



CLLR JANETTE WILLIAMSON

CABINET

18 FEBRUARY 2019

INVESTMENT STRATEGY STATEMENT

2019/20

Councillor Janette Williamson (Cabinet Member for Finance and Income Generation) said:

“As we continue to move to significant investment and growth projects to regenerate the borough to bring in income to replace our lost government grant funding, it is important that we have a robust strategy that sets out our intentions.

This year is the first year we have produced the Investment Strategy Statement, as required by new MHCLG guidance. I welcome the guidance as it allows us to evidence the extent of our investments for income generation purposes and enables the public to see that we are taking responsible and commercial decisions in order to protect the services that they value the most.

Without our investment activity, the borough would continue to decline and communities continue to be disaffected. However, through our investment and growth strategy we are able to regenerate the borough providing jobs and opportunities for local people that will in turn support our communities to thrive and deliver significant returns to support our revenue budget. This investment strategy statement underpins our approach to this.”

REPORT SUMMARY

In February 2018 the Ministry for Housing, Communities and Local Government (MHCLG) published updated 'Guidance on Local Government Investments'. The previous edition covered only Treasury Management investments. In recent years local authorities have had an increasing focus on commercial activities including but not exclusive to property. Such activity has the potential to bring both increased returns and increased positive and negative risk. The revised Guidance on Local Authority Investments requires that a separate Investment Strategy focusing on non-treasury investments is produced and approved annually by Council.

This report fulfils the requirement of the MHCLG to produce an investment strategy that covers non-treasury activities.

This matter affects all Wards within the Borough.

The decisions in this report are key decisions.

RECOMMENDATIONS

- That Members approve the Investment Strategy for 2019/2020 which includes potential investment in the following activity areas:
 - Commercial Property
 - Service Investments: Loans
 - Service Investment: Shares (non-currently held)
 - Loan Commitments and financial Guarantees

SUPPORTING INFORMATION

1.0 REASONS FOR RECOMMENDATION/S

- 1.1 To fulfil the requirement of the MHCLG to produce an investment strategy that covers non-treasury activities.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 The Authority invests its money for three broad purposes:

- it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**),
- to support local public services by lending to other organisations (**service investments**), and
- to earn investment income (known as **commercial investments** where this is the main purpose)

- 3.2 This investment strategy is a new report for 2019/20, meeting the requirements of statutory guidance issued by the Government in February 2018, and focuses on the second and third of these categories. MHCLG have acknowledged the increase in commercial activities local authorities are engaged in. The revised guidance requires local authorities to clearly define their approaches and risk appetite for such activity and to gain approval from Council on an annual basis.

- 3.3 A separate report covering the Treasury Management Strategy is also produced that fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the MHCLG guidance.

- 3.4 A Commercial Strategy was approved by Cabinet on 26th November 2018. This strategy takes commercial approach to service design, management and decisions, encouraging innovation whilst optimising assets and services to exploit opportunities to generate income surplus for reinvestment and reduce costs. As part of this the effectiveness of the Investment & Change Board and New Commercial Ideas Panel in this regard, is assessed by the Business & Overview Scrutiny Committee.

Treasury Management Investments

- 3.5 The Authority typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the

timing of borrowing decisions, may lead to a cash flow surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The daily balance of treasury management investments is expected to fluctuate between £20m and £60m during the 2019/20 financial year.

3.6 Wirral Council defines its treasury management activities as:

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

3.7 **Contribution:** The contribution that these investments make to the objectives of the Authority is to support effective treasury management activities. Investment returns contribute towards funding services, whilst reduced borrowing costs allow resources to be allocated elsewhere.

3.8 **Further details:** Full details of the Authority’s policies and its plan for 2019/20 for treasury management investments are covered in a separate document, the treasury management strategy.

Service Investments: Loans

3.9 **Contribution:** The Council lends money to its subsidiaries e.g. Edsential Community Interest Co. (by way of a credit facility) and local businesses to support local public services and stimulate local economic growth. An example is the loan of £350,000 to a local business to encourage inward investment and job creation.

3.10 **Security:** The main risk when making service loans is that the borrower will be unable to repay the principal lent and/or the interest due. Appropriate due diligence is undertaken on loan applications and collateral sought to offset risk. In order to further limit this risk, and ensure that total exposure to service loans remains proportionate to the size of the Authority, upper limits on the outstanding loans to each category of borrower have been set as per the table below. Loans should be self-financing with returns covering financing and administrative costs plus any return.

Table 1: Loans for service purposes.

Category of borrower	31.3.2019 actual			2019/20
	Balance Owing £000	Loss allowance £000	Estimated Net figure in accounts £000	Approved Limit £000
Subsidiaries	1,250	0	1,250	3,000
Local businesses	350	0	350	5,000
TOTAL	1,600	0	1,600	8,000

- 3.11 Accounting standards require the Authority to set aside loss allowance (where appropriate) for loans, reflecting the likelihood of non-payment. The figures for loans in the Authority's statement of accounts from 2018/19 onwards will be shown net of this loss allowance. However, the Authority makes every reasonable effort to collect the full sum lent and has appropriate credit control arrangements in place to recover overdue repayments.
- 3.12 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding service loans. If in the future the authority actively markets itself as a provider of finance it would need to assess the market that it would be competing in e.g. other local authorities and financial institutions. Prior to offering any loan facility the following factors are considered:
- Financial appraisal based on evidence obtained from credit agencies;
 - Independent external advisor appointed in conjunction with procurement;
 - Analysis of business plans;
 - Appropriate interest rate calculation, including potential state aid implications; and
 - The availability of any securities/collateral.

Service Investments: Shares

- 3.13 **Contribution:** The Council can invest in the shares of its subsidiaries, its suppliers, and local businesses to support local public services and stimulate local economic growth. At present there are no such investments in place.
- 3.14 **Security:** One of the risks of investing in shares is that they fall in value meaning that the initial outlay may not be recovered. In order to limit this risk, upper limits on the sum invested in each category will be determined as the need arises.
- 3.15 **Risk assessment:** The Authority will assess the risk of loss before entering into and whilst holding shares by the approach referred to in paragraph 3.11
- 3.16 **Liquidity:** The maximum period for which funds may prudently be committed would initially be 12 months but this would be subject to an ongoing review to best avoid the likelihood of capital losses.
- 3.17 **Non-specified Investments:** Shares are the only investment type that the Authority has identified that meets the definition of a non-specified investment in the government guidance. The limits on share investments will therefore also be the Authority's upper limits on non-specified investments. The Authority has not adopted any procedures for determining further categories of non-specified investment since none are likely to meet the definition covered by this requirement.

Commercial Investments: Property

- 3.18 **Contribution:** The Council invests in local commercial and residential property with the intention of making a surplus that will be spent on local public services. Although there is increased national focus on property, councils have a long history of owning investment properties. Wirral's portfolio includes industrial estates, commercial and leisure properties.
- 3.19 The income from these investment properties has been an integral part of the Council's revenue budget for many years. Without it, the Council could not have continued to provide the services it does.

Table 3: Property held for investment purposes

Property [type]	Actual	31.3.2019 actual	
	Purchase cost £000	Gains or (losses) £000	Estimated Value in accounts £000
Europa Boulevard	8,844	0	8,844
Birkenhead Market	2,500	0	2,500
Vue Cinema	6,800	0	6,800
Other Investment Properties	12,702	0	12,702
TOTAL	30,846	0	30,846

The amount for other investment properties represents the latest valuation per the Statement of Accounts.

- 3.20 The Council is currently developing a joint venture agreement with Muse Developments to create the Wirral Growth Company the benefits being inward investment, regeneration, job creation and income generation to the authority.
- 3.21 As a result of the Council's strategic regeneration plans under the Wirral Growth Company, it is anticipated to receive over £5m in income in 2019/20 that is being used to continue to provide day to day services to residents. Within the next decade, the Wirral Growth Company will generate over £50m of income that will support the Council to remain financially sustainable in the long-term.
- 3.22 **Security:** In accordance with government guidance, the Authority considers a property investment to be secure if its accounting valuation is at or higher than its purchase cost including taxes and transaction costs.
- 3.23 Where value in accounts is at or above purchase cost: A fair value assessment of the Authority's investment property portfolio has been made within the past twelve months, and the underlying assets provide security for capital investment. Should the 2018/19 year end accounts preparation and audit process value these properties significantly below their purchase cost, then an updated investment strategy will be presented to full council detailing

the impact of the loss on the security of investments and any revenue consequences arising therefrom.

- 3.24 Where value in accounts is below purchase cost: The fair value of the Authority's investment property portfolio is no longer sufficient to provide security against loss, and in these circumstances the Authority will take mitigating actions to protect the capital invested.
- 3.25 **Risk assessment:** The Authority assesses the risk of loss before entering into and whilst holding property investments. Refer to measures outlined in paragraph 3.11.
- 3.26 **Liquidity:** Compared with other investment types, property is relatively difficult to sell and convert to cash at short notice, and can take a considerable period to sell in certain market conditions.

Loan Commitments and Financial Guarantees

- 3.27 Although not strictly counted as investments, since no money has exchanged hands yet, loan commitments and financial guarantees carry similar risks to the Authority and are included here for completeness.
- 3.28 The Authority has committed itself to make available a credit facility of £2 million to Edsential Community Interest Co. To date £1.25 million has been advanced. Under the terms of the existing agreement Edsential has until December 2020 to call upon the balance. Interest is earned by the Council on any sums advanced and is charged at an appropriate market rate.

Proportionality

- 3.29 The Authority plans to become partly dependent on income generating investment activity to achieve a balanced revenue budget. The most significant income source will be the dividend payable by the Wirral Growth Company to the Council which will be determined by the Growth Company development plans.

Borrowing in Advance of Need

- 3.30 Government guidance is that local authorities must not borrow more than, or in advance of, their needs purely in order to profit from the investment of the extra sums borrowed. The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

Capacity, Skills and Culture

- 3.31 **Elected members and statutory officers:** The Council has a dedicated Cabinet Portfolio lead for Finance and Income. The Cabinet member meets regularly with the Director of Finance and Investment, raises questions and receives briefings on latest developments. Financial training has been offered to all members to aid decision making. Regular reporting and discussion of financial matters occurs with frequent joint meetings of Cabinet and Strategic Leadership team. Formal reporting is provided to Council, Cabinet and supporting committees. Reports undergo extensive review to ensure content is detailed and appropriate for the circumstance and relevant implications have been identified
- 3.32 Decisions which have a financial impact must be approved by the Director of Finance and Investment (Section 151 Officer) or one of the authorised officers. Finance Officers are members of appropriate professional bodies such as the chartered Institute of Public finance and Accountancy (or equivalent). Membership requires officers undergo continuous professional development and are subject to compliance with the regulatory frameworks laid down by professional institute. Officers are supported by properly regulated advisors and have access to latest guidance and best practice. Strategies and policies are approved to provide a framework for investment decisions to be made within.
- 3.33 **Commercial deals:** Commercial deals require initial approval from the Director of Finance and Investment. Governance arrangements include oversight from the Investment and Change Board (ICB), chaired by the Director of Finance and Investment. ICB membership includes senior officers from a range of disciplines including legal services. Decisions are also subject to member approval with governance arrangements in place to ensure reports contain appropriate detail to enable decisions to be made. Where appropriate external advice will be sought from experienced and suitably qualified experts.
- 3.34 **Corporate governance:** The Director of Finance and Investment has statutory responsibility for overseeing the Council's financial affairs and ensuring that robust controls are in place. the Director is supported by officers within and outside the directorate. The Investment and Change Board assists with ensuring governance and oversight is in place. At member level there is a Cabinet Portfolio Member with responsibility for financial matters. The Council maintains a Corporate Risk Register and appropriate departmental risk registers and an independent Internal Audit function is maintained to provide appropriate challenge and review. The Head of Internal Audit reports directly to the section 151 Officer but maintains a 'dotted line' to the Chief Executive and has direct access to the Council's Senior Leadership Team, the Cabinet and the Chair of Audit and Risk Management Committee as and when required.

Investment Indicators

- 3.35 The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.
- 3.36 **Total risk exposure:** The first indicator shows the Authority's total exposure to potential investment losses. This includes amounts the Authority is contractually committed to lend but have yet to be drawn down and guarantees the Authority has issued over third party loans.

Table 5: Total investment exposure

Total investment exposure	31.03.2018 Actual £000	31.03.2019 Forecast £000	31.03.2020 Forecast £000
Treasury management investments	49,115	30,000	30,000
Service investments: Loans	1,600	1,850	2,100
Commercial investments: Property	21,546	30,846	30,846
TOTAL INVESTMENTS	72,261	62,696	62,946
Commitments to lend	750	500	250
Guarantees issued on loans	0	0	0
TOTAL EXPOSURE	73,011	63,196	63,196

- 3.37 **How investments are funded:** Government guidance is that these indicators should include how investments are funded. Since the Authority does not normally associate particular assets with particular liabilities, this guidance is difficult to comply with. However, the following investments could be described as being funded by borrowing. The remainder of the Authority's investments are funded by usable reserves and income received in advance of expenditure.

Table 6: Investments funded by borrowing

Investments funded by borrowing	31.03.2018 Actual	31.03.2019 Forecast	31.03.2020 Forecast
Service investments: Loans	350	350	350
Commercial investments: Property	21,546	30,846	30,846
TOTAL FUNDED BY BORROWING	21,896	31,196	31,196

- 3.38 **Rate of return received:** This indicator shows the investment income received less the associated costs, including the cost of borrowing where appropriate, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred

Table 7: Investment rate of return (net of all costs)

Investments net rate of return	2017/18 Actual %	2018/19 Forecast %	2019/20 Forecast %
Treasury management investments	0.46	0.67	0.95
Service investments: Loans	5.34	5.30	5.27
Commercial investments: Property	1.00	4.12	2.39
ALL INVESTMENTS	1.09	2.33	1.95

4.0 FINANCIAL IMPLICATIONS

4.1 Approval and implementation of this strategy will limit financial risks while helping to minimise financing costs and maximise investment returns.

5.0 LEGAL IMPLICATIONS

5.1 The Council's has adopted the requirement of the MHCLG to produce an investment strategy that covers non-treasury activities This requires the annual production of Investmentl Indicators and an Investment Strategy Statement.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

6.1 There are none arising out of this report.

7.0 RELEVANT RISKS

7.1 The Council is responsible for investment decisions and activity and none of these decisions are without risk. The successful identification, monitoring and control of risk are important and the main risks are:-

- Market or Interest Rate Risk (Fluctuations in interest rate levels).
- Inflation Risk (Exposure to inflation).
- Credit and Counterparty Risk (Security of investments).
- Legal and Regulatory Risk.
- When making service loans the borrower maybe unable to repay the principal lent and/or the interest due.
- The fair value of the Authority's investment property portfolio is no longer sufficient to provide security against loss

8.0 ENGAGEMENT/CONSULTATION

8.1 There has been no consultation undertaken or proposed for this strategy report.

9.0 EQUALITY IMPLICATIONS

9.1 There are none arising directly from this report

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