.
- 5.14 Over the 25 year period the age group that is projected to increase the most in size in Inverclyde is the 75+ age group. This is the same for Scotland as a whole.
- 5.15 The population aged under 16 in Inverclyde is projected to decline by 27% over the 25 year period. The under 16 population of Scotland as a whole is expected to increase slightly. The working age population is expected to decrease by 23.5% by 2035.
- 5.16 In the [SIMD](#) 2004, Inverclyde had 36 data zones in the most deprived 15% of all data zones, however by 2006, this had increased to 42. In 2009, the number of datazones in the most deprived 15% remained static at 42. Inverclyde's national share of the 5% most deprived data zones has increased from 1.8% in 2004 to 5.2% in 2009. This represents an increase from 36 datazones to 42 datazones. Locally Inverclyde has the second highest concentration of income deprivation, employment deprivation and health deprivation in Scotland and the fifth highest concentration of income deprivation.
- 5.17 Public service delivery is particularly challenging in the context of deprivation and depopulation which adds to the uniqueness of Inverclyde as an area.
- 5.18 Demographic change will have significant impact on services as funding allocated from the Scottish Government is partly based on the population of an area. Even with additional allocations to take account of deprivation the budget is likely to reduce in real terms over the next five years.
- 5.19 In terms of indicators of deprivation<sup>1</sup> the profile for Inverclyde differs significantly from the national picture, these include:
- Of the 12,050 working age key benefit claimants in Inverclyde 6160 (12% of the working age population) are claiming Employment Support Allowance and Incapacity Benefits.
  - 5.9% (3030) of working age benefit claimants are claiming Job Seekers Allowance. Of this, a higher proportion of 18 – 24 year olds (8.9%) are claiming than 25 – 49 year olds (6%) or 50 – 64 year olds (2.5%).
  - Approximately 20.3% of the population of Inverclyde are working age (16-64 yrs) out-of-work benefit claimants.
  - Approximately 14.4% of working age adults in Inverclyde have no formal qualifications.
  - Medium earnings for full time workers in 2011 in Inverclyde were £464.40 which has increased from the 2007 rate of £383 per week. This is still approximately 6% lower than those for Scotland as a whole, but the gap has decreased from 13%.
  - Working age people account for 64.4% of all people in Inverclyde. This is 1.2% lower than for Scotland as a whole.<sup>i</sup>
- 5.20 The projected population changes will have an impact on all service areas, particularly Education and Social Care, where there will be a need to actively manage the transition from current
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service delivery arrangements to new models that are built around the needs of the future population.

- 5.21 The deprivation profile will have major implications for services as research indicates that those most vulnerable to poverty are more likely to require greater interventions and a targeted focus to move out of poverty and this will come at a significant cost to public agencies.
- 5.22 The predicted demographic changes also have other implications. A decline in younger economically active people means a growth in the older, more vulnerable age group with fewer informal carers which results in a higher dependency on the services provided by the Community Health and Care Partnership.

*The changing public sector landscape in Inverclyde*

- 5.23 The public sector landscape has changed significantly in recent years in Inverclyde with the creation of Riverside Inverclyde, River Clyde Homes and the Community Health & Care Partnership – these new organisations join Inverclyde Leisure and the wider voluntary sector as part of a mixed economy of public service provision.
- 5.24 The development of this mixed economy of public service provision presents new challenges for the Council as it seeks to ensure that outcomes are achieved and that resources are being deployed effectively and efficiently.
- 5.25 This is particularly relevant in the context of the SOA where there will need to be a robust appraisal of whether existing service delivery arrangements across all partner agencies can effectively deliver on the agreed outcomes.
- 5.26 The Christie commission report sets out the future of public service reform, with a major emphasis on preventative spend and early intervention. Whilst the Council has to tackle the problems associated with poverty and deprivation now, it also has to look to the future, and ensure that effective intervention is put into place now, to prevent further problems from developing, which will ultimately require expensive interventions. Investment in the lives of our children and young people early on in their lives will result in a better outcomes and quality of life for them as they grow up in the Inverclyde area.

5.27 *Riverside Inverclyde*

Riverside Inverclyde is a joint initiative between the Council and Scottish Enterprise to regenerate 330 acres of the Clyde Waterfront scheduled to run from 2006/7 until 2016/17.

The development had an estimated potential and value of £342 million and will take ten years to complete, with the end result a successful living, recreational and business environment in a quality location.

The Council's contribution towards Riverside Inverclyde is £24 million over the ten year period. In addition the Council has made contributions in kind by transferring specific assets to the Urban Regeneration Company which will count towards the £24 million contribution and a further £3.1 million financial support to specific major Regeneration projects led by Riverside Inverclyde.

Recent announcements by the Scottish Government confirm that the Council's partners (Scottish Government/Scottish Enterprise) will not meet their originally envisaged contributions.

5.28 *River Clyde Homes*

River Clyde Homes is a not-for-profit housing organisation, which is run by a Board of Tenants, Council nominees and community members. It is regulated by the Government to ensure that it manages housing in the best interests of the tenants of Inverclyde, and the community as a whole.



The transfer to River Clyde Homes of all the Council housing stock was based on significantly more money being available to invest in homes and neighbourhoods and give tenants a real say in the decisions that are made about their housing, with tenants on the Board influencing policies and investment decisions.

River Clyde Homes prepared a Business Plan which gives tenants a clear understanding of what they can expect from the new organisation on key issues like improvements, repairs and rent levels. Progress against the Business Plan is reported to the Council annually in addition to which six monthly briefings are given to Members.

Government cuts have impacted on progress against the original Business Plan.

#### 5.29 *Inverclyde Leisure*

Inverclyde Leisure is a 'company limited by guarantee', not having share capital and recognised by HMRC as having charitable status. In October 2001, the Trust was asked to take responsibility for the management and delivery of Inverclyde Council's sport and recreational services.

The Leisure Trust works in close partnership with Inverclyde Council and other internal and external agencies in order to develop the highest possible service for residents and visitors to Inverclyde and so to ensure the Trust's Mission Statement is implemented.

The Council's Community Facilities transferred to Inverclyde Leisure in April 2010 and discussions are ongoing regarding the transfer of some of the new Leisure Facilities to Inverclyde Leisure.

#### 5.30 *Inverclyde Community Health Care Partnership (CHCP)*

The Council approved the move towards the establishment of an integrated Community Health and Care Partnership as part of the Management Restructure report in November 2009 which came into existence in October 2010. This latest development is leading to greater partnership working and efficiencies.

The CHCP has a combined budget of over £120 million.

Proposals by the Scottish Government for greater integration of Health and Social Care have been consulted upon and the results are awaited.

## **6.0 Key Organisational Issues**

- 6.1 The Council has 3 specific Corporate Improvement Groups two of which are chaired by the Corporate Director, Environment, Regeneration & Resources and one by the Corporate Director Education, Communities & Organisational Development.
- 6.2 The first Corporate Improvement Group is the Modernisation EIG. This group coordinates the main Modernisation projects including Mobile/Home Working, Electronic Document Management, Customer Services Development and Back Office Shared Services.
- 6.3 The second CIG is the Asset Management Planning CIG . In addition to reviewing progress in respect of the Office Rationalisation AMP and Depot AMP, it reviews overall progress in respect of the School Estate Management Plan and Capital Programme. This group is supported by the Capital and Asset Management Sub Group which is chaired by the Head of Property Assets and Facilities Management.
- 6.4 The third CIG is the Performance CIG which meets on a regular basis to develop and deliver the Strategic Planning and Performance Management Framework.

## **7.0 Financial Management**

### *Corporate Governance*

- 7.1 The Council positively promotes the principles of sound corporate governance within all aspects of its activities.
- 7.2 Corporate governance is about the structures and processes for decision-making, accountability, controls and behaviour throughout the Council. It is based around key principles of openness, equality, integrity and accountability.
- 7.3 The fundamental principles of corporate governance should be reflected in the various dimensions of Council business, including;
- Ensuring a community focus underpins the Council's vision and priorities;
  - Ensuring the effective delivery of local services on a sustainable basis;
  - Establishing effective management structures and processes which include clearly defined roles and responsibilities for officers;
  - Developing and maintaining effective risk management systems that form part of the Council's strategic decision making process;
  - Ensuring high standards of propriety and probity in the stewardship of the Council's funds and the management of the Council's affairs;
  - A commitment to openness in the Council's affairs and the provision of full, accurate and clear information to all stakeholders.
- 7.4 The Financial Regulations approved in October 2011 are an essential component of the corporate governance of the Council.
- 7.5 The Chief Financial Officer has been designated as "the proper officer" and is responsible for advising the Council on all financial matters.
- 7.6 The Financial Regulations are designed to facilitate the smooth running of the Council, protect its interests and the interests of members and officers, and ensure the proper administration of all the Council's financial affairs, including, Partnerships, Trading Accounts, The Common Good and Sundry Accounts.
- 7.7 Head Teachers must also comply with the Financial Regulations, with the exception of virement which is defined in the Devolved Management of Resources Scheme.

### *Roles and Responsibilities*

- 7.8 It is important to set out clearly the roles and responsibilities of the key parties involved in the Financial Strategy and the management of overall financial resources of the Council.

### *Elected Members*

- 7.9 Elected Members, through Full Council and Committees are responsible for considering and approving budgets and the Financial Strategy for the Council. Approved budgets must be financially balanced and demonstrate value for money and sustainability.

- 7.10 Throughout the year Committees receive reports which allow progress against approved budgets to be scrutinised. All members should receive appropriate training in the areas of Financial Strategy, Local Government Finance and key specialist areas such as Treasury and Risk Management.

*Corporate Management Team*

- 7.11 The Chief Executive and Corporate Directors form the CMT, chaired by the Chief Executive, who are responsible, individually and collectively, for ensuring effective financial management across the organisation.
- 7.12 Budget Holders they are responsible for the budgets delegated to deliver the services within their Directorate in line with the priorities of the Council. Whilst they may delegate this responsibility within their Directorate they remain accountable in exercising overall financial control.
- 7.13 The CMT have a specific meeting each month to consider corporate financial matters including employee costs, key budget lines and work stream savings progress.

*Chief Financial Officer*

- 7.14 The Chief Financial Officer has a statutory role to ensure appropriate arrangements are in place for the proper administration of the financial affairs of the Council. He has the authority to comment on any financial decision and advises CMT, Chief Executive and Elected Members on all financial matters.

*Heads of Service*

- 7.15 Heads of Service are individually responsible for ensuring that the services within their remit are delivered in line with the agreed policy, and support the strategic direction of the Council. As Budget Holders they are responsible for the budgets delegated to them to deliver their service in a manner which demonstrates value for money in line with the priorities in the Corporate Plan.

*Budget Managers*

- 7.16 Responsibility for budgetary control lies with the Corporate Directors, as delegated budget holders, their Heads of Service and Service Managers. In recognition of the need to ensure budget holders are appropriately supported and trained, Finance Services has recently delivered training to all Heads of Service and Managers on Financial Governance and budgetary control issues.

*Financial Support to Services*

- 7.17 The Council agreed in November 2009 to a fundamental change in the way financial support and advice is delivered to Directorates. The approved "Hub and Spoke" model means each Directorate has a dedicated Principal Accountant who, assisted by a team of Finance Officers, prepares and monitors the Directorate budget as well as providing a full range of financial advice to the Directorate.

*Internal Audit*

- 7.18 Internal Audit provide assurance to Elected Members, the Chief Executive and management that the internal processes of the Council are being managed appropriately in line with the overarching policies and outcomes are being delivered in an efficient and effective manner.

### *External Audit*

- 7.19 The role of External Audit is to provide assurance to the Auditor General and the Accounts Commission that the Council has spent public money properly to deliver outcomes in an efficient and effective manner. They also provide assurance to the Elected Members, the CMT and general public that the Council's performance is reported in accordance with the extant financial standards and presents a fair account of the Council's activities.

### ***Managing the Budget***

- 7.20 Committees receive five budget monitoring reports throughout the year. These are jointly prepared by the Chief Financial Officer and the relevant Corporate Director.
- 7.21 The Corporate Management Team receive and discuss a budget overview every month covering key budget lines, employee costs, earmarked reserves, progress on the approved saving workstreams and key projects with financial implications.
- 7.22 All Services receive detailed budget information every month from their Directorate Finance Team and in addition have access to real time information held on the Council's Finance Management System.

## **8.0 Financial Outlook**

- 8.1 Key financial issues are known or anticipated events and activities that have to be addressed within overall financial resources in the short-term (within 3 years), medium-term (within 3–8years) or long-term (over 8 years).
- 8.2 Events and activities include efficiencies, planned savings, changes to service priorities and delivery, and known potential pressures. The financial impact of an event or activity may be one-off, recurring or time-limited.
- 8.3 The Council is due to receive Revenue Grant/Non-Domestic Rates Income of £173.078 m in 2012/13.
- 8.4 When the Council's own projection of Council Tax Income based on 96.7% collection rate is added (£33.022m) then the income for the Council in 2012/13 is projected to be £206.1m.
- 8.5 The Financial Strategy runs up to 2019/20 and beyond in terms of identifying potential issues, but the revenue forecasts are limited to the period which can be reasonably forecast, 2012/13-2015/16.
- 8.6 Some assumptions have had to be made for 2012/13 - 2015/16 given the lack of detailed information for future years on inflation and the continuing economic uncertainty.
- 8.7 The level of resources available to the authority to fund its revenue expenditure is also dependent on Council Tax. The Financial Strategy shows no increase over 2012/16.
- 8.8 The Council has agreed a Reserve Strategy which requires a minimum unallocated General Fund Reserve of 2% of turnover. This equates to £4.0 million. The overall position of the Reserves shown in Appendix 7 and has been updated to reflect the latest projections.
- 8.9 The projected budget position in the short to medium term, is set out in the following tables and notes for both revenue and capital. Details of the short, medium and long-term issues identified in consultation with Services are contained at Appendices 1, 2 and 3.

Table 3

Finance Strategy - November 2012

	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
	<u>£m</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Base Budget for Prior Year	206.388	206.100	204.895	203.823
<b><u>UPLIFTS FROM PRIOR YEAR</u></b>				
<b><u>Inflation (Note1)</u></b>				
Pay Inflation (2.0% from 2013/14)	-	2.130	2.130	2.130
Other Inflation	1.600	1.960	1.960	1.960
Income	-0.153	-0.158	-0.162	-0.166
	<u>1.447</u>	<u>3.932</u>	<u>3.928</u>	<u>3.924</u>
<b><u>Council Priorities (Note 2)</u></b>				
School Estate- Unitary Charge Grant	0.692	-	-	-
Capital Programme Impact	0.200	-	-	0.100
	<u>0.892</u>	<u>0.000</u>	<u>0.000</u>	<u>0.100</u>
<b><u>Pressures (Note 3)</u></b>				
Corporate Pressures (movement)	0.634	1.970	1.070	1.020
Loan Charges	-0.390	-	0.150	0.300
	<u>0.244</u>	<u>1.970</u>	<u>1.220</u>	<u>1.320</u>
Savings/Adjustments Applied (Feb 2011/2012)	-6.924			
1% Savings Applied (Nov 2012 )	-	-1.138	-0.538	-0.088
Loan Charges Savings/Adjustments Applied	-	-0.750	-	-
Other Adjustments Applied	-	-1.742	-0.007	0.020
Workstream Savings	-	-2.687	-0.230	-0.516
	<u>202.047</u>	<u>205.685</u>	<u>209.268</u>	<u>208.583</u>
<b><u>Funded by: (Note 5)</u></b>				
Revenue Grant/NDR Income	173.078	171.873	170.801	169.701
Council Tax Income	33.022	33.022	33.022	33.022
	<u>206.100</u>	<u>204.895</u>	<u>203.823</u>	<u>202.723</u>
Annual Budget (Surplus/Deficit)	<u>-4.053</u>	<u>0.790</u>	<u>5.445</u>	<u>5.860</u>
Cumulative Savings Needed	<u>-4.053</u>	<u>-3.263</u>	<u>2.182</u>	<u>8.042</u>

**Finance Strategy Notes – November 2012**

**Note 1 Inflation**

a) <u>Pay</u>	<u>2012/13</u>	<u>2013/14</u>	<u>2014/15</u>	<u>2015/16</u>
Teaching	0	730	730	730
Others	0	1400	1400	1400
	<u>0</u>	<u>2130</u>	<u>2130</u>	<u>2130</u>

Note : Assumes that this will include any costs relating to the Living Wage and Increment.

b) <u>Other Inflation</u>				
Utlities	400	400	400	400
Landfill Tax	260	260	260	260
Contracts/Joint Boards.	940	1300	1300	1300
	<u>1600</u>	<u>1960</u>	<u>1960</u>	<u>1960</u>

c) Income - based on 2012/13 (2.5%) is estimated to be £158k 2013/14, £162k for 2014/15 & £166k for 2015/16



## Finance Strategy Notes – November 2012

### Note 2 Council Priorities

- a) School Estate - 2012/13 is the final year of increased Government Grant to fund the SEMP.
- b) Capital Programme Impact – A review of the Capital Programme Impact has resulted in no additional requirement for years 2013/14 & 2014/5, however, an increase is projected for 2015/16 for increased running costs arising from the Council's Capital Programme.

### Note 3 Pressures

- a) Corporate Pressures – 2012/13 figures reflect approvals from December 2010. 2013/16 reflects approvals from November 2012.
- b) Loan Charges Movement – 2012/16 figures reflect latest figures resulting from October 2012 review.

### Note 4 Approved Budget

- a) Reflects the recurring Approved budget ie: Before any contributions to or from Reserves.

### Note 5 Funded By

- a) Reflects 2012/15 Finance Settlement included in Scottish Government Circular 3/2012 and 1/2012. 2015/16 figure reflects an estimate based on 2014/15 reduction.

### Note 6 Workstreams

- a) This figure reflects Workstream savings not built into approved annual budgets and reflects latest review in November 2012.

**Cumulative savings 2013/16 are £8.042million on the assumption that all Workstream savings over that period are fully achieved.**

#### 8.10 *Other Short Term Revenue Issues*

Now that the Government has announced the Council's provisional Revenue Grant for 2012/15 it is intended that the Council sets a three year Revenue Budget covering 2013/16 in February 2013. This will help the Council manage the undoubtedly difficult issues which have to be addressed.

Equal Pay costs are a significant issue over coming months/years as the large number of outstanding claims are settled. The Council reviewed its Equal Pay provision as part of the 2011/12 Annual Accounts exercise.

#### 8.11 *Medium to Long Term Revenue Issues*

Looking beyond 2015/16 becomes increasingly difficult with uncertainty around the level of funding likely to be available.

By 2015/16 the incremental impact of most current major initiatives including Riverside Inverclyde, Leisure Strategy and the Schools Estate Strategy will have been fully incorporated the overall Budget.

Post 2015/16 the main issues impacting on the revenue budget will be:

- **Funding will be impacted by future population change/demographic shifts and any changes to the way local government in Scotland is funded.**
- **Welfare Reform changes will impact on DWP/Government income to the Council, Service demands on the Council and employee numbers in certain Council Services.**
- **Health/Social Care integration will be implemented over this period and whilst debate is on going regarding delivery models and governance the fundamental fact that there is not enough money to meet increasing demand remains.**
- **Pension costs influenced by the impact of the changes to LGPS and Teachers Pensions, plus costs associated with the Council resizing its workforce in order to balance its budgets over the period 2013/16.**
- **Costs associated with sustainability including waste disposal and recycling, energy and fuel costs and general procurement inflation due to increased global demand for raw materials.**
- **Overall global economic situation resulting in uncertainty around investment returns, inflation levels and further reductions in public sector funding.**

The fundamental issue for the Council is that at some point if the decline in population continues at the current pace then the area could become unviable as a unit of administration and this will have an associated impact on other services such as health, police and fire.

## 8.12 *Short to Medium Term Capital Projections*

The Council agreed a 3 year Capital Programme 2012/15 in February 2012.

In addition, the Council has already approved a significant level of Prudentially Funded capital projects including investment in schools, leisure, a new depot, rationalisation of offices, vehicles and a new Residential Children's Home.

The 2012/15 funding announcement confirmed an overall reduction in Government Funding and this will require a detailed review of the Capital Programme as part of the next budget.

The Council has agreed an asset disposal strategy on the premise that assets are not sold whilst the market continues to be depressed unless the Council is clear it can demonstrate Best Value is being achieved.

## 8.13 *Long-Term Capital Projections*

There is greater certainty around capital spend for the post 2015/16 period due to the fact that the School Estate Strategy will use well over 60% of projected capital grant for at least the next 15 years.

This will leave a relatively small amount for other projects which will be required to maintain the Council's existing infrastructure asset base i.e. Operational Properties, Roads, Lighting and ICT.

Given the difficult position the Council faces on capital expenditure, it is essential that future capital expenditure proposals are largely self – financing through the release of other capital assets, as well as delivering efficiencies which will secure ongoing revenue savings.

Unless there is a substantial increase in resources from the Government or alternative funding sources are identified then the Council will face significant challenges to have sufficient capital resources to maintain it's existing asset base for the foreseeable future.

**Table 4 – Capital Programme 2012/2016 (Medium Term Capital Projections)**

Table 4

<u>Expenditure/Projects by Committee</u>	<u>2012/13</u> <u>£m</u>	<u>2013/14</u> <u>£m</u>	<u>2014/15</u> <u>£m</u>	<u>2015/16</u> <u>£m</u>	<u>Totals</u> <u>£m</u>
Policy & Resources	1.44	1.49	0.57	0.57	4.07
Environment & Regeneration	16.28	29.81	10.40	5.72	62.56
Education & Communities (Exc School Estate)	2.33	2.28	4.13	0.93	9.67
School Estate	33.67	28.86	3.40	3.71	69.64
CHCP	0.88	0.14	0.00	0.00	1.02
	54.60	62.58	18.50	10.93	146.96
<u>Financed By</u>					
Government Grant	9.19	7.08	7.84	6.80	30.91
Sales/Contributions	0.71	0.80	0.22	0.77	2.50
Other Income	2.15	0.27	0.12	0.00	2.54
Revenue	4.08	8.31	1.78	0.43	14.40
Prudential Borrowing	31.01	39.11	10.63	2.65	83.25
Resources Carried Forward	9.35				9.35
	56.49	55.57	20.59	10.65	142.95
Shortfall in Resources					3.66

Notes

1. As per November P&R Committee updated for 2015/16 allocations.
2. Deficit of £3.66 million at end of 2015/16 is made up of £0.33 million planned cashflow deficit in SEMP plus £3.33 million shortfall in resources in the balance of the Capital Programme.

## **9.0 Treasury Management**

- 9.1 Inverclyde Council has adopted the CIPFA “Treasury Management in the Public Services – Code of Practice” which sets out good practice for treasury management governance. The Council complies with legal and regulatory requirements in relation to its Treasury Management activities and has appointed consultants to provide advice on Treasury Management issues, including technical issues and the formulation of views on interest rates.
- 9.2 In complying with the Code of Practice, the Council produces a Treasury Management Practices document which sets out how the Council will manage and control its Treasury Management activities. This document is submitted to Committee for approval every three years with approval also being sought for any amendments in the intervening period.
- 9.3 Some significant changes were made to the requirements for Treasury Management reporting following the implementation of the revised CIPFA Treasury Management Code of Practice in April 2010. This has resulted in the following:
- (a) An annual Treasury Management Strategy submitted at the start of the financial year and which includes the Council’s Prudential Indicators and covers issues such as the economic situation, the prospects for interest rates, and the Council’s borrowing and investment strategy for the coming year.
  - (b) A mid-year review of the Strategy which include details of the Council’s debt and investment position, activity undertaken during the quarter, and performance to date against the Council’s Prudential Indicators and agreed policy limits.
  - (c) An Annual Report for Treasury Management which is submitted to Members before the end of September each year and which advises Members of the Treasury Management activities during the previous financial year.

It should be noted that whilst all the above reports will go to the Policy & Resources Committee for initial scrutiny, all now require to go before the Full Council for approval.

- 9.4 The table on the next page shows the Council’s debt and investments position as at 30/9/12.

**Table 5 – Council’s Debt and Investment Position – 30/9/12**

The Council’s treasury portfolio position at 30/9/12 comprised:

		<b>Principal</b>		<b>Average Rate</b>
		£000	£000	
Fixed rate funding	PWLB	121,621		
	Market	51,000	172,621	4.02%
Variable rate funding	PWLB	0		
	Market	51,942	51,942	4.79%
<b>TOTAL DEBT</b>			<b>224,563</b>	<b>4.20%</b>
<b>TOTAL INVESTMENTS</b>			<b>85,127</b>	<b>2.29%</b>

## 10.0 Reserves

- 10.1 A key aspect of the consideration of the Financial Strategy is the position of the General Fund Reserves. A Reserves Strategy was agreed by Council as part of the 2008/09 Budget.
- 10.2 Reserves can be held for three main purposes:-
- A working balance to help cushion the impact of uneven cash flows - this forms part of General Reserves.
  - A contingency to cushion the impact of unexpected events or emergencies which also forms part of General Reserves.
  - A means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.
- 10.3 The Reserves Strategy seeks agreement that the core General Fund Reserve be maintained at a level of 2% of turnover. A turnover of approximately £200 million results in a core General Fund Reserve of £4.0 million. In the event that the Reserves are projected to fall below this level then Members must have a clear route for bringing Reserves back up to the level over the subsequent three financial years.
- 10.4 The Reserves Strategy is predicated on the continued use of earmarked reserves. In this way, earmarked reserves can be separated from the core General Fund Reserve which should allow Members to more transparently track the underlying reserves position.
- 10.5 For the main reserves/funds there should be a clear protocol on:
- The reason for/purpose of the reserve
  - How and when the reserve can be used
  - Procedures for the reserve's management and control
  - A process and timescale for review of the reserve to ensure ongoing relevance and adequacy

Within Inverclyde Council these main Reserves/Funds comprise; General Fund Reserve, Insurance Fund, Capital Fund and Repairs & Renewals Fund. The latest projected position is shown below.

- 10.6 (a) General Fund Core Reserves – This Reserve represents the Council's contingency for unforeseen/unquantifiable events. The level of the Reserve is recommended by the Chief Financial Officer and is reviewed on an annual basis as part of the Budget Process whilst the projected balance is reported to each Policy and Resources Committee. See Appendix 7.

Balance 31/3/12 = £10.8 million

- (b) Insurance Fund – The Insurance Fund balance is required to meet Insurance Liabilities not covered by external Insurance Policies. The balance on the Fund is reviewed every 3-5 years by an independent actuary who comments upon not only the balance of the Fund but also the on-going internal contributions to the Fund.

Balance 31/3/12 = £4.9 million

- (c) Capital Fund – The Capital Fund is a Fund into which Capital Receipt income can be paid and used to fund either capital investment or repay the Principal element of debt repayments. The balance and planned usage of the Capital Fund will be incorporated into the Financial Strategy. See Appendix 8.

Balance 31/3/12 = £1.7 million

- (d) Repairs & Renewals Fund – The Repairs & Renewals Fund consists of sums received from external parties or allocated directly from Council resources which are thereafter released on a phased basis to maintain specific assets. Use of specific allocations to the Fund is agreed at the time contributions are made and the overall position will be reported as part of the Financial Strategy. See Appendix 9.

Balance 31/3/12 = £0.6 million



## **11.0 Monitoring, Reporting and Review Processes**

- 11.1 The Financial Strategy should be a dynamic, relevant document and will be monitored on an ongoing basis by Finance - it will also be formally reviewed twice yearly, in May and then in November.
- 11.2 The formal review of the Financial Strategy will be reported to CMT and Full Council on a six monthly basis – there will also be capacity to review the Strategy as and when required, particularly when a new issue arises or the impact of major policy or initiative becomes clearer.
- 11.3 The Financial Strategy will only be revised if there are material changes to estimates, projections or policy which will have a financial impact however issues which may impact will be flagged up in the regular General Fund Budget reports to Policy & Resources Committee.
- 11.4 The deminimus level for a major impact requiring immediate review is 50% of the planned General Fund reserves, £2.0 million, subject to the opinion of the Chief Financial Officer.
- 11.5 The financial management principles and expectations have been communicated and are understood by all Chief Officers and budget holders.
- 11.6 The Financial Strategy has been drawn up with the full involvement of the CMT and, will be communicated throughout the organisation.

## 12.0 Risk Management

- 12.1 The Council has developed a Corporate Risk Register, Directorate Risk Registers and individual service risk registers where appropriate.
- 12.2 Further work has also been undertaken to develop a Risk Register for the Financial Strategy and the required actions to mitigate risks – these are set out in the table below.
- 12.3 The risk assessment below considers the risks to our financial position arising out of matters considered in this Financial Strategy and utilises the same methodology used for the Corporate, Directorate and Service Risk Registers.

<b>Risk</b>	<b>Management of Risk</b>
<p>The Financial Strategy does not reflect in financial terms the objectives set out in other strategic plans of the Council.</p>	<p>The Financial Strategy provides a high level overview of the various strategic plans the Council has signed up to – it acknowledges that there will inevitably be financial implications arising from the SOA and Community Plan but it is not possible to quantify all of these at present.</p> <p>The Financial Strategy will be updated as further information becomes available regarding these strategic plans.</p>
<p>The directorate planning process will identify a range of additional budget pressures over and above those currently considered in this Financial Strategy.</p>	<p>The Directorate Planning Guidance identifies that Directorate Plans should reflect the resources allocated – the need for additional resources to achieve a particular priority should be specifically identified via the Financial Strategy prior to the preparation of the Directorate Plan.</p>
<p>Forecasts within the Financial Strategy are not accurately determined or reviewed on a regular basis.</p>	<p>The Budget and Financial Strategy set out the expected levels of expenditure and income for the future. The forecasts are arrived at through careful consideration of historic trends and actual expenditure levels and any factors which may have an impact in the future.</p> <p>It also requires a degree of estimation and assumption, such as to calculate the impact of a perceived increase or decrease in future demand as a result of demographic changes or patterns of behaviour that have a socio-economic impact.</p> <p>Throughout the financial year, the Council regularly monitors its financial performance against its budgets and will revise them where necessary, subject to remaining within the agreed overall budget for the Council.</p>

<b>Risk</b>	<b>Management of Risk</b>
The savings workstream target over 2010/14 may not be achieved leading to more savings requiring to be taken from front line Services.	Individual workstreams are reviewed by lead officers on a monthly basis and reported to the CMT. In addition progress is reported to each Policy & Resources Committee. The recent review of workstream targets shows that the target will now be exceeded by £0.7 million.
Income budgets not achieved or become unsustainable.	Chief Officers are consulted on proposed increases in income budgets/fees and charges and have the opportunity determine the levels of individual charges to achieve the budgeted income target.  Equally, income budgets are monitored throughout the financial year and where a shortfall in income is anticipated, this is highlighted in reports to Committee.
The Council has insufficient capital resources to sustain capital commitments.	The Council has already identified through the Financial Strategy a reduced reliance on capital receipts and Government Grants in the medium term.  The combination of a poor settlement and economic instability mean that the Council has to focus on maintaining key infrastructure whilst utilising prudential borrowing for specific capital projects.
Bankruptcy of a major supplier or customer which could result in the Council having to pay twice for the same service or see artificially inflated prices if a replacement service needs to be obtained at very short notice.	The Council has reviewed its procurement process and a procurement manual has been developed which includes supplier financial appraisal at PQQ stage. This will ensure that the financial position of new contractors is vetted prior to ITT stage and entering into any large contracts.  Regular reviews of financial position are undertaken for key suppliers on an ongoing basis.
Legislative changes are not anticipated and the financial impact is not addressed through the budget process of Financial Strategy.	Chief Officers are required to highlight the impact of legislative changes through the strategic planning and budgeting process and the likely resource requirement.  In addition COSLA has a key role in assessing the financial impact of changes in legislation and lobbying for Councils to be funded appropriately.
Interest rates on borrowing may be higher than forecast.	Regular review of treasury management decisions. Prudent assumptions on likely interest rates have been incorporated into Financial Strategy. Borrowing is spread to reduce impact of short-term changes.
Reserves are required to cash flow unanticipated budget shortfalls and fall below minimum recommended level.	Reserve Strategy is in place which clearly states that these must be a clear route to bring reserves back up to the minimum level over the subsequent 3 financial years.
Large contracts are due to be re-tendered where costs are likely to be higher due to the current economic climate.	Assumptions have been built into the budget for increase in price of goods and services.

Revenue implications of capital programme/projects are not fully anticipated.	All capital projects identify revenue implications and link into Council priorities. All capital projects are subject to a robust approval process which includes a review of revenue implications.
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**Short-Term Issues (2013/14)**

The tables in Appendices 1, 2 and 3 have been developed through ongoing consultation with Directorates by the Chief Financial Officer to develop detailed knowledge of the issues to inform the Financial Strategy and future budget setting.

<u>Service</u>	<u>Issues Identified</u>	<u>Issues &amp; Potential Impacts</u>	<u>Action Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Corporate	Equal Pay	Provision for outstanding claims may not be sufficient and new groups may claim.	Provision in 2011/12 accounts revised and claims being progressed with large number of payments due December 2012.	Alasdair Moore	March 2013
	Police & Fire Reform	Budget adjustments implemented from April 2013 are not fully clarified and may have an adverse impact on Council budgets.	Receive updates from Cosla/Government and factor into 2013/15 budget,	Alan Puckrin	February 2013
	Council Tax Benefit Replacement	Council will have to fund shortfall in funding and implement new scheme.	Reported to Members, November 2012 and estimated impact factored into 2013/16 budget.	Alan Puckrin	November 2012
	Auto enrolling of Pension Fund Membership	Will increase employers contributions to Pension Fund	Reported to Members, November 2012 and estimated impact factored into 2013/16 budget.	Alasdair Moore	November 2012

Appendix 2

**Medium-Term Issues (2014/17)**

<u>Service</u>	<u>Issues Identified</u>	<u>Issues &amp; Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Corporate	Shared Services	Shared Services could require significant up front investment and could result in temporary reduction in Service quality.	Proposed to be a Workstream over 2014/17 with progress reported as required based on robust business cases.	John Mundell	From February 2013
	Reductions in other public sector partner's funding streams	As Public Sector funding reductions continue, partners are reducing their contributions to key Council priorities such as Riverside Inverclyde, CHCP etc.	Continue dialogue with partners & highlight issues via budget process	Aubrey Fawcett/Brian Moore	Ongoing
	Reduction in Council Funding	Government Funding over 2015/17 likely to be further reduced as recovery is delayed.	Await Scottish Government 2015/17 Figures and factor into revised Financial Strategy.	Alan Puckrin	December 2014
	Government needs to reduce Public Sector Borrowing	Prudential Borrowing Capping and cuts to Government Capital Grant will require revision of capital plans.	Rolling 3 Year Capital Programme developed annually. SEMP already reduced funding requirement from 2015/16.	Aubrey Fawcett/ Alan Puckrin	Ongoing
	Removal of key services from Council control.	Government could review Public Sector landscape which could result in loss of large parts of the Council remit and resultant impact on corporate viability.	Keep track of developments and report to Committee as required.	John Mundell	Ongoing
	Increased NI contributions for contracted out pensions	Whilst the Government has indicated that it does not intend to introduce this change at this point in time, the estimated annual cost is over £1 million.	Keep an eye on developments and report to Committee as required.	Alan Puckrin	Ongoing
	DWP Reform Agenda	Move of Benefit Processing to DWP from Council will impact on current employees and service design. Reductions in benefit payments will impact across various Council Services.	Being monitored at a national level. Welfare Reform Project Board set up and reports to CMT and Policy & Resources Committee.	Alan Puckrin/Brian Moore	From June 2012

<u>Service</u>	<u>Issues Identified</u>	<u>Issues &amp; Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Social Care	Health/Social Care Integration	Likely implementation for, as a minimum, Elderly Care. Impacts on Governance/Funding could be significant	Monitor developments, report to relevant Committees. Factor into budgets at appropriate time.	Brian Moore/Alan Puckrin	Ongoing
	Ongoing Demographic demand pressures across many Social Care areas and on going drive towards Self-Directed Support and Independent Living	Continuing increased demand will put considerable pressure on "flat cash" budgets.	Ongoing review of Service Delivery models allied to clear prioritisation/charging policies.	Brian Moore	Ongoing
Regeneration & Environment	Waste Strategy	Significant cost increases expected in treating residual waste from 2016/17.	Monitor Waste Strategy and report to CMT/Committee at appropriate time.	Aubrey Fawcett / Ian Moffat	February 2015
	Reduction in Capital Programme post 2014/15	On completion of AMP, Secondary School SEMP and Leisure Strategy fee income for Property Services will drop considerably.	Review of likely impact complete and now liaising with HR on how this will be managed.	Aubrey Fawcett/Andrew Gerrard	By March 2016
	Asset Management Plan	Limited funding available for Roads AMP delivery.	Factor proposals into 2013/16 budget.	Aubrey Fawcett/Ian Moffat	February 2013
	Riverside Inverclyde	Scheduled end of Riverside Inverclyde in 2017 requires fundamental review of future direction and resourcing	Consultants commissioned for mid-term review of delivery. Reports to Committee as required.	Aubrey Fawcett	February 2013
Education & Communities	School Estate Management Plan	Reduced Capital resources and corporate cost pressures may make current timescales for delivery of SEMP unachievable.	Six monthly review of all aspects of SEMP to continue. Recent review reduced reliance on Capital Grant by £0.5 million and delivered Loan Charges saving.	Albert Henderson/ Alan Puckrin / Andrew Gerrard	Ongoing

**Long-Term Issues – Post 2017**

<u>Service</u>	<u>Issues Identified</u>	<u>Issues &amp; Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Corporate	Depopulation and Change of Demographics	Continued loss of grant income, over provision of infrastructure. Viability of area under threat.	Key policy priority identified in SOA and Community Plan.	CMT	Ongoing
	Potential changes to funding of Local Government	Major constitutional uncertainty and ongoing Council Tax freeze have the potential to have a major impact on role/funding of Councils.	Monitor National developments and report as required.	John Mundell/Alan Puckrin	Ongoing
Social Care	Increase in number of Elderly and Adults with Learning Difficulties and resource implications of policy direction of Independent Living and Self Directed Support.	Significant costs associated with reshaping, expanding delivery models.	Develop as part of CHCP remit.	Brian Moore	Ongoing
Regeneration & Environment	Global Warming/Climate Change leading to rising sea levels	Significant impact on Council area with increased flooding and expenditure on sea defences.	Flood Plan to be developed to include this issue.	Aubrey Fawcett	Ongoing
	Closure of major local employer	Could further increase rate of depopulation and would significantly impact of areas regeneration efforts.	Regular review of the Economic Strategy and how it will be delivered.	Aubrey Fawcett	As required
	Long term investment in Roads/Lighting infrastructure	Lack of long term increased investment will lead to limited improvement in infrastructure.	Officers to look at radical funding and delivery models to free up resources.	Aubrey Fawcett/Ian Moffat	March 2015



<u>Service</u>	<u>Issues Identified</u>	<u>Issues &amp; Potential Impacts</u>	<u>Action to be Taken</u>	<u>Responsible Officer</u>	<u>Timescale to report back</u>
Education & Communities	Waterfront Leisure Complex	By 2017 the Waterfront Leisure Complex will be 20 years old and significant investment will be required.	Prepare options for Members with sufficient lead in time. Potential proposals developed as part of current budget	Albert Henderson / Andrew Gerrard	2015

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## Current Profile

## Appendix 4

### Riverside Inverclyde Funding Profile 2006/7 → 2016/17

<u>Year</u>	<u>Revenue £000</u>	<u>Capital £000</u>	<u>Other £000</u>	<u>Total £000</u>
To 31/03/08	1,772	700	1,878	4,350
2008/9	1,840	85	1,112	3,037
2009/10	1,513	-	-	1,513
2010/11	2,100	-	-	2,100
2011/12	2,100	-	-	2,100
2012/13	1,900	-	-	1,900
2013/14	1,600	-	-	1,600
2014/15	1,600	-	-	1,600
2015/16	1,500	-	-	1,500
2016/17	1,500	-	-	1,500
Gourock Redevelopment	-	-	1,100	1,100
PG Town Centre	-	-	500	500
Gourock - 1 way system	-	-	1,000	1,000
Area Renewal Fund	-	-	200	200
	<b>17,425</b>	<b>785</b>	<b>5,790</b>	<b>24,000</b>

In addition to the £24 million the Council will provide an additional £3.1 million towards the two major projects at Gourock (£2.6 million) and Port Glasgow Town Centre (£0.5 million) over 2012/15.

AP/LA  
16/11/2012

Oct-12

Undated Version

School Estate - Earmarked Reserves

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Earmarked Reserve b/fwd	1,609	2,747	2,257	2,182	1,973	2,087	2,191	2,189	2,152	2,262	2,321	2,068	1,792	2,045	2,339	2,648	2,976	3,285
Available Savings added (a)	4,167	4,417	4,654	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,752	4,817	4,817	4,817	4,817
Extra Financing (b)	3,310	3,310	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320	3,320
Prudential Schools Loan Charges (c)	-2,635	-3,762	-4,407	-4,428	-4,433	-4,438	-4,443	-4,448	-4,453	-4,458	-4,463	-4,468	-4,473	-4,478	-4,483	-4,488	-4,493	-4,498
Unitary Charge Payment (d)	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042	-9,042
Unitary Charge Inflation Element (e)	-238	-490	-753	-1,025	-1,309	-1,604	-1,910	-2,229	-2,561	-2,906	-3,265	-3,638	-4,026	-4,430	-4,850	-5,286	-5,740	-6,212
Unitary Charge Funding from Inflation Contingency	238	490	753	1,025	1,309	1,604	1,910	2,229	2,561	2,906	3,265	3,638	4,026	4,430	4,850	5,286	5,740	6,212
One Off Costs (f)	-284	-1,143	-466	-644	-308	-305	-397	-419	-258	-295	-592	-601	-57	0	-35	0	0	0
Extra Revenue Repairs (g)	-474	-366	-230	-263	-271	-279	-288	-296	-305	-314	-324	-333	-343	-354	-364	-375	-389	-401
Unitary Charge RSG	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096	6,096
Written Back to General Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earmarked Reserve c/fwd	2,747	2,257	2,182	1,973	2,087	2,191	2,189	2,152	2,262	2,321	2,068	1,792	2,045	2,339	2,648	2,976	3,285	3,577

(a) Per figures 11/12 Budget - includes additional Clydeview savings and Port Glasgow Denominational PS remaining open. Full review of Janitors and Cleaning savings for new rates included. Reduced by £30k in 12/13 for PPP School Refuse Collection.

(b) Per 2008/9 budget and £1 million for Shared Campus approved Feb 2009 plus £160k for St Laurences refurbishment and compensating loan charges for receipts transferred to the Capital Fund. Saving of £210k from 2014/15.

(c) Assumes Inverclyde Academy, Newark Primary, Shared Campus and St Laurences refurbishment are Prudentially funded. Uses a pool fund rate of 4.5% from 2011/12.

(d) Based on Actual Unitary Charge at Jan 2011 RPI of £8.842 million plus £200k contingency.

(e) Base at Jan 2012 RPI. Assumes 2.7% annual inflation (4% RPI discounted by factor of 1.5)

(f) After 2026/27 one-off costs cease. Includes £27k for IT Technician in 2013/14 only.

(g) Increased Revenue Repairs. £500k added for Primary School Repairs - £250k in 2012/13 and £250k in 2013/14.

**Finance Strategy**  
**Leisure Strategy**

## Leisure Strategy - Financial Implications

Capital	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Total £'000
Ravensraig Stadium	104	28	1,357	251	62	0	1,802
Parklea Pavillion & Stadium	278	1,220	3,239	373	147	0	5,257
Rankin Park Sports Centre	110	158	94	476	850	50	1,738
Nelson St Sports Centre Refurbishment	0	0	42	508	51	0	601
South West Library Refurbishment	0	0	138	143	15	0	296
Wellington Community Facility	0	0	0	0	600	100	700
Gourcock Park Amphitheatre & DDA Works	217	99	3	4	0	0	323
Broomhill/George Road Pitches	960	50	2	0	0	0	1,012
Broomhill Park	0	187	10	2	0	0	199
Gourcock Swimming Pool	37	137	1,070	869	53	0	2,166
Birkmyre Drainage	0	0	0	14	2	0	16
Contribution to Battery Park Pitch Replacement	0	0	0	58	10	0	68
Indoor Bowling Refurbishment	0	0	142	10	0	0	152
Waterfront Ice Rink	0	0	0	0	100	0	100
Unallocated Balance	0	0	0	0	154	0	154
<b>Total</b>	<b>1,706</b>	<b>1,879</b>	<b>6,097</b>	<b>2,708</b>	<b>2,044</b>	<b>150</b>	<b>14,584</b>

## Notes

- a Allowance in overall Finance Strategy for up to £200k of increased revenue costs from 2012/13.  
 b Leisure Strategy partly funded by Sports Scotland Grant of £1m (£0.5m 2011/12, £0.317m 2012/13, £0.183m 2013/14)  
 c Rankin Park 5-a-side facility is not progressing, this was to be fully funded by a contribution from Inverclyde Leisure.

Finance Strategy  
General Fund "Free" Reserves  
2012/16 Balance Projection

	<u>2012/13</u> <u>£000</u>	<u>2013/14</u> <u>£000</u>	<u>2014/15</u> <u>£000</u>	<u>2015/16</u> <u>£000</u>
1/ Starting Balance	10,821	17,634	13,622	12,322
2/ Budgeted Contribution to Reserves (Note 1)	4,553	3,263	0	0
3/ Planned Use of Reserves (Note 2)	(3,875)	(7,275)	(1,300)	0
4/ Write Back to Reserves (Note 3)	4,127	0	0	0
5/ Projected Surplus(Deficit)	2,008	0	0	0
	<u>17,634</u>	<u>13,622</u>	<u>12,322</u>	<u>12,322</u>

RSG/NDR/Council Tax will be £200 million from 2013/14. Recommended minimum level of reserves is 2% / £4.0 million.

Notes:

- 1/ 2013/14 Figure is based on surplus reported to November Policy & Resources Committee.
- 2/ Represents decisions taken to allocate £12.45 million as part of the 2012/13 Budget and based on latest phasings.
- 3/ Relates to former Landfill Tax Penalty reserve. Government has confirmed that they will not be imposing penalties.

AP/CM  
16/11/12

**Finance Strategy**  
**Capital Fund**

Appendix 8

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Balance B/fwd	(1,733)	(1,850)	(1,827)	(1,829)	(1,946)	(3,989)	(3,866)	(3,740)
Additions (Estimate)	(100)	(340)	(565)	(3,681)	(2,606)	0	0	0
Interest (Estimate)	(17)	(37)	(37)	(36)	(37)	(77)	(74)	(71)
Principal Repayments	0	400	600	600	600	200 c	200	200
Other Payments	0	0	0	3,000	0	0	0	0
<b>Balance at Year End</b>	<b>(1,850)</b>	<b>(1,827)</b>	<b>(1,829)</b>	<b>(1,946)</b>	<b>(3,989)</b>	<b>(3,866)</b>	<b>(3,740)</b>	<b>(3,611)</b>

Notes

a Estimated Receipts:

- 2012/13 AMP Receipt, Newark House
- 2013/14 AMP Receipts, includes Wellington Academy & 9 William St
- 2014/15 Kempock, £0.4m, AMP £0.165m (Strone Office, 32 Nicholson St)
- 2015/16 SEMP Receipts £3.631m, includes Barmoss Nursery, Ravenscraig, Kings Glen, Lilybank & St Gabriels Primaries & St Stephens High School

AMP receipts £0.05m, Dalrymple House

2016/17 SEMP Receipts, Greenock Academy, Highlanders

2016/17 Recovery of Scottish Enterprise Clawback, £0.731m

b £400k per Depot AMP from 2013/14, £200k SEMP from 2014/15

c From 2017/18 it was agreed that the £400k for Depot would be met from Riverside Inverclyde funding.

d Other Payments:

2015/16 £3.0m payment to fund Loan Charges, subsequent saving in Loan Charges will fund Voluntary Severence Trawl Earmarked Reserve.

**Finance Strategy**  
**Repairs & Renewals Fund**

Appendix 9

	2012/13 £'000	2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000
Balance B/fwd	(626)	(879)	(846)	(811)	(775)	(739)
Additions						
Inverkip Footbridge	(300)					
Maintenance Payments:						
Greenock Cut	14	14	14	14	14	14
Gallaghers/Port Glasgow Development	36	36	36	36	36	36
Inverkip Footbridge	3	1	2	2	2	6
Interest						
Greenock Cut	(3)	(6)	(6)	(6)	(6)	(5)
Gallaghers/Port Glasgow Development	(3)	(6)	(5)	(4)	(4)	(3)
Inverkip Footbridge	0	(6)	(6)	(6)	(6)	(6)
Balance						
Greenock Cut	(300)	(292)	(284)	(276)	(268)	(259)
Gallaghers/Port Glasgow Development	(282)	(252)	(221)	(189)	(157)	(124)
Inverkip Footbridge	(297)	(302)	(306)	(310)	(314)	(314)
<b>Balance at Year End</b>	<b>(879)</b>	<b>(846)</b>	<b>(811)</b>	<b>(775)</b>	<b>(739)</b>	<b>(697)</b>

**Finance Strategy**  
**Asset Management Plan - Offices**

	<u>2012/13</u> £000's	<u>2013/14</u> £000's	<u>2014/15</u> £000's	<u>2015/16</u> £000's	<u>2016/17</u> £000's	<u>2017/18</u> £000's
Earmarked Reserve Offices	1,182	1,437	1,487	1,624	1,745	1,963
Earmarked Reserve b/fwd	800	800	800	800	800	800
Additional Funding (Note d)	(97)	(92)	207	349	385	445
Available Savings/(Cost) Added (Note a)	(185)	(421)	(795)	(953)	(967)	(971)
Loan Charges (Note b)	(263)	(237)	(75)	(75)	0	0
Further One Off Costs (Note c)						
Net Saving/(cost) for year	255	50	137	121	218	274
Earmarked Reserve c/fwd	1,437	1,487	1,624	1,745	1,963	2,237

## Notes

- a Net Revenue Savings & Costs Excluding Loan Charges
- b Assumes an interest rate of 4.6%
- c Further One Off costs relate to the temporary appointment of an Asset Manager as well as costs for various decants, demolitions and rental of storage area.
- d £200k Workstream Savings applied against original £1m allocated funding from 2011/12.
- e Model reflects alterations as detailed in report to Environment & Regeneration Committee, 25th October 2012.



**Finance Strategy**  
**Asset Management Plan - Depots**

	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's
Earmarked Reserve Offices	310	673	1,177	1,159	1,136	1,113
Earmarked Reserve b/fwd						
Additional Funding (Note d)	500	900	900	900	900	900
Available Savings/(Cost) Added (Note a)	0	24	14	124	124	124
Loan Charges (Note b)	(73)	(401)	(932)	(1,047)	(1,047)	(1,047)
Further One Off Costs (Note c)	(64)	(19)	0	0	0	0
Net Saving/(cost) for year	363	504	(18)	(23)	(23)	(23)
Earmarked Reserve c/fwd	673	1,177	1,159	1,136	1,113	1,090

## Notes

- a Net Revenue Savings & Costs Excluding Loan Charges  
b Assumes an interest rate of 4.6%  
c Further One Off costs relate to the temporary appointment of an Asset Manager and increased rent at the Materials Recycling Facility  
d Additional funding made up of:
- |                                      |       |  |
|--------------------------------------|-------|--|
| Contribution from Zero Waste Fund    | £200k | From 2010/11   |
| Contribution from Revenue Budget     | £300k | From 2012/13, original £500k allocation reduced by £200k Workstream Saving |
| Contribution from Capital Fund       | £400k | From 2013/14 to 2016/17  |
| Additional Contribution from Revenue | £400k | From 2017/18, diversion of Riverside Inverclyde budget                     |

**Finance Strategy**  
**Vehicle Replacement Programme**

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Earmarked Reserve	0	173	215	187	177	105	18	(25)	(72)	(147)	(182)	(215)
Earmarked Reserve b/fwd												
Capital Requirements:												
Vehicle Purchases	388	436	848	2,970	566	1,679	673	875	3,070	458	311	444
Residual Value	(130)	(133)	(220)	(772)	(138)	(386)	(148)	(227)	(790)	(119)	(90)	(106)
Net Capital Requirement	258	303	628	2,198	428	1,343	525	648	2,280	339	221	338
Loan Charges	971	1,028	1,098	1,080	1,142	1,157	1,113	1,117	1,145	1,105	1,103	1,105
Additional Revenue Costs (Note a)		30	30	30	30	30	30	30	30	30	30	30
Loan Charges Funding Available	1,144	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100
Annual Funding Surplus/(Shortfall)	173	42	(28)	(10)	(72)	(87)	(43)	(47)	(75)	(35)	(33)	(35)
Earmarked Reserve c/fwd	173	215	187	177	105	18	(25)	(72)	(147)	(182)	(215)	(250)

a Additional running costs of Vehicle Tracking System

Notes