Inverclyde council

AGENDA ITEM NO: 4

Report To:	**Inverclyde Council**	**Date:**	**4th June 2015**
Report By:	**Chief Financial Officer**	**Report No:**	**FIN/42/15/AP/CM**
Contact Officer:	**Alan Puckrin**	**Contact No:**	**01475 712223**
Subject:	**Financial Strategy 2015/2023 - Update**		

1.0 PURPOSE

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

2.0 SUMMARY

2.1 The six month review of the Financial Strategy has been undertaken and takes into account the approved 2015/17 Budget, a review of all funding models included in the Appendix and the latest information from the UK and Scottish Governments.

2.2 It can be seen from table 3 in paragraph 8.8 that the Council has reduced the revenue funding gap over 2015/17 of £12.02 million by £8.72 million, leaving £3.3 million to be achieved in 2016/17. In addition it should be noted that there is an initial funding gap of £9.3 million for 2017/18.

2.3 Table 5 in paragraph 8.14 shows that overall the Council has a £0.33 million surplus on its 3 year capital programme. This reflects decisions taken at the February 2015 Council meeting.

2.4 All the other appendices and tables have been updated as follows:

Appendix 4 – Riverside Inverclyde – this has been updated and reflects the Joint Operating Plan.

Appendix 5 – School Estate Management Plan – this reflects the latest phasings and decisions and remains affordable based on the assumptions made.

Appendix 6 – General Fund Reserves – this reflects the decisions taken as part of the 2014/16 budget and latest 2015/16 grant settlement estimates.

Appendix 7 – Capital Fund – this reflects the latest review of receipts.

Appendix 8 – Repairs and Renewals Fund – this reflects the position including the latest 2014/15 year end projections.

Appendix 9 – AMP – this reflects the latest projected figures taking into account latest information and decisions including a review of the timing of loan charges and the application of savings agreed by the Council.

Appendix 10 – Vehicle Replacement Programme – reflects latest information and budget savings including savings from Vehicle Tracking.

Appendix 11 – RAMP – shows the five year planned investment of £29 million.

Appendix 12 – This Appendix illustrates how the Council intends to address a significant loans charges funding pressure between 2016/17 and 2021/22.

Appendix 13 – This is a new Appendix and provides a medium/longer term initial projection of the recently approved City Deal programme from both a revenue and capital perspective.

2.5 Section 12 reflects the identified risks to the Financial Strategy and mitigating actions whilst Appendices 1 to 3 highlights the major short / medium / long term issues the Council needs to be aware of which could materially impact on the figures presented. A significant issue added to the Medium Term issues is the potential impact on the Council budget of the inclusion of some Acute Hospital budgets within the HSCP budget.

2.6 Overall the Financial Strategy confirms the significant challenges facing the Council in coming years and it will form the basis of the 2016/18 Budget Strategy.

2.7 The Corporate Management Team have contributed to and approved the content of the revised Financial Strategy.

3.0 RECOMMENDATIONS

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

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

4.1 The Financial Strategy requires to be reviewed twice per year and reported to the Full Council. This is done in June and December each year.

5.0 CURRENT POSITION

5.1 The Strategy has been updated to reflect latest information as detailed in Section 2 of this report and confirms that the Council is projected to have a surplus on the 2015/16 Revenue Budget of £2.6 million whilst temporarily using £3.3 million of reserves to balance the 2016/17 budget.

5.2 All models in the Appendices have been reviewed and all remain affordable.

5.3 Appendices 1-3 outline the short, medium and long term challenges which the Council requires to consider when agreeing future budgets.

6.0 IMPLICATIONS

Finance

6.1 The Financial Strategy is the key document for the Council's financial planning and links into other strategic strategies and plans. Given the financial challenges which lie ahead then the importance of regular reviews of the document increases.

<u>Financial Implications:</u>

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

6.2 There are no specific Legal issues arising from the report.

Human Resources

6.3 There are no specific Human Resources issues arising from the report

Equalities

6.4 There are no specific equalities issues arising from the report

Repopulation

6.5 Having medium term financial plans which realistically reflect the pressures and opportunities faced by the Council and the communities it serves will help build confidence in the area and contribute to the Repopulation agenda.

7.0 CONSULTATIONS

7.1 The Financial Strategy has been produced after consultation with and input from the CMT and other relevant Officers.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Inverclyde council

Financial Strategy

2015/16 – 2022/23

June 2015

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1.0 Foreword

This latest revision of the Council's Financial Strategy has been undertaken at a time of continued financial austerity and constitutional uncertainty.

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 Plans;**
- **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 2015/18 period, given the impact of the economic downturn on public sector expenditure, will be to stay within the approved revenue budget and deliver a capital programme that continues to maintain a high level of investment in key infrastructure.

There is no doubt that setting the 2015/17 budget generated options that required difficult decisions. One of the main challenges faced by the Council was therefore forward planning, preparatory investment and a sufficient lead in period prior to implementation of both savings and investment.

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 has also approved a coherent, corporate policies to charging and income generation – including 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, The City Deal, Asset Management Strategy and the School Estates Management Plan are locked down.

We also need to ensure that the Financial Strategy continues to support the Corporate Statement directly, 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 in the Single Outcome Agreement, Corporate Statement, and is an integral part of the Corporate Directorate Improvement Plans.

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 twenty years) is a vital component of decision making.

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 resource deployment.

2.8 The Strategy covers the period 2015/18 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 is reviewed regularly so that the Council can respond proactively to any such changes.

2.10 The inclusion of information in the Financial Strategy 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. This allows services to plan ahead, taking into account the resources available and proactively identify opportunities to achieve efficiencies or secure alternative funding sources. This process also encourages the development of joint resourcing opportunities within the Inverclyde Alliance.

3.0 Financial Summary

3.1 On 19 February 2015 the Council agreed the 2015/17 Revenue Budget which included the temporary use of £3.3 million from Reserves to balance the 2016/17 Budget.

3.2 The same meeting also approved the 2015/18 Capital Programme which took into account the latest Government Grant settlement information.

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

	2015/16 £million
General Fund Revenue Budget	199.961
Financed by	
Government Grant (Including NDR)	(169.201)
Council Tax	(33.347)
Approved Contribution to General Reserve	(2.587)
Capital Programme (2015/16)	
Approved Spend	33.25
Financed by	
Government Grants	12.3
Capital Receipts	0.77
Other Grants/CFCR etc	7.42
Prudential Borrowing	14.62
Resources Carried Forward from prior year	8.30
Surplus Resources	10.16

4.0 Overall Economic Position

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. These figures have been revised on a number of occasions and the Autumn 2013 Statement projected figures to 2018/19 which is when fiscal balance is now projected to be achieved.

4.2 The following table illustrates the impact of the UK Governments austerity plans. It can be seen that due to increases in Benefits & Pensions arising from the pension "triple lock" guarantee and increases in unemployment payments that investment in Public Services is dropping in cash and real terms.

Total % change in UK Public Spending 2010/11-2018/19

	Cash Terms	Real Terms
Total	11.8	-3.9
Benefits & Pensions	34.5	18.8
Public Services	-7.8	-23.5

4.3 Within Public Services funding for NHS, Schools and International Aid have been protected meaning that for many other areas the cuts are much deeper than the almost 25% cuts indicated above.

4.4 The impact of the recent UK election is not factored into the figures although what is clear is that the focus on reducing the deficit will offer little respite from the position outlined in this section.

The Scottish Context

4.5 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 cash as well as real terms for the period to 2019.

4.6 In April 2014 Cosla Leaders agreed that the 2015/16 Grant settlement be based on the latest updated indicators. Confirmation was received in December 2014 from the Government of the actual 2015/16 Grant figures.

4.7 The following analysis based on the latest information from Fiscal Affairs Scotland outlines the latest position:

- Over the period 2009/10 – 2018/19 there is expected to be an overall cash cut of 5% and a real terms cut of almost 20%. By 2015/16 the real terms cut is 10% ie: approximately 50% of the cuts have been delivered.
- Continued protection of the NHS will result in cuts to non-protected areas averaging 30% over the period.
- Whilst austerity could be tempered if the Scottish Government uses it's increased borrowing and taxation powers there is little indication that the Government is prepared to increase taxes to materially increase day to day spending and as such it's relatively steep decline looks set to continue. .
- This general picture looks set to continue until at least 2018/19 regardless of the political circumstances and regardless of the impact of the Smith Commission recommendations.

4.8 The following table shows the projected movement in the Scottish Budget over the period 2015/19:

	2015/16 %	2016/17 %	2017/18 %	2018/19 %	Annual Average
Block Grant Cash	+1.4	-2.0	-2.7	-	-0.8%
Block Grant Real	-	-3.8	-4.7	-1.9	-2.6%

For Councils, based on continued above inflation increases in NDR but no increase in Council Tax, the average annual real terms reduction is nearer 2.0%. It is important to note that it is becoming questionable whether the NDR assumptions are sustainable and this may increase the cut in funding for Local Government.

4.9 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.

4.10 Based on the above figures and estimated budgetary pressures it is estimated that the Council faces a £23.8 million funding gap over the 3 year period 2017/20. This equates to approximately 12% of the 2015/16 Revenue Budget and is shown in more detail at 8.12.

4.11 The latest population projections produced by the National Registrar of Scotland continue to show Inverclyde as the fastest depopulating area in Scotland over the next 25 years. Whilst officers believe these projections to be unduly pessimistic, they do highlight the challenges faced by the area in the medium to long term.

4.12 The Scottish Bill received Royal Assent on 1st May 2012 and has been described as the largest transfer of financial powers to Scotland since the creation of the UK. The main provisions are:

Income Tax – A new Scottish Rate of income tax to be in place from April 2016. Income Tax to be reduced by 10% and thereafter the Scottish Parliament will set a rate of income tax.

Capital Borrowing – A new £2.2 Billion capital borrowing power to be in place by April 2015. The maximum new borrowing per year will be limited to around £300 million.

Short Term Borrowing – A limit of £0.5 Billion for short term borrowing to be in place to help manage volatility in tax receipts.

Stamp Duty/Land Tax/Landfill Tax – These taxes are now fully devolved and are levied and collected in Scotland effective from April 2015 (and administered by Revenues Scotland).

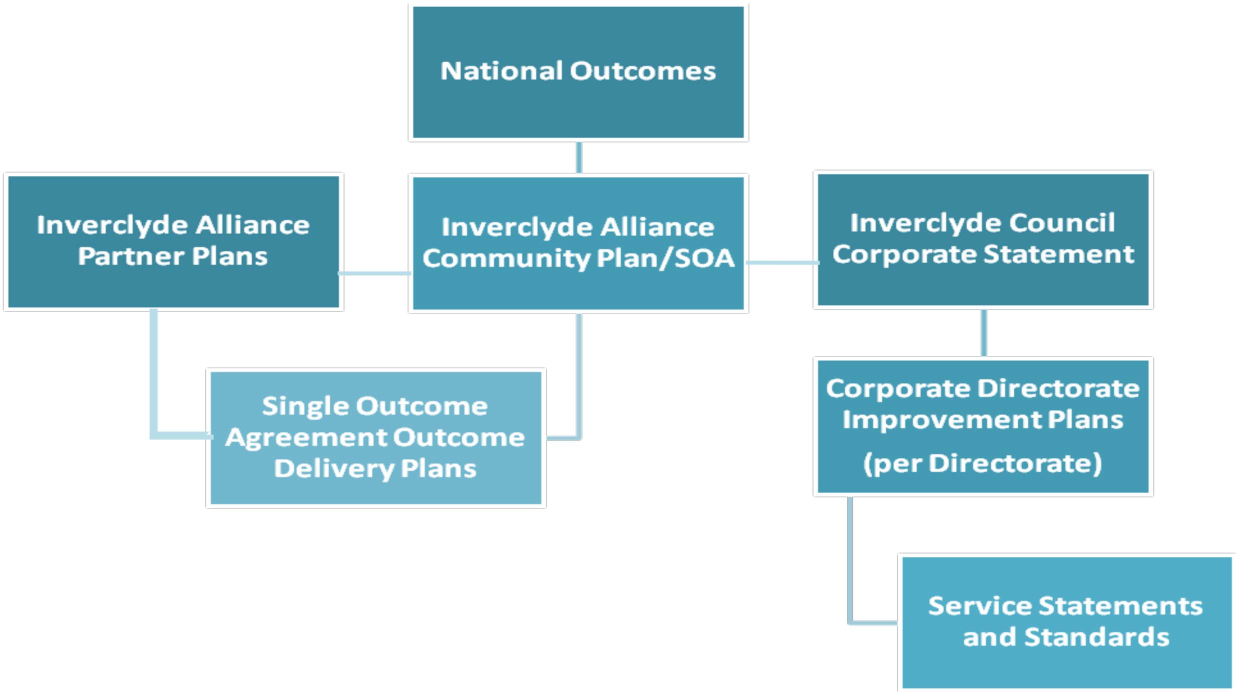
New Taxes – A wider power to introduce new taxes (subject to agreement with the UK Government).

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. 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 was subject to a minor review in 2013 to match guidance 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 wellbeing indicators (as set out in the SOA, see below in 5.5) to help better understand their impact on a crosscutting basis.

- The **Corporate Statement** 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
- Successful Communities
- 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.

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 a number of improvement actions which have been developed from the Quality Assurance of the SOA including the need to develop a process to identify how partners are shifting planning and resources to early intervention and measuring success on reducing demand, costs and releasing savings. The Council is working to establish a picture of resource deployment in the context of the SOA and will work with partners to try to capture the picture across all involved agencies.

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 Census the population for Inverclyde was 81,485, a decrease of 3.2% from 84,200 in the 2001 census. The most recent population estimates set out Inverclyde's population for 2014 at 79,860, a decrease of 0.6% from 80,310 in 2013. The population of Inverclyde accounts for 1.5% of the total population of Scotland.

In Inverclyde 13,301 (16.7%) of the population are aged 16 to 29 years. This is smaller than Scotland where 18.3% are aged 16 to 29 years. Persons aged 60 and over make up 25.9% of Inverclyde. This is slightly larger than Scotland where 24% 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 By 2037 the population of Inverclyde is projected to be 65,014, a decrease of 19.4 per cent compared to the population in 2012. The population of Scotland is projected to increase by 8.8 per cent between 2012 and 2037.

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 31.6 per cent over the 25 year period.

5.16 In the SIMD 2004, Inverclyde, locally, had 32.7% of data zones in the most deprived 15% of all data zones, however by 2006, this had increased to 38.2% . In 2009, the percentage of datazones in the most deprived 15% remained static at 38.2%, but increased in the 2012 SIMD release to 40.0%. Inverclyde's national share of the 5% most deprived data zones has increased from 1.8% in 2004 to 5.2% in 2009, but reduced to 4.3% in 2012. Locally, Inverclyde has the second highest concentration of employment deprivation and health deprivation in Scotland and the third highest 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 will reduce in real terms over the next five years.

5.19 In terms of indicators of deprivation the profile for Inverclyde differs significantly from the national picture, these include:

- Of the 10,580 working age key benefit claimants in Inverclyde 6030 (11.7% of the working age population) are claiming Employment Support Allowance and Incapacity Benefits. This is higher than the Scottish figure of 7.8%.
- 3.3% (1690) of working age benefit claimants are claiming Job Seekers Allowance. Of this, a higher proportion of 18 – 24 year olds (5.9%) are claiming than 25 – 49 year olds (3.5 %) or 50 – 64 year olds (2.2%).
- 20.5% of the population of Inverclyde are working age (16-64 yrs) out-of-work benefit claimants, compared to 14.6% of the Scottish population as a whole.
- Approximately 12.6% of working age adults in Inverclyde have no formal qualifications. 9.4% of the Scottish population have no formal qualifications (2014 figures).
- Median earnings for full time workers (Gross Weekly Pay) in 2014 in Inverclyde were £509.00 which has increased from the 2007 rate of £383 per week. This is approximately 1.7% lower than those for Scotland as a whole, with the gap decreasing from 13%.
- Working age people account for 64.3% of all people in Inverclyde. This is 0.8% lower than for Scotland as a whole.

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 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 and a growth in the older, more vulnerable age group can mean there will be fewer informal carers which could result in a higher dependency on the services provided by the Health & Social 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 most recently and the Health & Social Care Care Partnership – these 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. 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.

5.25 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.

5.26 The Community Empowerment (Scotland) Bill has been approved and is due to be implemented from 2015/16. This will potentially have a significant impact on the way the Council interacts with the Community.

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 2017/18.

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 £5.7 million financial support to specific major Regeneration projects led by Riverside Inverclyde.

Following the mid-term review an interim Chief Executive was appointed in October 2013 and in consultation with partners, employees and members has produced an new Single Operating Plan covering the period 2014/17. The Single Operating Plan reviewed objectives, outcomes and financing. The Corporate Director Environment, Regeneration and Resources will remain the interim Chief Executive until a maximum of March 2017.

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 and OSCR 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 optimum 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 the transfer of the management of Outdoor Leisure Facilities to Inverclyde Leisure took place in April 2015. Inverclyde Leisure has revised it’s Business Planning process and a new Business Plan was presented to the Council in March 2014.

5.30 *Inverclyde Health and Social Care Partnership (HSCP)*

The Council and Greater Glasgow and Clyde Health Board established an integrated Community Health and Care Partnership in October 2010. This has resulted in greater partnership working and efficiencies in line with the Government’s stated objective of integrating aspects of Health & Social Care.

The Public Bodies (Joint Working) Act 2014 will result in the creation of a HSCP Integrated Joint Board during 2015/16 and will require a revised Governance and Financial framework. The IJB will be a separate legal entity and will receive resources from and delegate resources to the Council and Health Board. The Council is well placed to meet this challenge given the 4 successful years of CHCP operation.

6.0 Key Organisational Issues

6.1 The Council has 3 specific Corporate Improvement Groups (CIGs) 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 CIG. This group coordinates the main Modernisation projects including Mobile/Home Working, Electronic Document Management and Digital Access.

6.3 The second CIG is the Asset Management Planning CIG. In addition to reviewing progress in respect of the SEMP, Office Rationalisation AMP, Depot AMP and Roads AMP, it reviews overall progress in respect of the production of all Asset Management Plans and Capital Programme delivery.

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 as well as Equality and Diversity for the Council.

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 Chief Financial Officer has been designated as "the proper officer" and is responsible for advising the Council on all financial matters.

7.5 The Financial Regulations approved in September 2012 are an essential component of the corporate governance of the Council.

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 As Budget Holders the CMT 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 reporting cycle to consider corporate financial matters including employee costs, key budget lines, earmarked reserves and savings delivery 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 and advise 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 Directorate Improvement Plans.

Budget Managers

7.16 Responsibility for budgetary control lies with the Corporate Directors and 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 delivers 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 Finance Manager and 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 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 budget monitoring cycle covering key budget lines, employee costs, earmarked reserves, progress on the approved savings and key projects with financial implications.

7.22 All Services receive detailed budget information five times per year and in addition are sent FMS budget reports in intervening months plus having 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 5 years) or long-term (over 5 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 £169.201m in 2015/16.

8.4 When the Council's own projection of Council Tax Income based on 96.8% collection rate is added (£33.347m) then the income for the Council in 2015/16 is projected to be £202.548m.

8.5 The Financial Strategy runs up to 2022/23 and beyond in terms of identifying potential issues, but the revenue forecasts are limited to the period which can be reasonably forecast.

8.6 The level of resources available to the authority to fund its revenue expenditure is also dependent on Council Tax and the approved budget shows no increase over 2015/17.

8.7 The Council has agreed a Reserve Strategy which requires a minimum unallocated General Fund Reserve of 2% of turnover. Based on the 2015/16 Budget this now equates to £4.0 million. The overall position of the Reserves shown in Appendix 6 and has been updated to reflect the latest projections. The Reserve Strategy was reviewed and approved by the Policy & Resources Committee in August 2013.

8.8 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.

Inverclyde council

Table 3

Finance Strategy - June 2015

	2015/16 £m	2016/17 £m
Base Budget for Prior Year	198.311	202.548
UPLIFTS FROM PRIOR YEAR		
Inflation (Note1)		
Pay Inflation	2.110	2.110
Other Inflation	0.300	1.300
Income	-0.151	-
	2.259	3.410
Budget Increases (Note 2)		
Corporate Pressures (movement)	1.000	-
Unavoidable Pressures	0.420	2.290
Loan Charges	0.300	0.400
Capital Programme Revenue Impact	0.100	-
New Pressures- P&R November 2014	1.538	0.471
	3.358	3.161
Adjustments (Note 3)		
Council Tax Reduction Scheme	1.298	-
Early Learning & Childcare	0.809	-
Children and Young Peoples Bill	0.364	-
Free School Meals	0.703	-
2014/15 Budgeted Surplus	-1.477	-
Other Adjustments Applied	-0.218	-0.009
Net Revenue Budget Before Savings	205.407	209.110
Funded by: (Note 4)		
Revenue Grant/NDR Income	169.201	166.601
Council Tax Income	33.347	33.347
	202.548	199.948
Annual Budget Before Savings (Surplus)/Deficit	2.859	9.162
Cumulative Budget Gap before Savings	2.859	12.021
Savings Applied (Cumulative)		
1% Savings November 2012	-0.088	-0.088
Savings Applied February 2013	-2.681	-2.681
Former Workstream Savings	-0.576	-0.576
New Workstreams	-1.240	-1.240
Savings Applied February 2015	-0.861	-4.138
Approved Budget (Surplus)/Deficit	-2.587	3.298

Finance Strategy Notes – June 2015

Note 1 Inflation

a) Pay – The allowance for pay inflation is an allowance available over the 2 year period to fund all pay related pressures including the annual pay award, impacts of living wage, equal pay etc, increases in employers national insurance/pension costs and movement in service bottom up employee budgets.

   Pay inflation has not been agreed for 2015/16, a 2% increase in teachers pay would cost approximately £700,000 (2015/16) whilst a 2% increase in non-teaching pay would cost approximately £1,400,000 (2015/16).

b) Other Inflation – Inflation has been at a rate which is unprecedented in recent times and as such the 2015/16 allowance has been greatly reduced. Indications are that pressures are building on both construction and workforce related costs and as such the allowance returns to £1.3 million from 2016/17.

c) Income – based on (2.5%) resulting in £151k for 2015/2016.

Note 2 Budget Increases

a) Corporate Pressures - Figures reflect approvals from November 2012.

b) New Pressures – P&R November 2014 – Reflects pressures approved during Budget setting February 2015.

c) Unavoidable Pressures – Reflects approvals for Auto Enrolment, Teachers pension increase from August 2015 and abolition of National Insurance contracting out rebates from 2016/17.

d) Loan Charges Movement – Figures reflect anticipated increase due to capital investment.

e) Capital Programme Revenue Impact – Reflects an allowance for increased running costs arising from the Council's Capital Programme.

Note 3 Adjustments

a) Council Tax Reduction Scheme – Reflects 100% Government contribution to Council Tax Reduction Scheme, previously only 80% of funding has been confirmed at budget setting time. At present there is no confirmation for years 2016/17 and onwards.

b) Early Learning & Childcare – Reflects Government contribution to Council to fund early learning and childcare provision for 2 year olds. Funding for 2016/17 has not been confirmed by the Scottish Government.

c) Children and Young Peoples Bill - Reflects Government contribution to Council to cover the early learning and childcare provision of the Children and Young People (Scotland) Bill. Further funding is expected for 2016/17 but figures have not been released by the Scottish Government.

d) Free School Meals – Reflects Government contribution to Council for implementing free school meals for Primary 1 -3.

e) 2014/15 Budget Surplus – Reflects 2014/15 budgeted surplus approved February2014.

f) Other Adjustments – Figure reflects adjustments due to funding sources ending and funding held back by the Scottish Government for future release plus sundry minor adjustments.

Note 4 Funded By

a) Reflects 2015/16 Finance Settlement included in Scottish Government Circular 1/2015. The 2016/17 figures are estimated based on continuing grant loss due to Depopulation and estimated cash reductions per 2014 Autumn Statement.

8.10 Other Short Term Revenue Issues

The main remaining risks associated with the approved 2015/17 budget will be around Pay Awards, non-pay inflation allowances and the 2016/17 Grant settlement. Regular reporting to Committee will ensure officers report any significant variances at the earliest opportunity.

8.11 Medium to Long Term Revenue Issues

Looking beyond 2016/17 becomes increasingly difficult with uncertainty around the level of funding likely to be available, the impact of the Scotland Act, Smith Commission and the recent Westminster elections.

By 2016/17 the incremental impact of current major initiatives including Riverside Inverclyde, Schools Estate Strategy, and Asset Management Plans will have been fully incorporated the overall Budget.

Post 2016/17 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 and associated budget cuts will impact on DWP/Government grants to the Council, Service demands on the Council and employee numbers in certain Council Services.**

- **Health/Social Care integration will have been implemented and whilst work is on going regarding delivery models and governance the fundamental fact is that there is not enough money to meet increasing demand.**

- **Pension costs influenced by the impact of auto-enrolment, the changes to LGPS and Teachers Pensions, plus costs associated with the Council resizing its workforce in order to balance its budgets.**

- **The impact on Councils and employees National Insurance contributions arising from the ending of contracting out is expected to be significant.**

- **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.**

- **As Loans Charges become a larger proportion of the Revenue Budget due to funding reductions and the Council's ambitious Capital Investment Programme then the impact of increases in interest rates will become greater.**

- **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 squeeze on public sector finances and the decline in population continues then the area could become unviable as a unit of administration and this will have an associated impact on other local services such as health, police and fire.

8.12 Table 4 shows the high level estimate of the 2017/20 budget gap based on the above.

Table 4

2017/20 Budget Gap - High Level Estimate

		2017/18 £m	2018/19 £m	2019/20 £m	Cumulative £m
1/	Estimated Block Grant Reduction	3.1	1.0	1.0	5.1
2/	Continuing cash cut due to Depopulation	1.0	1.0	1.0	3.0
3/	Inflation - Pay (2% per year)	2.1	2.1	2.1	6.3
	- Non-Pay (As present)	1.3	1.3	1.3	3.9
4/	Pressures (Known)				
	- Auto-enrolement (70% take up -Oct 2017)	0.4	0.6	-	1.0
	- RAMP/AMP	0.4	0.4	0.4	1.2
	- General Pressures	1.0	1.0	1.0	3.0
	- Carbon Reduction Tax	-	-	0.3	0.3
		9.3	7.4	7.1	23.8

a/ This includes a general allowance for demographic pressures coming through HSCP from 2017/18.

b/ Allows for £4.6 million per year Prudential Borrowing for RAMP and £1.0 million per year for AMP.

c/ Assumes no Council Tax increase. (3% annual increase would raise £1.0 million per year towards the gap).

8.13 Short to Medium Term Capital Projections

The Council agreed a 3 year Capital Programme covering 2015/18 in February 2015 which included significant extra investment in roads infrastructure and increased investment in Property Assets.

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 and vehicles.

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.

8.14 Long-Term Capital Projections

There is greater certainty around capital spend for the post 2017/18 period due to the fact that the School Estate Strategy will use around 60% of projected capital grant for at least the next 12 years, decreasing to around 50% per year thereafter.

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

Given the difficult position the Council faces on revenue 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 in the medium to long term.

Table 5 - Capital Programme 2014/2018 (Short to Medium Term Capital Projections)

Table 5

Expenditure/Projects by Committee	2015/16 £m	2016/17 £m	2017/18 £m	Totals £m
Policy & Resources	0.8	0.55	0.36	1.71
Environment & Regeneration	20.79	23.09	11.04	54.92
Education & Communities (Exc School Estate)	3.35	6.2	3.05	12.6
School Estate	6.55	12.6	3.6	22.75
CHCP	1.76	1.71	0	3.47
	33.25	44.15	18.05	95.45
Financed By				
Government Grant	12.3	9.25	7.4	28.95
Sales/Contributions	0.77	0.13	0.39	1.29
Other Income	0.47	0.01	0	0.48
Revenue	6.95	5.56	0.33	12.84
Prudential Borrowing	14.62	18.68	10.62	43.92
Resources Carried Forward	8.3			8.3
	43.41	33.63	18.74	95.78
Surplus in Resources				0.33

Notes

1 As per Approved Capital Budget & May 2015 P&R Committee

2 Surplus of £0.33 million at end of 2017/18 is made up of £0.33 million planned cashflow surplus in SEMP, the remainder of the Capital Programme is currently ina breakeven position.

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 31/3/15.

Table 6 – Council's Debt and Investment Position – 31/3/15

The Council's treasury portfolio position at 31/3/15 comprised:

		Principal		Average Rate
		£000	£000	
Fixed rate funding	PWLB	111,373		
	Market	36,000	147,373	3.95%
Variable rate funding	PWLB	0		
	Market	66,942	66,942	4.81%
TOTAL DEBT			**214,315**	**4.22%**
TOTAL INVESTMENTS			**44,787**	**0.76%**

10.0 Reserves

10.1 A key aspect of the consideration of the Financial Strategy is the position of the General Fund Reserves. The Reserves Strategy was last reviewed and approved by Council in August 2013.

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 is based on the core General Fund Reserve being 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 also assumes 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 Within Inverclyde Council the 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 "Free" Reserves – This Reserve represents the Council's contingency for unforeseen/unquantifiable events. The level of the Reserve is determined by the Reserve Strategy whilst the projected balance is reported to each Policy and Resources Committee. See Appendix 6.

Projected Balance 31/3/17 = £6.695 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 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. As part of the 2015/17 budget it was agreed to transfer £400,000 from the Insurance Fund to the General Fund.

Projected Balance 31/3/15 = £4.229 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 is incorporated into the Financial Strategy. See Appendix 7.

Projected Balance 31/3/15 = £2.634 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 are agreed by Policy & Resources Committee and the overall position will be reported as part of the Financial Strategy. See Appendix 8.

Projected Balance 31/3/15 = £2.919 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 core 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.

Risk	**Management of Risk**
The Financial Strategy does not reflect in financial terms the objectives set out in other strategic plans of the Council.	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 Corporate Statement but it is not possible to quantify all of these at present. The Financial Strategy will be updated as further information becomes available regarding these strategic plans.
The directorate planning process will identify a range of additional budget pressures over and above those currently considered in this Financial Strategy.	The Directorate Planning Guidance identifies that Corporate Directorate Improvement Plans (CDIP) 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 CDIP.
Forecasts within the Financial Strategy are not accurately determined or reviewed on a regular basis.	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. 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. 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.
There is a continuing need to deliver significant cuts and efficiencies over the medium to long term. Robust and detailed plans will be required on an operational level to ensure that this risk is mitigated and savings are duly delivered.	The risks relating to the delivery of savings of the magnitude will be mitigated by robust monitoring and financial control through the budget monitoring process, with action plans being required to find compensating savings for any overspends identified. Individual savings are reviewed by lead officers on a monthly basis and material issues reported to the CMT and if required, Committee.
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. Proposals to increase fees and charges undergo robust challenge in line with the Council's Charging Policy prior to reporting 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 reduced funding and economic instability mean that the Council has to focus on maintaining key infrastructure whilst utilising prudential borrowing for specific capital projects. The Council has identified the need to complete Asset Management Plans for all it's assets with the Open Space AMP due for completion in 2015.
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.

Appendix 1

Short-Term Issues (2015/17)

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

Service	Issues Identified	Issues & Potential Impacts	Action Taken	Responsible Officer	Timescale to report back
Corporate	Equal Pay	Provision for outstanding claims may not be sufficient and new groups may claim.	Provision will continue to be monitored and reviewed taking account of relevant legal judgements and advice from the Council's legal advisors.	Steven McNab	Ongoing
	Inflation	Uncertainty over pay awards and other inflation pressures were not fully clear when settling 2015/17 budgets.	Inflation allowances are regularly reviewed. Regular monitoring and reporting to CMT/Members.	Alan Puckrin	Ongoing
	Welfare Reform	Impact of Universal Credit and increase in demand for Services can only be estimated. Longer term funding for Council Tax reduction scheme to be clarified.	£1.3 million recurring budget agreed Update reports going to Committee each cycle. Specific report on Universal Credit to go to Committee in 2015.	Alan Puckrin	December 2015
CHCP	Health/Social Care Integration	Impacts on Governance/Funding could be significant	Monitor developments, report to relevant Committees.	Brian Moore	Ongoing

	Self Directed Support	Implement robust Resource Allocation System, possible pressure from new clients, who may otherwise not engage with Service.	As above	Brian Moore	On Going
	Relationship with Service Providers.	Managing provider expectations whilst in a period of uncertainty over the future of the National Care Home Contract along with expectations from those providers out with this contract to fund inflation/impact of pensions/living wage.	As above and forms part of the Budget Work Plan.	Brian Moore	November 2015
Education & Communities	Children & Young Persons Act	Current funding is not sufficient to ensure appropriate provision is available for the increased demands.	Early Years AMP to be finalised and fed into the report to P&R Committee on the use of Reserves.	Patricia Cassidy	July 2015
	Teacher Numbers	The Government threat of sanctions if teacher numbers are reduced limits options to balance the budget.	Continue to lobby for flexibility and monitor developments.	Patricia Cassidy	On Going

Appendix 2

Medium-Term Issues (2017/20)

Service	Issues Identified	Issues & Potential Impacts	Action to be Taken	Responsible Officer	Timescale to report back
Corporate	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, HSCP, River Clyde Homes etc.	Continue dialogue with partners.	Corporate Directors	Ongoing
	Reduction in Council Funding	Government Funding over 2016/20 likely to be further reduced as recovery is delayed.	Await next Scottish Government Spending Review figures and factor into revised Financial Strategy and 2016/18 budget.	Alan Puckrin	December 2015
	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 and longer term loan charges projections undertaken.	Alan Puckrin	On Going
	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 Payroll costs due to end of contracted out pensions and Auto-enrolment.	Estimated annual cost of £3 million to Inverclyde Council. No indications of Government support.	Keep an eye on developments, factor into Financial Strategy and report to Committee as required.	Alan Puckrin	Ongoing
	Increased cost for externally provided contracts and services due to the Living Wage.	There is a clear desire to ensure suppliers of Council Services pay the Living Wage. This could add significant costs to the Council if passed on by suppliers.	Monitor developments and report to Committee when required.	Corporate Management Team	Ongoing

Service	Issues Identified	Issues & Potential Impacts	Action to be Taken	Responsible Officer	Timescale to report back
Social Care	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.	Extra funding approved as part of the 2015/17 budget. Will be reviewed as part of 2016/18 budget.	Brian Moore	October 2015
	Impact of inclusion of elements of the Acute health Services within the IJB Budget.	Potential for the Council to have to meet a proportion of any overspend caused by increasing pressure on Health Budgets.	Regular monitoring of the IJB Strategic Plan and financial projections added to supporting robust financial scrutiny by the IJB.	Brian Moore	On Going
Environment & Regeneration	Waste Strategy	Significant cost increases expected in treating residual waste from 2017/18.	Monitor Waste Strategy and report to CMT/Committee at appropriate time.	Aubrey Fawcett/ Ian Moffat	May 2016
	Asset Management Plans	Current RAMP funding ends 2017/18. Funding for continued investment to be identified. Other Property AMP identified need for significant investment.	Funding for 2017/18 onwards to be factored into the February 2016 budget.	Aubrey Fawcett/Alan Puckrin	November 2015
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 off all aspects of SEMP to continue. Recent review reflects approved acceleration programme which is still affordable in line with plan for completion but resources getting tighter.	Patricia Cassidy/ Alan Puckrin	Ongoing

Appendix 3

Long-Term Issues

Service	Issues Identified	Issues & Potential Impacts	Action to be Taken	Responsible Officer	Timescale to report back
Corporate	Depopulation and Change of Demographics	Continued loss of grant income, over provision of infrastructure. Viability of area under threat.	Population/Demographic trends to be monitored and reported to SOA/Alliance on a regular basis.	Patricia Cassidy	Ongoing
	Potential changes to funding of Local Government	Major constitutional uncertainty, ongoing Council Tax freeze and devolving 10p income tax to Scotland 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 HSCP Strategic Plan..	Brian Moore	Ongoing
Environment & Regeneration	Regeneration of Greenock and Port Glasgow Town Centres.	Reports to Committee have identified significant investment needs within the Greenock and Port Glasgow Town Centre areas. Whilst contributions will be sought from Partners and the Private Sector the Council will require to provide a large amount of the funding.	Develop a funding model with clear outputs and funding sources.	Aubrey Fawcett	February 2016
	Global Warming/Climate Change leading to rising sea levels	Significant impact on Council area with increased flooding and expenditure on sea defences.	New Flood Plan to include this issue.	Ian Moffat	Ongoing
	Closure of major local employer	Could further increase rate of depopulation and would significantly impact of areas regeneration efforts.	Regular review of the approved rI/Council Joint Operating Plan.	Aubrey Fawcett/Stuart Jamieson	As required

	Carbon Reduction Commitment	Council will almost certainly exceed the threshold for participation in 2019. Will cost in excess of £300,000 per year.	Continue to monitor and report Council's performance annually.	Stuart Jamieson	Annually

Inverclyde council

Current Profile

Appendix 4

Riverside Inverclyde
Funding Profile
2006/7 → 2017/18

Year	Revenue £000	Capital £000	Other £000	Total £000
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	1,500	-	-	1,500
2015/16	1,300	-	-	1,300
2016/17	1,175	-	-	1,175
2017/18	375	-	-	375
Gourock Redevelopment	-	-	1,100	1,100
PG Town Centre	-	-	500	500
Gourock - 1 way system	-	-	1,000	1,000
Area Renewal Fund	-	-	200	200
Reserves Substitute Funding	-	-	250	250
	17,175	**785**	**6,040**	**24,000**

a 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. During 2014/15 the Council agreed the following investments also to be delivered through Riverside Inverclyde:

Further £950,000 also going to Gourock project as well as £300,000 for Gourock Municipal Buildings, Broomhill/East Greenock £860,000 & further Port Glasgow Town Centre funds of £500,000.

b Reduction between 2016/17 & 2017/18 is £400,000 for Depot AMP and £400,000 for City Deal.

Inverclyde council

Apr 15 - includes £175k saving and £240k w/b

School Estate - Earmarked Reserves

	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Earmarked Reserve b/fwd	3,461	2,658	1,972	1,517	1,446	1,314	1,094	1,027	892	525	124	183	277	314	362	383
Available Savings added (a)	4,584	4,682	4,682	4,682	4,682	4,682	4,682	4,682	4,682	4,682	4,747	4,747	4,747	4,747	4,747	4,747
Extra Financing (b)	3,020	3,260	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085	3,085
Prudential Schools Loan Charges (c)	-4,410	-4,528	-4,534	-4,541	-4,548	-4,556	-4,564	-4,573	-4,582	-4,592	-4,602	-4,613	-4,625	-4,638	-4,651	-4,665
Unitary Charge Payment (d)	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942	-8,942
Unitary Charge Inflation Element (e)	-419	-534	-803	-1,082	-1,373	-1,675	-1,989	-2,316	-2,656	-3,010	-3,377	-3,760	-4,158	-4,571	-5,001	-5,449
Unitary Charge Funding from Inflation Contingency	419	534	803	1,082	1,373	1,675	1,989	2,316	2,656	3,010	3,377	3,760	4,158	4,571	5,001	5,449
One Off Costs (f)	-681	-991	-646	-247	-292	-364	-194	-244	-457	-472	-57	0	-35	0	0	0
Extra Revenue Repairs (g)	-230	-263	-196	-204	-213	-221	-230	-239	-249	-258	-268	-279	-289	-300	-314	-326
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
Written Back to General Reserves	-240	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earmarked Reserve c/fwd	2,658	1,972	1,517	1,446	1,314	1,094	1,027	892	525	124	183	277	314	362	383	378

(a) Per 13/14 Budget - includes savings from Craigmarloch from August 2014.Reduced by £70k from 2013/14 for additional NDR St Columba's.
(b) Per 2008/9 budget and £1m for Port Glasgow Com Campus , plus £160k for Lomond View. Compensating loan charges for receipts transferred to the Capital Fund come in from 2015/16. Annual Saving of £175k from 2016/17.
(c) Assumes Inverclyde Academy , Newark Primary,Port Glasgow Community Campus and Lomond View refurbishments are Prudentially funded. Uses a pool fund rate of 4.0% from 2012/13.
(d) Based on Actual Unitary Charge at Jan 2011 RPI of £8.842 million plus £100k contingency from 2013/14.
(e) Base at Jan 2014 RPI. Assumes 2.7% annual inflation (4% RPI discounted by factor of 1.5)
(f) After 2026/27 one-off costs cease.
(g) Increased Revenue Repairs £250k in 2013/14. Saving of £75k from 2016/17.

still to be added abvove

Appendix 6

Finance Strategy
General Fund "Free" Reserves
2014/17 Balance Projection

		£000
Reserves Balance at 31st March 2014		4,793
Budgeted Contribution to Reserves: **Note 1**		
2013/14 Outturn Earmarked for 2014/17	594	
2014/15	1,477	
2015/16	2,587	4,658
Contribution to Reserves 2014/17 **Note 2**		5,249
Planned Use of Reserves 2014/17 **Note 3**		(14,456)
Projected Surplus (Defecit) **Note 4**		6,451
Free Reserves Balance 31st March 2017		6,695

RSG/NDR/Council Tax will be £190 million from 2014/15. Recommended minimum level of reserves is 2% / £3.8 million.

Notes:

1/ 2014/15 Figures are based on surplus reported as part of 2013/16 Budget, 2015/16 figures are based on the surplus reported as part of the 2015/17 Budget.

2/ 2014/17 Figures represent decisions taken as part of the 2013/16 Budget process and further decisions taken in February 2014 and February 2015 as detailed below:

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
RAMP Funding 2013/14 - £300k	250	100	0	350
Contribution from Common Good/ Birkmyre	50	150	0	200
Earmarked Reserves Write Back	3,439	0	0	3,439
CFCR Transfer from Capital	0	1,260	0	1,260
	3,739	1,510	0	5,249

3/ Represents decisions taken as part of the 2013/16 Budget, February 2014 and 2015/17 Budget based on latest phasings:

Approved Use of Reserves	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
February 2014 - £5.203m	(460)	(1,943)	(2,200)	(4,603)
February 2014 - SEMP £1.1m	0	(1,100)	0	(1,100)
September 2014 - £0.150m	(150)	0	0	(150)
February 2015 - £5.305m	0	(2,576)	(2,729)	(5,305)
February 2015 - Temp Use of Reserves £3.298m	0	0	(3,298)	(3,298)
	(610)	(5,619)	(8,227)	(14,456)

4/ Figure reflects projected surplus reported to Policy & Resources Committee May 2015 plus further underspends for Auto Enrolment, loans charges and unallocated inflation contingencies as detailed below:

	2014/15 £000	2015/16 £000	2016/17 £000	Total £000
Projected Surplus (May 2015 P&R)	4,469	0	0	4,469
Auto Enrolment not required	186	100	0	286
Unallocated Inflation Contingency	0	0	0	0
Unallocated Pay Inflation Contingency	846	0	0	846
Loan Charge Underspend to EMR	600	250	0	850
	6,101	350	0	6,451

Inverclyde council

Appendix 7

Finance Strategy
Capital Fund

		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Balance B/fwd		(939)	(2,634)	(3,020)	(3,959)	(3,016)	(1,813)
Additions (Estimate)	a	(2,390)	(649)	(2,180)	(242)	0	(731)
Interest (Estimate)		(5)	(22)	(44)	(55)	(37)	(32)
Principal Repayments	b	0	285	285	240	240	240
Other Payments	c	700	0	1,000	1,000	1000	1000
Balance at Year End		**(2,634)**	**(3,020)**	**(3,959)**	**(3,016)**	**(1,813)**	**(1,336)**

Notes

a Estimated Receipts:
- 2014/15 SEMP, £2.34m, includes St Stephen's, Kings Glen, St Gabriels, Ravenscraig & Highlanders, AMP Receipt, £0.05m, Newark House.
- 2015/16 SEMP Receipts,£0.154m Lilybank, £0.075m Barmoss Nursery.
  Other Receipts, £0.42m, Former Kempock Hse (Initial payment), Wateryetts Drive, Kilmacolm, McLeans Yard, Land at Broadstone Avenue.
- 2016/17 SEMP Receipts, £1.85m, Greenock Academy & remainder of Kings Glen site.
  AMP receipts £0.33m, Strone Office, Wellington Academy & 9 William St.
- 2017/18 Other Receipts, £0.242m, Former Kempck House (payment on completion).
- 2019/20 Recovery of Scottish Enterprise Clawback, £0.731m

b £240k SEMP from 2015/16.
Further £45k SEMP 2015/16 & 2016/17 to fund lease back of St Stephen's.

c Other Payments:
- 2014/15 £0.7m write back of reserves.
- 2016/20 £4.0m payment to fund Loan Charges smoothing exercise.

Inverclyde council

Appendix 8

Finance Strategy
Repairs & Renewals Fund

		2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Balance B/fwd		(2,727)	(2,919)	(2,976)	(3,174)	(3,360)	(3,598)
Additions:							
Inverkip Footbridge							
Leisure Strategy	a	(220)	(277)	(223)	(223)	(223)	(223)
Former Housing Repairs & Renewals Fund							
Central Energy Efficiency Fund							
Maintenance Payments:							
Greenock Cut		2	14	14	14	14	14
Gallaghers/Port Glasgow Development		36	36	36	36	36	36
Inverkip Footbridge		2	2	2	6	2	2
Leisure Strategy	b		160	34	45		16
Former Housing Repairs & Renewals Fund							
Contribution to Energy Efficiency Administration	c		37				
Interest							
Greenock Cut		(1)	(2)	(6)	(6)	(5)	(5)
Gallaghers/Port Glasgow Development		(1)	(2)	(4)	(3)	(2)	(2)
Inverkip Footbridge		(1)	(3)	(6)	(6)	(6)	(6)
Leisure Strategy		(2)	(7)	(16)	(20)	(24)	(29)
Former Housing Repairs & Renewals Fund		(6)	(12)	(24)	(24)	(25)	(25)
Central Energy Efficiency Fund		(1)	(3)	(5)	(5)	(5)	(5)
Balance:							
Greenock Cut		(300)	(288)	(280)	(272)	(263)	(254)
Gallaghers/Port Glasgow Development		(211)	(177)	(145)	(112)	(78)	(44)
Inverkip Footbridge		(300)	(301)	(305)	(305)	(309)	(313)
Leisure Strategy		(673)	(797)	(1,002)	(1,200)	(1,447)	(1,683)
Former Housing Repairs & Renewals Fund		(1,174)	(1,186)	(1,210)	(1,234)	(1,259)	(1,284)
Central Energy Efficiency Fund		(261)	(227)	(232)	(237)	(242)	(247)
Balance at Year End		(2,919)	(2,976)	(3,174)	(3,360)	(3,598)	(3,825)

Notes

a Future contribution to Leisure Strategy subject to confirmation of available funds.

b Leisure Strategy commitments:
- 2015/16 Contribution to Inverkip Community Facility
- 2016-18 Pitches/MUGA's Lifecycle costs

c Central Energy Efficiency Fund commitments:
- 2015/16 LED Lighting, Greenock Municipal Building
- 2015/16 Ardgowan Primary School

Inverclyde council

Appendix 9a

Finance Strategy
Asset Management Plan - Offices

Earmarked Reserve Offices	**2014/15 £000's**	**2015/16 £000's**	**2016/17 £000's**	**2017/18 £000's**	**2018/19 £000's**	**2019/20 £000's**
Earmarked Reserve b/fwd	374	(4)	135	181	203	270
Additional Funding (Note d)	560	500	375	375	375	375
Available Savings/(Cost) Added (Note a)	(241)	160	281	326	376	386
Loan Charges (Note b)	(313)	(407)	(535)	(679)	(684)	(684)
Further One Off Costs (Note c)	(384)	(114)	(75)	0	0	0
Net Saving/(cost) for year	(378)	139	46	22	67	77
Earmarked Reserve c/fwd	(4)	135	181	203	270	347

Notes

a Net Revenue Savings & Costs Excluding Loan Charges
b Assumes an interest rate of 4%
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 Additional funding consists of original funding allocation of £1m adjusted for:
£200k Workstream Saving from 2011/12
£30k Topslice saving from 2012/13
£60k Workstream Saving from 2013/14
£100k Workstream Saving from 2014/15
£45k BPRA scheme saving from 2015/16
£50k one off reduction of EMR Balances 2013/14
£50k further one off reduction of EMR Balances 2014/15
£65k Revenue saving from 2015/16
£125k further Revenue saving from 2016/17
e In addition the Business Store has been declared surplus to requirements, financial implications of this have not been reflected at this stage. Nor has the impact of the proposed William St BPRA.

Inverclyde council

Appendix 9b

Finance Strategy
Asset Management Plan - Depots

Earmarked Reserve Depots	**2014/15 £000's**	**2015/16 £000's**	**2016/17 £000's**	**2017/18 £000's**	**2018/19 £000's**	**2019/20 £000's**
Earmarked Reserve b/fwd	1,126	991	1,125	1,013	1,066	1,098
Additional Funding (Note d)	0	500	400	800	800	800
Available Savings/(Cost) Added (Note a)	131	135	97	97	97	97
Loan Charges (Note b)	(197)	(345)	(609)	(844)	(865)	(865)
Further One Off Costs (Note c)	(69)	(156)	0	0	0	0
Net Saving/(cost) for year	(135)	134	(112)	53	32	32
Earmarked Reserve c/fwd	991	1,125	1,013	1,066	1,098	1,130

Notes

a Net Revenue Savings & Costs Excluding Loan Charges
b Assumes an interest rate of 4%
c Further One Off costs relate to the temporary appointment of an Asset Manager
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
One off reduction in EMR balances	£(500)k	2014/15
Reduction in funding	£(100)k	from 2016/17 & as a result of reduction in capital spend of £1.5m
Additional Contribution from Revenue	£400k	From 2017/18, diversion of Riverside Inverclyde budget

Finance Strategy
Vehicle Replacement Programme

Earmarked Reserve	2014/15 £000's	2015/16 £000's	2016/17 £000's	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's
Capital Requirements:								
Vehicle Purchases	1,266	2,024	983	1,865	582	1,442	2,190	875
Residual Value	(203)	(686)	(247)	(385)	(134)	(337)	(556)	(228)
Net Capital Requirement	1,063	1,338	736	1,480	448	1,105	1,634	647
Earmarked Reserve b/fwd	311	281	250	327	309	302	291	268
Loan Charges	(1,041)	(1,142)	(1,034)	(1,129)	(1,118)	(1,122)	(1,134)	(1,147)
Additional Revenue Costs, Tracking System	(28)	(28)	(28)	(28)	(28)	(28)	(28)	(28)
	(1,069)	(1,170)	(1,062)	(1,157)	(1,146)	(1,150)	(1,162)	(1,175)
Funding Available								
Loan Charges	1,074	1,109	1,109	1,109	1,109	1,109	1,109	1,109
Other Adjustments	(35)	30	30	30	30	30	30	30
Total Funding Available	1,039	1,139	1,139	1,139	1,139	1,139	1,139	1,139
Annual Funding Surplus/(Shortfall)	(30)	(31)	77	(18)	(7)	(11)	(23)	(36)
Earmarked Reserve c/fwd	281	250	327	309	302	291	268	232

It should be noted that the model:

a Assumes continuation of Food Waste collection and includes replacement of Food Waste Vehicles, 2017/18.

b Excludes Low Carbon Vehicles, due for replacement 2016/17. The purchase of these vehicles was heavily subsidised by Government Grants which may not be available in future years. If a decision is made to replace these vehicles it is assumed any replacement costs will be met from available grants and Service Revenue budgets.

c Includes Glass Recycling Vehicles purchased in 2014/15 using a combination of grants and prudential borrowing and assumes replacement in 2019/20.
Funding Available has been increased by £35k from 2015/16 to reflect the initial purchase. A further £30k is required from 2020/21 however this funding has yet to be specifically identified and has not been reflected.

d Other Adjustments:
From 2015/16 includes £30k additional funding vired from underspend in Fuel.
One off reduction in EMR balances of £35k applied in 2014/15.

Inverclyde council

Appendix 11

Finance Strategy
Roads Asset Management Plan

		2012/13 Actual £000's	2013/14 Actual £000's	2014/15 Approved £000's	2015/16 Approved £000's	2016/17 Proposed £000's	2017/18 Proposed £000's	2013/16 3 Year £000's	2013/18 5 Year £000's
Funding Available									
Core/Supported Borrowing	a		1,300	1,300	1,300	1,400	1,400	3,900	6,700
Prudential Borrowing				2,100	2,100	4,600	4,600	4,200	13,400
CFCR:									
Early Allocation (Feb 2012)	b	1,373	1,627					3,000	3,000
Further Allocation (Feb 2013)	c		1,100	2,400	2,400			5,900	5,900
Total Funding Available		1,373	4,027	5,800	5,800	6,000	6,000	17,000	29,000
Allocation of Expenditure									
Carraigeways		1,220	2,997	3,575	3,300	3,156	2,982	11,092	17,230
Footways		153	248	301	300	1,149	1,450	1,002	3,601
Lighting	d		113	220	487	1,520	1,750	820	4,090
Road Markings				50	50	50	50	100	200
Drainage				75	50	50	50	125	225
Structures			3	652	200	515	650	855	2,020
Fees & Staffing Costs			269	365	300	350	350	934	1,634
Total Allocation of Expenditure		1,373	3,630	5,238	4,687	6,790	7,282	14,928	29,000
Over/(Under) Allocation		0	(397)	(562)	(1,113)	790	1,282	(2,072)	0

Notes

a 2016/18 funding approved February 2015.
b Funds were set aside during February 2012 budget process prior to the formal approval of the RAMP model.
c CFCR part funded from underspends due to reduced requirement for Loan Charges in early years.
d Lighting programme has been delayed due to delays in carrying out the column surveys and development of the outline business case and strategy. It is now anticipated that the original intended programme will not be completed within the initial 3 year period but will be extended into 16/17 and 17/18.

Inverclyde council

Appendix 12

Finance Strategy
Loan Charges

		2013/14 £'000	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000
Balance B/fwd			1,200	1,200	1,841	2,380	2,528	2,394	2,153	953	4,312
Projected Loan Charges	a		12,721	12,969	14,754	15,643	15,883	15,960	15,889	11,330	10,836
Available Budget	b		13,346	13,935	14,293	14,791	14,749	14,719	14,689	14,689	14,689
Loan Charge Surplus/(Deficit)			625	966	(461)	(852)	(1,134)	(1,241)	(1,200)	3,359	3,853
Additional Funding:											
Contribution from Reserves	c	1,200									
Contribution to Reserves	d		(625)	(325)							
Contribution from Capital Fund	e				1,000	1,000	1,000	1,000			
Balance at Year End		**1,200**	**1,200**	**1,841**	**2,380**	**2,528**	**2,394**	**2,153**	**953**	**4,312**	**8,165**

Notes

a Excludes Loan Charges relating to funded models (SEMP, AMP, VRP, City Deal, Birkmyre Trust).

b Adjustments to Available Budget:
For 2016/17
£400k added to ongoing budget for loan charges on Additional Capital Expenditure, as agreed November 2014
£30k removed for ICT saving agreed February 2015 (additional sum removed each year until last year 2020/21)
£12k removed for ICT saving agreed February 2013 (additional sum removed each year until last year 2018/19)
For 2017/18
Further £400k added to ongoing budget for loan charges on Additional Capital Expenditure, as agreed November 2014
£140k added to ongoing budget for loan charges on Children's Homes

c Allocation of Reserves in 2013/14 to address medium term Loan Charges funding issue.

d Of the £1.2m originally allocated from Reserves only £0.35m had been generated from Loan charges surpluses, £0.85m is therefore required to return to Free Reserves. In addition, £0.1m is added back to Reserves in 2015/16 for RAMP funding.

e Allocation from Capital Fund. It should be noted that this contribution is dependent on receipts from property disposals and as such cannot be guaranteed.

Inverclyde council

Appendix 13

City Deal - Medium Term Financing

Capital	£m 15/16	£m 16/17	£m 17/18	£m 18/19	£m 19/20	£m 20/21	£m 21/22	£m 22/23	£m Total
Overall Grant	30	30	30	30	30	30	30	70	280
Regional Projects	0.8	1.75	1.25	3	4.5	76	48.5	70	205.8
Grant Available	29.2	28.25	28.75	27	25.5	0	0	0	74.2
Inverclyde's Grant Share	**0.847**	**0.819**	**0.834**	**0.783**	**0.740**	**0.000**	**0.000**	**0.000**	**4.022**
Project Spend									
Ocean Terminal	0.647	0.646	9.950	2.713	0.258	0	0	0	14.214
Inverkip	0.177	1.646	1.885	0.069	0	0		0	3.777
Inchgreen	0	0	0	0	0	4.713	4.714	0	9.427
Total Cost	**0.824**	**2.292**	**11.835**	**2.782**	**0.258**	**4.713**	**4.714**	**0**	**27.418**
Annual Grant Shortfall	0.023	-1.473	-11.001	-1.999	0.482	-4.713	-4.714	0.000	-23.396
Cumulative Grant Shortfall	0.023	-1.450	-12.451	-14.450	-13.969	-18.682	-23.396	-23.396	

Revenue	£m 15/16	£m 16/17	£m 17/18	£m 18/19	£m 19/20	£m 20/21	£m 21/22	£m 22/23
Revenue Budget	0	0	360	360	360	360	360	360
Interest Charge	0	(9)	(121)	(303)	(390)	(490)	(631)	(760)
Balance at Year End	**0**	**(9)**	**230**	**287**	**257**	**127**	**(144)**	**(544)**

Notes

1/ The project spend profiles are initial high level estimates and will be firmed up as part of the detailed Business Case preparation. Figures do not include any partner contributions and represent the worst case scenario.

2/ The Council will require to finance the interest costs associated with the grant shortfall and has set aside up to £400,000 per year for this purpose of which £40,000 is set aside for the Programme Management Office.

3/ Interest rates based on 7 day LIBOR rates projected for the year.

May 2015