

Notice of Meeting and Agenda Audit, Risk and Scrutiny Board

Date	Time	Venue
Tuesday, 26 September 2017	10:00	Corporate Meeting Room 1, Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Tom Begg: Councillor Stephen Burns: Councillor Michelle Campbell: Councillor Alison Jean Dowling: Councillor Neill Graham: Councillor Jim Harte: Councillor Emma Rodden:

Councillor Bill Binks (Convener): Councillor Jim Sharkey (Depute Convener):

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Further Information

This is a meeting which is open to members of the public.

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

- | | | |
|----------|--|------------------|
| 1 | Audited Annual Accounts 2016/17 | 3 - 230 |
| | Report by Director of Finance & Resources. | |
| 2 | Audit Scotland Report - Self-Directed Support | 231 - 334 |
| | Report by Chief Officer, Renfrewshire Health and Social Care Partnership. | |
| 3 | Annual Review of Compliance with the Local Code of Corporate Governance | 335 - 392 |
| | Report by Director of Finance & Resources. | |
| 4 | Audit, Risk & Scrutiny Annual Programme 2017/18 | 393 - 396 |
| | Report by Director of Finance & Resources. | |



To: Audit, Risk and Scrutiny Board

On: 26 September 2017

Report by: Director of Finance and Resources

Heading: Audited Annual Accounts 2016/17

1. **Summary**

- 1.1 Each year the Council's appointed external auditors (Audit Scotland) carry out an audit of the Council's financial statements and provide an opinion as to whether those statements provide a fair and true view of the financial position of the Council and its income and expenditure for the year; and also whether they have been prepared in accordance with the Local Government (Scotland) Act 1973. In addition, Audit Scotland also audits the accounts of the charities which the Council controls, i.e. Common Goods Funds and other Charitable Trusts.
- 1.2 In accordance with International Auditing Standards (ISA260), Audit Scotland are obliged to report to those charged with the governance of the organisation matters which have arisen in the course of the audit.
- 1.3 The attached reports from Audit Scotland outline their findings from the audit of the 2016/17 Council, Common Good and Charitable Trust financial statements. Also attached is Audit Scotland's Annual Audit Report, and a copy of the full Annual Accounts for member's information.
- 1.4 Under the Local Authority Accounts (Scotland) Regulations 2014 the Council must meet to consider the Annual Accounts and aim to approve those accounts for signature no later than 30th September. In order to comply with these requirements, the audited financial statements will be presented to Council for approval at the meeting on 28 September 2017.

- 1.5 David McConnell (Assistant Director) and Mark Ferris (Senior Audit Manager), both from Audit Scotland, will attend the Audit, Risk and Scrutiny Board meeting to speak to their reports.

2. **Recommendations**

- 2.1 Members are requested to consider the attached reports from Audit Scotland and the Annual Accounts.

Implications of the Report

1. **Financial** – the Annual Accounts demonstrate the Council continues to operate services within the resources available, and in line with the relevant legislation.

2. **HR & Organisational Development** – *n/a*

3. **Community Planning –**

Children and Young People – *n/a*

Community Care, Health & Well-being – *n/a*

Empowering our Communities – *n/a*

Greener – *n/a*

Jobs and the Economy – *n/a*

Safer and Stronger – *n/a*

4. **Legal** – the Audit Scotland reports outline their opinion on the Annual Accounts which is free from qualification. Thereby demonstrating compliance with the relevant legislation and statutory accounting requirements.
 5. **Property/Assets** – *n/a*
 6. **Information Technology** – *n/a*
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – *n/a*
 9. **Procurement** – *n/a*
 10. **Risk** – *n/a*
 11. **Privacy Impact** – *n/a*
 12. **Cosla Policy Position** – *n/a*
-

Author: *Alastair MacArthur, Ext 7363*

Renfrewshire Council
Renfrewshire House,
Cotton Street,
Paisley,
PA1 1AL

26 September 2017

Renfrewshire Council 2016/17 Annual Audit Report

1. International Standard on Auditing (UK and Ireland) 260 (ISA 260) requires auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action. We are drawing to your attention matters for your consideration before the financial statements are approved and certified. We also present for your consideration our draft annual report on the 2016/17 audit which identifies significant findings from the financial statements audit. The section headed "Significant findings from the audit in accordance with ISA260" in the attached annual audit report sets out the issues identified. This report will be issued in final form after the financial statements have been certified.
2. Our work on the financial statements is now substantially complete. Subject to the satisfactory conclusion of any outstanding matters and receipt of a revised set of financial statements for final review, we anticipate being able to issue an unqualified auditor's report shortly after 28 September (the proposed report is attached at Appendix A). There are no anticipated modifications to the audit report.
3. In presenting this report to the Audit, Risk and Scrutiny Board we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.
4. We are required to report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature and request that these misstatements be corrected. One monetary error has not been processed through the financial statements by management. If adjusted this would decrease assets and liabilities by £550,000 in the 2016/17 balance sheet and increase assets and liabilities by £550,000 in the comparative 2015/16 balance sheet. The unadjusted error does not have a material impact on the financial statements.

5. As part of the completion of our audit we seek written assurances from the Director of Finance and Resources on aspects of the financial statements and judgements and estimates made. A draft letter of representation under ISA580 is attached at [Appendix B](#). This should be signed and returned by the Director of Finance and Resources with the signed financial statements prior to the independent auditor's opinion being certified.

APPENDIX A: Proposed Independent Auditor's Report

Independent auditor's report to the members of Renfrewshire Council and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the annual accounts of Renfrewshire Council and its group for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Expenditure and Funding Analysis, the group and council-only Comprehensive Income and Expenditure Statements, Movement in Reserves Statements, Balance Sheets, and Cash-Flow Statements, the council-only Housing Revenue Account, the Council Tax Income Account, and the Non-Domestic Rates Income Account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the 2016/17 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2016/17 Code of the state of affairs of the council and its group as at 31 March 2017 and of the surplus on the provision of services of the council and its group for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2016/17 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the council and its group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Director of Finance and Resources for the financial statements

As explained more fully in the Statement of Responsibilities, the Director of Finance and Resources is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Director of Finance and Resources determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the council and its group and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Director of Finance and Resources and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the annual accounts

The Director of Finance and Resources is responsible for the other information in the annual accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the annual accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements

Opinions on other prescribed matters

I am required by the Accounts Commission to express an opinion on the following matters. In my opinion, the auditable part of the Remuneration Report has been properly prepared in accordance with The Local Authority Accounts (Scotland) Regulations 2014.

In my opinion, based on the work undertaken in the course of the audit

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

Matters on which I am required to report by exception

I am required by the Accounts Commission to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the auditable part of the Remuneration Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- there has been a failure to achieve a prescribed financial objective.

I have nothing to report in respect of these matters.

David McConnell MA CPFA
Assistant Director
Audit Scotland
4th Floor, South Suite
8 Nelson Mandela Place
Glasgow
G2 1BT

APPENDIX B: Letter of Representation (ISA 580)

David McConnell
Assistant Director
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

26 September 2017

Dear David

Renfrewshire Council Annual Accounts 2016/17

1. This representation letter is provided in connection with your audit of the financial statements of Renfrewshire Council for the year ended 31 March 2017 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the financial position of Renfrewshire Council, as at 31 March 2017 and its comprehensive net expenditure for the year then ended.
2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the Audit, Risk and Scrutiny Board the following representations given to you in connection with your audit of Renfrewshire Council for the year ended 31 March 2017.

General

3. I acknowledge my responsibility and that of Renfrewshire Council for the financial statements. All the accounting records requested have been made available to you for the purposes of your audit. All material agreements and transactions undertaken by Renfrewshire Council have been properly reflected in the financial statements. All other records and information have been made available to you, including minutes of all management and other meetings.
4. The information given in the Management Commentary to the financial statements, including the Remuneration Report, presents a balanced picture of Renfrewshire Council and is consistent with the financial statements.
5. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. I am not aware of any uncorrected misstatements other than those identified in the auditor's report to those charged with governance (ISA260).

Regularity of Financial Transactions

6. The financial transactions of Renfrewshire Council are in accordance with the relevant legislation and regulations governing its activities and expenditure and income were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

Financial Reporting Framework

7. The financial statements have been prepared in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17, and in accordance with the requirements of and in accordance with the requirements of the Local Government (Scotland) Act 1973, the Local Authority Accounts (Scotland) Regulations 2014 and the Local Government in Scotland Act 2003, including all relevant presentational and disclosure requirements.
8. Disclosure has been made in the financial statements of all matters necessary for them to show a true and fair view of the transactions and state of affairs of Renfrewshire Council and its group for the year ended 31 March 2017.

Accounting Policies & Estimates

9. All material accounting policies adopted are as shown in the Statement of Accounting Policies included in the financial statements. The continuing appropriateness of these policies has been reviewed since the introduction of IAS 8 and on a regular basis thereafter, and takes account of the requirements set out in the Code of Practice on Local Authority Accounting in the UK 2016/17.
10. The significant assumptions used in making accounting estimates are reasonable and properly reflected in the financial statements. There are no changes in estimation techniques which should be disclosed due to their having a material impact on the accounting disclosures.

Going Concern

11. The Director of Finance and Resources has assessed the council's ability to carry on as a going concern, as identified in the Statement of Accounting Policies, and has disclosed, in the financial statements, any material uncertainties that have arisen as a result.

Related Party Transactions

12. All transactions with related parties have been disclosed in the financial statements. I have made available to you all the relevant information concerning such transactions, and I am not aware of any other matters that require disclosure in order to comply with the requirements of IAS24, as interpreted by the Code of Practice on Local Authority Accounting in the UK 2016/17.

Events Subsequent to the Date of the Balance Sheet

13. There have been no material events since the date of the Balance Sheet which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.
14. Since the date of the Balance Sheet no events or transactions have occurred which, though properly excluded from the financial statements, are of such importance that they should be brought to your notice.

Corporate Governance

15. I acknowledge as Director of Finance and Resources my responsibility for the corporate governance arrangements. I confirm that I have disclosed to the auditor all deficiencies in internal control of which I am aware.

16. The corporate governance arrangements have been reviewed and the disclosures I have made are in accordance with the Code of Practice on Local Authority Accounting in the UK 2016/17. There have been no changes in the corporate governance arrangements or issues identified, since the 31 March 2017, which require disclosure.

Fraud

17. I have considered the risk that the financial statements may be materially misstated as a result of fraud. I have disclosed to the auditor any allegations of fraud or suspected fraud affecting the financial statements. There have been no irregularities involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements.

Assets

18. The assets shown in the Balance Sheet at 31 March 2017 were owned by Renfrewshire Council, other than assets which have been purchased under finance leases. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Liabilities

19. All liabilities have been provided for in the financial records, including the liabilities for all purchases to which title has passed prior to 31 March 2017.

Carrying Value of Assets and Liabilities

20. The assets and liabilities have been recognised, measured, presented and disclosed in accordance with the Code of Practice on Local Authority Accounting 2016/17. There are no plans or intentions that are likely to affect the carrying value of classification of the assets and liabilities within the financial statements.

Provisions

21. Provisions have been made in the financial statements for all material liabilities which have resulted or may be expected to result, by legal action or otherwise, from events which had occurred by 31 March 2017 and of which Renfrewshire Council could reasonably be expected to be aware. The amount recognised as a provision is the best estimate of the expenditure likely to be required to settle the present obligation at 31 March 2017.
22. All known equal pay claims have been settled and there is no provision required in the financial statements.

Annual Leave Accrual

23. The holiday pay accrual included in the financial statements includes any flexi time balance due at the year end.

Integration Joint Boards

24. Renfrewshire IJB has been consolidated within the Renfrewshire Council financial statements for 2016/17 in accordance with IAS 27 Consolidated and Separate Financial Statements and the Code of Practice on Local Authority Accounting 2016/17. The Integration Joint Board figures used in the consolidation process are based on the audited accounts for Renfrewshire IJB.

Prior Year Restatements

25. I confirm the prior year restatements in respect of council dwellings valuation in the Balance Sheet and Movement in Reserves Statement, and in respect of capital grant income in the Comprehensive Income and Expenditure Statement are accurate and in line with accounting records.

Yours sincerely

Director of Finance and Resources

Renfrewshire Council
Renfrewshire House,
Cotton Street,
Paisley,
PA1 1AL

26 September 2017

Charitable Trusts administered by Renfrewshire Council Report to those charged with governance on the 2016/17 audit

1. An audit is required for all registered charities where the local authority is the sole trustee, irrespective of the size of the charity. This is due to the interaction of section 106 of the Local Government (Scotland) Act 1973 with the Charities Accounts (Scotland) Regulations 2006. The auditor of Renfrewshire Council, Audit Scotland, has been appointed as the auditor of the relevant trusts.
2. International Standard on Auditing (UK and Ireland) 260 (ISA 260) requires auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action.
3. This report sets out for the Trustees consideration the matters arising from the audit of the financial statements for 2016/17 that require to be reported under ISA 260. We are drawing to your attention those matters we think are worthy of note, so that you can consider them before the financial statements are approved and certified. An audit of the financial statements is not designed to identify all matters that may be relevant to those charged with governance. It is the auditor's responsibility to form and express an opinion on the financial statements prepared by management; however this does not relieve management of their responsibilities in this respect. This report has been prepared for the use of Renfrewshire Council, as the sole trustees of the registered charitable trusts listed at Appendix A, and no responsibility to any third party is accepted.
4. Our work on the financial statements is now substantially complete. Subject to the satisfactory conclusion of any outstanding matters and receipt of a revised set of financial statements for final review, we anticipate being able to issue an unqualified auditor's report on 26 September 2017 (the proposed report is attached at [Appendix B](#)). There are no anticipated modifications to the audit report.
5. In presenting this report to the Audit, Risk and Scrutiny Board we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any

subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.

6. We are required to report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature, and request that these misstatements be corrected. We have no unadjusted misstatements to bring to your attention.
7. As part of the completion of our audit we seek written assurances from the Accountable Officer on aspects of the financial statements and judgements and estimates made. A draft letter of representation under ISA580 is attached at [Appendix C](#). This should be signed and returned by the Accountable Officer with the signed financial statements prior to the independent auditor's opinion being certified.

Accounting and control systems

8. No material weaknesses in the accounting and internal control systems were identified during the audit which could adversely affect the ability to record, process, summarise and report financial and other relevant data so as to result in a material misstatement in the financial statements.

Significant findings from the audit -

9. In our view, the following issues require to be brought to your attention regarding the appropriateness of accounting policies or accounting estimates and judgements, the timing of transactions, the existence of material unusual transactions or the potential effect on the financial statements of any uncertainties.
10. The Renfrewshire Council Trust Fund consist of 4 individual funds:
 -
 - Renfrew Burgh Citizens Fund
 - Renfrewshire Council Citizens Fund
 - Paisley Burgh Citizens Fund
 - Coats Observatory Fund.
11. All Trust Fund balances (excluding assets held in the Coats Observatory Fund) have been fully disbursed in the financial year and it is anticipated that the Renfrew Burgh, Paisley Burgh and Renfrewshire Council Citizens Funds will be fully wound up. An application to the Office of the Scottish Charity Regulator (OSCR) will be made in this regard once formally approved by the Finance, Resources and Customer Services Policy Board.

Appendix A - Registered Charitable Trusts of Renfrewshire Council

The following is the list of Trusts which are administered by Renfrewshire Council:

- Paisley Burgh Citizens Fund: Charity No. SC042037
- Renfrew Burgh Citizens Fund: Charity No. SC042035
- Renfrewshire Council Citizens Fund: Charity No. SC042036
- Coats Observatory Fund: Charity No. SC019454

APPENDIX B: Proposed Independent Auditor's Report Renfrewshire Council Trust Funds

Independent auditor's report to the trustees of Renfrewshire Council Trust Funds and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the statement of accounts of Renfrewshire Council Trust Funds for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Receipts and Payments, the Statement of Balances and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and a receipts and payments basis.

In my opinion the accompanying financial statements:

- properly present the receipts and payments of the charities for the year ended 31 March 2017 and their statement of balances at that date; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulations 9(1),(2) and (3) of The Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the trustees for the financial statements

The trustees are responsible for the preparation of financial statements which properly present the receipts and payments of the charities, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and

disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the charities and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the statement of accounts

The trustees are responsible for the other information in the statement of accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission or required by applicable law to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the statement of accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements

Opinion on other prescribed matter

I am required by the Accounts Commission to express an opinion on the following matter. In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Charities Accounts (Scotland) Regulations 2006.

Matters on which I am required to report by exception

I am required by The Charity Accounts (Scotland) Regulations 2006 to report to you if, in my opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Mark Ferris FCCA
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT
26 September 2017

APPENDIX C: Letter of Representation (ISA 580)

Mark Ferris
Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

Dear Mark

Renfrewshire Council Trust Funds administered by Renfrewshire Council - Annual Accounts 2016/17

- Paisley Burgh Citizens Fund
 - Renfrew Burgh Citizens Fund
 - Renfrewshire Council Citizens Fund
 - Coats Observatory Fund
1. This representation letter is provided in connection with your audit of the financial statements of the registered charitable trusts listed above, where Renfrewshire Council is the sole trustee for the year ended 31 March 2017 for the purpose of expressing an opinion as to whether the financial statements properly present the financial position of each of these registered charitable trusts as at 31 March 2017 and its receipts and payments for the year then ended.
 2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the trustees of the registered charitable trusts where Renfrewshire Council is the sole trustee, the following representations given to you in connection with your audit for the year ended 31 March 2017.

General

3. I acknowledge my responsibility and that of Renfrewshire Council (as the administering authority of the Charitable Trusts) for the financial statements. All the accounting records requested have been made available to you for the purposes of your audit. All material agreements and transactions undertaken by the Charitable Trusts have been properly reflected in the financial statements. All other records and information have been made available to you, including minutes of all management and other meetings.
4. I confirm that the four trusts presented for audit are all the trusts that require an audit, where the sole trustee is Renfrewshire Council.
5. The information given in the Trustees Reports to the financial statements, present a balanced picture of the Charitable Trusts and are consistent with the financial statements.
6. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole.

Regularity of Financial Transactions

7. The financial transactions of the Charitable Trusts are in accordance with the relevant legislation and regulations governing its activities and expenditure and income were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

Financial Reporting Framework

8. The financial statements of the Charitable Trusts in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and directions made thereunder by the Scottish Ministers including all relevant presentation and disclosure requirements.
9. The financial statements of the Trust Funds have been prepared in accordance with the requirements of the Charities Accounts (Scotland) Regulations 2006 and directions made thereunder by the Scottish Ministers including all relevant presentation and disclosure requirements.
10. Disclosure has been made in the financial statements of all matters necessary for them to show a true and fair view/properly present the transactions and state of affairs of Charitable Trusts for the year ended 31 March 2017.

Accounting Policies & Estimates

11. The Annual Report and Financial Statements of the Trusts Funds have been prepared on a receipts and payments basis as per applicable regulations and the founding documents of each Trust.

Going Concern

12. The Trustees have assessed the ability of the registered charitable trust to carry on as a going concern, and have disclosed in the financial statements, any material uncertainties that have arisen as a result.

Related Party Transactions

13. All transactions with related parties have been disclosed in the financial statements. I have made available to you all the relevant information concerning such transactions, and I am not aware of any other matters that require disclosure in order to comply with the requirements of IAS24.

Events Subsequent to the Date of the Statement of Balances/Balance Sheet

14. There have been no material events since the date of the Statement of Balances which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.
15. Since the date of the Statement of Balances no events or transactions have occurred which, though properly excluded from the financial statements, are of such importance that they should be brought to your notice.

Corporate Governance

16. I confirm that there are no issues or deficiencies in internal control that require to be disclosed.

Fraud

17. I have considered the risk that the financial statements may be materially misstated as a result of fraud. I have disclosed to the auditor any allegations of fraud or suspected fraud affecting the financial statements. There have been no irregularities involving management or employees who have a significant role in internal control or that could have a material effect on the financial statements.

Assets

18. The assets shown in the Statement of Balances at 31 March 2017 were owned by Charitable Trusts, other than assets which have been purchased under finance leases. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Carrying Value of Assets and Liabilities

19. The assets and liabilities have been recognised, measured, presented and disclosed in accordance with the relevant financial reporting framework. There are no plans or intentions that are likely to affect the carrying value or classification of the assets and liabilities within the financial statements.

Yours sincerely

Alan Russell
Director of Finance and Resources

Renfrewshire Council
Renfrewshire House,
Cotton Street,
Paisley,
PA1 1AL

26 September 2017

Common Good Funds administered by Renfrewshire Council Report to those charged with governance on the 2016/17 audit

1. An audit is required for all registered charities where the local authority is the sole trustee, irrespective of the size of the charity. This is due to the interaction of section 106 of the Local Government (Scotland) Act 1973 with the Charities Accounts (Scotland) Regulations 2006. The auditor of Renfrewshire Council, Audit Scotland, has been appointed as the auditor of the relevant common good funds.
2. International Standard on Auditing (UK and Ireland) 260 (ISA 260) requires auditors to report specific matters arising from the audit of the financial statements to those charged with governance of a body in sufficient time to enable appropriate action.
3. This report sets out for the Trustees consideration the matters arising from the audit of the financial statements for 2016/17 that require to be reported under ISA 260. We are drawing to your attention those matters we think are worthy of note, so that you can consider them before the financial statements are approved and certified. An audit of the financial statements is not designed to identify all matters that may be relevant to those charged with governance. It is the auditor's responsibility to form and express an opinion on the financial statements prepared by management; however this does not relieve management of their responsibilities in this respect. This report has been prepared for the use of Renfrewshire Council, as the sole trustees of the registered common good funds listed at Appendix A, and no responsibility to any third party is accepted.
4. Our work on the financial statements is now substantially complete. Subject to the satisfactory conclusion of any outstanding matters and receipt of a revised set of financial statements for final review, we anticipate being able to issue an unqualified auditor's report on 26 September 2017 (the proposed report is attached at [Appendix B](#)). There are no anticipated modifications to the audit report.
5. In presenting this report to the Audit, Risk and Scrutiny Board we seek confirmation from those charged with governance of any instances of any actual, suspected or alleged fraud; any

subsequent events that have occurred since the date of the financial statements; or material non-compliance with laws and regulations affecting the entity that should be brought to our attention.

6. We are required to report to those charged with governance all unadjusted misstatements which we have identified during the course of our audit, other than those of a trivial nature, and request that these misstatements be corrected. We have no unadjusted misstatements to bring to your attention.
7. As part of the completion of our audit we seek written assurances from the Accountable Officer on aspects of the financial statements and judgements and estimates made. A draft letter of representation under ISA580 is attached at [Appendix C](#). This should be signed and returned by the Accountable Officer with the signed financial statements prior to the independent auditor's opinion being certified.

Accounting and control systems

8. No material weaknesses in the accounting and internal control systems were identified during the audit which could adversely affect the ability to record, process, summarise and report financial and other relevant data so as to result in a material misstatement in the financial statements.

Significant findings from the audit -

9. In our view, the following issues require to be brought to your attention regarding the appropriateness of accounting policies or accounting estimates and judgements, the timing of transactions, the existence of material unusual transactions or the potential effect on the financial statements of any uncertainties.
10. The Renfrewshire Council Common Good Funds consist of 3 individual funds:
 - Paisley Common Good Fund
 - Renfrewshire Common Good Fund
 - Johnstone Common Good Fund.
11. The Common Good Funds will continue to make grants available to local organisations through the Local Area Committee grant making process, and will also continue to fund recurring commitments. The council will also continue to review the funding provided by the Common Good Funds to ensure it remains appropriate and in line with the objectives of the Funds and to the benefit of the inhabitants of the relevant Burghs.

Appendix A - Registered Common Good Funds of Renfrewshire Council

The following is the list of Trusts which are administered by Renfrewshire Council:

- Paisley Common Good Fund: SC019478
- Renfrewshire Common Good Fund: SC019479
- Johnstone Common Good Fund: SC019480

APPENDIX B: Proposed Independent Auditor's Report Renfrewshire Council Common Good Funds

Independent auditor's report to the trustees of Renfrewshire Council Common Good Funds and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the statement of accounts of Renfrewshire Council Common Good Funds for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Financial Activities, the Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion the accompanying financial statements:

- give a true and fair view of the state of affairs of the charities as at 31 March 2017 and of their incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of The Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the trustees for the financial statements

The trustees are responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and

disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the charities and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the statement of accounts

The trustees are responsible for the other information in the statement of accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission or required by applicable law to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the statement of accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements

Opinion on other prescribed matter

I am required by the Accounts Commission to express an opinion on the following matter. In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Charities SORP (FRS 102).

Matters on which I am required to report by exception

I am required by The Charity Accounts (Scotland) Regulations 2006 to report to you if, in my opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Mark Ferris FCCA
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT
26 September 2017

APPENDIX C: Letter of Representation (ISA 580)

Mark Ferris
Senior Audit Manager
Audit Scotland
4th Floor
8 Nelson Mandela Place
Glasgow
G2 1BT

Dear Mark

Renfrewshire Council Common Good Funds administered by Renfrewshire Council - Annual Accounts 2016/17

- Paisley Common Good Fund
 - Renfrewshire Common Good Fund
 - Johnstone Common Good Fund
1. This representation letter is provided in connection with your audit of the financial statements of the registered common good funds listed above, where Renfrewshire Council is the sole trustee for the year ended 31 March 2017 for the purpose of expressing an opinion as to whether the financial statements properly present the financial position of each of these registered Common Good Funds as at 31 March 2017 and its income and expenditure for the year then ended.
 2. I confirm to the best of my knowledge and belief, and having made appropriate enquiries of the trustees of the registered common good funds where Renfrewshire Council is the sole trustee, the following representations given to you in connection with your audit for the year ended 31 March 2017.

General

3. I acknowledge my responsibility and that of Renfrewshire Council (as the administering authority of the Common Good Funds) for the financial statements. All the accounting records requested have been made available to you for the purposes of your audit. All material agreements and transactions undertaken by the Common Good Funds have been properly reflected in the financial statements. All other records and information have been made available to you, including minutes of all management and other meetings.
4. I confirm that the three trusts presented for audit are all the Common Good Funds that require an audit, where the sole trustee is Renfrewshire Council.
5. The information given in the Trustees Reports to the financial statements, present a balanced picture of the Common Good Funds and are consistent with the financial statements.
6. I confirm that the effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole.

Regularity of Financial Transactions

7. The financial transactions of the Common Good Funds are in accordance with the relevant legislation and regulations governing its activities and expenditure and income were incurred or applied in accordance with applicable enactments and guidance issued by the Scottish Ministers.

Financial Reporting Framework

8. The financial statements of the Common Good Funds in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and directions made thereunder by the Scottish Ministers including all relevant presentation and disclosure requirements.
9. The financial statements of the Common Good Funds have been prepared in accordance with the requirements of the Charities Accounts (Scotland) Regulations 2006 and directions made thereunder by the Scottish Ministers including all relevant presentation and disclosure requirements.
10. Disclosure has been made in the financial statements of all matters necessary for them to show a true and fair view/properly present the transactions and state of affairs of Common Good Funds for the year ended 31 March 2017.

Accounting Policies & Estimates

11. The Annual Report and Financial Statements of the Common Good Funds have been prepared on an accruals basis as per applicable regulations and the founding documents of each Common Good Fund.

Going Concern

12. The Trustees have assessed the ability of the registered Common Good Funds to carry on as a going concern, and have disclosed in the financial statements, any material uncertainties that have arisen as a result.

Related Party Transactions

13. All transactions with related parties have been disclosed in the financial statements. I have made available to you all the relevant information concerning such transactions, and I am not aware of any other matters that require disclosure in order to comply with the requirements of IAS24.

Events Subsequent to the Date of the Statement of Balances/Balance Sheet

14. There have been no material events since the date of the Balance Sheet which necessitate revision of the figures in the financial statements or notes thereto including contingent assets and liabilities.
15. Since the date of the Balance Sheet no events or transactions have occurred which, though properly excluded from the financial statements, are of such importance that they should be brought to your notice.

Corporate Governance

16. I confirm that there are no issues or deficiencies in internal control that require to be disclosed.

Fraud

17. I have considered the risk that the financial statements may be materially misstated as a result of fraud. I have disclosed to the auditor any allegations of fraud or suspected fraud affecting the financial statements. There have been no irregularities involving management or employees who

have a significant role in internal control or that could have a material effect on the financial statements.

Assets

18. The assets shown in the Balance Sheet at 31 March 2017 were owned by the Common Good Funds, other than assets which have been purchased under finance leases. Assets are free from any lien, encumbrance or charge except as disclosed in the financial statements.

Carrying Value of Assets and Liabilities

19. The assets and liabilities have been recognised, measured, presented and disclosed in accordance with the relevant financial reporting framework. There are no plans or intentions that are likely to affect the carrying value of classification of the assets and liabilities within the financial statements.

Yours sincerely

Alan Russell
Director of Finance and Resources

Renfrewshire Council

2016/17 Draft Annual Audit Report

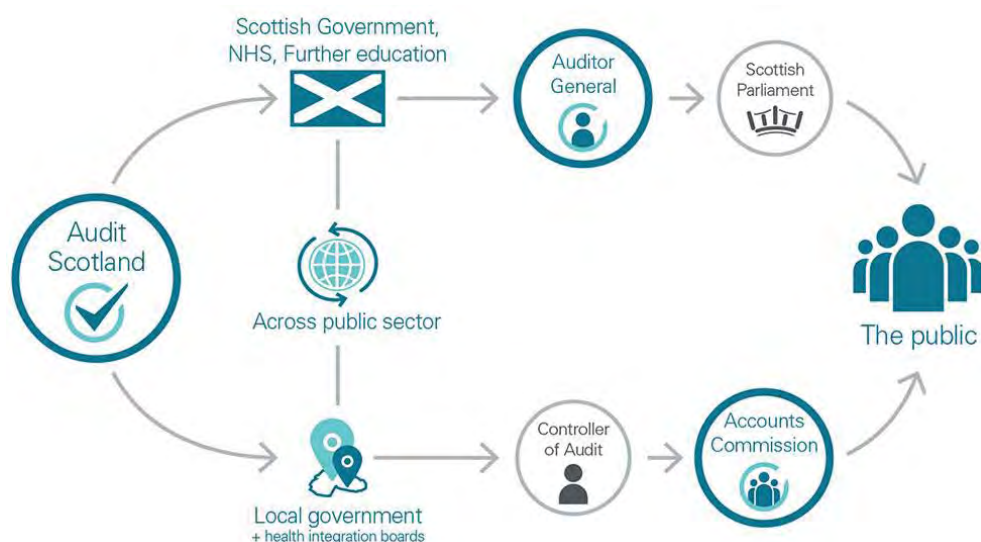


To Members of Renfrewshire Council and the Controller of Audit
28/09/2017

Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

Contents

Key messages	4
Introduction	6
Part 1	8
Audit of 2016/17 annual report and accounts	
Part 2	12
Financial management	
Part 3	20
Financial sustainability	
Part 4	24
Governance and transparency	
Part 5	29
Value for money	
Appendix 1	34
Action plan 2016/17	
Appendix 2	35
Significant audit risks identified during planning	
Appendix 3	38
Summary of unadjusted errors	
Appendix 4	39
Summary of national performance reports 2016/17	

Key messages

Audit of the 2016/17 annual accounts

- 1 Our audit opinions were all unqualified. These covered the financial statements, management commentary, remuneration report and the annual governance statement.
- 2 Unqualified opinions were issued for all the charities administered by the council.

Financial management

- 3 The council has effective financial planning and management and a sound medium-term financial strategy. Budgets are clearly linked to the strategic priorities.
- 4 The council has a good track record of delivering services within its budgets and over the last 5 years has consistently contained its expenditure within annual budgets.

Financial sustainability

- 5 The council has made effective use of reserves to support its medium term financial planning. It has built up significant reserves over a number of years and these are earmarked for specific purposes and aligned to the council's strategic objectives. Like many councils, Renfrewshire faces a significant funding gap in the medium term.
- 6 The council has identified that savings of £16 million to £27 million will be required each financial year in the period to 2020. This means the council will need to save around £56 million in the period from 2017/18 to 2019/20. This is a mid range estimate but could vary between £46 million and £80 million.
- 7 To meet future challenges, the council needs to implement its medium and long-term workforce strategy and organisational development strategy. This will be critical to managing how future services are delivered.

Governance and transparency

- 8 In the past, the operation and performance of the Audit, Scrutiny and Petitions Board has been weak. Following the 2017 local elections, the council has reviewed and revised the remits of its committees and established the Audit, Risk and Scrutiny Board.
- 9 The council has sound governance arrangements in place for how it conducts business but there has been a lack of scrutiny and challenge at policy boards.
- 10 The council could improve performance reporting arrangements for Renfrewshire Leisure Limited.

- 11** Historically councillors have not made the most of the training and development opportunities available to them.

Value for money

- 12** The Best Value audit found the council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. It recognises that this vision can only be achieved over a long period of time.

Introduction

1. This report is a summary of the findings arising from the 2016/17 audit of Renfrewshire Council.

2. The scope of the audit was set out in our Annual Audit Plan presented to the February 2017 meeting of the Audit, Scrutiny and Petitions Board. This report comprises:

- an audit of the annual report and accounts
- consideration of the four dimensions that frame the wider scope of public sector audit requirements as shown in [Exhibit 1](#).

Exhibit 1

Audit dimensions



Source: Code of Audit Practice 2016

3. The main elements of our audit work in 2016/17 have been:

- an interim audit of the council's main financial systems and governance arrangements
- audit work covering the council's arrangements and reported in a Best Value Assurance Report in August 2017
- an audit of the council's 2016/17 annual report and accounts including the issue of an independent auditor's report setting out our opinions.

- 4.** Renfrewshire Council is responsible for preparing the annual report and accounts that show a true and fair view in accordance with the Local Authority Accounts (Scotland) Regulations 2014. It is also responsible for establishing effective governance arrangements and ensuring financial management is effective.
- 5.** Our responsibilities as independent auditor are established by the Local Government in Scotland Act 1973 and the [*Code of Audit Practice 2016*](#) guided by the auditing profession's ethical guidance.
- 6.** As public sector auditors we provide an independent auditor's report on the annual report and accounts. We also review and report on the arrangements within Renfrewshire Council to manage its performance and use of resources such as money, staff and assets. Additionally, we report on the council's best value arrangements. In doing this, we aim to support improvement and accountability.
- 7.** Further details of the respective responsibilities of management and the auditor can be found in the [*Code of Audit Practice 2016*](#).
- 8.** This report raises matters from the audit of the annual report and accounts, risks or control weaknesses. Communicating these does not absolve management from its responsibility to address the issues we raise, and to maintain adequate systems of control.
- 9.** Our annual audit report contains an action plan at [Appendix 1 \(page 35\)](#). It sets out specific recommendations, responsible officers and dates for implementation.
- 10.** As part of the requirement to provide fair and full disclosure of matters relating to our independence, we can confirm that we have not undertaken non-audit related services. The 2016/17 audit fee for the audit was set out in our Annual Audit Plan and as we did not carry out any work additional to our planned audit activity, the fee remains unchanged.
- 11.** This report is addressed to both the council and the Controller of Audit and will be published on Audit Scotland's website www.audit-scotland.gov.uk.
- 12.** We would like to thank all management and staff who have been involved in our work for their co-operational and assistance during the audit.

Part 1

Audit of 2016/17 annual report and accounts



Main judgements

Unqualified audit opinions on the council's annual report and accounts.

Unqualified audit opinions on the charities administered by the council.

Unqualified audit opinions

13. The annual report and accounts for the year ended 31 March 2017 were noted by the Audit, Risk and Scrutiny Board on 26 September 2017 and approved by the council on 28 September 2017. We reported, within our independent auditor's report:

- an unqualified opinion on the financial statements
- unqualified opinions on the management commentary, remuneration report and annual governance statement.

14. Additionally, we have nothing to report in respect of those matters which we are required by the Accounts Commission to report by exception.

Audit of charities administered by Renfrewshire Council

15. Due to the interaction of the Local Government in Scotland Act 1973 with the charities legislation, a full and separate audit and auditor's report is required for each registered charity where members of Renfrewshire Council are sole trustees, irrespective of the size of the charity.

16. Our duties as auditors of the charitable trusts administered by Renfrewshire Council are to:

- express an opinion on whether the charities financial statements properly present the charitable trusts' financial position and are properly prepared in accordance with charities legislation
- read the trustees' annual report and express an opinion as to whether it is consistent with the financial statements
- report on other matters by exception to the trustees and to the Office of the Scottish Charity Regulator.

17. We received the trusts' accounts in line with the agreed timetable and after completing our audit we issued unqualified audit opinions in respect of the 2016/17 financial statements of Renfrewshire Council Trust Funds and Renfrewshire Council Common Goods Funds.

The council's annual report and accounts are the principal means of accounting for the stewardship of its resources and its performance in the use of its resources.

18. The Renfrewshire Council Trust Fund consist of 4 individual funds:

- Renfrew Burgh Citizens Fund
- Renfrewshire Council Citizens Fund
- Paisley Burgh Citizens Fund
- Coats Observatory Fund.

19. All Trust Fund balances (excluding assets held in the Coats Observatory Fund) have been fully disbursed in the financial year and it is anticipated that the Renfrew Burgh, Paisley Burgh and Renfrewshire Council Citizens Funds will be fully wound up. An application to the Office of the Scottish Charity Regulator (OSCR) will be made in this regard once formally approved by the Finance, Resources and Customer Services Policy Board.

20. The Common Good Funds will continue to make grants available to local organisations through the Local Area Committee grant making process, and will also continue to fund recurring commitments. The council will also continue to review the funding provided by the Common Good Funds to ensure it remains appropriate and in line with the objectives of the Funds and to the benefit of the inhabitants of the relevant Burghs.

21. The Community Empowerment (Scotland) Act 2015 places new obligations on councils with regards recording and the use of Common Good assets. The council is required to prepare and publish a register of all Common Good properties and make it publicly available. The Act also requires local authorities to publish any proposals and consult with community bodies before disposing of or changing the use of Common Good assets.

Submission of the council's annual report and accounts for audit

22. We received the unaudited annual report and accounts on 27 June 2017, in line with the audit timetable set out in our 2016/17 Annual Audit Plan. In 2016/17, the council's group accounts include the financial results of Renfrewshire Integration Joint Board (IJB). The group accounts include the council's share of the IJB's surplus for 2016/17 although these have no net impact on the council's reported outturn. Our audit testing confirmed that the council properly identifies transactions that relate to work commissioned by the IJB.

23. The council's group accounts incorporate four subsidiaries, or joint ventures as listed at note 1 to the group accounts. In some cases we have relied on the unaudited accounts of these entities since the audit of their annual accounts have not been completed. Where these entities are significant we sought assurance from their auditors.

24. The working papers provided with the unaudited report and accounts were of a satisfactory standard and finance staff provided good support to the audit team during the audit. This helped ensure that the final accounts process ran smoothly and enabled completion of the audit in line with the agreed timetable.

Risk of material misstatement

25. [Appendix 2](#) provides a description of those assessed risks of material misstatement that were identified during the planning process which had the greatest effect on the overall audit strategy, the allocation of resources to the audit and directing the efforts of the audit team. Also, included within the appendix are wider audit dimension risks, how we addressed these and conclusions.

Materiality

26. Materiality defines the maximum error that we are prepared to accept and still conclude that that our audit objective has been achieved (i.e. true and fair view). The assessment of what is material is a matter of professional judgement. It involves considering both the amount and nature of the misstatement.

27. Our initial assessment of materiality for the annual accounts was carried out during the planning phase of the audit based on budget forecasts. Specifically with regard to the annual accounts, we assess the materiality of uncorrected misstatements, both individually and collectively.

28. On receipt of the annual accounts we updated our materiality calculations for the 2016/17 results, these are summarised in [Exhibit 2](#).

Exhibit 2

Materiality values

Materiality level	Amount
Overall materiality – This is the calculated figure we use in assessing the overall impact of audit adjustments on the financial statements. It was set at 1% of gross expenditure for the year ended 31 March 2017.	£6.169 million
Performance materiality – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement we have calculated performance materiality at 50% of overall materiality.	£3.084 million
Reporting threshold – We are required to report to those charged with governance on all unadjusted misstatements in excess of the 'reporting threshold' amount. This has been set at the maximum value permitted.	£0.100 million

How we evaluate misstatements

29. It is our responsibility to request that all misstatements in excess of the clearly trivial reporting threshold are corrected although the final decision on this lies with those charged with governance taking into account advice from senior officers and materiality.

30. A material error was noted in relation to the valuation of council dwellings ([Exhibit 3](#), significant finding 1); this has been corrected in the audited financial statements.

31. A number of additional errors were noted in excess of the clearly trivial reporting threshold. Errors that management do not propose to adjust for are detailed in [Appendix 3](#). We agree that these amounts are not material in the context of the financial statements. All other misstatements have been corrected in the audited accounts.

Significant findings

32. International Standard on Auditing 260 (UK & Ireland) requires us to communicate to you significant findings from the audit. These are summarised in [Exhibit 3](#) (where a finding has resulted in a recommendation to management, a cross reference to the Action Plan in [Appendix 1](#) has been included).

Exhibit 3

Significant findings from the audit of Renfrewshire Council

Issue	Resolution
<p>1. Valuation of Council Dwellings</p> <p>Renfrewshire Council accounting policies state that council dwellings are carried at fair value on the basis of existing use, using the Beacon Principle methodology, with valuations taking place every 5 years. Changes to the fair value during the years between valuations are estimated on an indexation basis, using housing market data.</p> <p>The most recent valuation was carried out as at 31 March 2016, however the results of this were not included in the 2015/16 accounts. Instead the previous valuation (at as 31 March 2011) was used and indexation applied. The same approach was also applied in the 2016/17 unaudited accounts.</p> <p>In addition, indexation (to estimate changes in value for years without a full valuation) has been applied based on quarter 3 market data (as at 31 December) rather than the quarter 4 market data (as at 31 March).</p>	<p>To correct for these errors, material adjustments to both the 2015/16 and 2016/17 figures in the unaudited accounts have been processed. The impact of this was a reduction in the net book value of council dwellings of £56.232 million in 2015/16. The impact on 2016/17 was an overall £51.325 million reduction, which is net of the 2015/16 reduction and an increase in the value due to indexation being calculated based on quarter 4 figures.</p> <p>As council dwellings had been previously revalued upwards, the full impact of this reduction in value has been taken to the revaluation reserve. The reduction in value resulted in the depreciation charge for 2016/17 being reduced by £1.874 million. The overall impact has resulted in the audited accounts recording a surplus of £1.063 million.</p>

Going concern

33. The financial statements of the council, its group and the associated charities have been prepared on the going concern basis.

Other findings

34. Our audit identified a number of presentational and disclosure issues which were discussed with management. These were adjusted and reflected in the audited annual report and accounts.

Objections and Whole of Government Accounts

35. The Local Authority Accounts (Scotland) Regulations 2014 require a local authority to publish a public notice on its website that includes details of the period for inspecting and objecting to the accounts. This must remain on the website throughout the inspection period. The council complied with the regulations.

36. The council submitted a consolidation pack for the whole of government accounts to audit on 18 September 2017. We expect to complete our audit of the council's whole of government accounts return in by the deadline of 30 September 2017.

Part 2

Financial management



Main judgements

The council has effective financial planning and management and a sound medium-term financial strategy. Budgets are clearly linked to the strategic priorities.

The council has a good track record of delivering services within its budgets and over the last 5 years has consistently contained its expenditure within annual budgets.

Our testing of the design and operation of the financial controls over significant risk points confirmed that controls relating to financial systems and procedures are designed appropriately and operating effectively.

Financial performance in 2016/17

37. In March 2016 the council approved a budget of £381.982 million for 2016/17. To create the budget each directorate produces income and expenditure estimates based on the Service Improvement Plans (SIPs). SIPs outline the activities of each directorate and how these support the priorities and delivery of the council plan. This creates a clear link between budget-setting and the council's objectives. Amendments during the year resulted in a revised budget of £384.989 million.

38. The council has a good track record in delivering services near or within budget. As at 30 June 2017, there was a year-end forecast of £0.052 million underspend against budget. The near breakeven position included the use of £12.652 million of ring-fenced reserves to fund projects authorised during the year.

39. While the council's spending has remained in line with its overall budget, there are variations in how different services have performed. The more significant over and underspends are summarised in [Exhibit 4 \(page 13\)](#).

Exhibit 4

Summary of significant over and under spends against budget

Area	Under/over spend (£m)	Reason(s) for variance
Underspend/Over-Recovery		
Council Tax Income	£ 0.729	96% of council tax income was recovered 2016/17, in excess of the proportion estimated in the budget.
Overspend/Under-Recovery		
Miscellaneous Services Expenditure	£0.944	Additional debt repayments were possible due to the over-recovery of council tax.
Source: 2016/17 year end outturn report		

40. Overall, the council's budget setting and monitoring arrangements are effective. Relevant explanations have been identified and reported to members for budget variances, including those noted above.

Housing Revenue Account

41. The council is required by legislation to maintain a separate housing revenue account (HRA) and to ensure that rents are set to at least cover the costs of its social housing provision. Rent levels are therefore a direct consequence of the budget set for the year; average weekly rent increased by £1.47 from £73.67 in 2015/16 to £75.14 in 2016/17.

42. The HRA records expenditure in 2016/17 of £57.648 million (2015/16: £57.144 million). Overall the HRA recorded a breakeven position in 2016/17 against budget for the year. Earmarked reserves of £0.428 million were utilised to assist tenants affected by welfare reform changes. The HRA retains a positive balance of £9.811 million.

Non Domestic Rates

43. The council collects non domestic rates (NDR) from businesses, based on property values and a rate per pound set by the Scottish Government. The council retains the NDR income after adjustment from the national non-domestic rate pool. Gross rates levied in 2016/17 were £119.040 million, which were offset by business reliefs of £17.875 million. NDR income retained by Renfrewshire Council after contribution to the national non-domestic rate pool and other adjustments was £96.106 million.

Council Tax

44. The council collects council tax from residents based on the value of their home, categorised in eight bands – A to H. The charge each band is calculated based on band D. There has been no change the band D charge (£1,164.69) from 2015/16 and therefore all council tax rates have remained static. Renfrewshire Council recorded £67.836 million of council tax income in 2016/17, net of contributions to the council tax reduction scheme and council tax reliefs.

Efficiency savings

45. With reduced funding from government and increased demand for financial services, efficiency savings are an important means of bridging the gap between funding received and spending commitments.

46. The council implemented the Better Council Change Programme (BCCP) in 2014/15, on a two year rolling basis. Phase 1 was completed at the end of 2016/17 and successfully delivered annual recurring (as opposed to one-off) savings of £15.1 million against a target of £14.4 million.

- Phase 2 started in March 2016 with the aim of generating recurring savings of £5.5 million by the end of 2017/18. Two of the biggest projects associated with Phase 2 are: an online customer portal for services such as council tax, housing benefit and reporting of community services issues. This was launched in March 2016 and as of August 2017 the online system had 24,000 active users
- the Enterprise Resource Planning (ERP) project is intended to combine finance, HR, payroll and procurement systems into a single integrated application. Implementation of ERP began in July 2016, with go-live originally scheduled for April 2017. The implementation of ERP has been delayed with a target go live date of December 2017.

47. The 2016/17 annual efficiency statement reported to the Finance, Resources & Customer Services Policy Board in August 2017 reported that Renfrewshire Council achieved cash savings of £8.263 million for the financial year, primarily delivered through BCCP projects.

Borrowing in 2016/17

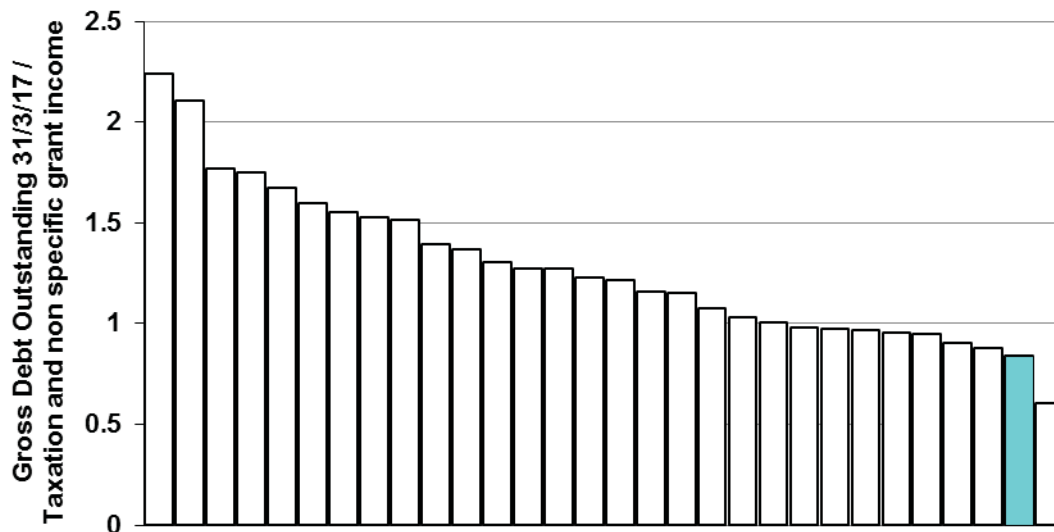
48. The council's outstanding loans at 31 March 2017 were £255.628 million, an increase of £25.795 million on the previous year. Additional planned borrowing of £32 million from the Public Works Loan Board (PWLB) was undertaken in the year, primarily to fund repayments of existing PWLB loans (£11.520 million in 2016/17 and £11.210 million in 2017/18). Additionally, £6.773 million of reserves (from the housing capital fund) were utilised to fund loan repayments. This is in line with the change in the council's approach to the debt smoothing strategy.

49. In recent years, Renfrewshire Council's debt smoothing strategy has accelerated debt repayment and resulted in a decrease in external borrowing. The effect of this accelerated repayment slowed in 2015/16 and 2016/17 and showed a net increase in the amount of external debt for the first time in a number of years. This was in line with the change in the council's approach to the debt smoothing strategy and the assumptions underpinning its medium term financial strategy reported to elected members.

50. Overall, Renfrewshire Council continues to have comparatively low levels of debt relative to other councils in Scotland ([Exhibit 5](#)).

Exhibit 5

Borrowing (including PPP/FFI) as a proportion of income



Source: Audit Scotland database

51. The council's loan debt includes £54.744 million of loans using Lender Option Borrower Option (LOBO) loans. A LOBO loan is typically a long term loan where the interest rate is initially fixed but the lender has the option to propose or impose on pre-determined future dates, a new fixed interest rate. The borrower has the option to either pay the revised interest rate or to repay the loan.

52. The council's LOBO debt consists of five loans taken out between 2002/03 and 2003/04. We reviewed supporting papers including an analysis of the LOBOs held by the council and comparable PWLB rates of interest and the council's treasury management policies and controls.

53. Based on our audit work we concluded that:

- the use of LOBOs has been undertaken in line with the council's treasury management policy, which has been reviewed and approved annually by councillors
- of the five LOBOs, all have a lower lifetime average interest rate than the equivalent duration PWLB rate available at the time the loan was taken out.

Capital programme 2016/17

54. The council incurred general fund capital expenditure of £53.900 million (67% of the capital budget of £79.617 million). The main projects were:

- Riverbrae school (£7.729 million)
- LED street lighting (£6.265 million)
- City Deal developments (£5.295 million)
- refurbishment of the Russell Institute (£3.603 million)

- Mossvale/St. James primary school (£3.342 million)
- St. Fergus primary school (£2.793 million)
- ERP project (£1.775 million, see paragraph 46).

55. Capital spend was £25.717 million (33%) below budget. Over the course of 2016/17 the council adjusted budgets to reflect changes in the spend profile of major capital projects. The majority of these adjustments were made with no anticipated change in the completion date of the relevant project; however a small number of project completion dates have slipped. The most significant variances were:

- spend on St John Bosco / Bargarran primary schools shared campus totalled £1.805 million, £6.410 million less than originally planned. This was due to the rescheduling of the original capital plan. The project is expected to be completed on time in summer 2018
- spending on the LED street lighting project was £4.694 million lower than budget, this was primarily due to a competitive tendering process that resulted in a £3 million underspend on the project for the year. The project was completed in May 2017.

56. All unspent capital funds have been retained for capital spending in future periods.

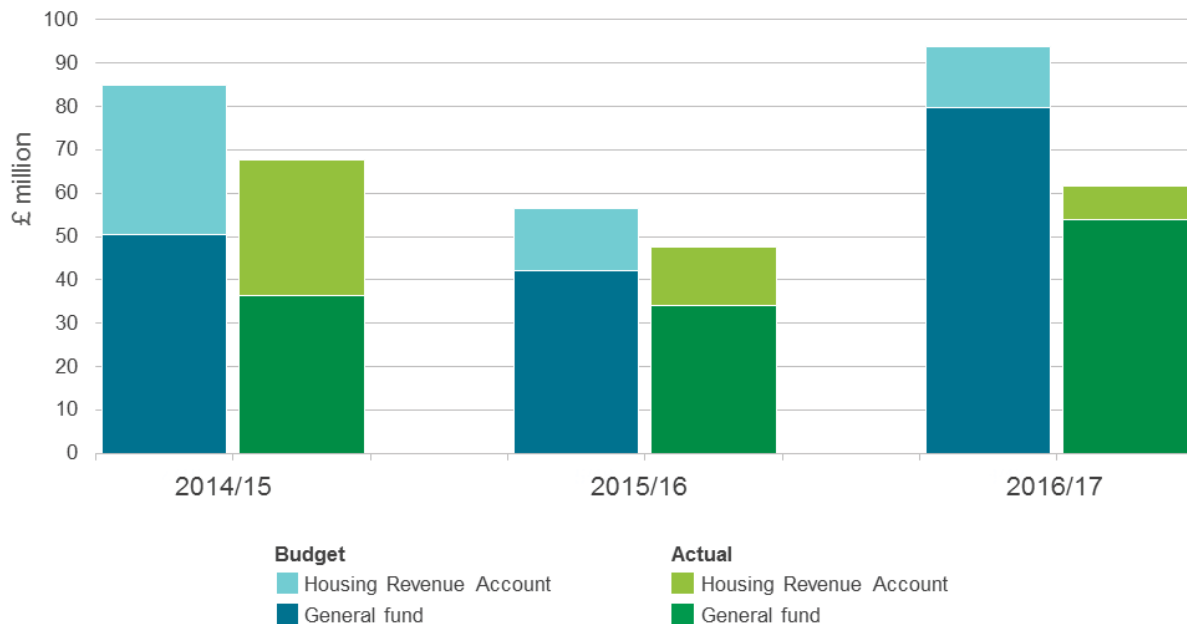
57. The housing capital programme reported expenditure of £7.839 million in 2016/17, a £6.931 million (45%) underspend against the planned housing spend of £14.23 million as outlined in [Exhibit 6 \(page 17\)](#). The most significant reductions related to:

- £2.0 million of planned spend in new council dwellings in Bishopton, this has been rescheduled to the 2018/19 financial year due to delays in site preparation and delayed Right to Buy buybacks
- £1.156 million of budgeted Right to Buy buybacks planned for 2016/17 were postponed.

58. Renfrewshire Council should ensure that the capital budgets set are as accurate as possible and achievable.

Exhibit 6

Capital actual spend compared to budget (General Fund and HRA)



Source: Renfrewshire Council budget papers 2014/15 – 2016/17

Capital Accounting

59. We identified a number of errors in the financial statements relating to capital accounting.

60. We noted that Renfrewshire Council had carried out a valuation of council dwellings as a 31st March 2016; however this had not been applied when calculating the value for the annual accounts ([Exhibit 3, issue 1](#)). Instead the value from the previous valuation (31 March 2011) had been indexed to give an estimate for the 2015/16 and 2016/17 carrying values of council dwellings. Additionally, indexation has been applied using quarter 3 market data rather than quarter 4 information. Management have amended the financial statements; the impact on the 2015/16 position was a reduction in the value of assets of £56.232 million. Carrying this forward to 2016/17 resulted in a £51.325 million reduction in asset value, which was offset by an increase in value due to indexation. The impact of both reductions in value have been charged to the revaluation reserve. Additionally, the reduction in the 2016/17 value resulted in the depreciation charge for the year being £1.874 million lower than previously calculated.

61. A number of additional errors in 2016/17 revaluation calculations of non current assets (other land and buildings) were highlighted during the audit. The total impact of the error was £0.493 million on the value of assets and revaluation reserve. These have been adjusted for in the audited accounts.

62. We also identified that £0.550 million of LED street lighting assets had been received in late 2015/16, but were incorrectly recognised as additions in 2016/17. Management have not adjusted for this error, it has therefore been included in the schedule of unadjusted errors in Appendix 3.

Budgetary monitoring and control

63. The [Local Government in Scotland: Financial overview 2015/16](#) (November 2016) highlighted that the need for budgets and forecasts to reflect actual spending becomes increasingly important for councils with decreasing (or low levels) of

usable reserves to rely on. We noted that the council's budget and savings plan is aligned to the council priorities as set out in its Council Plan. This is consistent with good practice.

64. During the 2016/17 financial year, detailed scrutiny of financial performance was delegated to the Finance & Resources Policy Board which receives quarterly revenue and capital monitoring reports. From our review of these reports and attendance at committee we concluded that they provided an overall picture of the budget position at service level. Also, the reports forecast out-turn position for the year and include good narrative explanations for significant variances against budget. They allow both members and officers to carry out scrutiny of the council's finances.

65. Due to a restructure of policy boards and sub-committees following the local election in May 2017, scrutiny of financial performance is now delegated to the Finance, Resources and Customer Services Policy Board.

Financial capacity within the council

66. The Section 95 officer for Renfrewshire Council is the Director of Finance and Resources. He is a member of the corporate management team and has direct access to the chief executive and council members. We concluded that the Section 95 officer has appropriate status within the council.

67. The finance function was recently restructured to separate financial accounting and management accounting functions. We highlighted in our annual audit plan that this contributed to a risk that the annual accounts may be delayed or of poor quality, however the unaudited accounts were of a good standard.

Internal controls

68. As part of our audit we identify and inspect the key internal controls in those accounting systems which we regard as significant for the production of the financial statements. Our objective is to gain assurance that the council has systems of recording and processing transactions which provide a sound basis for the preparation of the financial statements.

69. During our inspection of payroll processes we noted that 96 staff members who left in 2016/17 continued to be paid after their leaving date. The total value of these overpayments was £0.133 million. Management are creating a monthly reporting process to monitor any future overpayments. (see [Appendix 1](#) - Action Plan, point 1).

70. With the exception of the above no significant control weaknesses were identified which could affect the council's ability to record, process, summarise and report financial and other relevant data so as to result in a material misstatement in the financial statements.

71. The Annual Governance Statement notes that the council reviewed the effectiveness of its governance framework, including the system of internal financial controls. It concluded that the arrangements continue to be fit for purpose and that reasonable assurance can be placed on the adequacy and effectiveness of the systems of governance operated by the council.

Prevention and detection of fraud

72. We have responsibility for reviewing the arrangements put in place by management for the prevention and detection of fraud. We reviewed the council's arrangements including policies and codes of conduct for staff and elected members, whistleblowing, fraud prevention and fraud response plan.

73. We noted that the Corporate Fraud Policy is out of date and in the process of being updated. There is training and supporting policies in place to assist staff while the updates are taking place. However, there is a risk that some staff may not be fully aware of the fraud and financial management procedures if they have not attended training or read all the supporting policies.

74. Based on the evidence reviewed by us, we concluded that, with the exception of the point noted in paragraph 69, the council has adequate arrangements in place for the prevention and detection of fraud.

National Fraud Initiative

75. The National Fraud Initiative (NFI) in Scotland is a counter-fraud exercise co-ordinated by Audit Scotland. It uses computerised techniques to compare information about individuals held by different public bodies, and on different financial systems, to identify 'matches' that might suggest the existence of fraud or error.

76. The latest position on NFI investigations by the council is summarised in [Exhibit 7](#). The NFI secure website lists a total of 6,532 data matches with 1,474 of these classed as 'recommended' matches (high risk) for investigation.

Exhibit 7

National Fraud Initiative

Total number of matches



6,352

Number recommended for investigation



1,474

Completed/closed investigations



445

Source: NFI website August 2017

77. Matches are followed up by the Counter Fraud Team and service departments. We assessed the council's approach to monitoring, investigating and reporting NFI matches throughout 2016/17 and found it was adequate. Progress on the investigation of NFI matches from the 2016/17 has been slower than previous years, with only 445 closed/completed as at 24 August 2017. Management should ensure that there is sufficient resource to complete the NFI exercise.

78. Responsibility for the investigation housing benefit fraud was transferred to Department for Work and Pensions Single Fraud Investigation Service (SFIS) in March 2016. All matches relating to housing benefit had been reviewed as at June 2017 and passed on to the SFIS team.

79. Throughout 2016/17, updates on the progress of NFI investigations were reported to the Audit, Scrutiny and Petitions Board on a quarterly basis. Following the restructure of policy boards, NFI updates are reported to the Audit, Risk and Scrutiny Board.

80. Overall, we are satisfied that the council are fully committed to NFI.

Part 3

Financial sustainability



Main judgements

The council has made effective use of reserves to support its medium term financial planning. It has built up significant reserves over a number of years and these are earmarked for specific purposes and aligned to the council's strategic objectives. Like many councils, Renfrewshire faces a significant funding gap in the medium term.

The council has identified that savings of £16 million to £27 million will be required each financial year in the period to 2020. This means the council will need to save around £56 million in the period from 2017/18 to 2019/20. This is a mid range estimate but could vary between £46 million and £80 million.

To meet future challenges, the council needs to implement its medium and long-term workforce strategy and organisational development strategy. This will be critical to managing how future services are delivered.

Financial planning

81. It is important that long-term financial strategies (typically covering five to ten years) are in place which link spending to the council's strategies. Although councillors only approve the budget for a single year, this should be supported by indicative future spending plans (covering three years at least) that forecast the impact of relevant pressures on the council.

82. Renfrewshire Council has a strong focus on financial planning. In addition to preparing an annual budget, the council also creates a 3-year plan in the form of a Financial Outlook Report. The medium-term plans also incorporate scenario planning, which highlights the best and worst case outcomes for the council.

83. The Financial Outlook Report 2017/18 – 2019/20 highlights that savings in the region of £16 million to £27 million will be required each financial year in the period to 2020. This means the council will need to save around £56 million in the period from 2017/18 to 2019/20. This is a mid-range estimate. Optimistic and pessimistic scenarios are £46 million and £80 million respectively.

84. In recent years the council has achieved most of its savings through its Debt Smoothing Strategy, staff leaving through voluntary redundancies and early retirements arising from the BCCP.

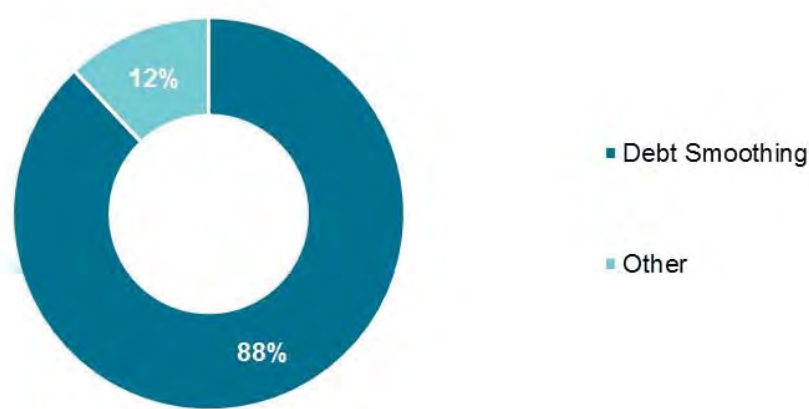
85. The council recognises that in order to manage future budget pressures it will need to make significant changes in how it delivers services.

Financial sustainability looks forward to the medium and longer term to consider whether the body is planning effectively to continue to deliver its services or the way in which they should be delivered.

Funding position

86. The council approved its 2017/18 budget in February 2017. The budget was set at £385.650 million, with a breakeven position projected for the year. This incorporated the use of £2.350 million of reserves from the Capital Investment Fund.
87. The council is facing a number of challenges in maintaining a sustainable financial position in future. These include rising demands for services, increasing costs of service provision and reductions in central government funding.
88. The 2017/18 budget incorporates £19.815 million of anticipated savings, £17.410 million of which are to be achieved from the debt smoothing strategy. As illustrated by Exhibit 9, this represents a significant portion of planned savings.

Exhibit 9
Proportion of savings to be achieved through debt smoothing strategy in 2017/18



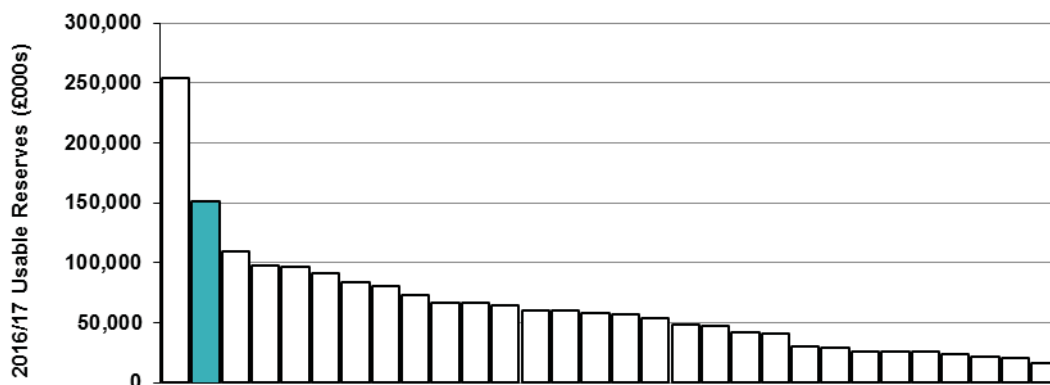
Source: Renfrewshire Council 2017/18 budget

Reserves

89. One of the key measures of the financial health of a local authority is the level of reserves held. Renfrewshire Council has increased its reserves each year since 2013/14, and has a high level of reserves in comparison to almost all other councils in Scotland, as shown in [exhibit 9](#). The majority of reserves funds are statutory or ring-fenced aligned to future spending plans and strategic objectives.

Exhibit 9

Comparison of councils' usable reserves across Scotland in 2016/17



Source: Audit Scotland database

90. The level of usable reserves held by the Renfrewshire Council increased by £9.157 million from £141.376 million in 2015/16 to £150.533 million in 2016/17. The most significant movements contributing to the increase 2016/17 in reserves were:

- an increase of £25.478 million in the investment capital fund, maintained to fund future capital spend in line with the council's Corporate Asset Strategy and to support the debt smoothing strategy
- a decrease of £12.652 million in the general fund reserve balance related to the release of ring-fenced elements to fund projects (for example, the Waste Management Strategy and Invest in Renfrewshire)
- a decrease of £6.773 million in the housing capital fund, this was used to fund debt repayments.

91. Other than the investment capital fund, which is being maintained for future capital investment and debt smoothing, the general fund reserve is the largest reserve (£48.726 million). Although the general fund reserve has no restrictions on its use, £41.661 million has been ring-fenced for future expenditure plans. The remaining £7.065 million is maintained to provide a contingency fund to meet unexpected expenditure.

92. The council reviews the level of its uncommitted reserves when setting the budget each year. The council's approved reserves strategy specifies that uncommitted reserves should be between 1% and 2% of net revenue and not be lower than £7 million. The level of uncommitted general fund reserves as at 31 March 2017 was £7.065 million (1.9% of net revenue), which is within the limits set out by the strategy.

93. We consider the overall level of usable reserves held by the council are reasonable. As demonstrated at [Exhibit 9](#) the council's usable reserves are high compared to other Scottish councils, however these have largely been retained for specific purposes in line with Renfrewshire Council's long term strategy.

Workforce planning

94. The council's Organisational Development Strategy 2016-19 was approved in December 2015 but is only in the early stages of implementation. This strategy sets

out how the council will provide the skills and money it needs to develop as an organisation. The strategy focuses specifically on improving how the council will:

- manage and develop its performance
- plan its workforce needs
- ensure its workforce has the right skills, are motivated, feel part of the organisation and are adaptive.

95. Audit Scotland's [*Local government in Scotland – performance and challenges 2017*](#) report highlighted the need to plan and manage reductions to Council workforces. Failing to do this can affect the skills mix and ability of the organisation to deliver, manage and scrutinise services effectively.

96. Between 2010/11 and 2015/16 the council reduced staff numbers by 1,150. This was part of the council's BCCP through voluntary early retirement and voluntary redundancy. The council has also redesigned services, that is, changing how services are provided and integrated. These changes have had a substantial impact on some services with a reduction of 369 staff within Community Resources.

97. The council's previous approach of voluntary redundancy and early retirement was effective in supporting the delivery of change projects to generate the financial savings required, although it has reduced capacity in some services.

98. The BVAR reported that the council did not have a strategic workforce plan in place and the council recognised that it needed to fully develop its workforce planning approach over the longer term. On 30 August the council took its Council Workforce Plan 2017-2020 to the Finance, Resources and Customer Services Policy Board for approval.

99. We will review the workforce plan as part of our 2017/18 audit.

Part 4

Governance and transparency



Main Judgements

In the past, the operation and performance of the Audit, Scrutiny and Petitions Board has been weak. Following the 2017 local elections, the council has reviewed and revised the remits of its committees and established the Audit, Risk and Scrutiny Board.

The council has sound governance arrangements in place for how it conducts business but there has been a lack of scrutiny and challenge at policy boards.

The council could improve performance reporting arrangements for Renfrewshire Leisure Limited.

Historically councillors have not made the most of the training and development opportunities available to them.

Governance arrangements

100. The Accounts Commission's report *How councils work: Roles and working relationships: are you getting it right?* August 2010, noted that in successful councils, there are '...professional and constructive relationships between councillors'.

101. In Renfrewshire Council working relationships between officers and councillors are good, respectful and constructive. However, the council operates in a challenging political environment and there have been difficult working relationships between the main political parties. As in other councils, relationships between political groups are under increased pressure from the need to take tough decisions on future spending and how best to deliver services.

102. Council meetings have been highly politicised at times and increasingly conducted through motions and amendments to normal business. While this has not prevented the council conducting its business or progressing its agreed priorities and objectives it can distract from constructively scrutinising how services are performing and from delivering outcomes.

103. The duty of Best Value falls on the council, not the administration. Cross-party working, which has taken place in the past, has been limited. To continue to progress the council priorities it is essential that:

- the council creates a culture and structure that helps to develop shared values among all councillors
- councillors demonstrate these in the way they conduct council business.

104. This will provide stability and continuity in delivering the council priorities in the longer term. Furthermore, the council should ensure that its values and culture

Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision making and transparent reporting of financial and performance information.

support scrutiny and particularly constructive challenge. This is important to good governance, in particular to ensuring all councillors play their role in accountable decision-making, policy making and scrutiny.

105. The council has sound governance arrangements in place. It conducts its main business through the council meeting, Leadership Board, a number of policy boards and the newly formed Audit, Risk and Scrutiny Board (formerly the Audit, Scrutiny and Petitions Board). All boards have members from the different political parties in proportion to the council's political make up. The convenors of all policy boards are members of the administration.

106. The council regularly reviews its governance arrangements to take account of changes to the way that services operate and of new partnership arrangements such as the integrated Health and Social Care Joint Board.

107. The council has recently taken steps to improve how its former Audit, Scrutiny and Petitions Board operated and performed. Internal and external audit are important elements of the system of accountability in any public body. In councils, audits help councillors scrutinise how services are performing. Until May 2017 the Audit, Scrutiny and Petitions Board acted as the council's audit committee. Its work focused largely on petitions from members of the public, with a lack of focus on scrutinising and considering audit reports.

108. While we recognise that petitions provide an important means of connecting the community and council, combining this with audit and scrutiny has not been effective.

109. The convener of the previous Audit Scrutiny and Petitions Board was a member the administration. Good practice recommends that the convener should be from the opposition or, in some instances, independent of the council. This arrangement had been in place for several years and has been highlighted in previous Audit Scotland annual audit reports as an area of non-compliance.

110. Following the 2017 elections, the council has reviewed its committees' remits. It has established an Audit, Risk and Scrutiny Board and operates a separate petitions committee. The Audit, Risk and Scrutiny Board is chaired by an opposition councillor.

Renfrewshire Leisure Limited

111. The council has a controlling interest in one ALEO, Renfrewshire Leisure Limited (RLL). In 2014 Renfrewshire Leisure became a company limited by guarantee with the council as the sole member. In 2015 cultural services were transferred from the council to Renfrewshire Leisure.

112. One consequence of using more complex structures involving ALEOs in delivering services is that the public may be less clear about who is responsible for services. Maintaining transparency by having arrangements in place that are easy for people to get access to and understand is a key objective in good governance. This is detailed in the Accounts Commission's *How councils work: Arm's-length external organisations (ALEOs): are you getting it right?* report.

113. It is good practice that councils should monitor how ALEOs perform against both financial and service expectations. The council's service level agreement, setting out the level of services it expects from RLL, is not publicly available. The performance report to the Leadership Board in November 2016 did not provide enough performance information to confirm that RLL was achieving the targets set in the service level agreement.

114. Renfrewshire Council should be more transparent in the information that is publicly available about its support for RLL. The Annual Business Plan for RLL is an exempt paper which is considered at the Leadership Board. An exempt paper means the press and public are excluded, preventing public debate or challenge.

115. The council should review its governance arrangements to ensure they provide for a relationship with RLL that is clear, independent, and more easily understood by the public.

Training and development for councillors

116. It is important that councillors ensure they have the skills and knowledge to perform their role. Following the 2017 council elections a number of new members were elected. The council provided a comprehensive training and induction programme for new councillors including:

- orientation for new members including sessions on 'getting connected' with information and communications technology, introduction to communications, marketing and media protocols and social media, a strategic overview of the council, standards and ethics and councillors' roles and responsibilities
- event opportunities for all councillors include sessions on meeting council partners, equalities and an introduction to services. They also cover details of City Deal public consultation events that are taking place.
- events and opportunities for board members. These are for councillors appointed to specific policy boards and for members of joint boards and outside bodies.

117. While there are arrangements in place to provide training, historically councillors have not made the most of the training and development opportunities available to them.

Management commentary, annual governance statement and remuneration report

118. The Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 requires councils to prepare and publish, along with their financial statements, an annual governance statement, management commentary (or equivalent) and a remuneration report that are consistent with the disclosures made in the financial statements. The management commentary should be fair, balanced and understandable and also clearly address the longer-term financial sustainability of the body.

119. Renfrewshire Council publishes a range of performance information to allow interested stakeholders to assess how the council is performing. While the information is signposted within the annual accounts there is scope for the council to improve how this information is captured, reported and explained within the management commentary. ([Appendix 1 - Action Plan, point 2](#))

120. Based on our knowledge and work performed, we concluded that the management commentary, annual governance statement and remuneration report are consistent with the financial statements.

Internal audit

121. Internal audit provides senior management and elected members with independent assurance on the council's overall risk management, internal control and corporate governance processes.

122. The internal audit function is carried out in-house. As outlined in our Annual Audit Plan, we carried out a formal review of the internal audit service and concluded that it, generally, operates in accordance with the Public Sector Internal Audit Standards (PSIAS) and has appropriate documentation standards and reporting procedures in place.

123. To avoid duplication of effort we place reliance on the work of internal audit wherever possible. While we did not place reliance on their work regarding our audit of the council's financial statements, we placed formal reliance on internal audit's work as part of our wider dimension work for NFI arrangements.

124. Internal Audit report progress of the work contained in their annual audit plan to each meeting of the Audit Committee. Despite working with reduced capacity during the year, internal audit completed 91.8% of the 2016/17 plan against a target of 95%, and provided assurance on the council's overall framework of control for the year to 31 March 2017.

125. In March 2017, the council's internal audit function received an external assessment report conducted by West Lothian Council: Audit, Risk and Counter Fraud Unit. A number of recommendations were made including the following:

- more detailed information should be provided to the board, particularly where the Chief Auditor concludes that the assurance level is limited
- reporting details of the specific outstanding recommendations to the board, particularly those ranked 'A', the highest category of importance.

Transparency

126. Transparency means that the public, in particular local residents have access to understandable, relevant and timely information about how the council is taking decisions and how it is using resources such as money, people and assets.

127. There is evidence from a number of sources which demonstrate the council's commitment to transparency. Members of the public can attend meetings of the full council and other policy board meetings. Minutes of these board meetings and supporting papers are readily available on the council's website.

128. The council webcasts its main council meetings and all agenda papers and minutes are on the council's website and made available in the public gallery and its reception. In addition the council's website allows the public to access a wide range of information including the register of members' interests, current consultations and surveys and how to make a complaint.

129. The council makes its annual accounts available on its website. These include a management commentary which provides details of performance against budget, information on the use of reserves and risks and uncertainties facing the council.

130. Overall, we concluded that the council conducts its business in an open and transparent manner.

Integration of health and social care

131. Renfrewshire Integration Joint Board (IJB), which provides health and social care services, has been fully operational since April 2016. The IJB approved its Strategic Plan 2016-19 in March 2016, setting out its objectives and priorities over the three-year period.

132. Renfrewshire was the first council to have an integration scheme in place with NHS Greater Glasgow and Clyde (NHSGGC). Governance arrangements, such as systems for managing, monitoring and scrutinising the IJB's business and finances are well developed. Processes are in place to allow the Chief Officer and the Chief Financial Officer to discuss significant issues with partners and the senior management of partner organisations.

133. At its meeting on 10 March 2017, the IJB approved the 2017/18 council adult social care budget allocation but rejected NHSGGC's proposed 2017/18 health budget allocation on the basis that it did not meet the Scottish Government

direction that the level of budget to be allocated is maintained at 2016/17 cash levels. This was in common with the other IJB's within the health board's area.

134. It is anticipated that the public sector in Scotland will continue to face a challenging medium term financial outlook. This will potentially have significant implications for Renfrewshire IJB's parent organisations and therefore the delegated Health and Adult Social Care budgets.

Local scrutiny plan

135. The 2017/18 Local Scrutiny Plan (LSP) prepared by the Local Area Network (LAN) of scrutiny partners for the council was submitted to management in May 2017 and reported on our web site.

136. The LAN concluded that no scrutiny risks were identified which require specific scrutiny work by the LAN in 2017/18. This is a positive position for the council and is consistent with the LAN view last year. Scrutiny activity undertaken in the last 12 months was either part of routine ongoing inspection work, or part of national activity. The council will be subject to a range of nationally driven scrutiny activity as set out in the LSP.

Equalities

137. The Equality Act 2010 introduced a public sector general duty that encourages public bodies to mainstream equality, that is, ensure it is part of their core work. The Act requires that by no later than 30 April 2015 and every two years thereafter, public bodies must publish a report on the progress made to achieve the quality of outcomes it has set.

138. We reviewed the current Equality Outcomes and Mainstreaming Progress Report (April 2017) and concluded the council has met its statutory duty to:

- publish information on progress made in mainstreaming equality within the council
- report on progress made towards achieving equality outcomes
- publish annual employee information and details of the progress made in gathering and using information to better meet the duty
- publish updated gender pay gap information.

139. We concluded, on the basis of evidence reviewed, that the council is proactive in ensuring that equality is mainstreamed.

Part 5

Value for money



Main judgements

The Best Value audit found the council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. It recognises that this vision can only be achieved over a long period of time.

Best Value

140. The Accounts Commission agreed the overall framework for a new approach to auditing Best Value in June 2016. Best Value will be assessed over the five year audit appointment, as part of the annual audit work. In addition a Best Value Assurance Report (BVAR) for each council will be considered by the Accounts Commission at least once in this five year period. The BVAR report for Renfrewshire Council was published on 31 August.

141. The BVAR report said the council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. It recognises that this vision can only be achieved over a long period of time. The council's partners share this vision and the Council Plan, management structures and performance management arrangements are well aligned with it. Other key messages were the council:

- has maintained a steady pace of change, supported by effective leadership that has allowed it to improve the way it plans, manages and delivers its business. It has made these improvements while dealing with financial constraints and challenging socio-economic issues such as high levels of economic deprivation, low population growth and an increasing elderly population
- has steadily improved how its services perform. Renfrewshire's overall performance is improving and is comparable to similar councils within its family group. The council has implemented initiatives which have been delivered with partners and are focused on making a difference at a local level
- and its partners are good at working with, and involving, communities and will need to continue to work together on joint priorities and to strengthen partnership working. Given the likely funding gaps in future budgets, the council will need to work with people who use council services to inform decisions about how those services will be delivered
- has a good record of delivering services differently. It works well with partners and has developed a number of new approaches to how it delivers services. To meet future challenges, it needs to agree a medium and long term workforce strategy and implement its organisational development strategy. This will be critical to managing how future services are delivered.

Value for money is concerned with using resources effectively and continually improving services.

Community engagement

142. The council regularly asks for local communities' views on a range of issues. It routinely uses its public services panel to seek opinions on how council services perform. It also has five local area committees whose business arrangements are designed to consult and inform the public about local services.

143. Engage Renfrewshire is an important partner for the council and other public bodies, the organisation brings together local community groups, charities and community based organisations. It helps in establishing links between third sector organisations and communities with the council, NHS and other partners. Its aim is to promote the views of local people. The Chief Executive of Engage Renfrewshire chairs the Renfrewshire Forum for Empowering Communities. This is one of the six community planning thematic Boards and has been operating since May 2013. It is made up of senior third sector managers operating in Renfrewshire. The Forum receives updates at its meetings from Engage Renfrewshire representatives who sit on each of the thematic boards.

144. Engage Renfrewshire and the Forum for Empowering Communities are leading on the council and its partner's preparation for aspects of the Community Empowerment Act. This act aims to give communities greater influence or control over things that matter to them. As well as the Community Planning Conference, it has held workshops with local community groups and is preparing a localised toolkit to raise awareness of the provisions of the Community Empowerment Act among local community groups.

145. The council provides the opportunity for citizens to give their views to the council to try and change things through its petitions process. Petitions allow people to raise concerns with the council either as individuals or on behalf of an organisation.

146. The council keeps in touch with its 21 community councils on a regular basis. Its housing service uses a wide range of ways to involve and inform tenants and residents about how the service is performing. The council also has links with local communities through its partnership arrangements and works closely with Engage Renfrewshire.

147. The council plans to develop further the way it engages with local people. It is carrying out a survey of the most effective ways for people to give their views and work with the council. In doing so the council should consider how it can work with partners to streamline and coordinate how they seek the views and work closely with the local communities that they all have in common.

148. The council has policy and procedures in place for responding to aspects of the Community Empowerment (Scotland) Act 2015. It has agreed procedures for dealing with asset transfer requests and participation requests.

Procurement

149. Following the Procurement Reform (Scotland) Act and the Public Contracts (Scotland) Regulations 2015 a new assessment regime was introduced as part of the new [Procurement and Commercial Improvement Programme](#) (PCIP). It came into effect on 18 April 2016 and has includes sections on fraud awareness and prevention and, commercial acumen.

150. The council has effective arrangements in place for procurement and is performing well in comparison to other councils. The council's procurement team won the 2016/17 Government Opportunities Scotland Excellence in Public Procurement Awards. A 2016 assessment by Scotland Excel scored the council's overall performance at 83 per cent for leadership and governance, development and tendering, contract and purchasing processes. Scotland Excel is Scotland's

centre of procurement expertise for local authorities. Its score was the highest of the 16 councils reviewed to date and well above the average of 65 per cent.

151. Scotland Excel rated the council's procurement practices and procedures as "superior performance", the first council in Scotland to achieve this. The council also won a Government Opportunities (GO) Awards Scotland in 2016 for Procurement Team of the Year – Local Government and highly commended for the Procurement People of Today and Tomorrow Award.

152. The council incorporates community benefit clauses and requirements into all its contracts. This is formalised in the council's Sustainable Procurement Strategy and Community Benefit Strategy. These clauses aim to deliver the following activities:

- Targeted Employment and Training Initiative
- Educational Support Initiative
- Supply Chain Development Activities
- Vocational Training
- Community, Corporate Social Responsibility (CSR) and Environmental Initiatives
- Supported Business, Third Sector and Voluntary Sector Initiative
- Equality and Diversity Initiative
- Creating a Sustainable Renfrewshire.

153. We concluded that the council has good procurement practices in place and is committed to continuous improvement.

Following the public pound

154. Local authorities have a statutory responsibility to comply with the Accounts Commission / COSLA Code of Guidance on funding external bodies and following the public pound.

155. Increasingly councils deliver services through partnership and arms' length external organisations. Strong governance arrangements, including regular and proportionate monitoring are key for effective management of public funds.

City Deal projects

156. City Deals provide city regions with the opportunity to deliver infrastructure, innovation and employment projects to improve the economic performance of the city region. The UK and Scottish governments both provide funding with councils contributing additional funding. Renfrewshire Council became part of the £1.13 billion Glasgow City Region City Deal, with seven other councils, in 2014. The council is an equal partner and plays an active role in the governance structure for managing, monitoring and scrutinising the delivery of projects. It is represented on all eight policy portfolios and takes the lead on the Glasgow City Region policy portfolio focusing on enterprise.

157. Three City Deal infrastructure projects are being developed in Renfrewshire, with funding of £274 million. Progress continues to be made on developing the projects and outline business cases (OBCs) are complete for the three projects.

- The Glasgow Airport Investment Area Project (GAIA) will improve roads, enabling new business sites to be built near the airport. The project will include improvements to walking and cycling links.
- The Clyde Waterfront and Renfrew Riverside Project (CWRR) includes a new opening bridge over the River Clyde between Renfrew and Yoker / Clydebank, and building the Renfrew North Development Road. Following approval of the OBCs, work will continue on developing the preferred options and progressing through the statutory processes with the aim of starting construction in spring 2018.
- The Airport Access Project (AAP), due to its importance to the overall Infrastructure Fund Programme, is designated as one of only two 'regional' projects in the programme. The project is being jointly delivered by Renfrewshire Council and Glasgow City Council. The project aims to deliver a new direct rail link between Glasgow Airport and Glasgow Central Station, stopping at Paisley Gilmour Street station. Due to the technical complexities of this project, the AAP has a significantly longer development process. Construction is currently scheduled to start in 2022 and, the project is expected to be finished and running by 2025.

Performance management

158. The council's performance management arrangements were considered in our Best Value report issued in August 2017. We identified that the council has an established performance management framework that managers and councillors clearly understand, and that this provides a sound base for improvement.

159. Progress against the Council Plan is reported to the Leadership Board every six months. There are Service Improvement Plans (SIPs) for all key service areas. They contain detailed action plans which link to the priorities in the Council Plan. They are also closely linked to other relevant plans, including Renfrewshire's Community Plan and Local Outcome Improvement Plan. Progress against SIP indicators is reported to relevant policy boards every six months. These are the forums where councillors can challenge how services are performing. However the level of scrutiny and challenge at policy boards has often been limited.

160. The council reports information on its performance through its website. It also prepares an annual performance report, *It's all about you*, based on its statutory performance indicators. The council recently sought feedback on its performance reporting to the public. As a result, the council has refreshed how it presents this, to make it easier to find and read. It is also available in multiple languages and formats.

161. *It's all about you* focuses on a select number of indicators that the public have told the council they most wants to know about. The council reports performance against the full set of 68 indicators in the Local Government Benchmarking Framework to the Audit, Risk and Scrutiny Board. While this more detailed information is in the public domain through board reports and service improvement outturn reports it is not easy for people to find.

162. The council should consider how it can make details of its performance as well as other public reports including *It's all about you* easier for people to find, through better signposting on its website.

163. The council produces a magazine which goes out four times a year to over 80,000 households. This generally features an article containing information about service performance and achievements. The latest report notes that 70 per cent of customers are satisfied with the services the council provides.

Overview of performance targets

164. Renfrewshire Council's performance improved slightly between 2011/12 and 2015/16. In 2015/16, just under half (48 per cent) of its performance indicators were in the upper two quartiles. The council also reduced the number of indicators that were in the bottom quartile between 2011/12 and 2015/16.

165. The Accounts Commission's recent report, [*Local government in Scotland: Performances and Challenges 2017*](#) noted that councils' performance over the last five years has been maintained or improved. Renfrewshire Council's performance mirrors this trend, showing improvements across the majority of the indicators.

166. The Local Government Benchmarking Framework allows councils to compare themselves to the Scottish average. It also groups councils with similar profiles into family groups based on factors such as population density and levels of deprivation. This allows similar councils to compare and benchmark performance. Compared with the Scottish average for 2015/16, Renfrewshire Council performs close to the average for the majority of selected indicators. Relative to its family group, Renfrewshire tends to sit in the middle ground for performance. In comparison with Scotland as a whole, there has been a mixed picture in terms of the rate of relative improvement between 2010/11 and 2015/16.

Statutory performance indicators (SPIs)

167. The Accounts Commission places great emphasis on councils' responsibility for public performance reporting. The Commission does not prescribe how councils should report this information but expects them to provide the public with fair, balanced and engaging performance information.

168. For 2016/17 two (SPIs) were prescribed:

- SPI 1: covering a range of information relating to areas of performance such as improving local public services, improving local outcomes, engaging with communities and achieving Best Value
- SPI 2: relates to the reporting of performance information as required by the Local Government Benchmarking Framework.

169. We reviewed the council's arrangements for collecting, recording and publishing data in 2016/17. Information is publicly available on the council website, with the main SPI report published as well as a summary version. 'It's all about you' provides a graphical and pictorial presentation of performance data. However there is limited reference to performance in the council's Annual Report.

170. The Annual Report should include a summary position regarding the council's performance together with relevant detailed performance information. This would improve the accessibility of performance information and help to demonstrate greater transparency by the council.

National performance audit reports




171. Audit Scotland carries out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. During 2016/17, a number of reports were issued which are of direct interest to the council. These are outlined in [Appendix 4](#).

172. Arrangements are in place for the council to consider national reports. These are presented to the Audit, Risk and Scrutiny Board and members are made aware of key issues. The council does not routinely report the council's position in respect of the key issues reported. Action taken in response to reports is dependant on the nature of the national report and the service to which it relates.

Appendix 1

Action plan 2016/17

2016/17 recommendations for improvement

			
Page no.	Issue/risk	Recommendation	Agreed management action/timing
18	1. Overpayment of Leavers We noted that approximately 10% of staff who left in 2016/17 were incorrectly overpaid after their employment ceased.	A process should be put in place to ensure that leavers are removed from the payroll immediately when they cease to be employed by the council.	Regular reports analysing overpayments will be discussed with service managers with a view to targeted process redesign and management action where required. Payroll Manager December 2017
26	2. Management Commentary The management commentary in the annual accounts has been prepared in line with statutory guidance, however information provided on council performance is limited.	Management should expand the scope of the management commentary in the 2017/18 annual accounts to make it clearer to the reader how the council performed in the year.	The council will review the commentary in line with best practice and provide additional performance information as appropriate. Head of Finance June 2018

Appendix 2

Significant audit risks identified during planning

The table below sets out the audit risks we identified during our planning of the audit and how we addressed each risk in arriving at our opinion on the financial statements.

Audit risk	Assurance procedure	Results and conclusions
Risks of material misstatement in the financial statements		
<p>1 Risk of management override of controls</p> <p>ISA 240 requires that audit work is planned to consider the risk of fraud, which is presumed to be a significant risk in any audit. This includes consideration of the risk of management override of controls in order to change the position disclosed in the financial statements.</p>	<p>Detailed testing of journal entries.</p> <p>Review of accounting estimates.</p> <p>Focused testing of accruals and prepayments.</p> <p>Evaluation of significant transactions that are outside the normal course of business.</p>	<p>We did not identify evidence of management override of controls as a result of the assurance procedures we carried out.</p>
<p>2 Risk of fraud over income and expenditure</p> <p>ISA 240 presumes a risk of fraud over income which is expanded to include fraud over expenditure in the public sector by the Code of Audit Practice</p> <p>Renfrewshire Council receives a significant amount of income in addition to Scottish Government funding. The extent and complexity of income means that, in accordance with ISA240, there is an inherent risk of fraud.</p> <p>Particular areas of concern include council tax, non domestic rates and income from sundry debtors. The risk of fraud over expenditure also applies due to the variety and extent of expenditure made by the council in delivering services.</p>	<p>The council has well developed processes for the authorisation, separation of duties and workflow associated with income and expenditure. Clear schemes of delegation and authorised signatory databases are regularly updated. Financial systems have authorisation process in-built to ensure the risk of fraud is minimised. The audit plan which internal audit complete will include a range of systems testing across income and expenditure processes, with recommendations being monitored for implementation.</p> <p>The council has established a Counter Fraud Team who have been actively raising awareness of both financial and non-financial fraud risks through a series of training events targeted at key personnel.</p>	<p>We assessed the design of key controls in place at the council and did not highlight any issues that would result in an increased risk of fraud over income or expenditure.</p> <p>We carried out substantive (sample) testing over all areas of income and expenditure, including council tax, non domestic rates and other income. We did not identify any evidence of fraud.</p>

Audit risk	Assurance procedure	Results and conclusions
<p>3 Capacity of finance function</p> <p>The council has made significant changes to its finance function. There is now a separate financial accounting and management accounting function. The finance support function has also been centralised under the Head of Finance with business partners embedded throughout all services. There is a risk that the restructuring of the finance function may affect the capacity of the council to prepare timely, accurate and Code compliant annual accounts. The 2016/17 Code requires significant changes to the format of the Comprehensive Income and Expenditure Statement and the Movements in Reserves Statement.</p>	<p>The finance team operate to a clearly understood year end timetable and procedures, which include responsibilities for particular aspects of the annual accounts completion. Throughout the year finance staff attend CIPFA FAN events to ensure a clear understanding of any changes to the Code, in addition to examining the updated Code, practitioner guidance notes and Audit Scotland technical bulletins.</p>	<p>The annual accounts were received in line with the agreed timetable, were of a good standard and included the required updates resulting from the change to the 2016/17 Code.</p> <p>During the audit we noted that a number of year end processes had been delayed due to staffing pressures (see Appendix 1 - Action Plan, point 2)</p>

Risks identified from the auditor's wider responsibility under the Code of Audit Practice

<p>4 Financial planning</p> <p>The council has identified a need to make savings of £20 million to £30 million in 2017/18 and further recurring annual revenue savings of £16 million to £27 million per annum for the two year period 2018/19 and 2019/20. A significant programme of work is underway to develop options as part of its Better Council Change Programme. Making these additional savings will be challenging given the significant service reforms and workforce reductions implemented to date. There is also a risk the level of planned budget savings will adversely affect the level and quality of service provision.</p>	<p>The Council has undertaken a programme of significant change in recent years to address the financial constraints faced by local government. These challenges will continue over the medium term, with a further phase of the Better Council Change Programme currently being developed in order to continue to try and deliver council services within the available resources. The Council has recently agreed a range of financial planning principles as part of a medium term financial plan which will support the delivery of further savings.</p>	<p>The council exceeded the phase 1 savings target on the Better Council Change Programme in 2016/17 and is projecting a breakeven position in 2017/18, which incorporates £19.815 million of planned savings.</p> <p>While medium-long term savings plans have been developed, the council should agree a medium and long-term workforce strategy and implement its organisational development strategy. This will be critical to managing how future services are delivered.</p>
<p>5 Capacity of internal audit service</p> <p>The internal audit plan is currently 4% behind target. This is mainly due to an unexpectedly high number of investigations and the work to support the design of the council's new Enterprise Resource Planning (ERP)</p>	<p>Completion of the internal audit plan is monitored on a monthly basis. Additional resources have been identified to close the current shortfall to ensure the audit plan completion target is achieved prior to the presentation of the Chief Auditor's annual opinion which informs the Annual</p>	<p>Internal audit completed 91.8% of there planned activity in 2016/17 (target 95%). The risk that outstanding work may impact the ability internal audit to complete the 2017/18 plan was highlighted in an interim letter to management.</p>

Audit risk	Assurance procedure	Results and conclusions
<p>system. There is a risk the capacity of the internal audit section is not sufficient to provide the assurances required by the Chief Executive.</p>	<p>Governance Statement.</p>	
<p>6 Effectiveness of Audit, Scrutiny and Petitions Board</p> <p>The Audit, Scrutiny and Petitions Board act as the council's Audit Committee. The Board has oversight of:</p> <ul style="list-style-type: none"> • audit • corporate governance • risk management • monitoring and reviewing service delivery performance, policies and practices • community leadership • standards and ethics • written intimations • petitions. <p>The focus of the Board is substantially on petitions. There is a risk that the council's current governance arrangements for audit and scrutiny do not allow members to adequately focus on audit, corporate governance and risk management.</p>	<p>The council will review existing governance arrangements following the local elections in May 2017.</p>	<p>Following the elections in May 2017 the council committees and boards were reorganised. The audit and petitions responsibilities are now included within the remit of separate boards.</p> <p>Audit is covered by the Audit, Risk and Scrutiny Board, which has oversight of:</p> <ul style="list-style-type: none"> • audit • corporate governance • risk management • monitoring and reviewing service delivery performance • policies and practices • community leadership • standards and ethics <p>We will follow up on the effectiveness of the new board in the 2017/18 audit.</p>

Appendix 3

Summary of unadjusted errors

We report all uncorrected misstatements that are individually greater than our reporting threshold of £0.100 million.

The table below summarises uncorrected misstatements that were noted during our audit testing and were not corrected in the financial statements. Cumulatively these errors are below our performance materiality level as explained in [Exhibit 3 \(page 11\)](#). We are satisfied that these errors do not have a material impact on the financial statements.

No.	Account areas	Comprehensive income and expenditure statement		Balance sheet		Movement in Reserves Statement	
		Dr £m	Cr £m	Dr £m	Cr £m	Dr £m	Cr £m
1	Non Current Assets (2015/16)			0.55			
	Accruals (2015/16)				0.55		
2	Accruals (2016/17)			0.55			
	Non Current Assets (2016/17)				0.55		
Net impact		0	0	0.55	0.55	0	0





















Notes:

Both entries correct for the recognition of LED streetlight assets in the wrong financial period

Appendix 4

Summary of national performance reports 2016/17



Apr			
May		Common Agricultural Policy Futures programme: an update	
Jun		South Ayrshire Council: Best Value audit report	 The National Fraud Initiative in Scotland
Jul		Audit of higher education in Scottish universities	 Supporting Scotland's economic growth
Aug		Maintaining Scotland's roads: a follow-up report	 Superfast broadband for Scotland: a progress update
			 Scotland's colleges 2016
Sept		Social work in Scotland	 Scotland's new financial powers
Oct		Angus Council: Best Value audit report	 NHS in Scotland 2016
Nov		How councils work – Roles and working relationships in councils	 Local government in Scotland: Financial overview 2015/16
Dec		Falkirk Council: Best Value audit report	 East Dunbartonshire Council: Best Value audit report
Jan			
Feb		Scotland's NHS workforce	
Mar		Local government in Scotland: Performance and challenges 2017	 i6: a review
			 Managing new financial powers: an update

Local government relevant reports

[*The National Fraud Initiative in Scotland - June 2016*](#)

[*Social work in Scotland - September 2016*](#)

[*How councils work - Roles and working relationships in councils - November 2016*](#)

[*Local government in Scotland: Financial overview 2015/16 - November 2017*](#)

[*Local government in Scotland: Performance and challenges 2017 - March 2017*](#)

Renfrewshire Council

2016/17 Draft Annual Audit Report

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or info@audit-scotland.gov.uk

For the latest news, reports and updates, follow us on:



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
T: 0131 625 1500 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk

Renfrewshire Council

Audited Accounts

2016–2017



Management Commentary	3
Annual Governance Statement	11
Remuneration Report	17
Statement of Responsibilities for the Annual Accounts	24
Independent Auditor's Report	25
The Annual Accounts	
Expenditure and Funding Analysis	28
Comprehensive Income and Expenditure Statement	29
Movement in Reserves Statement	30
Balance Sheet	31
Cash Flow Statement	32
Notes to the Financial Statements	
Note 1 Accounting Policies – Renfrewshire Council and Group	33
Note 2 Accounting Standards Issued not Adopted	46
Note 3 Judgements in Applying Accounting Policies	46
Note 4 Assumptions made about the future	47
Note 5 Events after the balance sheet date	47
Note 6 Expenditure and funding analysis	48
Note 7 Expenditure and income analysed by nature	50
Note 8 Financing and investment income and expenditure	50
Note 9 Grant income	50
Note 10 Taxation and non-specific grant income	51
Note 11 Adjustments between accounting basis and funding basis under regulations	51
Note 12 Usable Reserves	54
Note 13 Unusable reserves	56
Note 14 Property, Plant and Equipment	61
Note 15 Investment Properties	63
Note 16 Heritage Assets	64
Note 17 Assets held for sale	65
Note 18 Intangible assets	65
Note 19 Capital expenditure and capital financing	66
Note 20 Public Private Partnerships	66
Note 21 Leases	67
Note 22 Inventories	68
Note 23 Intangible assets (current)	69
Note 24 Debtors	69
Note 25 Cash and cash equivalents	70
Note 26 Creditors	70
Note 27 Provisions	71
Note 28 Financial Instruments	72

Note 29	Nature and extent of risks arising from financial instruments	75
Note 30	Note to the cash flow statement	78
Note 31	Trading operations	79
Note 32	Agency services	80
Note 33	Related parties	80
Note 34	External audit costs	81
Note 35	Pension schemes accounted for a defined contribution schemes	81
Note 36	Defined benefit pensions schemes	81
Note 37	Contingent assets and liabilities	86
Housing Revenue Account		87
Council Tax Income Account		90
Non-domestic Rate Income Account		92
Group Comprehensive Income and Expenditure Statement		93
Group Movement in Reserves Statement		94
Group Balance Sheet		95
Group Cash Flow Statement		96
Notes to the Group Accounts		97

Introduction

This commentary outlines the objectives, strategy and financial performance of the Council over the 2016-2017 financial year, and also provides an indication of issues and risks which may impact the financial performance of the Council in the future.

Principal Activities

Renfrewshire Council was established by the Local Government (Scotland) Act 1994 and came into being on 1 April 1996. The Council provides local authority services to the approximately 170,000 residents of Renfrewshire. Renfrewshire has a mixed geography with many villages complementing the three main towns of Johnstone, Paisley and Renfrew. The Council provides a wide range of public services such as nursery, primary and secondary education, social services, environmental services, council housing and economic regeneration. Adult social care services were integrated with health services during 2015-2016 under the Renfrewshire Health and Social Care Partnership, with the Partnership formally taking responsibility for delivering these services from 1 April 2016.

The Council has forty three councillors (an increase from forty from the local elections in May 2017), elected every five years to represent the interests of the local community. The management of the Council is led by the Chief Executive, Sandra Black. The management structure of the Council is divided into five departments – Childrens' Services, Community Resources, Development and Housing Services, Finance and Resources and the Chief Executive's Service. The Chief Officer of the Renfrewshire Health and Social Care Partnership jointly reports to both the Chief Executives of Renfrewshire Council and NHS Greater Glasgow and Clyde. Leisure and culture services within Renfrewshire are provided by Renfrewshire Leisure Limited, an arms' length organisation which delivers sport, leisure and cultural services including museums and libraries on behalf of the Council.

Objectives and Council Strategy

The Council and its community partners aim to achieve the objectives agreed in the Renfrewshire Community Plan, with the overriding vision of *"Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive"*. Performance against the Plan outcomes and objectives is monitored by the Community Planning Partnership Board, chaired by the Leader of the Council. The specific responsibilities and actions the Council will undertake to support the delivery of the Community Plan are detailed in the Council Plan. Both these documents are available on the Council website: www.renfrewshire.gov.uk.

The Council Plan "A Better Future, A Better Council" was refreshed in December 2015, and the Plan outlines ten priorities for the Council over the period to 2017. It is anticipated the Council Plan will be reviewed over the course of 2017 to reflect the priorities of the administration elected in May 2017. The Renfrewshire Single Outcome Agreement (SOA) is the action plan for the delivery of the Community Plan, and again the SOA can be found on the Council website. The SOA outlines the key national outcomes the Council and its partners are committed to delivering.

Service Improvement Plans (SIP) for each of the Council departments are also agreed annually, detailing how each service will support and deliver the aims and objectives of the Council and Community Plan. Performance against SIPs is regularly reported to the Council's Policy Boards, the main scrutiny and decision making committees within the Council.

Public Performance Reporting

Renfrewshire Council publishes a range of performance information to allow interested stakeholders to assess how the Council is performing. In addition, the Council supports the publication of performance information through the Local Government Benchmarking Framework (<http://www.improvementservice.org.uk/benchmarking/>). Full details of the Council's performance can be found at the "It's All About You" pages on the Council website.

Annual Budget 2016-2017

The Council approved the budget for 2016-2017 on 3 March 2016 (minutes of the meeting are available on the Council website). The Council agreed to invest in the regeneration of cultural, heritage and sports assets as drivers for economic development; investment in digital connectivity and services to local communities; whilst also agreeing a freeze on council tax levels for the ninth year running (Band D council tax in Renfrewshire is £1,165).

The Council further agreed in relation to the Housing Revenue Account (HRA), a 2.0% rental increase for 2016-2017. The Council also agreed to maintain earmarked HRA reserves to support a series of measures to support tenants mitigate the impact of welfare reform measures.

Capital investment in non-housing assets of £149 million over 2016-2017 to 2018-2019 was agreed, of which £83 million would be funded by the Council, with the balance being funded by government grant. This includes £50 million of UK and Scottish Government grant related to City Deal Projects. Capital investment of £52 million in council housing over 2016-2017 to 2018-2019 was also agreed, allowing the Council to continue to improve the condition of housing stock following the previous substantial investment related to achieving the Scottish Housing Quality Standard; and also to build in excess of 200 new houses over the period of the plan.

Financial Performance

Revenue

On 3 March 2016 the Council approved the 2016-2017 Revenue Estimates designed to build further on its commitments to invest in the economy, jobs and education; and to support local communities. A further £6 million was committed to economic regeneration plans related to the development of sports facilities, in addition to £8.779 million of additional resources for adult social care services. As detailed in Note 12, during 2016-17 the Council drew £12.891 million from and contributed £0.239 million to both ring-fenced and unallocated General Fund balances to support services across Renfrewshire.

The Comprehensive Income and Expenditure Account summarises the total costs of providing Council services and the income available to fund those services. The General Fund is funded by government grant and council tax revenues and the Movement in Reserves Statement shows a draw on reserves of £12.652million which represents an underspend of £0.052 million against the budgeted draw on reserves of £12.704 million.

A summary of the outturn position against the agreed budget is shown below:

	Budget	Actual	Variance
	£m	£m	£m
Employee costs	227.1	224.5	(2.6)
Payments to other bodies	42.7	42.9	0.2
Other costs	283.4	292.7	9.3
Total Expenditure	553.2	560.1	6.9
Revenue Support Grant	(209.1)	(209.1)	-
Council Tax Income	(67.1)	(67.8)	(0.7)
Non Domestic Rates Income*	(96.1)	(96.1)	-
Other Income	(168.2)	(174.5)	(6.3)
Total Income	(540.5)	(547.5)	(7.0)
Drawdown from Reserves	12.7	12.6	(0.1)

*The Council was due £96.1 million of non-domestic rate income from the Scottish Government as its share of the national pool. The Council collected £100.0 million directly from local businesses with the excess of £3.9 million payable to the Scottish Government (2015-16 £9.7 million payable by the Scottish Government to the Council).

The outturn for the General Fund reflects favourably on the management of the Council's overall finances in what again has been a challenging year.

The £0.052 million balance outlined above reflects the net spend and income position achieved across a range of services due to effective budget management by Directors. The outturn position also includes an over-recovery of £0.729 million in Council

Tax income, which reflects in year collection performance of 96.0%, again equal to the highest performance level ever achieved by the Council.

Combining the actual draw on reserves with the accumulated General Fund balance brought forward from 2015-2016 of £61.378 million, produces a cumulative working balance of £48.726 million to be carried forward to 2017-2018. Of this balance, £41.661 million has been earmarked for a particular purpose as outlined in Note 12. This leaves a balance of £7.065 million of unallocated reserves (1.9% of the Council's net annual running costs) which is broadly in line with the Council's financial planning principles.

Housing Revenue Account

The Housing Revenue Account balance reduced by £0.428 million in the year related to agreed support for tenants affected by Welfare Reform. The Council has continued to maintain earmarked reserves agreed in 2012-2013 to put in place a range of additional measures to support tenants affected by housing benefit and other changes arising from the Welfare Reform agenda. As at 31 March 2017, £3.004 million of the originally earmarked £5 million remains available for this purpose.

Trading Operations

All trading operations are "non-significant" according to the relevant regulations and as such the trading accounts are not required to be disclosed, however trading accounts are produced for management purposes and are therefore provided at Note 31 for information. The practice of maintaining trading operation accounts for management purposes will be reviewed over the course of 2017-2018.

Building Services achieved a surplus for the year of £0.281 million, while Roads Services achieved a surplus for the year of £0.129 million. Catering and Vehicle Maintenance trading operations achieved surpluses of £0.455 million and £0.508 million respectively. The overall surplus on all trading operations for the year of £1.373 million was £0.176 million less than the planned surplus of £1.549 million, solely attributable to the Building Services trading operation. This under-recovery reflects a reduced volume of winter maintenance activity on council housing stock owing to the relatively benign winter weather experienced. The surplus for the year from the trading operations has been added to General Fund balances, with the exception of the Building Services surplus which was split between the General Fund and the Housing Revenue Account balance in line with agreed Council policy.

Capital

The Council continues to make significant capital investment in the council housing, schools, leisure, community and town centre estate. On 25 February 2016 the Council approved the housing capital investment programme for 2016-2017 of £14.230 million; and on 3 March 2016 the Council approved the general fund capital investment programme for 2016-2017 of £79.617 million. These programmes have been re-profiled during the year to reflect the planned expenditure timescales of individual projects or where project completion dates have been delayed, resulting in actual capital spend for the year of £61.738 million, of which £32.422 million is within Assets Under Construction as per Note 14.

During 2016-2017 the Council invested £7.838 million in council dwellings. Investment in the schools and leisure estate totalled £24.589 million, £18.852 million of which is within Assets Under Construction, reflecting the Council's investment in the Primary School Estate and the Riverbrae new build special needs school. The Council also invested £11.535 million in roads infrastructure and flooding measures, £1.496 million in vehicles, £3.221 million in lifecycle maintenance of council buildings and £2.918 million in ICT equipment and infrastructure. A further £5.857 million within Assets Under Construction relates to the regeneration of Paisley Town Centre, including the Russell Institute and Paisley Museum projects.

The Council has also begun work on the three City Deal projects which the Council is leading – the Glasgow Airport Investment Area, the Airport Access Project (a joint project with Glasgow City Council) and the Clyde Waterfront and Renfrew Riverside project. Total spend on City Deal projects in 2016-2017 was £5.295 million, currently held in Assets Under Construction. A total of £274 million project funding has been agreed with contributions from HM Treasury, the Scottish Government and the Council itself, with projects due to be delivered over the coming decade.

Total capital funding available was £69.724 million as outlined in Note 19. Of the funding available, £11.324 million was sourced from revenue, £23.401 million from government grants and other contributions, and £5.559 million from asset sales. The balance of funding, £29.440 million, was provided by utilising internal cash balances and borrowing in line with both the Council's sustainable capital investment plans and the medium term debt smoothing strategy which is explained in further detail below.

Net Pension Position

The disclosure requirements for pension benefits under IAS19 are detailed in Notes 35 and 36. The appointed actuaries have confirmed a deterioration of £122.188 million in their assessment of the actuarial deficit position of the local government pension fund. This movement is the net outturn from increased liabilities linked to a significantly lower real discount rate as at 31 March 2017 than the previous year.

The assessment provides only a snapshot as at 31 March 2017 and necessarily changes on a day-to-day basis to reflect stock market movements in particular. The appointed actuaries remain of the view that the asset holdings of the Strathclyde Pension Scheme and the contributions from employees and employers provide sufficient security and income to meet future pension liabilities.

Impact on Asset Valuation

The Code requires non-current assets carried in the balance sheet at fair value are revalued at intervals of no more than five years. The current economic climate has resulted in more volatile asset values and in recognition of this, both financial assets and property assets have been reviewed to take account of any material reductions in value. Council dwellings were valued as at 31 March 2016 by the Council Valuer. In assessing the value of council housing, the valuer must take account of the local rental market conditions. The value of council dwellings has therefore been adjusted as at 31 March 2017 by an indexation factor which reflects any movements in local market conditions.

Borrowing and the Prudential Framework

During the course of 2016-2017 the Council undertook borrowing totalling £32 million in order to refinance maturing loans totalling £23 million over the course of 2016-2017 and 2017-2018; taking advantage of historically low interest rates and also to ensure sufficient cash availability for planned capital programmes over the medium term. The level of cash balances available to the Council remains consistent with daily cash requirements, treasury and capital investment plans.

The Council's borrowing strategy is prepared in accordance with the Code of Practice on Treasury Management in Local Authorities. The majority of the Council's borrowing comes from the Public Works Loan Board with the remainder from market and other loans. Further details are provided at Note 28.

An important element of the Council's medium term financial planning includes the strategy of debt smoothing, which continues to be implemented to ensure the Council's debt profile remains appropriate and sustainable over the medium. This process involves the planned repayment of debt over the medium term as part of the Council's planned budget, capital investment and treasury management strategies.

The Council regulates its capital spending limits within a prudential framework recommended by CIPFA and endorsed by the Scottish Government. Each year, the Council sets its capital financing requirement (CFR) for the forthcoming year, most recently on 15 December 2016. The CFR is a prudent assessment of the aggregate external borrowings for capital investment purposes that are affordable and sustainable over the longer-term. The actual CFR at 31 March 2017 was £349.9 million, which is within the approved limit of £383 million. The Council's external borrowings have only been applied for capital investment purposes, with the Council's net external debt being £319.4 million at 31 March 2017 compared to the operational boundary of £382 million. The Council's costs of borrowing remain consistently one of the lowest of all Scottish local authorities; are affordable; and match the Council's medium to long-term financial strategy. The Council's non-housing financing costs are 4.5% as a proportion of the Council's non-housing net revenue stream. Housing related financing costs as at 31 March 2017 were 47%, within the planned limit of 49%. However additional debt repaid in the year in line with the agreed business plan temporarily results in financing costs as at 31 March 2017 being 53% of net revenues.

Public Private Partnerships

The Council has entered into a Public Private Partnership for the provision of educational buildings and maintenance thereof. This agreement has provided the Council with replacement buildings such as pre-five nurseries, primary and secondary schools and community education premises. The provider is required to ensure the availability of these buildings to a pre-agreed standard. During 2016-2017, £16.071 million was paid to the contractor under the terms of the agreement. As part of the agreed long term funding arrangement for the project, the Council has also ring fenced £12.670 million of its General Reserve balance which will be utilised to support the ongoing payment of the unitary charge due in the final five years of the PPP contract when government grant support expires. In setting the budget for 2017-2018, the Council did not agree any

further annual contributions to this reserve in line with its medium term financial plan. It is anticipated the Council will consider recommencing the annual contribution once growth in government revenue support grant re-emerges.

Provisions, Contingencies and Write-offs

The Council has provided for eventualities which may have a material effect on the financial position of the Council. The reasons for the provisions made are outlined in Note 27. In general, any contingent liabilities known to the Council are covered by insurance arrangements. As outlined at Note 12, the Council has also earmarked £41.661 million for specific purposes.

The Council continues to manage the risks associated with equal and holiday pay legislation and regularly assesses the potential exposure of the Council in the context of any changes emerging as a consequence of legal precedent, progress achieved by the Council in handling specific claims and the associated wider implications on the Council's overall risk profile. In line with this ongoing process of re-assessment of risk, the Council has maintained a level of provision.

There were a number of immaterial write-offs during the year which were approved by the relevant Policy Board or the Director of Finance and Resources under delegated authority.

Key Financial Ratios

The following table provides information regarding the financial performance of the Council in 2016-2017, and the affordability of its ongoing commitments.

Financial Indicator	Commentary	2015-2016	2016-2017
Reserves			
Uncommitted General Fund reserves as a proportion of budgeted net expenditure	Reflects the level of funding available to meet unplanned expenditure and manage financial risk. The Council has agreed this balance should not fall below £7 million.	1.9%	1.9%
Movement in uncommitted General Fund balance	Reflects the extent to which the Council is using uncommitted reserves. The investment of uncommitted reserves was agreed as part of the 2016-2017 budget setting.	(9.7)%	0.7%
Council Tax			
In-year collection rate	Reflects the Council's effectiveness in collecting council tax debt	96.0%	96.0%
Council tax income as a proportion of total taxation and non-specific grant income	Reflects the Council's ability to vary expenditure by raising council tax, the principal local authority controlled source of finance. Council tax has been frozen since 2007-2008.	16.6%	17.1%
Debt/Long term borrowing			
Capital Financing Requirement (CFR)	The information in this section demonstrates that external debt levels are within prudential parameters, and that the level of borrowing is affordable. Further information is available in the Treasury Management Annual Report as agreed by Council on 29 June 2017.	£357.9 million	£349.9 million
External debt		£301.3 million	£319.4 million
Ratio of financing costs to net revenue stream (General Services only)		5.4%	4.5%

Renfrewshire Council publishes a wide range of financial and non-financial performance information. The "It's All About You" performance report is published annually and provides a summary of our performance against a range of key indicators. In addition, the **Council Performance** section of our website provides information about our council performance, showing if we're on target; noting if we've improved in the past year; and explaining our performance. The Local Government Benchmarking Framework provides further information with regards how the Council has performed relative to other Scottish councils – this information can be found at the following website – www.scotland.myllocalcouncil.info

Financial Outlook and Key Risks

Management of Treasury Risk

2016-2017 witnessed significant political volatility related to the result of the EU referendum and subsequent triggering of Article 50; and also the election in the US of President Donald Trump. Uncertainty over these political events allied with the slowdown witnessed in the Chinese economy all resulted in significant market volatility during the year. Inflation in the UK was muted in the first half of 2016, however the sharp fall in Sterling following the Brexit vote had an impact on import prices, which accompanied by rising energy prices pushed inflation higher to 2.3% in March 2017. In addition to the impact on Sterling, the Brexit vote also dented household and investor sentiment, with concerns about economic growth prompting the Bank of England Monetary Policy Committee to reduce the bank rate to 0.25% in August 2016. Despite a downgrading of growth forecasts, economic activity remained buoyant and employment rates proved resilient.

The Council continues to mitigate treasury risks, including those associated with the security of cash deposits by actively considering debt restructuring as outlined in the Council's agreed Treasury Management Strategy. The Council also continually reviews in consultation with our treasury advisors the criteria for placing deposits with financial institutions on the Council's approved counterparty list, making use of immediately accessible deposit facilities and also making continued use of the Debt Management Account Deposit Facility operated by the Debt Management Office within HM Treasury. In addition, as part of the Council's treasury strategy, the Council continues to utilise internal cash balances, deferring or minimising external borrowing with the dual objective of reducing the level of cash deposits held by the Council, whilst generating ongoing savings in overall net interest costs. This strategy is kept under careful review in order that the Council retains sufficient cash balances to support its ongoing and future requirements, and remains alert to any anticipated adverse movement in future borrowing rates.

Key Financial Risks and the Reform Agenda

The period of reduction in the overall level of UK public sector expenditure may extend throughout the term of the current UK Parliament. While the comprehensive spending review published in November 2015 outlined an increase in revenue spending in cash terms, in real terms a reduction is still anticipated. This was an improvement from the previous position outlined in the July 2015 budget, and results in an additional £1 billion of funding being made available to the Scottish Government by 2019-2020.

The local government grant settlement for 2017-2018 (again only a single year settlement being announced) was initially worse than any expectations across Scottish councils and represented the greatest ever direct cut to the local government settlement. Renfrewshire was initially provided a like for like reduction in funding of 4.0%, however as the Budget Bill progressed through the Parliamentary approval process, additional funding was added to the local government settlement which reduced the cut for Renfrewshire to 2.65%. The timing of the local government settlement announcement also left the Council limited time to respond, a position exacerbated by a lack of clarity as to the financial impact of potential sanctions should the Council not have agreed to measures stipulated by the Cabinet Secretary. However a balanced budget position moving into 2017-2018 was agreed reflecting well on the budget decisions taken to date by the Council as part of addressing the medium term savings requirement facing the Council.

It is hoped that the Scottish Government will provide a multi-year settlement for 2018-2019 onwards in order to support the Council to develop sustainable financial plans over the medium term. Indeed the Scottish Parliament Finance & Constitution Committee Budget Review Group is consulting stakeholders regarding how to improve the Parliamentary budget process, which would include multi-year budgeting. It is however anticipated that the Council's grant position is highly likely to further reduce given Scottish Government policy commitments to grow and protect in real terms the budgets relating to the NHS and policing. Each 1% cut to the Council's grant represents a £3 million loss in resource, therefore a continuation of the level of cut received in 2017-2018 would add in the region of £7-9 million of additional budget pressures annually.

Service and cost pressures arising from demographic and socio-economic factors continue to play a major role in driving spending pressures for the Council, particularly in relation to adult social care services, now delivered by the Renfrewshire Health and Social Care Partnership (RHSCP). A key strand of the Council's medium term financial strategy is to progress in partnership with the RHSCP a range of demand-management workstreams which mitigate these pressures through a commitment to service redesign, supporting early intervention and prevention for older people and early years client groups. As well as mitigating long term cost growth, these measures are focused on delivering better long term outcomes for clients and their families.

The impact of Welfare Reform continues to be felt, with both the Scottish Welfare Fund and Discretionary Housing Payments continuing to experience high demand, reflecting the financial pressures felt by households. The Council along with key partners remains committed to supporting residents prepare for and manage the impact of changes for themselves, their families and communities.

In the face of these challenges, the Council continues to proactively invest in a range of measures to stimulate the local economy and improve the lives of residents such as improved digital connectivity and improvements to local roads. In August 2014 the Council agreed a range of significant investments under the Glasgow and Clyde Valley City Deal programme. Over the next 10 years the City Deal will deliver £1.13 billion of public sector investment in infrastructure in the region, generating 29,000 new jobs. Particular to Renfrewshire, the ongoing regeneration of areas of the Clyde Waterfront and the investment area around Glasgow Airport along with improved road and rail access, will deliver sustained economic growth and improved employment prospects across Renfrewshire's communities.

The Council has also committed significant funds to invest in Heritage and Cultural assets and events as a driver for economic growth, with planned investment in Paisley Museum and a range of other heritage assets being key to delivering sustainable economic growth. The submission of a UK 2021 City of Culture bid underlines the Council's intent to utilise culture and heritage as a driver for economic regeneration.

The principles agreed in the Council's medium term financial strategy continue to provide a clear framework to guide the strategic planning and management of the Council's financial resources, viz:

- an ongoing commitment to efficiency and modernisation of service delivery being delivered through the Better Council Change Programme
- an aim to maximise income, grow the tax base and attract external funding
- investment is prioritised to support Council priorities including tackling poverty, economic regeneration, service transformation and early intervention/ prevention, including lifecycle maintenance to protect past investment
- new borrowing is capable of repayment on a sustainable basis and overall debt levels are contained within affordable parameters
- the Council's core budget is not underwritten by the use of general reserves or speculative capital receipts
- Council reserves are maintained at a level which provides financial resilience to the Council and the core services it provides.

Service Changes and Future Developments

The Scottish Parliament in February 2014 passed the Public Bodies (Joint Working) (Scotland) Act 2014, which had significant implications for both local government and the NHS in Scotland. The Renfrewshire Health and Social Care Partnership (Integration Joint Board) became fully operational on 1 April 2016, with responsibility for delivering adult social care services in addition to a range of health services. The Partnership has its own governance arrangements, and will produce its own annual accounts.

The Renfrewshire Council Group

Local authorities are required to prepare Group Accounts in addition to their own Council's accounts where they have a material interest in other organisations. The Group Accounts consolidate the results of the Council with three subsidiaries - Renfrewshire Leisure Limited (a registered charity and company limited by guarantee formed to provide facilities for recreation, sport, cultural and other leisure activities for the benefit of the community in Renfrewshire); the Common Good Funds; and the charitable trusts. The Group Accounts also consolidate the Council's share of five other entities treated as associates or joint ventures – Strathclyde Partnership for Transport, Strathclyde Concessionary Travel Scheme Joint Committee, Renfrewshire Valuation Joint Board, Renfrewshire Health and Social Care Integration Joint Board and Park Lane Developments (Renfrewshire) Limited Liability Partnership.

Further information on the activities and services offered by Renfrewshire Leisure Limited can be obtained from their website www.renfrewshireleisure.com.

Charitable Funds

The Code prescribes that where a Common Good Fund (or other trust fund) is a registered charity, it should follow the financial reporting requirements of the Office of the Scottish Charity Regulator (OSCR). Where a fund is not a registered charity, then the requirements of the Code apply.

The Council administers the Common Good Funds for the areas of Paisley, Renfrew and Johnstone. Each of these Funds is a registered charity. In addition the Council controls a small number of charitable trusts.

In order to comply with the Code, Audit Scotland and OSCR requirements, the Council separately prepares the financial statements of the three Common Good Funds and the registered trusts, with the balances included in the Group Accounts. Audit Scotland is the appointed auditor for the Council's charitable funds.

Overall, the Common Good Funds achieved a combined surplus of £0.561 million that is added to the previous surplus brought forward. The total net asset value increased by £3.290 million, with investments increasing by £2.490 million, linked to buoyant equity market conditions. The annual accounts of the Common Good Funds and charitable trusts are available on the Council website.

Conclusion and Acknowledgements

We would like to acknowledge the significant effort required to both produce the annual accounts and successfully manage the finances of the Council; and to record our thanks to both the Finance and Resources team and colleagues in other services for their continued hard work and support. Further information on the annual accounts or on the Council's general finances can be obtained on the Council website (www.renfrewshire.gov.uk), by telephone (0141-618-7363) or by visiting the Customer Service Centre at Renfrewshire House.

Cllr Iain Nicholson

Leader of The Council
28 September 2017

Sandra Black

Chief Executive
28 September 2017

Alan Russell

Director of Finance and Resources
28 September 2017

Scope of Responsibility

Renfrewshire Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The Council also has a statutory duty to make arrangements to secure best value under the Local Government in Scotland Act 2003. In discharging this overall responsibility, the Council's members and the corporate management team are responsible for putting in place proper arrangements for its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

The Council has approved and adopted a Local Code of Corporate Governance, which is consistent with the principles of the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) framework; Delivering Good Governance in Local Government. A copy of the Local Code is available on our website www.renfrewshire.gov.uk

This statement explains how Renfrewshire Council has complied with the Local Code and also meets the Code of Practice on Local Authority Accounting in the UK, which details the requirements for an annual Governance Statement.

The purpose of the governance framework

The governance framework comprises the systems and processes, and culture and values, by which the Council is directed and controlled and through which it accounts to, engages with and leads the community. It enables the Council to monitor the achievement of its strategic objectives set out in the Council plan.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. Internal control cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework

The main features of our governance arrangements are described in the Local Code but are summarised below:

- the overarching strategic vision and objectives of the Council are detailed in the Council Plan 2014 - 2017. The Council Plan sets out the Council's ambitions and priorities including the delivery of major investment priorities arising from City Deal and the City of Culture 2021 bid. The Better Council change programme continues to support the delivery of the Council Plan to identify, manage and deliver changes across the Council that will improve our efficiency, modernise our ways of working and support long term financial sustainability as well as delivering savings. A new Council Plan for 2017-2020 will be developed during Summer 2017 following the local government elections, in order to reflect the priorities of a new administration.
- the key outcomes the Council is committed to delivering with its partners, are set out in the Community Plan and Local Improvement Outcome Plan. The Community Empowerment Act requires that community planning partnerships develop and publish a Local Outcome Improvement Plan by 1 October 2017. Renfrewshire Community Planning Partnership will also be required to develop one or more locality plans as part of this requirement, which will detail joint work to tackle inequality within specific localities or communities of interest.
- the Council operates within an established governance framework which incorporates a scheme of delegated functions, financial regulations, standing orders relating to contracts and procedural standing orders. These elements of the framework are kept under review by the council, with the standing orders relating to contracts being the most recently reviewed in May 2016.
- the Council facilitates policy and decision making through a policy board structure. The Council's scheme of decentralisation allows for the five statutory Local Area Committees to distribute their delegated resources in accordance with community need identified in their respective local action plans and community plan key priorities.
- services are able to demonstrate how their own activities link to the Council's vision and priorities through their service improvement plans. Performance management and monitoring of service delivery is reported through policy boards regularly. The Corporate Management Team monitors a quarterly scorecard of performance information. The Council regularly publishes information about its performance, e.g. "It's all about you", a publication outlining the

performance of the Council published annually. An annual benchmarking report on the performance of the Council is submitted to the Audit, Scrutiny and Petitions Board.

- the Council has adopted a code of conduct for its employees which is currently being reviewed. Elected members adhere to the nationally prescribed Code of Conduct for Members. In addition, the Council has in place a protocol on member/officer relations and an inter-party protocol.
- the Council's approach to risk management is set out in the risk management strategy and is well embedded. Risks are reported regularly to the relevant policy boards.
- the Director of Finance and Resources is the Council's Senior Information Risk Owner and information risk is monitored through the Information Management and Governance Group and its sub-groups.
- comprehensive arrangements are in place to ensure members and officers are supported by appropriate training and development.
- registers of interests for elected members and senior officers are maintained and published on the Council's website.
- a corporate counter fraud service has been established to strengthen the Council's arrangements for fraud prevention, detection and investigation.
- this governance framework has been in place at Renfrewshire Council for the year ended 31 March 2017 and up to the date of approval of the Annual Accounts.

The system of internal financial control

The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures (including segregation of duties), management and supervision, and a system of delegation and accountability. Development and maintenance of the system is undertaken by managers within the Council. The system includes:

- guidance on financial management supported by comprehensive financial regulations and codes,
- comprehensive budgeting systems, and detailed guidance for budget holders,
- regular reviews of periodic and annual financial reports which indicate financial performance against the forecasts,
- setting targets to measure financial and other performance,
- the preparation of regular financial reports that indicate actual expenditure against the forecasts,
- clearly defined capital expenditure guidelines,
- as appropriate, formal project management principles.

Statement on the Role of the Chief Financial Officer in Local Government

The Chief Financial Officer in a public service organisation:

- is a key member of the Leadership Team, helping it to develop and implement strategy and to resource and deliver the authority's strategic objectives sustainably and in the public interest;
- must be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered, and alignment with the authority's financial strategy; and
- must lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.

To deliver these responsibilities the Chief Financial Officer:

- must lead and direct a finance function that is resourced to be fit for purpose; and
- must be professionally qualified and suitably experienced.

The Council considers that it complies with the above statement.

The Role and Responsibilities of the Audit Committee and the Chief Auditor

Prior to the Local Government election in May 2017, the Audit, Scrutiny and Petitions Board acted as the Council's Audit Committee. The governance arrangements were reviewed in June 2017, taking account of recommendations made by the Council's External Auditor to strengthen the independence and focus of the audit committee. The role of the audit committee is now under the remit of the Audit, Risk and Scrutiny Board which is chaired by a member of the opposition its role includes:

- to approve the internal audit charter and annual internal audit plans;
- to review internal and external audit reports and the main issues arising, including those relating to the annual accounts and seek assurance that action has been taken and make recommendation to the Council where appropriate;
- to receive and consider the Chief Auditor's annual report, summarising internal audit activity and the level of assurance this provides over the arrangements for internal control, risk management and governance within the Council;
- monitor the performance of internal audit;
- to consider the annual review of the Local Code of Corporate Governance.

The internal audit service operates in accordance with the Public Sector Internal Audit Standards and reports to the Audit, Risk and Scrutiny Board and the Audit Panel (Corporate Management Team). Internal Audit undertakes an annual programme of work, approved by the Board, based on a strategic risk assessment. The Chief Auditor provides an independent opinion on the adequacy and effectiveness of the governance framework, risk management and internal control.

Members and officers of the Council are committed to the concept of sound governance and the effective delivery of Council services. The Council's Chief Auditor has responsibility to review independently and report to the Audit, Scrutiny and Petitions Board annually, to provide assurance on the adequacy and effectiveness of the Local Code and the extent of compliance with it. The Audit, Scrutiny and Petitions Board performs a scrutiny role in relation to the application of the Local Code of Corporate Governance and regularly monitors the performance of the Council's internal audit service.

Improvements were implemented in August 2017, in relation to recommendations arising from the Best Value audit and Internal Audit's external quality assessment. More detailed information is now provided to the Audit, Risk and Scrutiny Board on the key assurances and risks arising from audit engagements. Further, work will be undertaken in relation to reporting on the implementation of management actions arising from internal audit recommendations.

Review of effectiveness

Renfrewshire Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness of the framework is informed by the work of the Corporate Management Team who have responsibility for the development and maintenance of the governance environment, the Chief Auditor's annual report, and reports from the external auditors and other review agencies and inspectorates.

The effectiveness of the governance framework is reviewed annually by the Corporate Management Team, including the use of a self-assessment tool involving completion of a 32 point checklist covering four key areas of governance:

- Service Planning and Performance Management
- Internal Control Environment
- Budgeting, Accounting and Financial Control
- Risk Management and Business Continuity

This self-assessment indicated the governance framework is being complied with in all material respects. In addition, the review of the effectiveness of the governance arrangements and the systems of internal control within the group entities places reliance upon the individual bodies' management assurances in relation to the soundness of their systems of internal control.

The Council has a Local Code of Corporate Governance which is reviewed annually including reviews of the scheme of delegation, standing orders relating to contracts and procedural standing orders. This review was most recently carried out in March 2017, reflecting updated guidance provided by CIPFA/ Solace.

It is our view that the Council has in place a sound system of governance, risk management and internal control and that appropriate mechanisms are in place to identify any areas of weakness. This is corroborated by an Annual Assurance Statement prepared by the Chief Auditor stating that reasonable assurance can be placed upon the adequacy and effectiveness of the Council's governance, risk management and internal control framework.

Significant governance issues and continuous improvement

The Council continues to recognise the need to exercise strong financial management arrangements to manage the financial pressures common to all local authorities. Regular reviews of the Council's arrangements are undertaken by Internal Audit and overall the Council's arrangements are sound.

Previously, Internal Audit identified that roles and responsibilities in certain areas required to be clarified. Management has taken action to ensure that overall responsibility for building security has been appropriately assigned. Regular reminders on roles and responsibilities are issued to those responsible for corporate purchase card transactions. A rolling programme of focused training with schools administration staff has commenced to ensure roles and responsibilities are clarified and understood.

Process improvements were made to the arrangements in place for payment and checking of certain social care payments to ensure that payments were timely and expenditure was accurate. A programme of rolling reviews to confirm the validity of Non-Domestic Rates reliefs will be completed by Summer 2017.

The Council has implemented a self assessment/evaluation framework which enables services to identify strengths and areas of improvement. This along with other well established frameworks such as "How good is our school?" ensures that the Council has a comprehensive self evaluation framework in place for all services. A corporate self-assessment was conducted during September 2016, and an improvement plan developed for implementation. Progress in terms of the implementation of the plan will be monitored quarterly by the Corporate Management Team. A proposal to roll-out the approach used in the corporate assessment across Council service areas is currently being developed for implementation from Summer 2017.

Development and action plans are in place to strengthen the Council's corporate counter fraud arrangements and organisational resilience to the threat of serious and organised crime. Policies and procedures are being reviewed and updated as necessary.

A Best Value review, conducted by the Council's external auditors, has been completed and the report is publicly available, the Council will consider the recommendations arising from this review.

The Council's risk management arrangements continue to mature well. During the formal review of the policy and strategy in 2016, it was noted that over time the corporate risk register had been maturing to include risks that were not only focused on challenges internal to the Council but very often focused on risks impacting on our communities. To ensure good governance for such risks an opportunity was taken to develop a new strategic risk register. The Audit, Scrutiny and Petitions Board approved this new approach and the updated policy and strategy in November 2016. The corresponding new strategic risk register and revised corporate register have been prepared for approval by the Finance and Resources and Customer Services Policy Board.

A small number of operational health and safety incidents has highlighted the need to raise staff awareness, ensure appropriate escalation is in place and there is better engagement between corporate health and safety and service departments.

A new ICT structure was implemented during the first half of 2016, to reflect the changing demands on technology, both from within and outwith the Council. The new structure takes a lifecycle approach to the management of technology assets.

The Council welcomes the approach taken by external inspection agencies, through the Local Area Network to develop comprehensive annual Local Scrutiny Plan which is proportionate and based on risks identified. The Local Scrutiny Plan for 2017-2018 concluded that the "no scrutiny risks have been identified which require specific scrutiny".

Governance arrangements are in place within Renfrewshire Leisure Limited (RLL) and have been operating throughout the year with reports on performance being provided to the Council's Leadership Board. The recent Best Value review recommended that the Council should review its governance arrangements to ensure they provide for a relationship with RLL that is clear, independent, and more easily understood by the public. Management will develop an action plan to take forward the recommendations made.

Under the Public Bodies (Joint Working) (Scotland) Act 2014 the Council delegated all social care services for adults and older people to the Renfrewshire Health and Social Care Integration Joint Board (IJB). The Renfrewshire Health and Social Care Integration Joint Board formally assumed responsibility for adult social care services from 1 April 2016.

The programme of work undertaken by Internal Audit identified a number of areas of limited assurance in relation to the internal control, risk management and governance of specific areas. In addition, some internal control improvements were identified from Internal Audit contingency work. The following areas have been identified as requiring improvement:

- gifts and hospitality – improvement actions were identified in relation to staff awareness and training to ensure that the registers for gifts and hospitality are fully and accurately completed.
- catering income – improvement actions were identified in relation to reconciliations, the security of cash, segregation of duties, record keeping and updating the procedures.
- facilities management – improvement actions were identified in relation to instruction and monitoring of remedial works.
- fleet management – improvement actions were identified in relation to vehicle tracking procedures, driver compliance checks and documented procedural guidance.
- contract management – processes in relation to some service expenditure needs to be improved to ensure appropriate contracts are in place.

A self-evaluation review undertaken in relation to changes in the Payment Card Industry (PCI) standards identified a number of areas that require to be addressed to maintain full compliance with the most up to date standards. Appropriate actions have been identified and agreed directly with the PCI which will ensure the Council moves towards full compliance with the revised standards.

Action Plan

Following consideration of the review of adequacy and effectiveness the following action plan has been agreed to ensure continual improvement of the Council's governance.

Agreed action	Responsible person	Date
Develop a new strategic Council Plan for the period 2017 – 2020, to reflect the priorities of the administration following the Local Government elections.	Head of Policy and Commissioning	Summer 2017
Approve the Local Outcome Improvement Plan and locality plans and publish these as required by legislation.	Head of Policy and Commissioning	Summer 2017
Implement the improvement plan actions arising from the Corporate Self Assessment.	Head of Policy and Commissioning	Summer 2017
Review and update the code of conduct for employees.	Head of HR and Organisational Development	Autumn 2017
Review the arrangements for internal audit reporting to the Audit, Risk and Scrutiny Board on the implementation of management actions arising from internal audit engagements.	Chief Auditor	Winter 2017

Agreed action	Responsible person	Date
Develop an action plan to implement the recommendations arising from the Best Value review.	Chief Executive	Autumn 2017
Update the guidance for gifts and hospitality and promote staff awareness through training.	Head of Corporate Governance	Summer 2017
Develop expenditure monitoring and contract oversight arrangements through the implementation of the Enterprise Resource Planning system and associated monitoring activity.	Head of Policy and Commissioning	Spring 2018
Strengthen the arrangements for corporate Health and Safety, including implementing the 3 year health and safety strategy and improve communication with services.	Head of HR and Organisational Development	Spring 2018
Develop appropriate policies, procedures and guidance to support the corporate counter fraud arrangements.	Chief Auditor	Spring 2018
Implement the action plan to ensure full compliance with Payment Card Industry Standards.	Head of ICT	Spring 2018
Review the arrangements for the governance of RLL to ensure that the arrangements are clear, independent, and more easily understood by the public.	Head of Policy and Commissioning	Spring 2018

Assurance

Subject to the above, and on the basis of the assurances provided, we consider the governance and internal control environment operating during 2016-2017 provides reasonable and objective assurance that any significant risks impacting on the achievement of our principal objectives will be identified and actions taken to avoid or mitigate their impact. Systems are in place to continually review and improve the governance and internal control environment and action plans are in place to address identified areas for improvement.

Cllr Iain Nicholson

Leader of The Council
28 September 2017

Sandra Black

Chief Executive
28 September 2017

The Local Authority Accounts (Scotland) Amendment Regulations 2011 (SSI No. 2011/64) amend the Local Authority Accounts (Scotland) Regulations 1985 (SI No 1985/267) and requires local authorities in Scotland to prepare a Remuneration Report as part of the annual statutory accounts.

All information disclosed in sections three to eight in this Remuneration Report has been audited by the council's appointed auditor, Audit Scotland. The other sections of the Remuneration Report will be reviewed by Audit Scotland to ensure that they are consistent with the financial statements.

1. Remuneration policy for the Leader of the Council, the Provost and senior councillors

The annual salary of the Leader of the Council and the upper limit for the annual salary of the Provost (or civic head) are set by the Scottish Government in terms of the Local Governance (Scotland) Act 2004 (Remuneration) Regulations 2007, as amended by the Local Governance (Scotland) Act 2004 (Remuneration) Amendment Regulations 2008. The salary for the Leader of the Council in 2016-2017 was £33,789 per annum (£33,454 in 2015-2016) and the salary for the Provost was £25,146 per annum (£24,897 in 2015-2016).

In terms of the same Regulations, the Scottish Government permits Renfrewshire Council to nominate up to fourteen senior councillors (in addition to the Leader of the Council and the Provost), whose salaries in aggregate must not exceed a specified amount, in 2016-2017 being £295,643 per annum; and whose salaries individually must be on a specified scale, in 2016-2017 £16,893 to £25,341. In December 2012 the Council approved that Renfrewshire would have twelve senior councillors: eight Policy Board Conveners (paid £25,146 per annum in 2016-2017); four Regulatory Board Conveners (paid £20,774 in 2016-2017); and one Leader of the Opposition (paid £20,774 in 2016-2017).

2. Remuneration Policy for Senior Employees

The salary of senior employees is set by reference to national arrangements. The Scottish Joint Negotiating Committee (SJNC) for Local Authority Services sets the salaries for the Chief Executives of Scottish local authorities. The salaries of the Corporate Directors and Heads of Service are based on a spinal column point model as agreed by the Finance & Resources Policy Board on 14 May 2014. Senior employees receive no other benefits.

In line with all local government employee groups, senior employees received a 1.0% pay award in 2016-2017.

3. Remuneration of Senior Employees

The regulations define a senior employee as any employee who meets one or more of the following criteria:

- who has responsibility for the management of the local authority to the extent that the person has power to direct or control the major activities of the authority whether solely or collectively with other persons.
- who holds a post that is politically restricted by reason of section 2(1)(a), (b) or (c) of the Local Government and Housing Act 1989.
- whose annual remuneration, including any annual remuneration from a local authority subsidiary body is £150,000 or more.

The Council has interpreted the above criteria as including the Chief Executive, Directors and the Chief Executive of any subsidiary bodies.

The term "remuneration" means gross salary, fees and bonuses, allowances and expenses and compensation for loss of office. The table below outlines the remuneration details for senior employees, including prior year figures. The table shows the relevant amounts, before tax and other deductions, due to, or receivable by, each of the persons named for the year to 31 March 2017, whether or not those amounts were actually paid to, or received by, those persons within that period.

Annual Accounts 2016-2017 Remuneration Report

2015-16	Senior employees		2016-17					
Total	Name	Post held	Annual Salary	Other fees and allowances (i)	Expenses allowance chargeable to UK income tax	Compensation for loss of employment (ii)	Other (iii)	Total
£			£	£	£	£	£	£
143,772	Sandra Black	Chief Executive	138,814	18,452	-	-	-	157,266
111,862	Shona MacDougall	Director of Community Resources	112,779	200	-	-	-	112,979
111,662	Mary Crearie	Director of Development and Housing Services	112,779	-	-	-	-	112,779
111,662	Peter MacLeod	Director of Children's Services	112,779	-	-	-	-	112,779
110,913	Alan Russell	Director of Finance and Resources	112,742	7,471	-	-	-	120,213
589,871	Total		589,893	26,123	-	-	-	616,016

2015-16	Senior Employees of Subsidiary Bodies		2016-17					
Total	Name	Post held	Annual Salary	Other fees and allowances (i)	Expenses allowance chargeable to UK income tax	Compensation for loss of employment (ii)	Other (iii)	Total
£			£	£	£	£	£	£
90,112	Joyce McKellar	Chief Executive, Renfrewshire Leisure	94,725	-	36	-	-	94,761
90,112	Total		94,725	-	36	-	-	94,761

(i) Other Fees and Allowances relates to other payments made to officers for example in their role as either returning officer or election staff;

(ii) includes any other payments made to or receivable by the person in connection with the termination of their employment;

(iii) "other" includes any payments made by the Council by way of remuneration to, or in respect of, the person that do not otherwise fall within this paragraph, other than payments relating to pensions.

There were no non-consolidated bonuses or performance related payments made to any senior officer in 2016-2017.

4. Remuneration of Senior Councillors

Under the regulations, remuneration disclosures are to be made for the Leader of the Council, the Civic Head and any councillor designated a Senior Councillor by the Council.

The table below shows the relevant amounts, before tax and other deductions, due to, or receivable by, each of the persons named for the year to 31 March 2017, whether or not those amounts were actually paid to, or received by, those persons within that period.

Annual Accounts 2016-2017 Remuneration Report

2015-2016	Leader of the Council, Provost, senior councillors		2016-2017		
Total	Name	Position held	Salary, fees and allowances	Expenses allowance chargeable to UK income tax	Total
£			£	£	£
33,557	Mark Macmillan	Leader of the Council	33,789	102	33,891
26,065	Anne Hall	Provost	25,146	950	26,096
24,897	Mike Holmes ⁽¹⁾	Policy Board Convener	25,146	-	25,146
24,897	Jim Harte	Policy Board Convener	25,146	-	25,146
24,897	Tommy Williams ⁽²⁾	Policy Board Convener	25,146	-	25,146
24,897	Jacqueline Henry	Policy Board Convener	25,146	-	25,146
24,897	Iain McMillan	Renfrewshire Health and Social Care Partnership Representative	25,146	-	25,146
24,897	Roy Glen	Policy Board Convener	25,146	-	25,146
24,897	Eddie Devine	Policy Board Convener	25,146	-	25,146
20,909	Sam Mullin ⁽³⁾	Regulatory Board Convener	20,774	-	20,774
20,568	John Hood	Regulatory Board Convener	20,774	-	20,774
20,568	Jim Sharkey	Regulatory Board Convener	20,774	-	20,774
20,568	Alexander Murrin	Regulatory Board Convener	20,774	-	20,774
20,640	Brian Lawson ⁽⁴⁾	Leader of the Opposition	16,676	58	16,734
24,897	Terry Kelly ⁽⁵⁾	Policy Board Convener	14,950	-	14,950
-	Bill Brown ⁽⁶⁾	Policy Board Convener	6,820	-	6,820
-	Kenny MacLaren ⁽⁷⁾	Leader of the Opposition	3,813	-	3,813
362,051	Total		360,312	1,110	361,422

No payments were made in connection with loss of employment or office, nor were any other payments made which are not included in the above table.

(1) Cllr Mike Holmes is also Convener of the Scotland Excel Joint Committee. Cllr Holmes receives no remuneration for this appointment.

(2) Cllr Tommy Williams is also Convener of the North Strathclyde Community Justice Authority. Cllr Williams receives no additional remuneration for this post. The Convener is eligible to receive a salary of £20,774 but Cllr Williams receives remuneration only for his appointment as a Policy Board Convener.

(3) Cllr Sam Mullin is also Convener of the Renfrewshire Valuation Joint Board. The Convener is eligible to receive remuneration of £20,774. Cllr Mullin received remuneration only as Convener of the Renfrewshire Valuation Joint Board; no additional remuneration was received for his appointment as a Regulatory Board Convener.

(4) Cllr Brian Lawson was Leader of the Opposition from 17 March 2015 to 18 January 2017. Only the salary associated with Cllr Lawson's Senior Councillor appointment is detailed in the table above.

(5) Cllr Terry Kelly was Policy Board Convener until 3 May 2016 and then from 29 September 2016. Only the salary associated with Cllr Kelly's Senior Councillor appointment is detailed in the table above.

(6) Cllr Bill Brown was Policy Board Convener from 22 June 2016 to 29 September 2016. Only the salary associated with Cllr Brown's Senior Councillor appointment is detailed in the table above.

(7) Cllr Kenny MacLaren was Leader of the Opposition from 24 January 2017. Only the salary associated with Cllr MacLaren's Senior Councillor appointment is detailed in the table above.

5. Pension Entitlement

Pension benefits for councillors and local government employees are provided through the Local Government Pension Scheme (LGPS).

Councillors' pension benefits are based on career average pay. The councillor's pay for each year or part year ending 31 March (other than the pay in the final year commencing 1 April) is increased by the increase in the cost of living, as measured by the appropriate index (or indices) between the end of that year and the last day of the month in which their membership of the scheme ends. The total of the revalued pay is then divided by the period of membership to calculate the career average pay. This is the value used to calculate the pension benefits.

From 1 April 2015 benefits for local government employees are based on career average pay. Pension benefits are based on the pay received for each year in the scheme increased by the increase in the cost of living, as measured by the appropriate index (or indices). The scheme's normal retirement age is linked to the state pension age of each member.

From 1 April 2009 a five tier contribution system was introduced with contributions from scheme members being based on how much pay falls into each tier. This is designed to give more equality between the cost and benefits of scheme membership. Prior to 2009 contributions rates were set at 6% for all non manual employees.

The tiers and members contribution rates are as follows:

Contribution rate	Whole time pay 2015-2016	Whole time pay 2016-2017
5.5%	On earnings up to and including £20,500	On earnings up to and including £20,500
7.25%	On earnings above £20,500 and up to £25,000	On earnings above £20,500 and up to £25,000
8.5%	On earnings above £25,000 and up to £34,400	On earnings above £25,000 and up to £34,400
9.5%	On earnings above £34,400 and up to £45,800	On earnings above £34,400 and up to £45,800
12%	On earnings above £45,800	On earnings above £45,800

If a person works part-time their contribution rate will be based on their part time pay.

There is no automatic entitlement to a lump sum. Members may opt to give up (commute) pension for lump sum up to the limit set by the Finance Act 2004. The accrual rate guarantees a pension based on 1/49th of pensionable pay for each year of membership, adjusted in line with the cost of living. (Prior to 2015 the accrual rate guaranteed a pension based on 1/60th of final pensionable salary).

The value of the accrued benefits has been calculated on the basis of the age at which the person will first become entitled to receive a pension on retirement without reduction on account of its payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation. The pension figures shown relate to the benefits that the person has accrued as consequence of their total local government service, and not just their current appointment.

The pension entitlements for Senior Employees and Senior Councillors for the year to 31 March 2017 are shown in the table below, together with the contribution made by the Council to each individual's pension during the year.

Senior employees		Accrued pension benefits as at 31 March 2017		Change in accrued pension benefits since 31 March 2016		Pension contributions made by Renfrewshire Council during 2016-2017
Name	Post held	Pension £m	Lump Sum £m	Pension £m	Lump Sum £m	£
Sandra Black	Chief Executive	0.066	0.136	0.004	0.001	29,091
Shona MacDougall	Director of Community Resources	0.056	0.119	0.003	0.001	21,766
Mary Crearie	Director of Development and Housing Services	0.041	0.075	0.003	0.001	21,766
Peter MacLeod	Director of Children's Services	0.046	0.090	0.003	0.001	21,766
Alan Russell	Director of Finance and Resources	0.038	0.068	0.003	0.003	21,759
Total		0.247	0.488	+0.016	+0.007	116,148

Senior Employees of Subsidiary Bodies

Name	Post held	Accrued pension benefits as at 31 March 2017		Change in accrued pension benefits since 31 March 2016		Pension contributions made during 2016-2017
		Pension	Lump Sum	Pension	Lump Sum	
		£m	£m	£m	£m	£
Joyce McKellar	Chief Executive, Renfrewshire Leisure	0.044	0.098	+0.003	+0.004	18,230
Total		0.044	0.098	+0.003	+0.004	18,230

Leader of the Council, Provost, senior councillors

Name	Post held	Accrued pension benefits as at 31 March 2017		Change in accrued pension benefits since 31 March 2016		Pension contributions made by Renfrewshire Council during 2016-2017
		Pension	Lump Sum	Pension	Lump Sum	
		£m	£m	£m	£m	£
Mark Macmillan	Leader of the Council	0.003	0.001	+0.001	+0.001	6,521
Anne Hall	Provost	-	-	-	-	-
Mike Holmes	Policy Board Convener	0.004	0.002	+0.001	-	4,853
Jim Harte	Policy Board Convener	-	-	-	-	-
Tommy Williams	Policy Board Convener	0.004	0.002	+0.001	-	4,853
Jacqueline Henry	Policy Board Convener	0.002	-	-	-	4,853
Iain McMillan	Renfrewshire Health and Social Care Partnership Representative	-	-	-	-	-
Roy Glen	Policy Board Convener	0.003	-	+0.001	-	4,853
Eddie Devine	Policy Board Convener	0.003	0.001	-	-	4,853
Sam Mullin	Regulatory Board Convener	0.003	0.001	-	-	4,009
John Hood	Regulatory Board Convener	0.002	-	+0.001	-	4,009
Jim Sharkey	Regulatory Board Convener	-	-	-	-	-
Alexander Murrin	Regulatory Board Convener	0.003	0.001	-	-	4,009
Brian Lawson	Leader of the Opposition	0.004	0.001	+0.001	-	3,218
Terry Kelly	Policy Board Convener	-	-	-	-	-
Bill Brown	Policy Board Convener	0.002	-	+0.001	-	1,316
Kenny MacLaren	Leader of the Opposition	0.002	-	-	-	736
Total		0.035	0.009	+0.007	+0.001	48,083

All senior employees and councillors with contributions and benefits shown in the tables above are members of the Local Government Pension Scheme (LGPS).

The pension figures shown relate to the benefits that the person has accrued as consequence of their total local government service, and not just their current appointment.

6. Councillors' remuneration

The Council paid the following amounts to its elected members (councillors) during the year.

2015-2016		2016-2017	
£		£	
776,301	Salaries	775,878	
5,923	Travel costs – reimbursed	6,418	
13,724	Travel costs – paid directly by the Council	12,639	
757	Subsistence expenses - reimbursed	503	
-	Subsistence expenses -paid directly by the Council	-	
-	Training and Conferences	205	
1,222	Telephone and information communication technology expenses – reimbursed	1,316	
6,473	Telephone and information communication technology expenses – paid directly by the Council	7,966	
1,168	Other allowances and expenses	1,037	
805,568	Total	805,962	

The public record of members' salaries, allowances and expenses for 2016-2017 is available for inspection during normal working hours at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley. The public record is also available on the "Register of Councillors' Interests" page of the Council's website: www.renfrewshire.gov.uk.

7. Remuneration of Employees

The following table gives a statement of the number of employees whose remuneration, excluding pension contributions, was in excess of £50,000 during 2016-2017, in bands of £5,000; and also details of the number of those employees highlighted who left the employment of the Council during 2016-2017. This information includes those senior employees who are subject to the fuller disclosure requirements in the tables above.

2015-2016		2016-2017		2015-2016		2016-2017	
Number of Employees	Remuneration band	Number of Employees	Left during 2016-2017	Number of Employees	Remuneration band	Number of Employees	Left during 2016-2017
107	£50,000 to £54,999	116	1	-	£105,000 to £109,999	-	-
55	£55,000 to £59,999	54	2	6	£110,000 to £114,999	3	-
8	£60,000 to £64,999	7	-	-	£115,000 to £119,999	-	-
7	£65,000 to £69,999	8	-	-	£120,000 to £124,999	1	-
6	£70,000 to £74,999	8	3	1	£125,000 to £129,999	-	-
5	£75,000 to £79,999	3	-	-	£130,000 to £134,999	-	-
5	£80,000 to £84,999	8	-	-	£135,000 to £139,999	-	-
8	£85,000 to £89,999	6	-	1	£140,000 to £144,999	-	-
-	£90,000 to £94,999	1	-	-	£145,000 to £149,999	-	-
-	£95,000 to £99,999	1	-	-	£150,000 to £154,999	-	-
-	£100,000 to £104,999	-	-	-	£155,000 to £159,999	1	-
				209		217	6

Of the 6 employees who left during the year, 3 would not have appeared in this note if costs associated with redundancy or early retirement payments received were excluded.

8. Exit Packages

The Council has agreed a number of exit packages in 2016-2017 as detailed in the table below. The exit packages agreed were all on a voluntary basis – there were no compulsory redundancies. The Council only agrees exit packages where they are consistent with wider workforce planning and service delivery objectives; and where the savings accruing from an individual ceasing employment with the Council are sufficient to pay back the costs of the exit package within an acceptable period. The assessment of the payback period takes account of the total costs of the exit package.

The total exit package costs in the table below include redundancy, pension strain and compensatory lump sum payments; and also the **notional** capitalised costs of compensatory added years. These notional costs are not based on actual costs, but are the estimated present value of projected costs over the lifetime of the individuals in receipt of the exit package, based on the following assumptions:

	2015-2016	2016-2017
Future Life expectancy at age 65 – males	24.8 years	24.8 years
Future Life expectancy at age 65 – females	26.2 years	26.2 years
Pension increase rate	2.2%	2.4%
Discount Rate	3.5%	2.6%

2015-2016		Exit package cost	2016-2017	
Number of departures agreed	Total projected cost of exit packages in each band £m		Number of departures agreed	Total projected cost of exit packages in each band £m
4	0.057	£0 - £20,000	1	0.012
-	-	£20,001 - £40,000	1	0.028
1	0.041	£40,001 - £60,000	-	-
3	0.226	£60,001 - £80,000	1	0.060
1	0.090	£80,001 - £100,000	-	-
2	0.262	£100,001 - £150,000	3	0.406
1	0.190	£150,001 - £200,000	3	0.473
1	0.201	£200,001 - £250,000	2	0.415
-	-	£250,001 - £300,000	-	-
-	-	£300,001 - £350,000	-	-
1	0.354	£350,001 - £400,000	-	-
-	-	£400,001 - £450,000	-	-
14	1.421	Total *	11	1.394

* Of the 11 departures agreed, 2 individuals will leave the Council during 2017-2018. The remainder left in 2016-2017.

Cllr Iain Nicholson
Leader of The Council
28 September 2017

Sandra Black
Chief Executive
28 September 2017

The Authority's Responsibilities

The Authority is required:

- To make arrangements for the proper administration of its financial affairs and to secure that the proper officer of the authority has responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). The Director of Finance and Resources has been designated as that officer in Renfrewshire Council;
- To manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- To ensure that the Annual Accounts are prepared in accordance with legislation (The Local Authority Accounts (Scotland) Regulations 2014), and so far as is compatible with that legislation, in accordance with proper accounting practices (section 12 of the Local Government in Scotland Act 2003), and;
- To approve the Annual Accounts for signature.

I confirm that these Annual Accounts were approved for signature by the Renfrewshire Council / Audit, Risk and Scrutiny Board at its meeting on 28 September 2017.

Signed on behalf of Renfrewshire Council

Cllr Iain Nicholson

Leader of The Council
28 September 2017

The Director of Finance and Resources' Responsibilities

The Director of Finance and Resources is responsible for the preparation of the Authority's Annual Accounts in accordance with proper practices as required by legislation and as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code).

In preparing the Annual Accounts, the Director of Finance and Resources has:

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates which were reasonable and prudent;
- Complied with legislation, and;
- Complied with the local authority Accounting Code (in so far as it is compatible with legislation).

The Director of Finance and Resources has also:

- Kept proper accounting records which were up to date; and
- Taken reasonable steps for the prevention and detection of fraud and other irregularities.

I certify that the financial statements give a true and fair view of the financial position of the Authority and its group at the reporting date and the transactions of the Authority and its group for the year ended 31 March 2017.

Alan Russell CPFA

Director of Finance and Resources
28 September 2017

Independent auditor's report to the members of Renfrewshire Council and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the annual accounts of Renfrewshire Council and its group for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the Expenditure and Funding Analysis, the group and council-only Comprehensive Income and Expenditure Statements, Movement in Reserves Statements, Balance Sheets, and Cash-Flow Statements, the council-only Housing Revenue Account, the Council Tax Income Account, and the Non-Domestic Rates Income Account and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union, and as interpreted and adapted by the Code of Practice on Local Authority Accounting in the United Kingdom 2016/17 (the 2016/17 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2016/17 Code of the state of affairs of the council and its group as at 31 March 2017 and of the surplus on the provision of services of the council and its group for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union, as interpreted and adapted by the 2016/17 Code; and
- have been prepared in accordance with the requirements of the Local Government (Scotland) Act 1973, The Local Authority Accounts (Scotland) Regulations 2014, and the Local Government in Scotland Act 2003.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the council and its group in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the Director of Finance and Resources for the financial statements

As explained more fully in the Statement of Responsibilities, the Director of Finance and Resources is responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the Director of Finance and Resources determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the council and its group and have been

consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Director of Finance and Resources and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the annual accounts

The Director of Finance and Resources is responsible for the other information in the annual accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the annual accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements

Opinions on other prescribed matters

I am required by the Accounts Commission to express an opinion on the following matters.

In my opinion, the auditable part of the Remuneration Report has been properly prepared in accordance with The Local Authority Accounts (Scotland) Regulations 2014.

In my opinion, based on the work undertaken in the course of the audit

- the information given in the Management Commentary for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with statutory guidance issued under the Local Government in Scotland Act 2003; and
- the information given in the Annual Governance Statement for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Delivering Good Governance in Local Government: Framework (2016).

Matters on which I am required to report by exception

I am required by the Accounts Commission to report to you if, in my opinion:

- adequate accounting records have not been kept; or
- the financial statements and the auditable part of the Remuneration Report are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit; or
- there has been a failure to achieve a prescribed financial objective.

I have nothing to report in respect of these matters.

David McConnell MA CPFA
Assistant Director
Audit Scotland
4th Floor, South Suite
8 Nelson Mandela Place
Glasgow
G2 1BT

September 2017

Annual Accounts 2016-2017

Expenditure and Funding Analysis

The Expenditure and Funding Analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and non domestic rates) by the Council in comparison with those resources consumed or earned by the Council in accordance with generally accepted accounting practices. It also shows how this expenditure is allocated for decision making purposes between the council's service departments. Income and expenditure accounted for under generally accepted account practices is presented more fully in the **Comprehensive Income and Expenditure Statement**.

This is a new statement introduced by the Code of Practice on Local Authority Accounting in the United Kingdom 2016-2017. 2015-2016 data has been restated for comparison purposes.

2015-2016				2016-2017		
Net expenditure chargeable to the General Fund and HRA Balances	Adjustments between the funding and accounting basis (Note 6)	Net expenditure in the comprehensive income and expenditure statement		Net expenditure chargeable to the General Fund and HRA Balances	Adjustments between the funding and accounting basis (Note 6)	Net expenditure in the comprehensive income and expenditure statement
£m	£m	£m		£m	£m	£m
151.526	20.673	172.199	Children's Services	162.104	12.350	174.454
51.053	9.489	60.542	Community Resources	51.088	9.227	60.315
12.075	1.212	13.287	Development & Housing Services	14.059	(1.507)	12.552
0.407	8.811	9.218	Housing services - Housing Revenue Account	0.428	7.039	7.467
32.060	3.152	35.212	Finance & Resources	32.905	4.217	37.122
3.841	-	3.841	Chief Executive's Service	6.897	-	6.897
58.169	(54.443)	3.726	Other Services	48.585	(52.110)	(3.525)
9.366	2.626	11.992	Leisure Services	9.204	2.575	11.779
60.229	3.596	63.825	Adult Services	60.824	1.466	62.290
378.726	(4.884)	373.842	Net cost of services	386.094	(16.743)	369.351
(380.844)	3.004	(377.840)	Other income and expenditure	(373.014)	2.897	(370.117)
(2.118)	(1.880)	(3.998)	(Surplus) or deficit	13.080	(13.846)	(0.766)
69.499			Opening general fund and HRA balance	71.617		
2.118			Less/plus surplus or (deficit) on general fund and HRA balance in year	(13.080)		
71.617			Closing general fund and HRA balance at 31 March *	58.537		

* - For a split of this balance between the General Fund and the HRA – see the **Movement in Reserves Statement**.

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost of providing services and managing the council during the year. It includes, on an accruals basis, all of the council's day-to-day expenses and related income. It also includes transactions measuring the value of non-current assets actually consumed during the year and the real projected value of retirement benefits earned by employees during the year. The statement shows the accounting cost in accordance with generally accepted accounting practices, rather than the cost according to the statutory regulations that specify the net expenditure that councils need to take into account when setting the annual council tax charge. The required adjustments between accounting basis and funding basis under regulations are shown in the **Movement in Reserves Statement**.

The 2015-2016 figures have been restated to reflect the new formats and reporting requirements introduced in the Code of Practice on Local Authority Accounting in the United Kingdom 2016-2017 and the introduction of the Expenditure and Funding Analysis. Expenditure and income are now analysed over Renfrewshire Council's service structure.

2015-2016				2016-2017			
Restated							
Gross expenditure	Gross income	Net expenditure			Gross expenditure	Gross income	Net expenditure
£m	£m	£m	Note		£m	£m	£m
201.972	(29.773)	172.199	Children's Services		201.416	(26.962)	174.454
78.963	(18.421)	60.542	Community Resources		77.629	(17.314)	60.315
89.650	(76.363)	13.287	Development & Housing Services		85.614	(73.062)	12.552
57.145	(47.927)	9.218	Housing services - Housing Revenue Account		55.774	(48.307)	7.467
45.853	(10.641)	35.212	Finance & Resources		47.257	(10.135)	37.122
3.996	(0.155)	3.841	Chief Executive's Service		7.248	(0.351)	6.897
8.702	(4.976)	3.726	Other Services		8.894	(12.419)	(3.525)
13.147	(1.155)	11.992	Leisure Services		12.345	(0.566)	11.779
94.982	(31.157)	63.825	Adult Services		172.564	(110.274)	62.290
594.410	(220.568)	373.842	Net cost of services		668.741	(299.390)	369.351
			Other operating expenditure:				
		1.127	(Gains) or losses on the disposal of non-current assets				0.623
		28.294	Financing and investment income and expenditure	8			25.675
		(407.261)	Taxation and non-specific grant income	10			(396.415)
		(3.998)	(Surplus) or deficit on the provision of services				(0.766)
		(31.628)	(Surplus) or deficit on the revaluation of non-current assets	13(i)			(62.783)
		0.086	(Surplus) or deficit on the revaluation of available-for-sale financial assets	13(ii)			(0.261)
		(120.724)	Actuarial (gains) or losses on pension assets and liabilities	36(ii)			110.808
		(152.266)	Other comprehensive income and expenditure				47.764
		(156.264)	Total comprehensive income and expenditure				46.998

This statement shows the movement in the year on the different reserves held by the council, analysed into usable reserves (those reserves that can be applied to fund expenditure or to reduce local taxation) and unusable reserves. The surplus or deficit on the provision of services line shows the true economic cost of providing the council's services, more details of which are shown in the **comprehensive income and expenditure statement**. These are different from the statutory amounts required to be charged to the General Fund Balance and the Housing Revenue Account for council tax-setting and dwellings rent-setting purposes. The net increase or (decrease) before transfers to other statutory reserves line shows the statutory General Fund Balance and the Housing Revenue Account Balance before any discretionary transfers to or from the other statutory reserves of the council.

	Note	Usable reserves					Total usable reserves £m	Unusable reserves £m	Total reserves £m
		General Fund Balance	Housing Revenue Account	Revenue statutory funds	Capital Receipts Reserve	Capital statutory funds			
		£m	£m	£m	£m	£m			
Balance at 31 March 2015 carried forward		58.854	10.645	2.853	3.760	29.006	105.118	533.395	638.513
<i>Movement in reserves during 2015-2016:</i>									
Surplus or (deficit) on the provision of services		19.079	(15.081)	-	-	-	3.998	-	3.998
Other comprehensive income and expenditure		-	-	-	-	-	-	152.266	152.266
Total comprehensive income and expenditure		19.079	(15.081)	-	-	-	3.998	152.266	156.264
Adjustments between accounting basis and funding basis under regulations	11	14.140	17.764	-	0.356	-	32.260	(32.260)	-
Net increase or (decrease) before transfers to other statutory reserves		33.219	2.683	-	0.356	-	36.258	120.006	156.264
Transfers to or (from) other statutory reserves	12	(30.695)	(3.089)	0.002	-	33.782	-	-	-
Increase or (decrease) in 2015-2016		2.524	(0.406)	0.002	0.356	33.782	36.258	120.006	156.264
Balance at 31 March 2016 carried forward Restated		61.378	10.239	2.855	4.116	62.788	141.376	653.401	794.777
<i>Movement in reserves during 2016-2017:</i>									
Surplus or (deficit) on the provision of services		13.330	(12.564)	-	-	-	0.766	-	0.766
Other comprehensive income and expenditure		-	-	-	-	-	-	(47.764)	(47.764)
Total comprehensive income and expenditure		13.330	(12.564)	-	-	-	0.766	(47.764)	(46.998)
Adjustments between accounting basis and funding basis under regulations	11	6.555	12.136	-	3.515	(13.816)	8.390	(8.390)	-
Net increase or (decrease) before transfers to other statutory reserves		19.885	(0.428)	-	3.515	(13.816)	9.156	(56.154)	(46.998)
Transfers to or (from) other statutory reserves	12	(32.537)	-	0.002	-	32.536	0.001	-	0.001
Increase or (decrease) in 2016-2017		(12.652)	(0.428)	0.002	3.515	18.720	9.157	(56.154)	(46.997)
Balance at 31 March 2017 carried forward		48.726	9.811	2.857	7.631	81.508	150.533	597.247	747.780

Annual Accounts 2016-2017

Balance Sheet as at 31 March 2017

The **balance sheet** shows the value as at 31 March 2017 of the assets and liabilities recognised by the council. The net assets of the council are matched by the reserves held by the council. Reserves are reported in two categories. The first category comprises usable reserves, which are those reserves that the council may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve, which may only be used to fund capital expenditure or to repay debt). The second category of reserves comprises those that the council is not able to use to provide services. This category includes reserves that hold unrealised gains and losses in the value of assets (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold, and reserves that hold timing differences shown as 'adjustments between accounting basis and funding basis under regulations' in the **movement in reserves statement**.

31 March 2016 Restated			31 March 2017
£m		Note	£m
1,204.470	Property, plant and equipment	14	1,262.089
1.957	Investment property	15	1.622
38.977	Heritage assets	16	38.977
0.829	Intangible assets	18	0.651
3.117	Long-term investments	28	3.479
5.730	Long-term debtors	24	3.078
1,255.080	Long-term assets		1,309.896
66.897	Short-term investments	28	94.379
0.768	Inventories	22	0.563
0.468	Short-term Intangible Assets	23	0.588
31.706	Short-term debtors	24	47.545
39.396	Cash and cash equivalents	25	37.632
0.744	Short-term assets held for sale	17	0.988
139.979	Current assets		181.695
(55.034)	Short-term borrowing	28	(80.431)
(62.519)	Short-term creditors	26	(63.641)
(7.100)	Short-term provisions	27	(7.223)
(124.653)	Current liabilities		(151.295)
(174.799)	Long-term borrowing	28	(175.197)
(79.890)	Long-term creditors	26	(77.181)
(5.368)	Long-term provisions	27	(5.248)
(212.702)	Other long-term liabilities	36(vi)	(334.890)
(2.870)	Grants Receipts in Advance	9	-
(475.629)	Long-term liabilities		(592.516)
794.777	Net assets		747.780
141.376	Usable reserves	12	150.533
653.401	Unusable reserves	13	597.247
794.777	Total reserves		747.780

The unaudited accounts were issued on 23 June 2017 and the audited accounts were authorised for issue on 28 September 2017.

Balance Sheet signed by:

Alan Russell CPFA
Director of Finance and Resources

Annual Accounts 2016-2017

Cash Flow Statement

This statement shows the changes in cash and cash equivalents of the council during the year. It shows how the council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the council are funded by way of taxation and grant income or from the recipients of services provided by the council. Investing activities represent the extent to which cash outflows have been made for resources that are intended to contribute to the council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (that is, borrowing) to the council.

2015-2016		2016-2017	
£m		Note	£m
(3.998)	Net (surplus) or deficit on the provision of services		(0.766)
(104.968)	Adjust net surplus or deficit on the provision of services for non-cash movements	30a	(63.860)
31.251	Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities		32.475
(77.715)	Net cash flows from operating activities		(32.151)
58.391	Net cash flows from investing activities	30b	57.106
9.226	Net cash flows from financing activities	30c	(23.191)
(10.098)	Net (increase) or decrease in cash and cash equivalents		1.764
(29.298)	Cash and cash equivalents at the beginning of the reporting period	25	(39.396)
(39.396)	Cash and cash equivalents at the end of the reporting period		(37.632)

Note 1 Accounting Policies – Renfrewshire Council

The Financial Statements for the year ended 31 March 2017 have been prepared in accordance with proper accounting practice as per section 12 of the Local Government in Scotland Act 2003. Proper accounting practice comprises the Code of Practice on Local Authority Accounting in the United Kingdom (the Accounting Code) and the Service Reporting Code of Practice, supported by International Financial Reporting Standards and recommendations made by the Local Authority (Scotland) Accounts Advisory Committee (LASAAC). They are designed to give a true and fair view of the financial performance and position of the Council and comparative figures for the previous financial year are provided. There are no significant departures from these recommendations. The accounts have been prepared under the historic cost convention, other than changes resulting from the revaluation of certain categories of non-current assets and financial instruments, and on a going concern basis.

Accruals of Expenditure and Income

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

- i. Revenue from the sale of goods or provision of services is recognised when the Council transfers the significant risks and rewards of ownership to the purchaser or can measure reliably the percentage completion of the transaction, and it is probable that the economic benefits or service potential associated with the transaction will flow to the Council.
- ii. Supplies are recorded as expenditure when they are consumed. Where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet. Works are charged as expenditure when they are completed, before which they are carried as assets under construction on the Balance Sheet.
- iii. Interest payable on borrowings and receivable on investments is accounted for on the basis of the effective interest rate for the relevant financial instrument. Interest receivable and dividend income is recognised when it is probable that the economic benefits or service potential associated with the transaction will flow to the Council.
- iv. Where income and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where there is evidence that debts are unlikely to be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.
- v. Suppliers invoices paid in the two weeks following the year-end are accrued together with specific accruals in respect of further material items provided the goods or services were received by 31 March 2017 or relate to services associated with the prior financial year.

Business Improvement District

Following the formation of the Paisley First BID company on 15 January 2015, the Council has entered into an agreement to act as the billing body for the purposes of the Planning etc. (Scotland) Act 2006 and the Regulations and is responsible for the administration, collection and recovery of the BID Levy. As the Council is acting as agent for the BID company, no transactions in relation to the BID levy or BID Revenue Account are included in the Comprehensive Income and Expenditure Statement with the exception of any contribution made by the Council to the BID project, the costs and income related to the collection of the BID levy or any income from the BID company in relation to services provided.

Carbon Reduction Commitment Scheme

The Council is required to participate in the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme. This scheme is currently in its second phase which ends on 31 March 2019. The UK government announced in 2016 that the CRC energy efficiency scheme will be abolished following the 2018-19 compliance year. The Council is required to purchase allowances, either prospectively or retrospectively, and surrender them on the basis of emissions i.e. carbon dioxide produced as energy is used. As carbon dioxide is emitted (i.e. energy is used) a liability and an expense are recognised. The liability will be discharged by surrendering allowances. The liability is measured at the best estimate of the expenditure required to meet the obligation, normally the current market price of the number of allowances required to meet the liability at the reporting date.

The cost to the Council is recognised and reported in the costs of services and is apportioned on the basis of energy consumption.

Cash and Cash Equivalents

Cash is defined as cash in hand and deposits repayable on demand less overdrafts repayable on demand. Cash equivalents are defined as call accounts, money market funds and instant deposits. Fixed term deposits are not classified as cash or cash equivalents as these are held for investment purposes rather than for meeting short-term cash commitments.

Charges for the Use of Assets

Services are charged for the use of assets no matter how they are financed and this charge includes a provision for depreciation where appropriate.

In the case of the Council's Trading Operations, the charge for the use of assets includes a provision for depreciation plus an interest charge for the actual cost of borrowing for capital expenditure. This accounting treatment fully complies with the specific reporting requirements under the Local Government in Scotland Act 2003 for the Council's Trading Operations.

Contingent Assets and Liabilities

Contingent assets and liabilities are not recognised in the financial statements, but are disclosed as a note to the accounts where they are deemed material.

Employee Benefits

Benefits payable during employment

All salaries and wages earned up to 31 March 2017 are included in the Accounts irrespective of when payment was made. An accrual is made for the cost of holiday and flexi-leave entitlements earned by employees but not taken before the year end; and which employees may carry forward into the next financial year.

Termination benefits

Termination benefits are amounts payable as a result of a decision by the Council to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy. They are charged on an accruals basis to the relevant service line in the Comprehensive Income and Expenditure Statement when the Council is demonstrably committed to either terminating the employment of an officer or making an offer to encourage voluntary redundancy. The Council is only demonstrably committed to a termination when it has a detailed formal plan for the termination and it is without realistic possibility of withdrawal.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Council to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and to replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post employment benefits

The Council participates in two formal pension schemes: the Local Government Pension Scheme which is administered by Strathclyde Pension Fund; and the Scottish Teachers' Superannuation Scheme. Liabilities for the Scottish Teachers' Superannuation Scheme cannot be identified specifically to the Council, therefore the scheme is accounted for as a defined contributions scheme.

The Local Government Pension Scheme is accounted for as a defined benefit scheme in accordance with International Accounting Standard 19 (IAS19) (as revised in 2011). Renfrewshire Council's share of the net pension asset or liability in Strathclyde Pension Fund and a pension reserve are recognised in the Balance Sheet. The Comprehensive Income and Expenditure Statement recognises changes during the year in the pension asset or liability. Service expenditure includes pension costs based on employers' pension contributions payable and payments to pensioners in the year. Liabilities are

included in the Balance Sheet on an actuarial basis using the projected unit method. Liabilities are discounted to their value at current prices using a discount rate based on the indicative rate of return on high quality corporate bonds. Assets are included in the Balance Sheet at their fair value, principally the bid price for quoted securities, and estimated fair value for unquoted securities.

Events after the Balance Sheet date

Events after the Balance Sheet date are those events that occur between the end of the reporting period and the date when the Statements are authorised for issue. There are two types of events:

- Adjusting events – those that provide evidence of conditions that existed at the end of the reporting period, and the Statements are adjusted to reflect such events
- Non-adjusting events – those that are indicative of conditions that arose after the reporting period, and the Statements are not adjusted.

Events taking place after the date of authorisation for issue are not reflected in the Statements.

Prior Period Adjustments

When items of income and expense are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Council's financial performance.

Where there has been a change in accounting policy, that change will be applied retrospectively. Where there has been a change in accounting estimate, that change will be applied prospectively. Where a material misstatement or omission has been discovered relating to a prior period, that misstatement or omission will be restated unless it is impracticable to do so.

Financial Instruments

Financial Assets

Financial assets are classified into two types:

- loans and receivables – assets that have fixed or determinable payments but are not quoted in an active market
- available-for-sale assets – assets that have a quoted market price and/or do not have fixed or determinable payments.

Loans and Receivables

Loans and receivables are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument.

Included within long-term debtors are a number of interest free pay advances to employees as part of negotiated changes to pay cycles (soft loans). When soft loans are made, a loss is recorded in the Comprehensive Income and Expenditure Statement (debited to the appropriate service) for the present value of the interest that will be foregone over the life of the instrument, resulting in a lower amortised cost than the outstanding principal. Statutory provisions require that the impact of soft loans on the General Fund Balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the Comprehensive Income and Expenditure Statement to the net gain required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

Any gains and losses that arise on the derecognition of an asset are credited/debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Available-for-Sale Assets

Available-for-sale assets are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value based on quoted market prices. Where the asset has fixed or determinable payments, annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the effective rate of interest for the instrument. Where there are no fixed or determinable payments, income (eg, dividends) is credited to the Comprehensive Income and Expenditure Statement when it becomes receivable by the Council. For the Council's short-term deposits and most of its other lending, the interest disclosed is the amount receivable for the year in the loan agreement.

Assets are maintained in the Balance Sheet at fair value. Values are based on the following principles:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – independent appraisal of company valuations

Changes in fair value are balanced by an entry in the Available-for-Sale Reserve and the gain/loss is recognised in the Surplus/Deficit on Revaluation of Available-for-Sale Financial Assets. The exception is where impairment losses have been incurred – these are debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any net gain/loss for the asset accumulated in the Reserve.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made (fixed or determinable payments) or fair value falls below cost, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. If the asset has fixed or determinable payments, the impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Otherwise, the impairment loss is measured as any shortfall of fair value against the acquisition cost of the instrument (net of any principal repayment and amortisation).

Any gains and losses that arise on the derecognition of the asset are credited/debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

Where fair value cannot be measured reliably, the instrument is carried at cost (less any impairment losses).

Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the Council becomes a party to the contractual provisions of a financial instrument and initially measured at fair value and carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised. For most of the borrowings that the Council has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains and losses on the repurchase or early settlement of borrowing are credited and debited to the Financing and Investment Income and Expenditure line in the Income and Expenditure Account in the year of extinguishment. However, where repurchase has taken place as part of a restructuring of the loan portfolio that involves the modification or exchange of existing instruments, the premium or discount is respectively deducted from or added to the amortised cost of the new or modified loan and the write-down to the Comprehensive Income and Expenditure Statement is spread over the life of the loan by an adjustment to the effective interest rate.

Where premiums and discounts have been charged to the Comprehensive Income and Expenditure Statement, regulations allow the impact on the General Fund Balance to be spread over future years. The Council has a policy of spreading the gain/loss over the term that was remaining on the loan against which the premium was payable or discount receivable when it was repaid. The reconciliation of amounts charged to the Comprehensive Income and Expenditure Statement to the net

charge required against the General Fund Balance is managed by a transfer to or from the Financial Instruments Adjustment Account in the Movement in Reserves Statement.

Financial Guarantees

Financial guarantees are recognised at fair value assessed as the probability of the guarantees being called and the likely amount payable under the guarantees.

Loans Fund

The Council operates a Loans Fund and all loans raised are paid into the Fund. Advances are made to departments to finance capital expenditure during the year. Repayments to the Loans Fund are calculated using the annuity method.

The local Authority (Capital Financing and Accounting) (Scotland) Regulations 2016 - loans fund accounting came into force on 1 April 2016 and replaced the statutory provisions for local authority borrowing, lending and loans funds as set out in Schedule 3 of the local Authority (Scotland) Act 1975. The regulations contain the following provisions in respect of the loans fund:-

- Regulation 12 places a duty on a local authority to maintain a loans fund, which is to be administered in accordance with the proper accounting practices and prudent financial management,
- Regulation 13 requires a local authority to make loans fund advances each year for expenditure of or lending to third parties by, the local authority which it has determined should be met from borrowing, and
- Regulation 14 requires a local authority to determine for each loans fund advance the period over which it will be repaid and the amount of each repayment. Both the period and the annual amounts must be considered by the authority to be prudent.

Interest is calculated and allocated to the Comprehensive Income and Expenditure Statement in accordance with Local Authorities Scotland Accounts Advisory Committee's (LASAAC) Guidance Note 2: Statement on the Calculation and Allocation of Loans Fund Interest and Expenses.

Government Grants and other Contributions

Government grants and third party contributions and donations are recognised as due to the Council when there is reasonable assurance that:

- the Council will comply with the conditions attached to the payments, and
- the grants or contributions will be received.

Amounts recognised as due to the Council are not credited to the Comprehensive Income and Expenditure Statement until conditions attaching to the grant or contribution have been satisfied.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. When conditions are satisfied, the grant or contribution is credited to the relevant service line or Taxation and Non-Specific Grant Income in the Comprehensive Income and Expenditure Statement. Where capital grants are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance in the Movement in Reserves Statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied Account. Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied Account are transferred to the Capital Adjustment Account once they have been applied.

Heritage Assets

The Council's heritage assets are held in the museums operated by Renfrewshire Leisure Limited (Paisley Museum and Art Gallery, Renfrew Town Hall and Museum, and also in a secure store). The purpose of holding these assets according to the Museums' Statement of Purpose is "to enhance public understanding of the human and natural world, principally by the use of original objects". Heritage assets are recognised and measured (including the treatment of revaluation gains and losses) in accordance with the Council's accounting policies on property, plant and equipment. However, some of the measurement rules are relaxed in relation to heritage assets. The accounting policies in relation to heritage assets that are deemed to include elements of intangible heritage assets are also presented below. Purchased acquisitions are recognised at cost and donated acquisitions are recognised at valuation with reference to appropriate commercial markets. Acquisitions are made in line with the approved Acquisition and Disposal Policy.

The collections of heritage assets are accounted for as follows:

Art Collection	The collection includes fine, contemporary and applied art works. The collection is included in the balance sheet at market value where this is available (from external valuations provided by suitably experienced and knowledgeable experts) or insurance valuations provided by the relevant collection curator. Valuations are undertaken on a cyclical basis (approximately every 3-5 years). The assets within the collection are deemed to have indeterminate lives and a high residual value, and therefore no depreciation is charged.
Shawl and textile design	The museums hold a collection of approximately 1,000 Paisley-type shawls, and a considerable collection of original designs for shawl manufacture. The collection is included in the balance sheet at insurance valuation which is based on market values. Valuations are undertaken on a cyclical basis (approximately every 3-5 years). The assets within the collection are deemed to have indeterminate lives and a high residual value, and therefore no depreciation is charged.
Natural History	The collection includes vertebrate and invertebrate zoology, botany, geology and microslide collections; in addition to a library of natural history books. The collection is included in the balance sheet at insurance valuation which is based on market values. Valuations are undertaken on a cyclical basis (approximately every 3-5 years). The assets within the collection are deemed to have indeterminate lives and a high residual value, and therefore no depreciation is charged.
Human History	The museums hold collections relating to social history, transport, science (including an important collection of astronomical apparatus in Coats Observatory), archaeology, arms, local archives, numismatics, photography, textiles, ethnography and Egyptology. The collection is included in the balance sheet at insurance valuation which is based on market values. However where an external valuation or cost information is available, or a valuation may be secured at a cost which is not prohibitive relative to the value of the item, then the Council will recognise the asset in the balance sheet at this value. Valuations are undertaken on a cyclical basis (approximately every 3-5 years). The assets within the collection are deemed to have indeterminate lives and a high residual value, and therefore no depreciation is charged.

In addition to the museums collections, there are a number of public space statues, monuments, memorials, fountains and outdoor artworks at various locations throughout Renfrewshire. These assets are not generally recognised in the balance sheet. The Council considers that obtaining valuations would involve disproportionate cost and that reliable cost or valuation information cannot be obtained for these items. This is because of the diverse nature of assets held, the number of assets and the lack of comparable data. However, where reliable cost information can be reasonably obtained, the asset will be included in the balance sheet.

The carrying amounts of heritage assets are reviewed where there is evidence of impairment for heritage assets, eg where an item has suffered physical deterioration or breakage or where doubts arise as to its authenticity. Any impairment is recognised and measured in accordance with the Council's general policies on impairment. Heritage assets will occasionally be disposed of in accordance with the approved Acquisitions and Disposal Policy (a copy of which is available). Assets are only disposed of for curatorial reasons (eg the item has deteriorated to such an extent it is no longer suitable for public display) and not with the aim of generating funds. Any proceeds of such items are accounted for in accordance with the Council's general provisions relating to the disposal of property, plant and equipment. Disposal proceeds are disclosed separately in the notes to the financial statements and are accounted for in accordance with statutory accounting requirements relating to capital expenditure and capital receipts. Expenditure incurred in preserving individual items is recognised in the comprehensive income and expenditure statement.

Intangible Assets

The Council accounts for purchased software licences and CRC allowances purchased prospectively as Intangible Assets. Expenditure on intangible assets is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the Council.

Intangible assets are measured initially at cost. Amounts are not revalued, as the fair value of the assets held by the Council cannot be determined by reference to an active market. The depreciable amount of an intangible asset is amortised over its useful life. An asset is tested for impairment whenever there is an indication that the asset might be impaired. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Interests in Companies and Other Entities

The Council has material interests in a charitable company and Joint Boards and Committees that have the nature of subsidiaries and associates under accounting conventions, requiring it to prepare group accounts. In the Council's own single-entity accounts, these interests are not recorded as the Council has no shares in, or ownership of, any of these organisations.

Reflected in the Council's single-entity balance sheet is a 50% share in an Integration Joint Board and a 50% holding in a limited liability partnership, which is recorded as an investment.

Inventories

Inventories (generally consumable stock) are included in the Balance Sheet at weighted average cost.

Investment Property

Investment properties are those that are used solely to earn rentals and/or for capital appreciation. Investment properties are measured initially at cost and subsequently at fair value. Properties are not depreciated but are revalued annually according to market conditions at the year-end. Gains and losses on revaluation are posted to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the Financing and Investment Income line and result in a gain for the General Fund Balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account and (for any sale proceeds greater than £10,000) the Capital Receipts Reserve.

Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property from the lessor to the lessee. All other leases are classified as operating leases. Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

The Council as Lessee***Finance Leases***

Property, plant and equipment held under a finance lease is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The

asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Council are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease liability, and
- a finance charge (debited to the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the assets estimated useful life.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement. Title to the property, plant or equipment remains with the lessor.

The Council as Lessor

Finance Leases

Where the Council grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal.

Lease rentals receivable are apportioned between:

- a capital receipt for the disposal of the asset – applied to write down the Debtor (together with any premiums received), and
- finance income (credited to the Comprehensive Income and Expenditure Statement)

Operating Leases

Where the Council grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Comprehensive Income and Expenditure Statement.

Overheads and Central Support Costs

The net cost of all central support departments is fully allocated to user departments. The method of allocation is determined by the individual support departments and in many instances is time based.

PFI Schemes – School Buildings Maintenance and Other Facilities

The Council carries the assets used under PFI contracts on its Balance Sheet as part of Property, Plant and Equipment.

The original recognition of these assets at fair value (based on the cost to purchase the property, plant and equipment) was balanced by the recognition of a liability for amounts due to the scheme operator to pay for the capital investment.

The accounting treatment of the PFI scheme is in accordance with IFRIC12 *Service Concession Arrangements*.

Property, Plant and Equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others or for administrative purposes, and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment is capitalised on an accruals basis. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential is charged as an expense when it is incurred.

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating

The cost of assets acquired other than by purchase is deemed to be its fair value. The valuation of work-in-progress is based on cost plus an appropriate proportion of overheads, together with attributable profits and allowances for foreseeable losses.

Plant, furniture and computer equipment costing less than £9,000 are not treated as fixed assets. This de-minimus level does not apply where certain categories of these assets are grouped together and form part of the approved capital programme. Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Comprehensive Income and Expenditure Statement. Where gains are credited to the Comprehensive Income and Expenditure Statement, they are reversed out of the General Fund Balance to the Capital Adjustment Account.

Assets are then carried in the Balance Sheet using the following measurement bases:

- infrastructure, community assets and assets under construction – depreciated historical cost
- council dwellings – fair value, determined using the basis of existing use value for social housing (EUV-SH). Council dwellings are valued using a Beacon Principle (adjusted vacant possession) methodology in accordance with the Royal Institution of Chartered Surveyors (RICS) guidance.
- Vehicles, plant, furniture and equipment – depreciated replacement cost
- Other land and buildings – fair value, determined as the market value amount that would be paid for the asset in its existing use (existing use value – EUV). Operational assets are shown at the lower of net current replacement cost or net realisable value in existing use. Non-operational assets are shown at the lower of net current replacement cost or net realisable value.

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost is used as an estimate of fair value.

Assets included in the Balance Sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years. The effective date of any revaluation is 31 March. Valuations are undertaken by the Council Valuer who is MRICS qualified. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Fair Value Measurement

The authority measures some of its non-financial assets such as surplus assets and investment properties at fair value at each reporting date. Fair value is the price that would be received to sell an asset in an orderly transaction between market participants at the measurement date. The authority uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets for which fair value is measured are categorised within the fair value hierarchy as follows:

- Level 1 - quoted prices in active markets for identical assets that the authority can access at the measurement date;
- Level 2 - inputs other than quoted prices included within level 1 that are observable for the asset, either directly or indirectly;
- Level 3 - unobservable inputs for the asset.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for as follows:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Disposals

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale. Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (ie netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts and are credited to the Capital Receipts Reserve.

Depreciation

Depreciation is provided for on all Property, Plant and Equipment assets by the allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life, investment properties and assets that are not yet available for use (ie, assets under construction).

Depreciation is calculated on the following bases:

- dwellings and other buildings – straight-line allocation over the useful life of the property of between 10 and 50 years as estimated by the Council Valuer
- vehicles, plant and equipment – a percentage of the value of each class of assets in the Balance Sheet, as advised by a suitably qualified officer based on useful lives of between 3 and 30 years.
- infrastructure – straight-line allocation over 40 years.

General Fund services are charged with depreciation where appropriate for the use of assets no matter how they are financed. Depreciation on the Council's non-operational assets is not charged to service revenue accounts. It is however reflected in the Comprehensive Income and Expenditure Statement through non-distributable costs.

Where an item of Property, Plant and Equipment asset has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately. Significance is determined by comparing a component's cost against the overall cost of an asset, and a component is deemed significant if its cost is 20% or more of the total asset cost. The de-minimus threshold for componentisation is £1 million.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the

amount of the obligation. Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement. When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year.

Financial Instruments - Fair Value Measurement

Fair value is defined as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement assumes that the transaction to sell the asset or transfer the liability take place either in the principal market for that asset or liability or, in the absence of a principal market, in the most advantageous market for the asset or liability.

The fair value of an asset or liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Valuation techniques used are appropriate in the circumstances and have sufficient data available, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Inputs to the valuation techniques in respect of assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, as follows:

- Level 1 – quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date
- Level 2 – inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly
- Level 3 – unobservable inputs for the asset or liability.

The fair value hierarchy gives priority to quoted prices (unadjusted) in active markets for identical assets or liabilities (Level 1 inputs) and the lowest priority to unobservable inputs (Level 3 inputs).

Reserves

The Council has various reserve funds. The two capital reserves arising from the system of capital accounting are the Revaluation Reserve and the Capital Adjustment Account. The former of these represents the store of gains on revaluation of fixed assets not yet realised through sales and the latter relates to amounts set aside from capital resources to meet past expenditure.

The two accounting reserves arising from the restatement of financial instruments to “fair value” are the Financial Instruments Adjustment Account and the Available-for-Sale Financial Instruments Reserve. The Financial Instruments Adjustment Account is a balancing account to allow for differences in statutory requirements and proper accounting practices for lending & borrowing by the Council. The Available-for-Sale Financial Instruments Reserve is a store of gains or losses on revaluation of the investments of the Insurance Fund not yet realised through sales.

The Pension Reserve arises from the IAS19 accounting disclosures for retirement benefits and recognises the Council's share of actuarial gains and losses in the Strathclyde Pension Fund and the change in the Council's share of the Pension Fund net liability chargeable to the Comprehensive Income and Expenditure Statement.

Revenue Expenditure Funded from Capital under Statute

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of a non-current asset has been charged as expenditure to the relevant service in the Comprehensive Income and Expenditure Statement in the year. Where the Council has determined to meet the cost of this expenditure from existing capital resources or by borrowing, a transfer in the Movement in Reserves Statement from the General Fund Balance to the Capital Adjustment Account then reverses out the amounts charged so that there is no impact on the level of council tax.

Trading Operations

All trading operations are classified as non-significant in terms of the Local Government in Scotland Act 2003. The surplus or deficit on each trading operation is allocated to the General Fund balance; with the exception of Building Services where the surplus is apportioned between the General Fund balance and the Housing Revenue Account balance based on the level of Housing related turnover.

VAT

Income and Expenditure excludes any amount relating to Value Added Tax (VAT), as all VAT is payable to HM Revenue & Customs and all VAT is recoverable from them.

Accounting Policies - Group

Introduction

The Code of Practice on Local Authority Accounting in the United Kingdom 2016-2017 ("the Code") requires local authorities to consider their interests in all types of entity. This includes other local authorities or similar bodies defined in section 106 of the Local Government (Scotland) Act 1973, for example statutory bodies such as valuation boards. Authorities are required to prepare a full set of group accounts in addition to their own council's accounts where they have a material interest in such entities.

Combining entities

Renfrewshire Council's group accounts consolidate the results of the council with the results of the Paisley, Renfrew and Johnstone Common Good Funds; other charitable trusts administered by Renfrewshire Council; and six other entities:

1. Renfrewshire Leisure Limited
2. Strathclyde Partnership for Transport
3. Strathclyde Concessionary Travel Scheme Joint Committee
4. Renfrewshire Valuation Joint Board
5. Renfrewshire Health and Social Care Integration Joint Board
6. Park Lane Developments (Renfrewshire) Limited Liability Partnership.

Under accounting standards, the council requires to include the results of Renfrewshire Leisure Limited as a *subsidiary* with Strathclyde Partnership for Transport, Strathclyde Concessionary Travel Scheme Joint Committee and Renfrewshire Valuation Joint Board included as *associates* because the council has a "significant influence" over their financial and operating policies. The council has no shares in, or ownership of, any of these four organisations, which are entirely independent of the council under law and for taxation.

Strathclyde Partnership for Transport and Strathclyde Concessionary Travel Scheme Joint Committee are included within the group accounts under the definition of *associate*, even though the council holds less than 20% or more of the voting (or potential voting) power (which is the criterion normally used to confer significant influence). However the view has been taken that the nature of the funding arrangements between the constituent councils and these entities is sufficient to confer significant influence.

Renfrewshire Valuation Joint Board is included within the group accounts as an *associate* (rather than *subsidiary*) because the council does not have a "controlling interest" in the body in terms of the voting rights.

Renfrewshire Council's share of each associate's net assets or liabilities is calculated based on the council's proportionate contribution to each associate's annual revenue costs.

The Public Bodies (Joint Working) (Scotland) Act 2014 established the framework for the integration of health and adult social care in Scotland. Scottish Ministers legally established the Renfrewshire Health and Social Care Integration Joint Board on 27 June 2015 as a formal legal partnership between Renfrewshire Council and NHS Greater Glasgow and Clyde. The council also

holds 50% (£50) of the share capital of Park Lane Developments (Renfrewshire) Limited Liability Partnership. These two entities are included as *joint ventures* in the council's group accounts. Renfrewshire Council's share of each joint venture's net liabilities is calculated based on the council's proportionate ordinary shareholding in each joint venture.

The council has effective control over Renfrewshire Leisure Limited, the Paisley, Renfrew and Johnstone Common Good Funds and other charitable trusts administered by Renfrewshire Council (as sole trustee) and, as such, these are treated as *subsidiaries* in the council's group accounts, with assets, liabilities, reserves, income and expenses being consolidated line-by-line.

Basis of preparation of group statements and going concern

For the three associates and two joint ventures detailed above, the combination has been accounted for under the accounting conventions of the "acquisition basis" using the *equity method*, with the council's share of the net assets or liabilities of each entity being incorporated and adjusted each year by the council's share of that entity's results and the council's share of other gains and losses (recognised in the **group comprehensive income and expenditure statement**).

For three of the five entities the council has a share in a net liability. The net liability position of both the Renfrewshire Valuation Joint Board and Renfrewshire Leisure Limited arises from the inclusion of liabilities related to the defined benefit pension schemes as required by IAS19 (which requires that pension liabilities reflect the long-term cost of paying post-employment benefits). For Park Lane Developments (Renfrewshire) LLP the net liability arises from long-term borrowing to fund regeneration work within and around the site of the former Arnotts store in Paisley.

All of the above associates and joint ventures consider it appropriate that their annual accounts should follow the "going concern" basis of accounting. Arrangements with the Council and other funders for the longer-term funding of Park Lane Developments (Renfrewshire) Limited Liability Partnership are considered sufficient to meet future funding requirements.

Consideration for acquisition of associates' net assets or liabilities

The council has acquired its share of the net assets of its associates for a nil consideration. There is no deferred or contingent purchase consideration. A fair value for its share of the net assets or liabilities of the three joint boards and committees (those numbered 2, 3 and 4 in the preceding list) at the point of acquisition and the post-acquisition results are unable to be accurately determined in view of the length of time since the transfer of these responsibilities at local government re-organisation in 1996 and the change in accounting for pensions under FRS17 in 2003-2004. It is not possible to provide the fair value of the investment in the other combining entities of the council as there are no published price quotations for these entities. No goodwill has been included in the **group balance sheet** in view of the length of time since acquisition, that no consideration was involved and that a fair value at the date of acquisition cannot now be properly assessed.

Group boundary: non-material interests in other entities

The council has a "significant interest" in three joint committees that have not been included in the group accounts. The council's share of their net assets or liabilities is not material to the fair understanding of the financial position and transactions of the council. In the interest of transparency, details of the business nature of each organisation are shown in note G2.

Post-employment benefits

In common with Renfrewshire Council, all combining entities, except Park Lane Developments (Renfrewshire) Limited Liability Partnership, participate in the Local Government Pension Scheme, which is administered locally by Glasgow City Council through the Strathclyde Pension Fund. The associates have accounting policies for pensions accounting that are consistent with those of the council.

Value added tax

Value added tax paid by Renfrewshire Leisure Limited is accounted for within income and expenditure to the extent that it is irrecoverable from HM Revenue and Customs.

Property, plant and equipment

The basis of valuation across the combining entities is in accordance with the Code. Operational property, plant and equipment assets are shown at the lower of net replacement cost or net realisable value in existing use with the following exceptions:

- (i) The Renfrewshire Valuation Joint Board and the Concessionary Travel Scheme Joint Committee have no fixed assets.
- (ii) Strathclyde Partnership for Transport holds exceptional types of fixed assets in its balance sheet. Within intangible assets, there are subsidised bus contracts that are recorded at amortised cost. There are also “third-party” assets that are rolling stock and other public assets used by other transport operators but which the partnership has the power to direct to the benefit of the travelling public within the partnership’s operating area – these are held at historic cost.
- (iii) Renfrewshire Leisure Limited uses the historic cost convention for its recent leasehold improvements, but this is considered a suitable proxy for market value in existing use on a replacement cost basis. Renfrewshire Leisure Limited also uses depreciated historic cost for its computers, plant, furniture and fittings rather than the council’s depreciated replacement cost basis, however this is not considered to be material given the small values involved.

Inventories

Inventories (generally consumable stock) are included in the **group balance sheet** at weighted average cost and the lower of cost or net realisable value: weighted average cost – council’s stock; lower of cost or net realisable value – Renfrewshire Leisure Limited’s stock. The difference in valuation methods does not have a material effect on the results of the group given the levels of stockholdings in these entities.

Restrictions on the transfer of funds

The council’s share of the reserves of its associates is unusable in that it cannot be used to fund the council’s services nor to reduce taxation. All associates are entirely independent of the council under law and for taxation. The council is unable to access their reserves, whether classified as usable or otherwise in the associate’s own financial statements.

Note 2 Accounting Standards Issued not Adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. This applies to the adoption of the following new or amended standards within the 2017-2018 Code:

- Amendment to the reporting of pension fund scheme transaction costs
- Amendment to the reporting of investment concentration

It is not anticipated that the above amendments will have a material impact on the financial statements.

It should be noted that it was expected that from 2016-2017 local authorities would be disclosing Highways Network Asset as a new category within the long-term assets section of the Balance Sheet. This has been postponed indefinitely by CIPFA/LASAAC and there are therefore no reporting provisions relating to the Highways Network Asset for the 2016-2017 financial year.

Note 3 Judgements in Applying Accounting Policies

In applying the accounting policies the Council has had to make certain judgements about complex transactions or those involving uncertainty about future events. Where a judgement has been made this is referred to in the relevant note to the core financial statements; however a summary of those with the most significant effect is detailed below.

Leases	Following an examination of all property and other asset leases, the Council has concluded that all land leases are operating leases. Leases relating to buildings in a number of cases meet the criteria for a finance lease as opposed to an operating lease, and they have been accounted for on this basis.
PFI/PPP and	The Council is deemed to control the services provided under the agreement for the provision of

similar arrangements	educational establishments. The accounting policies for PFI schemes and similar arrangements have been applied and the assets under the contract are included within Property, Plant and Equipment on the Council's Balance Sheet. Note 20 provides further details.
Public Sector Funding	There is uncertainty about future levels of funding for local government in the medium term. However, the Council has assessed that this uncertainty is not sufficient to provide an indication that the assets of the Council might be impaired as a result of a need to close facilities and reduce levels of service provision.
Employee Benefits short-term provision	The Council has used a sampling approach to calculating the short-term provision for employee short-term compensated absences. A 5% random sample of employees has been used to calculate the short-term provision necessary for annual leave. Flexi-leave has been calculated based on the actual credit or debit position for all employees eligible as at 31 March 2017.

Note 4 Assumptions made about the future

The Annual Accounts contains estimated figures that are based on assumptions made by the Council about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the Council's Balance Sheet as at 31 March 2017 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Results differ from Assumption
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Council with expert advice about the assumptions to be applied.	The effects on the net pension liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the discount rate assumption would result in an increase in the pension liability of £163 million. However, the assumptions interact in complex ways. During 2016-2017, the Council's actuaries advised that the net pensions liability had increased by £2.6 million as a result of estimates being corrected as a result of experience and increased by £298.0 million as a result of updating of the assumptions.
Debt Impairment	At 31 March 2017, the Council had a balance for long and short term debtors (including council tax, rent arrears and trade debtors) of £50.6 million. A review of significant balances suggested that an impairment of doubtful debts of £23.2 million was appropriate. However, in the current economic climate it is not certain that such an allowance would be sufficient.	If collection rates were to deteriorate, the provision for bad debts would require to be reviewed to consider the appropriate level of provision. However, based upon experience, the bad debt provision is considered adequate.

Note 5 Events after the balance sheet date

The Director of Finance and Resources, being the officer responsible for the council's financial affairs, authorised the audited Annual Accounts for issue on 28 September 2017. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2017, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

Note 6 Expenditure and funding analysis

Adjustments between funding and accounting basis

This table provides further analysis on the adjustments between funding and accounting basis in the **expenditure and funding analysis** which shows how net service expenditure allocated for decision making purposes is reconciled to the net expenditure accounted for under generally accepted accounting practices presented in the **comprehensive income and expenditure statement**.

2016-2017

	Adjustments between funding and accounting basis			
	Adjustments for capital purposes	Net change for the pensions adjustments	Other differences	Total Adjustments
	(Note a)	(Note b)	(Note c)	
	£m	£m	£m	£m
Children's Services	10.129	2.484	(0.263)	12.350
Community Resources	8.013	1.395	(0.181)	9.227
Development & Housing Services	(1.920)	0.480	(0.067)	(1.507)
Housing services - Housing Revenue Account	12.329	0.530	(5.820)	7.039
Finance & Resources	4.141	-	0.076	4.217
Chief Executive's Service	-	-	-	-
Other Services	(5.392)	(2.674)	(44.044)	(52.110)
Leisure Services	2.575	-	-	2.575
Adult Services	(0.067)	1.653	(0.120)	1.466
Net cost of services	29.808	3.868	(50.419)	(16.743)
Other income and expenditure from the expenditure and funding analysis	(22.112)	7.512	17.497	2.897
Difference between general fund surplus or deficit and comprehensive income and expenditure statement surplus or deficit on the provision of services	7.696	11.380	(32.922)	(13.846)

2015-2016

	Adjustments between funding and accounting basis			
	Adjustments for capital purposes	Net change for the pensions adjustments	Other differences	Total Adjustments
	(Note a)	(Note b)	(Note c)	
	£m	£m	£m	£m
Children's Services	17.673	2.897	0.103	20.673
Community Resources	7.583	1.755	0.151	9.489
Development & Housing Services	0.501	0.575	0.136	1.212
Housing services - Housing Revenue Account	17.139	0.724	(9.052)	8.811
Finance & Resources	3.076	-	0.076	3.152
Chief Executive's Service	-	-	-	-
Other Services	(9.145)	(1.931)	(43.367)	(54.443)
Leisure Services	2.541	0.084	0.001	2.626
Adult Services	1.560	2.036	-	3.596
Net cost of services	40.928	6.140	(51.952)	(4.884)
Other income and expenditure from the expenditure and funding analysis	(25.038)	10.222	17.820	3.004
Difference between general fund surplus or deficit and comprehensive income and expenditure statement surplus or deficit on the provision of services	15.890	16.362	(34.132)	(1.880)

Note 6a: Adjustments for capital purposes – adds in depreciation, impairment and revaluation gains and losses to the service net expenditure including income on the disposal of assets and the amounts written off for those assets and the statutory charges for capital financing and capital grants which are not chargeable under generally accepted accounting practices.

Note 6b: Net change for the pensions adjustments – removes employer pension contributions as allowed by statute and replaces with the current and past service costs within the IAS 19 employee benefits pension related expenditure and income. The net interest on the defined benefit liability is also included as charged to the comprehensive income and expenditure statement.

Note 6c: Other differences – any other differences between those amounts debited or credited to the comprehensive income and expenditure account and amounts payable or receivable to be recognised under statute, including those primarily involved in the financial instruments adjustment account, the employee statutory adjustment account and other statutory funds.

Note 7 Expenditure and income analysed by nature

The authority's expenditure and income is analysed in this table.

2015-2016		Note	2016-2017
£m			£m
	Expenditure		
225.027	Employee benefits expenses		234.765
301.978	Other service expenses		376.503
67.405	Depreciation, amortisation, impairment		57.473
31.699	Interest Payments	8	28.339
1.127	(Gain)/Loss on the disposal of assets		0.623
627.236	Total expenditure		697.703
	Income		
(220.568)	Fees, charges and other service income		(299.390)
(3.405)	Interest and investment income	8	(2.664)
(169.131)	Income from council tax and non-domestic rates	10	(163.942)
(238.130)	Government grants and contributions	10	(232.473)
(631.234)	Total income		(698.469)
(3.998)	(Surplus) or deficit on the provision of services		(0.766)

Note 8 Financing and investment income and expenditure

2015-2016		Note	2016-2017
£m			£m
21.477	Interest payable and similar charges		20.827
10.222	Net interest on the net defined benefit liability		7.512
(1.625)	Interest receivable and similar income		(1.179)
(0.112)	Income and expenditure in relation to investment properties and changes in their fair values		(0.112)
(1.668)	Net (surplus) or deficit on trading operations		(1.373)
28.294	Total financing and investment income and expenditure		25.675

Note 9 Grant income

The council has received grants that have yet to be recognised as income. This is because these grants have conditions attached to them that remain outstanding, and which would require the monies to be returned to the grantor. The balance at 31 March 2017 is as follows:

31 March 2016		Note	31 March 2017
£m			£m
	<i>Grants Receipts in Advance:</i>		
2.870	Miscellaneous revenue grants		-
2.870	Total Grants Receipts in Advance		-

The council credited the following grants, contributions and donations direct to services in the **comprehensive income and expenditure statement** during 2016-2017.

2015-2016		2016-2017	
£m		£m	
64.104	Housing benefit	62.454	
1.082	Housing benefit and council tax administration	0.916	
1.173	Private sector housing grant	1.180	
0.658	Education Maintenance Allowance	0.628	
0.024	Gaelic Education	0.023	
0.059	School Milk	0.032	
0.980	Other Education	1.579	
-	Childrens Services	4.769	
5.764	Social work	-	
-	Adult Services	10.498	
0.574	Employability	0.331	
3.074	Other grants	2.285	
77.492	Total credited to services	84.695	

Note 10 Taxation and non-specific grant income

The council credited the following taxation and non-specific grant income to the **comprehensive income and expenditure statement** during 2016-2017.

2015-2016		2016-2017	
Restated			
£m		£m	
(66.148)	Income from council tax and community charge	(67.836)	
(102.983)	Distribution from the national non-domestic rate pool	(96.106)	
(211.713)	General Revenue Grant from the Scottish Government	(209.072)	
(26.417)	Capital grants and contributions	(23.401)	
(407.261)	Total taxation and non-specific grant income	(396.415)	

Note 11 Adjustment between accounting basis and funding basis under regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the council in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the council to meet future capital and revenue expenditure.

2016-2017	Usable reserves				Unusable reserves
	General Fund Balance	Housing Revenue Account Balance	Capital Statutory Funds	Capital Receipts Reserve	
	£m	£m	£m	£m	£m
<i>Adjustments primarily involving the Capital Adjustment Account:</i>					
Reversal of items relating to capital expenditure debited or credited to the comprehensive income and expenditure statement:					
Charges for depreciation and impairment of non-current assets	(25.954)	(31.238)	-	-	57.192
Revaluation losses on property, plant and equipment		-			-
Movements in the market value of investment property		-			-
Amortisation of intangible assets	(0.281)	-	-	-	0.281
Capital grants and contributions applied	22.509	0.892	-	-	(23.401)
Revenue expenditure funded from capital under statute		-			-
Amounts of non-current assets written off on disposal or sale as part of the gain or loss on disposal to the comprehensive income and expenditure statement	(1.289)	0.666	-	-	0.623
Insertion of items not debited or credited to the comprehensive income and expenditure statement:					
Statutory provision for the repayment of Loans Fund & Finance Lease principal	5.862	16.855	6.774	-	(29.491)
Capital expenditure charged against the General Fund and HRA Balances	2.895	1.387	7.042	-	(11.324)
<i>Adjustments primarily involving the Capital Receipts Reserve:</i>					
Transfer of cash sale proceeds credited as part of the gain or loss on disposal to the comprehensive income and expenditure statement	-	-	-	(9.074)	9.074
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	5.559	(5.559)
<i>Adjustment primarily involving the Financial Instruments Adjustment Account:</i>					
Amount by which finance costs charged to the comprehensive income and expenditure statement are different from finance costs chargeable in the year in accordance with statutory requirements	0.220	0.263	-	-	(0.483)
<i>Adjustments primarily involving the Pension Reserve:</i>					
Reversal of items relating to retirement benefits debited or credited to the comprehensive income and expenditure statement	(29.899)	(2.334)	-	-	32.233
Employer's pension contributions and direct payments to pensioners payable in the year	19.528	1.325	-	-	(20.853)
<i>Adjustment primarily involving the Employee Statutory Adjustment Account:</i>					
Amount by which officer remuneration charged to the comprehensive income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(0.146)	0.048	-	-	0.098
Total adjustments	(6.555)	(12.136)	13.816	(3.515)	8.390

2015-2016	Usable reserves				Unusable reserves
	General Fund Balance	Housing Revenue Account Balance	Capital Statutory Funds	Capital Receipts Reserve	
	£m	£m	£m	£m	£m
<i>Adjustments primarily involving the Capital Adjustment Account:</i>					
Reversal of items relating to capital expenditure debited or credited to the comprehensive income and expenditure statement:					
Charges for depreciation and impairment of non-current assets	(34.681)	(32.434)	-	-	67.115
Amortisation of intangible assets	(0.290)	-	-	-	0.290
Capital grants and contributions applied	25.881	0.530	-	-	(26.411)
Amounts of non-current assets written off on disposal or sale as part of the gain or loss on disposal to the comprehensive income and expenditure statement	(1.379)	0.252	-	-	1.127
Insertion of items not debited or credited to the comprehensive income and expenditure statement:					
Statutory provision for the repayment of Loans Fund & Finance Lease principal	8.604	13.213	-	-	(21.817)
Capital expenditure charged against the General Fund and HRA Balances	2.578	1.836	-	-	(4.414)
<i>Adjustments primarily involving the Capital Receipts Reserve:</i>					
Transfer of cash sale proceeds credited as part of the gain or loss on disposal to the comprehensive income and expenditure statement	-	-	-	(4.840)	4.840
Use of the Capital Receipts Reserve to finance new capital expenditure	-	-	-	4.484	(4.484)
<i>Adjustment primarily involving the Financial Instruments Adjustment Account:</i>					
Amount by which finance costs charged to the comprehensive income and expenditure statement are different from finance costs chargeable in the year in accordance with statutory requirements	0.221	0.274	-	-	(0.495)
<i>Adjustments primarily involving the Pension Reserve:</i>					
Reversal of items relating to retirement benefits debited or credited to the comprehensive income and expenditure statement	(36.191)	(2.912)	-	-	39.103
Employer's pension contributions and direct payments to pensioners payable in the year	21.231	1.510	-	-	(22.741)
<i>Adjustment primarily involving the Employee Statutory Adjustment Account:</i>					
Amount by which officer remuneration charged to the comprehensive income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(0.114)	(0.033)	-	-	0.147
Total adjustments	(14.140)	(17.764)	-	(0.356)	32.260

Note 12 Usable reserves

Usable reserves are those reserves the council is able to apply to fund expenditure or reduce taxation, and comprise both capital and revenue reserves. Movements in the revenue reserves during the year are outlined in the **movement in reserves statement**, however a summary is shown below.

31 March 2016		31 March 2017
£m		£m
61.378	General Fund Balance	48.726
10.239 *	Housing Revenue Account Balance	9.811
4.116	Capital Receipts Reserve	7.631
65.643	Other Statutory Funds	84.365
141.376	Total usable reserves	150.533

* £3.004 million of the £9.811 million balance has been earmarked for Welfare Reform support

This note sets out the amounts set aside from the General Fund Balance in statutory funds established under Schedule 3 of the Local Government (Scotland) Act 1975 to provide financing for specific areas of expenditure, and the amounts transferred back from these funds to meet General Fund expenditure in 2016-2017.

	2015-2016			2016-2017		
	Balance at 31 March 2015	Transfers out 2015-2016	Transfers in 2015-2016	Balance at 31 March 2016	Transfers out 2016-2017	Transfers in 2016-2017
	£m	£m	£m	£m	£m	£m
Insurance Fund	2.543	-	-	2.543	-	-
Reservoir Repair Fund	0.310	-	0.002	0.312	-	0.002
Revenue statutory funds	2.853	-	0.002	2.855	-	0.002
Education Capital Items Fund	0.838	(0.265)	0.178	0.751	(0.081)	0.096
Investment Capital Fund	24.484	-	30.780	55.264	(7.042)	32.520
Housing Capital Fund	3.684	-	3.089	6.773	(6.773)	-
Capital statutory funds	29.006	(0.265)	34.047	62.788	(13.896)	32.616
Total	31.859	(0.265)	34.049	65.643	(13.896)	32.618

In addition to the capital statutory funds above the Capital Receipts Reserve is also a statutory fund. Detail of the movement in the Capital Receipts Reserve is shown in Note 11, but a summary of the movement is also shown below.

	2015-2016			2016-2017		
	Balance at 31 March 2015	Sale proceeds 2015-2016	Capital expenditure funded 2015-2016	Balance at 31 March 2016	Sale proceeds 2016-2017	Capital expenditure funded 2016-2017
	£m	£m	£m	£m	£m	£m
Capital Receipts Reserve	3.760	4.840	(4.484)	4.116	9.074	(5.559)

The Insurance Fund is the funding mechanism for the control of insurable risk and covers the main classes of insurance. It is earmarked for premiums and self-funded insurance costs.

The Reservoir Repair Fund is funding received from a contractor for repairs in perpetuity to the Thornly Dam.

The Education Capital Items Fund is earmarked funding for specific schools to be used in 2016-2017 for planned purchases of a capital nature such as computers and information communication technology equipment.

The Investment Capital Fund represents planned funding earmarked to support the Council's investment programme and the wider strategic management of the Council's associated debt profile.

The Housing Capital Fund represents funding earmarked to assist in managing the associated debt costs of improving the standard of council housing. The cumulative balance of £6.773m as at 31 March 2016 was released in 2016-2017 for this purpose.

The Capital Receipts Reserve holds cash receipts from asset sales and is used to fund planned capital expenditure.

Ring-fenced elements of the General Fund Balance

This note sets out the amounts within the General Fund Balance which the council has ring-fenced for future expenditure plans.

	2015-16				2016-17		
	Balance at 31 March 2015	Transfers out 2015-2016	Transfers in 2015-2016	Balance at 31 March 2016	Transfers out 2016-2017	Transfers in 2016-2017	Balance at 31 March 2017
	£m	£m	£m	£m	£m	£m	£m
Service Modernisation and Reform Fund	6.396	(0.233)	0.013	6.176	(0.780)	0.015	5.411
Funding the future availability of the educational establishments to be replaced under the Public Private Partnership	12.670	-	-	12.670	-	-	12.670
M74 Fund	0.571	(0.005)	-	0.566	-	-	0.566
Development Contribution – Paisley Town Centre	1.136	(0.016)	-	1.120	(0.061)	-	1.059
Early Years Change Fund	3.321	-	-	3.321	(0.600)	-	2.721
Land Decontamination	0.233	(0.233)	-	-	-	-	-
Waste Management Strategy	8.631	(1.597)	0.422	7.456	(3.211)	-	4.245
Invest in Renfrewshire	7.490	(2.604)	0.163	5.049	(2.199)	-	2.850
Community Safety	1.107	(0.986)	-	0.121	-	-	0.121
Private Sector Housing Grant	1.840	-	0.223	2.063	-	0.072	2.135
Tackling Poverty - Credit Union Support	0.461	(0.121)	-	0.340	-	-	0.340
Energy and Carbon Management	0.255	(0.255)	-	-	-	-	-
Events and Tourism	0.114	(0.114)	-	-	-	-	-
Paisley Town Centre Heritage Asset Strategy	1.802	(0.038)	6.520	8.284	(2.672)	-	5.612
City Deal	1.561	-	-	1.561	-	-	1.561
Response to Commission on Tackling Poverty	1.636	(0.987)	3.000	3.649	(2.583)	-	1.066
Youth Employment Strategy	0.180	-	0.032	0.212	(0.130)	-	0.082
<i>Year end flexibility:</i>							
Childrens Services	1.410	(0.163)	0.500	1.747	(0.634)	0.100	1.213
Adult Services	0.273	(0.243)	-	0.030	(0.021)	-	0.009
Total ring-fenced element of the General Fund Balance	51.087	(7.595)	10.873	54.365	(12.891)	0.187	41.661
Unallocated element of the General Fund Balance	7.767	(2.921)	2.167	7.013	-	0.052	7.065
General Fund Balance	58.854	(10.516)	13.040	61.378	(12.891)	0.239	48.726

The unallocated balance of £7.065 million is 1.9% of the Council's net annual running costs.

Note 13 Unusable reserves

Unusable reserves are those reserves that the council is not able to utilise to provide services, and comprise:

(i) Reserves that hold unrealised gains and losses, particularly in relation to the revaluation of property, plant and equipment and financial instruments, where amounts will only become available to provide services (or limit resources in the case of losses) once the gains or losses are realised as the assets are disposed of. This category of reserves comprises the Revaluation Reserve and the Available-for-sale Financial Instruments Reserve.

(ii) Adjustment accounts that deal with situations where income and expenditure are recognised according to statutory regulations against the General Fund Balance and the Housing Revenue Account Balance on a different basis from that expected by generally accepted accounting practices. These adjustment accounts will carry either a debit balance (showing that the council is required by statute to fund its expenditure more slowly than accounting standards would expect) or a credit balance (where the council has set resources aside under statute earlier than accounting standards require). The adjustment accounts effectively offset the General Fund Balance and the Housing Revenue Account Balance to give the council more or less spending power in the short term than proper accounting practices would allow. The adjustment accounts comprise the Capital Adjustment Account, the Financial Instruments Adjustment Account, the Capital Receipts Reserve, the Pension Reserve and the Employee Statutory Adjustment Account.

Summary of unusable reserves

31 March 2016 Restated		31 March 2017	
£m		Note	£m
348.773	Revaluation Reserve	(i)	395.818
0.245	Available-for-sale Financial Instruments Reserve	(ii)	0.506
538.486	Capital Adjustment Account	(iii)	556.829
(14.387)	Financial Instruments Adjustment Account	(iv)	(13.904)
(212.702)	Pension Reserve	(v)	(334.890)
(7.014)	Employee Statutory Adjustment Account	(vi)	(7.112)
653.401	Total unusable reserves		597.247

(i) Movement in the year: Revaluation Reserve

The Revaluation Reserve contains the gains made by the council arising from increases in the value of its non-current assets. The balance is reduced when assets with accumulated gains are (i) revalued downwards or impaired and the gains are lost, (ii) used in the provision of services and the gains are consumed through depreciation or (iii) disposed of and the gains are realised. The Revaluation Reserve contains only revaluation gains accumulated since 1 April 2007, which was the date that the Revaluation Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

2015-2016		2016-2017	
Restated			
£m		£m	£m
328.457	Balance at 1 April		348.773
31.628	Upward/(downward) revaluation of non-current assets (Note 14a)	62.783	
(10.020)	Difference between fair value depreciation and historic cost depreciation written off to the Capital Adjustment Account	(11.515)	
(1.292)	Accumulated gains or (losses) on disposal of non-current assets transferred to the Capital Adjustment Account	(4.223)	
20.316	Amount posted to the Capital Adjustment Account		47.045
348.773	Balance at 31 March		395.818

(ii) Movement in the year: Available-for-sale Financial Instruments Reserve

The Available-for-sale Financial Instruments Reserve contains the gains made by the council arising from increases in the value of its investments that have quoted market prices. The balance is reduced when investments with accumulated gains are (i) revalued downwards or impaired and the gains are lost or (ii) disposed of and the gains are realised.

2015-2016		2016-2017	
£m		£m	
0.331	Balance at 1 April	0.245	
(0.086)	Upward/(downward) revaluation of investments	0.261	
0.245	Balance at 31 March	0.506	

(iii) Movement in the year: Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets. The Capital Adjustment Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the **comprehensive income and expenditure statement** (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Capital Adjustment Account is credited with the amounts set aside by the council as finance for the costs of acquisition, construction and enhancement. The Capital Adjustment Account contains accumulated gains and losses on investment properties and gains recognised on donated assets that have yet to be consumed by the council, and also revaluation gains accumulated on property, plant and equipment before 1 April 2007. The Revaluation Reserve was created to hold such gains arising from 1 April 2007 onwards. Note 11 provides details of the source of all the transactions posted to the Capital Adjustment Account, apart from those involving the Revaluation Reserve.

2015-2016		2016-2017	
£m		£m	£m
543.420	Balance at 1 April		538.486
	<i>Reversal of items relating to capital expenditure debited or credited to the comprehensive income and expenditure statement:</i>		
(67.115)	Charges for depreciation, impairment and revaluation losses of non-current assets	(57.192)	
(0.290)	Amortisation of intangible assets	(0.281)	
	Revenue expenditure funded from capital under statute		
(4.840)	Non-current assets sale proceeds	(9.074)	
(1.127)	Gain or (loss) on disposal of non-current assets charged to the comprehensive income and expenditure statement	(0.623)	
(73.372)			(67.170)
11.312	Adjusting amounts written out of the Revaluation Reserve		15.738
(62.060)	Net written out amount of the cost of non-current assets consumed in the year		(51.432)
	<i>Capital financing applied in the year:</i>		
4.484	Use of the Capital Receipts Reserve to finance new capital expenditure	5.559	
26.411	Capital grants and contributions credited to the comprehensive income and expenditure statement that have been applied to capital financing	23.401	
21.817	Loans Fund principal repayments	29.491	
4.414	Capital expenditure charged against the General Fund and Housing Revenue Account balances	11.324	
57.126			69.775
538.486	Balance at 31 March		556.829

(iv) Movement in the year: Financial Instruments Adjustment Account

The Financial Instruments Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for income and expenses relating to certain financial instruments, and for bearing losses or benefiting from gains in accordance with statutory provisions [or regulations]. The council uses the Financial Instruments Adjustment Account to:

(i) Manage premiums incurred on the early repayment of borrowings. Generally accepted accounting practices require that premiums are debited to the **comprehensive income and expenditure statement** when they are incurred (except where the loan debt being repaid is exchanged for new loan debt on substantially similar terms). However, statutory arrangements or regulations allow any premiums that would normally require to be taken immediately to the surplus or deficit on the provision of services, to be amortised to the General Fund Balance over the various periods of time as specified in the regulations/statutory guidance. Furthermore, statutory arrangements [or regulations] require that any premiums that were on the council's balance sheet at 31 March 2007 be amortised to the General Fund Balance over the unexpired term that was outstanding on the associated loans when they were redeemed. The council had various premiums totalling £17.630 million at 31 March 2007 and, under the statutory arrangements, these will be fully amortised to the General Fund Balance by financial year 2053-2054.

(ii) Manage borrowings that were on the council's balance sheet at 31 March 2007 and that have a stepped interest rate feature. These borrowings comprise five "lender option borrower option" (LOBO) loans for which the interest rate was fixed for an initial period, and at a pre-agreed later date the interest rate changed. Generally accepted accounting practices require that interest charges relating to borrowings that have a stepped interest rate feature are debited to the **comprehensive income and expenditure statement** on the basis of a single effective interest rate (EIR) over the expected life of the loans, rather than based on the contractual cash outflows of interest. However, statutory arrangements [or regulations] allow such borrowings that were on the council's balance sheet at 31 March 2007 to be charged to the General Fund Balance in accordance with the accounting treatment prior to 1 April 2007, which did not require the use of the effective interest rate as the basis for the interest charge.

(iii) Manage "soft loans" that were on the council's balance sheet at 31 March 2007. Soft loans are loans advanced by the council at nil or below prevailing interest rates. Generally accepted accounting practices require that the discounted interest rate is recognised as a reduction in the fair value of the loan, with the difference being debited to the **comprehensive income and expenditure statement** as service expenditure. However, statutory arrangements [or regulations] require that, for soft loans on the council's balance sheet at 31 March 2007, the reduction in value and corresponding charge to be reversed, so that there is no impact on the General Fund Balance. As at 31 March 2007 interest free loans amounting to £0.156 million had been advanced to employees who had had changes implemented to their pay cycle. These loans are repayable when employees leave the council's employment.

2015-2016		2016-2017	
£m		£m	£m
(14.882)	Balance at 1 April		(14.387)
-	Premiums incurred in the year and charged to the comprehensive income and expenditure statement	-	
0.472	Proportion of premiums incurred in previous financial years to be charged against the General Fund Balance in accordance with statutory requirements	0.472	
0.472			0.472
0.023	Amount by which finance costs charged to the comprehensive income and expenditure statement are different from finance costs chargeable in the year in accordance with statutory requirements or regulations		0.011
(14.387)	Balance at 31 March		(13.904)

(v) Movement in the year: Pension Reserve

The Pension Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions or regulations. The council accounts for post-employment benefits in the **comprehensive income and expenditure statement** as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the council makes employer's contributions to pension funds. The debit balance on the Pension Reserve shows a significant shortfall in the benefits earned by past and current employees and the council's share of Strathclyde Pension Fund resources available to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2015-2016		2016-2017
£m		£m
(317.064)	Balance at 1 April	(212.702)
120.724	Actuarial gains or (losses) on pension assets and liabilities	(110.808)
(39.103)	Reversal of items relating to retirement benefits debited or credited to the surplus or deficit on the provision of services in the comprehensive income and expenditure statement	(32.233)
22.741	Employer's pension contributions payable in the year	20.853
(212.702)	Balance at 31 March	(334.890)

(vi) Movement in the year: Employee Statutory Adjustment Account

The Employee Statutory Adjustment Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for short-term accumulating compensated absences at the end of the financial year.

2015-2016		2016-2017	
£m		£m	£m
(6.867)	Balance at 1 April		(7.014)
6.867	Settlement or cancellation of accrual made at the end of the preceding year	7.014	
(7.014)	Amounts accrued at the end of the current year	(7.112)	
(0.147)	Amount by which officer remuneration charged to the comprehensive income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements		(0.098)
(7.014)	Balance at 31 March		(7.112)

Note 14 Property, Plant and Equipment

2016-2017

	Council dwellings £m	Other land and buildings £m	Vehicles, plant, furniture and equipment £m	Infrastructure assets £m	Assets under construction £m	Surplus assets £m	Total property, plant and equipment £m	Of which funded by PPP £m
Gross carrying amount at 1 April 2016 - restated	471.202	303.972	442.579	276.438	15.028	37.471	1,546.690	87.335
Assets reclassified (to) or from the "held for sale" category	(0.723)	-	-	-	-	(0.218)	(0.941)	-
Other asset reclassifications	-	(0.873)	2.601	0.373	(1.977)	0.094	0.218	-
Additions	3.602	2.958	10.450	12.202	32.422	-	61.634	1.059
Disposals	(5.470)	(1.737)	(1.952)	-	(0.969)	(1.519)	(11.647)	-
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	18.994	1.090	11.474	-	-	0.184	31.742	8.049
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	-	2.795	(0.827)	-	-	(0.044)	1.924	3.740
Gross carrying amount at 31 March 2017	487.605	308.205	464.325	289.013	44.504	35.968	1,629.620	100.183
Accumulated depreciation (including accumulated impairment losses) at 1 April 2016	0.000	43.749	162.848	123.938	-	11.685	342.220	9.771
Assets reclassified (to) or from the "held for sale" category	(0.024)	-	-	-	-	-	(0.024)	-
Depreciation on other reclassifications	-	(0.320)	0.312	-	-	0.008	-	-
Depreciation charge for the year	15.707	6.327	34.773	5.664	-	0.126	62.597	3.192
Depreciation and impairment on disposals	(0.182)	(0.486)	(1.932)	-	-	(0.023)	(2.623)	-
Depreciation written out to the Revaluation Reserve	(15.501)	(2.202)	(13.436)	-	-	(0.016)	(31.155)	(6.791)
Depreciation written out to the surplus or deficit on the provision of services	-	(2.531)	(0.510)	-	-	(0.017)	(3.058)	(1.690)
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	-	-	-	-	-	-	-	-
Impairment losses recognised in the surplus or deficit on the provision of services	-	(0.214)	(0.263)	-	-	0.051	(0.426)	-
Accumulated depreciation (including accumulated impairment losses) at 31 March 2017	0.000	44.323	181.792	129.602	-	11.814	367.531	4.482
Balance sheet net carrying amount at 31 March 2017	487.605	263.882	282.533	159.411	44.504	24.154	1,262.089	95.701
Balance sheet net carrying amount at 1 April 2016 - restated	471.202	260.223	279.731	152.500	15.028	25.786	1,204.470	77.564

2015-2016 - Restated		Council dwellings (Note 14a)	Other land and buildings	Vehicles, plant, furniture and equipment	Infrastructure assets	Assets under construction	Surplus assets	Total property, plant and equipment	Of which funded by PPP
		£m	£m	£m	£m	£m	£m	£m	£m
Gross carrying amount at 1 April 2015		485.526	301.692	423.746	267.892	4.948	36.691	1,520.495	86.429
Assets reclassified (to) or from the "held for sale" category		(0.026)	(0.129)	-	-	-	-	(0.155)	-
Other asset reclassifications		(4.227)	(1.662)	7.883	-	(7.669)	5.135	(0.540)	-
Additions		4.393	1.087	15.485	8.546	17.749	-	47.260	0.906
Disposals		(2.194)	(0.569)	(2.227)	-	-	(3.274)	(8.264)	-
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve		(12.270)	3.414	0.594	-	-	(0.758)	(9.020)	-
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services		-	0.139	(2.902)	-	-	(0.323)	(3.086)	-
Gross carrying amount at 31 March 2016		471.202	303.972	442.579	276.438	15.028	37.471	1,546.690	87.335
Accumulated depreciation (including accumulated impairment losses) at 1 April 2015		-	49.587	142.265	118.492	-	11.036	321.380	6.609
Assets reclassified (to) or from the "held for sale" category		-	-	-	-	-	-	-	-
Depreciation on other reclassifications		(0.145)	(0.985)	0.215	-	-	0.915	-	-
Depreciation charge for the year		16.742	6.053	37.957	5.446	-	0.089	66.287	3.162
Depreciation and impairment on disposals		(0.075)	(0.108)	(2.194)	-	-	(0.027)	(2.404)	-
Depreciation written out to the Revaluation Reserve		(16.522)	(9.586)	(14.193)	-	-	(0.286)	(40.587)	-
Depreciation written out to the surplus or deficit on the provision of services		-	(1.212)	(1.202)	-	-	(0.042)	(2.456)	-
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve		-	-	-	-	-	-	-	-
Impairment losses recognised in the surplus or deficit on the provision of services		-	-	-	-	-	-	-	-
Accumulated depreciation (including accumulated impairment losses) at 31 March 2016		0.000	43.749	162.848	123.938	-	11.685	342.220	9.771
Balance sheet net carrying amount at 31 March 2016		471.202	260.223	279.731	152.500	15.028	25.786	1,204.470	77.564
Balance sheet net carrying amount at 1 April 2015		485.526	252.105	281.481	149.400	4.948	25.655	1,199.115	79.820

Note 14a Prior Year Restatement Property, Plant and Equipment - Council Dwellings

The Code requires non-current assets carried in the balance sheet at fair value to be revalued at intervals of no more than five years. Council dwellings were valued as at 31 March 2011 and 31 March 2016 by the Council Valuer. In assessing the value of council housing, the valuer must take into account the local rental conditions. The value of council dwellings must be adjusted by an indexation factor which reflects any movements in local market conditions in the four financial years between each valuation. The value of council dwellings in the 2015-2016 Annual Accounts represented the 2011 valuation adjusted by indexation and not the 2016 valuation, which when corrected has resulted in a £56.232 million decrease to the gross carrying value of council dwellings and the revaluation reserve. The 2015-16 Balance Sheet has been restated to reflect this.

The gross carrying amount of council dwellings at 31 March 2016 has reduced from £527.434 million to £471.202 million and the revaluation reserve has reduced from £405.005 million to £348.773 million.

Note 15 Investment properties

The following items of income and expense have been accounted for in the "financing and investment income and expenditure" line in the **comprehensive income and expenditure statement**:

2015-2016		2016-2017	
£m		£m	
(0.113)	Rental income from investment property	(0.112)	
(0.113)	Net (gain) or loss	(0.112)	

There are no restrictions on the council's ability to realise the value inherent in its investment property or on the council's right to the remittance of income and the proceeds of disposal. The council has no contractual obligations to purchase, construct or develop investment property, nor does it have contractual obligations in relation to repairs, maintenance or enhancement.

The following table summarises the movement in the fair value of investment properties during the year:

2015-2016		2016-2017	
£m		£m	
1.575	Opening balance at 1 April	1.957	
0.459	Asset Reclassification	(0.218)	
(0.077)	Net gains or (losses) from fair value adjustments	(0.117)	
1.957	Closing balance at 31 March	1.622	

Fair Value Hierarchy

Detail of the authority's investment properties and information about the fair value hierarchy as at 31 March 2017 are as follows:

	Quoted Prices in active markets for identical Assets (level 1)	Other significant observable inputs (level 2)	Other significant unobservable inputs (level 3)	Fair Value as at 31 March 2017
	£m	£m	£m	£m
Commercial Units	-	0.410	-	0.410
Office Units	-	0.060	-	0.060
Commercial Sites	-	0.957	-	0.957
Other	-	0.195	-	0.195
Total	-	1.622	-	1.622

Valuation Techniques used to Determine Level 2 and 3 Fair Values for Investment Properties

Sufficient title and lease information is available in the respect of Investment Properties. Coupled with knowledge of the rent being achieved, or likely to be achieved, has enabled the market approach to be used in respect of the fair value measurement of Investment Properties

Market knowledge, through sales evidence of surplus development sites within Renfrewshire has also been factored into the fair value measurement. Therefore, the level of observable inputs are significant, leading to the properties being categorised at level 2 in the fair value hierarchy.

Note 16 Heritage Assets

The movement in the fair value of heritage assets is as follows:

2015-2016		2016-2017	
£m		£m	
38.977	Opening balance at 1 April	38.977	
-	Additions (at cost)	-	
38.977	Closing balance at 31 March	38.977	

The combined collections managed by the Renfrewshire Arts and Museums Service number in excess of 350,000 objects and it is impractical to undertake a full valuation of all the items in the collection. The balances above reflect a combination of external valuations and those undertaken by museum curators for insurance purposes. Internal valuations are generally derived on a collection basis as opposed to valuing individual objects.

The details of the valuations of the assets are as follows:

- Art collection: 2013 (Sotheby's)
- Shawls and textiles: 2012 (internal)
- Natural and human history: 2012 (internal)

An inventory of objects is currently held in a variety of both manual and electronic formats. A centralised electronic collections management system has been procured and a project is underway to transfer records to this new system. It is recognised however that this is a significant task and may take a substantial period of time to complete.

A summary of transactions over the previous 5 years is shown below:

	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
	£m	£m	£m	£m	£m
Acquisitions	-	0.252	0.316	-	-
Donations	0.030	-	-	-	-
Disposals	-	-	-	-	-
Revaluations	(2.083)	-	-	-	-

Note 17 Assets held for sale

The following table summarises the movement in the fair value of assets held for sale during the year:

2015-2016		2016-2017	
£m		£m	
0.756	Opening balance at 1 April	0.744	
	Assets newly classified as "held for sale":		
0.026	Council Dwellings	0.699	
0.129	Other Land and Buildings	0.218	
(0.060)	Revaluation losses	-	
(0.107)	Assets sold	(0.673)	
0.744	Closing balance at 31 March	0.988	

Note 18 Intangible assets

The council accounts for purchased software licences as intangible assets. The cost of the licences is amortised on a straight-line basis over the expected life of the licences, which is three to five years for all ICT systems. Amortisation charges are initially charged to ICT services and then absorbed as an overhead across all the service headings in the net expenditure of services. The movement on intangible asset balances during the year is as follows:

2015-2016		2016-2017	
Purchased software licences		Purchased software licences	
£m		£m	
	<i>Balances at start of year:</i>		
2.717	Gross carrying amount	2.976	
(1.857)	Accumulated amortisation	(2.147)	
0.860	Net carrying amount at start of year	0.829	
0.178	Additions: purchases	0.103	
0.081	Asset Reclassification	-	
-	Disposals	(1.721)	
-	Accumulated amortisation derecognised on disposal	1.721	
(0.290)	Amortisation for the year	(0.281)	
0.829	Net carrying amount at end of year	0.651	
	<i>...comprising:</i>		
2.976	Gross carrying amount	1.358	
(2.147)	Accumulated amortisation	(0.707)	
0.829	Net carrying amount at end of year	0.651	

There are no individual intangible assets that are material to the financial statements and there are currently no contractual commitments for the acquisition of intangible assets.

Note 19 Capital expenditure and capital financing

Capital Expenditure involves the creation of assets, the benefit of which will be available to future council tax and non-domestic rate payers. It is financed from borrowing and capital income (sales receipts), and so the cost of the asset is effectively borne over a number of years. The council's overall capital investment programme is sub-divided into two programmes – housing and non-housing. In 2016-2017 total spending on capital projects was £61.737 million (£47.438 million in 2015-2016) and was within the overall prudential limits approved by Council. £5.559 million (£4.484 million in 2015-2016) of capital receipts were used to fund spending on capital projects.

The net capital expenditure for the year of £21.543 million (£12.129 million in 2015-2016) was financed from external borrowing and from cash balances. The table below shows the total amount of capital expenditure incurred in the year, and the resources used to finance this expenditure. Where capital expenditure is to be financed in future years by charges to revenue as assets are used by the council, the expenditure results in an increase in the Capital Financing Requirement (CFR), a measure of the capital expenditure incurred historically by the council that has yet to be financed. The movement in the CFR during the year is also analysed in the table below.

2015-2016		2016-2017	
£m		£m	
367.563	Opening Capital Financing Requirement	357.925	
	<i>Capital investment:</i>		
47.260	Property, plant and equipment	61.634	
0.178	Intangible assets	0.103	
-	Heritage Assets	-	
	<i>Sources of finance:</i>		
(2.290)	Capital receipts – sale of council houses	(4.114)	
(2.194)	Capital receipts – sale of other council assets	(1.445)	
(26.411)	Government grants and other contributions	(23.401)	
(4.414)	Sums set aside from revenue – direct revenue contributions	(11.324)	
(21.767)	Loans Fund/Finance Lease principal repayments	(29.440)	
357.925	Closing Capital Financing Requirement	349.938	
	<i>Explanation of movements during the year</i>		
(7.022)	Increase/(decrease) in underlying need to borrow (unsupported by government financial assistance)	(5.383)	
(2.616)	Increase/(decrease) in PPP finance lease creditor	(2.604)	
(9.638)	Increase or (decrease) in Capital Financing Requirement during the year	(7.987)	

At 31 March 2017 the Council had commitments on capital contracts for non-housing projects of £33.570 million (£33.731 million in 2015-2016) and for housing projects of £5.850 million (£8.019 million in 2015-2016). This expenditure will be funded from a combination of government grants, external borrowing, income from selling assets and contributions from revenue budgets.

Note 20 Public Private Partnerships

The Council entered into a Public Private Partnership on 1 July 2006 for the provision and maintenance of educational buildings and other facilities. This agreement provides the Council with replacement buildings such as primary and secondary schools and community education premises. The provider is required to ensure the availability of these buildings to a pre-agreed standard, with deductions from the fee payable being made if facilities are unavailable or performance is below the minimum standard.

When the agreement ends in 2038, the buildings will be handed to the Council at nil consideration with a guarantee of no major maintenance requirements for a five-year period. The Council only has rights to terminate the contract if it compensates the contractor in full for costs incurred and future profits that would have been generated over the course of the remainder of the contract. The assets used to provide services are recognised on the Council's Balance Sheet. Movements in their value over the year are shown in the movement on the Property, Plant and Equipment balance in Note 14.

The Council makes an agreed payment each year which is increased by inflation and can be reduced if the contractor fails to meet availability and performance standards. Under the agreement the Council is committed to paying the following sums (assuming an average inflation rate of 2.5% per annum and excluding any performance/availability deductions).

Future Repayment Periods	Service Charges	Liability Repayment	Interest Repayment	Contingent Rentals	Total
	£m	£m	£m	£m	£m
Payable within 1 year	4.900	2.705	5.948	2.989	16.542
Payable within 2-5 years	22.371	10.882	21.708	14.011	68.972
Payable within 6-10 years	32.929	15.171	22.344	22.437	92.881
Payable within 11-15 years	34.764	20.446	16.046	29.627	100.883
Payable within 16-20 years	41.501	26.215	7.109	34.751	109.576
Payable within 21-25 years	6.411	4.464	0.228	5.653	16.756
Total	142.876	79.883	73.383	109.468	405.610

Although the payments made to the contractor are described as unitary payments, they have been calculated to compensate the contractor for the fair value of the services they provide, the capital expenditure incurred and interest payable whilst the capital expenditure remains to be reimbursed. The liability outstanding to pay to the contractor for capital expenditure (the outstanding finance lease obligation) is as follows:

2015-2016		2016-2017	
£m		£m	
85.103	Balance outstanding at 1 April	82.487	
2.616	Payments during the year	2.604	
82.487	Balance outstanding at 31 March	79.883	

Note 21 Leases

Renfrewshire Council as Lessee

Operating Leases

The Council has acquired 22 properties by entering into operating leases, with average lives of 22 years. The future minimum lease payments due under non-cancellable leases in future years are:

31 March 2016		31 March 2017	
£m		£m	
0.841	Not later than one year	0.810	
2.662	Later than one year and not later than five years	2.232	
4.732	Later than five years	4.273	
8.235		7.315	

The expenditure charged to the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2015-2016		2016-2017	
£m		£m	
0.857	Minimum lease payments	0.819	
0.857		0.819	

Renfrewshire Council as Lessor

Operating Leases

The Council leases out property and equipment under operating leases for the following purposes:

- for the provision of community services, such as sports facilities, tourism services and community centres
- for economic development purposes to provide suitable affordable accommodation for local businesses.

The future minimum lease payments receivable under non-cancellable leases in future years are:

31 March 2016		31 March 2017	
£m		£m	
0.256	Not later than one year	0.252	
0.858	Later than one year and not later than five years	0.777	
8.384	Later than five years	7.625	
9.498		8.654	

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews.

Note 22 Inventories

2015-2016		2016-2017	
Consumable Stores £m		Consumable Stores £m	
1.084	Carrying amount at 1 April	0.768	
6.368	Additions during the year	6.295	
(6.638)	Recognised as an expense during the year: inventories sold, exchanged or distributed	(6.367)	
(0.054)	Recognised as an expense during the year: inventories written down	(0.108)	
0.008	Reversals during the year of previous inventory write-downs	(0.025)	
0.768	Carrying amount at 31 March	0.563	

Note 23 Intangible assets (current assets)

The council accounts for Carbon Reduction Commitment (CRC) allowances purchased prospectively as intangible assets. These allowances will be surrendered in accordance with the CRC scheme's requirements.

2015-16		2016-17	
CRC Allowances		CRC Allowances	
£m		£m	
0.931	Net carrying amount at start of year	0.468	
-	Additions: purchases	0.886	
(0.463)	Disposals	(0.766)	
0.468	Net carrying amount at end of year	0.588	

Note 24 Debtors

31 March 2016				31 March 2017			
Short Term	Long Term			Short Term	Long Term		
£m	£m			£m	£m	£m	£m
8.107	-	Central government bodies, excluding NHS Scotland		16.791		1.530	
0.657	-	Central government bodies: NHS Scotland		4.886		-	
1.618	-	Other local authorities		0.356		-	
0.001	-	Public corporations and trading funds		-		-	
4.035	-	HM Revenue and Customs		5.785		-	
<i>Other entities and individuals:</i>							
14.823	-	Council tax arrears ⁽¹⁾	10.888	-	-	-	
(10.172)	-	Council tax arrears impairment ⁽¹⁾	(6.143)	-	-	-	
4.651	-	Council tax arrears net of impairment	4.745	-	-	-	
2.305	-	Rent arrears	2.244	-	-	-	
(1.778)	-	Rent arrears impairment	(1.472)	-	-	-	
0.527	-	Rent arrears net of impairment	0.772	-	-	-	
19.829	-	Trade debtors	22.158	3.620			
(12.641)	-	Trade debtors impairment	(9.709)	(3.511)			
7.188	-	Trade debtors net of impairment	12.449	0.109			
4.922	12.733	Other debtors	1.761	5.485			
-	(7.003)	Other debtors impairment	-	(4.046)			
4.922	5.730	Other debtors net of impairment	1.761	1.439			
31.706	5.730	Total debtors	47.545	3.078			

Note 1 Council tax arrears and impairment: 2016/17 – 4 years of arrears and impairment disclosed, all prior years full provision (2015/16 – 6.5 years of arrears and impairment disclosed, all prior years full provision).

Note 25 Cash and cash equivalents

The balance of cash and cash equivalents is made up of the following components. With the exception of imprest accounts held at council establishments, the balances in all of the categories listed below are used together to manage the council's overall cash balances on a day-to-day basis.

31 March 2016		31 March 2017	
£m		£m	
(3.236)	Current account balances with the council's banker	(1.656)	
0.034	Collection account balances not with the council's banker	0.023	
16.610	Callable deposits with UK banks	28.763	
8.004	Callable deposits with non UK banks	0.001	
17.936	Callable deposits in money market funds	10.452	
0.048	Imprest accounts held at council establishments	0.049	
39.396	Total cash and cash equivalents	37.632	

Note 26 Creditors

The analysis below details the main creditor balances.

31 March 2016			31 March 2017		
Short Term £m	Long Term £m		Short Term £m	Long Term £m	
4.507	-	Central government bodies, excluding NHS Scotland	3.669	-	
0.748	-	Central government bodies: NHS Scotland	3.709	-	
0.828	-	Other local authorities	0.485	-	
0.217	-	Public corporations and trading funds	-	-	
5.931	-	HM Revenue and Customs	6.766	-	
5.302	-	Strathclyde Pension Fund and SPPA	5.721	-	
5.643	-	Accrued payrolls	5.866	-	
2.604	79.883	PPP finance lease creditor	2.705	77.178	
-	-	Other finance lease creditor	-	-	
-	0.007	Financial guarantees	-	0.003	
36.739	-	Other entities and individuals	34.720	-	
62.519	79.890	Total creditors	63.641	77.181	

Note 27 Provisions

Provisions are made where an event has taken place that gives the Council a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

There are two classes of provision – short and long term. The accrual associated with short-term accumulating compensated absence is classed as a short term provision and is matched by the Employee Statutory Adjustment Account (an unusable reserve – Note 13(vi)). The accrual associated with teacher's maternity pay is also a short term provision. This provision has been made to reflect the changes in European legislation that allow teachers to accrue all holidays during maternity leave.

The movement in these short term provisions is detailed below:

2015-2016			2016-2017		
Short term accumulating compensated absence	Teachers' maternity pay	Total	Short term accumulating compensated absence	Teachers' maternity pay	Total
£m	£m	£m	£m	£m	£m
6.867	0.068	6.935	7.015	0.085	7.100
7.015	0.085	7.100	7.112	0.111	7.223
(6.867)	(0.068)	(6.935)	(7.015)	(0.085)	(7.100)
7.015	0.085	7.100	7.112	0.111	7.223

A summary of the movements in the long term provisions made by the council is detailed below, along with an explanation of the reason for the provision:

	2016-2017			
	Holiday pay compensation payments	Insurance claims	Other	Total
	£m	£m	£m	£m
Balance at 1 April 2016	0.836	3.901	0.631	5.368
Additional provisions and increases/(decreases) to existing provisions made during the year	-	0.509	0.600	1.109
Amounts used during the year	(0.047)	(1.171)	(0.011)	(1.229)
Balance at 31 March 2017	0.789	3.239	1.220	5.248

Holiday pay compensation payments

The council has received a number of claims arising from a European Court of Justice ruling in relation to holiday pay. A provision has been made to reflect the potential outcome of outstanding and potential claims.

Insurance claims

The provision for insurance claims represents the actuarial assessment of excess costs arising from insurance claims together with identified liabilities in respect of insurance claims outstanding against Renfrewshire Council and predecessor local authorities. The council has increased its net assessment by £0.509 million on the basis of information held by the Council and notified by Glasgow City Council, the coordinating authority for the former Strathclyde Regional Council.

Other

The council has received a number of claims in relation to construction projects. Although the claims are disputed, a provision has been made at a prudent level to reflect potential settlements. All other provisions are individually insignificant.

Note 28 Financial Instruments

Categories of financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. The term 'financial instrument' covers both financial assets and financial liabilities and includes trade payables, borrowings (for example Public Works Loan Board debt and market debt), financial guarantees, bank overdraft, trade receivables, loans receivable, cash deposits with financial institutions (some on a fixed term basis and some which are immediately available) and longer term investments. The following categories of financial instrument are carried in the **balance sheet**. (Those financial instruments that are classified as cash and cash equivalents are not included in this table – see Note 25 for details of these.)

31 March 2016			31 March 2017		
Long-term	Current		Long-term	Current	
£m	£m		£m	£m	
-	66.897	Loans and receivables - fixed term deposits	-	94.379	
3.117	-	Available-for-sale financial assets - insurance fund investments	3.479	-	
3.117	66.897	Investments	3.479	94.379	
0.799	0.078	Loans and receivables - loans to other entities and individuals	1.219	0.141	
4.931	26.977	Loans and receivables - trade receivables	1.859	42.659	
5.730	27.055	Debtors	3.078	42.800	
(154.410)	(14.338)	Financial liabilities at amortised cost - Public Works Loan Board borrowing	(175.197)	(14.049)	
(20.389)	(34.382)	Financial liabilities at amortised cost - Non-PWLB borrowing ("market debt")	-	(54.745)	
-	(6.314)	Financial liabilities at amortised cost - borrowing from group entities	-	(11.637)	
(174.799)	(55.034)	Borrowing	(175.197)	(80.431)	
-	(43.039)	Financial liabilities at amortised cost - trade payables	-	(42.583)	
(79.883)	(2.604)	PFI/PPP and finance lease liabilities	(77.178)	(2.705)	
(0.007)	-	Financial guarantees	(0.003)	-	
(79.890)	(45.643)	Creditors	(77.181)	(45.288)	

Loans to other entities and individuals comprise a loan to Park Lane Developments (Renfrewshire) LLP of £0.275 million (2015-2016 £0.275 million), home loans of £1.033 million (2015-2016 £0.553 million), soft loans to service users of £0.029 million (2015-2016 £0.028 million) and soft loans to employees of £0.023 million (2015-2016 £0.027 million).

Fair value of financial instruments

When financial instruments are initially recognised they are measured at fair value (less any material transaction costs), fair value being the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's-length transaction. Subsequent to initial recognition, the balance sheet measurement method for a financial instrument depends on its classification, and the fair value will, for some financial instruments, diverge from the balance sheet carrying amount:

(i) Subsequent to initial recognition, available-for-sale financial assets continue to be carried in the balance sheet at fair value.

(ii) Subsequent to initial recognition, loans and receivables and financial liabilities at amortised cost are carried in the balance sheet at amortised cost, using the effective interest rate method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the net carrying amount of the financial asset or financial liability.

In terms of the fair value measurement hierarchy the financial instruments measured at fair value are considered Level 2 being quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date.

The fair value for each category of financial instrument is shown below, with the balance sheet carrying amount shown for comparison.

31 March 2016			31 March 2017		
Balance sheet carrying amount	Fair value		Balance sheet carrying amount	Fair value	
£m	£m		£m	£m	
66.897	66.914	Loans and receivables - fixed term deposits	94.379	94.426	
3.117	3.117	Available-for-sale financial assets - insurance fund investments	3.479	3.479	
70.014	70.031	Investments	97.858	97.905	
0.877	0.924	Loans and receivables - loans to other entities and individuals	1.360	1.396	
31.908	31.911	Loans and receivables - trade receivables	44.518	44.522	
32.785	32.835	Debtors	45.878	45.918	
(168.748)	(226.240)	Financial liabilities at amortised cost - Public Works Loan Board borrowing	(189.246)	(280.746)	
(54.771)	(70.350)	Financial liabilities at amortised cost - Non-PWLB borrowing ("market debt")	(54.745)	(86.847)	
(6.314)	(6.314)	Financial liabilities at amortised cost - borrowing from group entities	(11.637)	(11.637)	
(229.833)	(302.904)	Borrowing	(255.628)	(379.230)	
(43.039)	(43.039)	Financial liabilities at amortised cost - trade payables	(42.583)	(42.583)	
(82.487)	(82.487)	PFI/PPP and finance lease liabilities	(79.883)	(79.883)	
(0.007)	(0.007)	Financial guarantees	(0.003)	(0.002)	
(125.533)	(125.533)	Creditors	(122.469)	(122.468)	

The council's available-for-sale financial assets comprise the council's insurance fund investments. The fair value of the insurance fund investments equates to the market value of those investments, and this valuation has been provided by the council's investment manager, Standard Life Wealth Limited.

The assessment of the fair value of fixed term deposits (within loans and receivables) and borrowing (within financial liabilities at amortised cost), has been carried out on the council's behalf by the council's treasury advisers, Arlingclose Limited. This fair value assessment uses the "net present value" approach, which provides an estimate of the value, in today's terms, of the cash flows which are expected to take place over the remaining term of the financial instruments. The discount

rate used in the assessment is the comparable new deposit/borrowing rate for a financial instrument of similar structure and terms, from a comparable borrower/lender. This is the rate applicable in the market, on the date of valuation, for an instrument with duration equal to the outstanding period from the date of valuation to the maturity date of the instrument being assessed. In the case of borrowings from the Public Works Loan Board (PWLb), the interest rate used to assess fair value is the appropriate new borrowing rate, and not the more penal rate which is applied in the event of premature repayment of PWLB borrowings. A consistent approach has been applied to financial assets and to financial liabilities.

The assessment of the fair value of loans to other entities and individuals (within loans and receivables) follows a similar "net present value" method to that for fixed term deposits and borrowing, with discount rates being estimated using the prevailing market rate of interest for similar instruments and similar borrowers.

Due to the short-term nature of trade receivables (within loans and receivables) and trade payables (within financial liabilities at amortised cost), and the fact that no quoted interest rate applies to these, such financial instruments are carried at the original contract amount (net of any impairment in the case of trade receivables). For these instruments the contract amount, the amortised cost and the fair value are considered to be not materially different.

The fair value of loans and receivables is greater than the balance sheet carrying amount as at 31 March 2017. This is because the council has placed fixed term deposits, and has made loans to other entities and individuals, where the contractual interest rate is higher than the rates available for similar deposits/loans at that date. This represents a notional future gain (based on economic conditions at 31 March 2017) attributable to the commitment to receive interest above current market rates.

Similarly, the fair value of financial liabilities at amortised cost is greater than the balance sheet carrying amount as at 31 March 2017. This is because the council has taken borrowing where the contractual interest rate is higher than the rates available for similar borrowing at that date. This represents a notional future loss (based on economic conditions at 31 March 2017) attributable to a commitment to pay interest to lenders above current market rates.

Items of income, expense, gain and loss relating to financial instruments

The following items of income, expense, gain and loss relating to financial instruments are included within the lines "financing and investment income and expenditure" and "(surplus) or deficit on the revaluation of available-for-sale financial assets" in the **comprehensive income and expenditure statement**.

2016-2017	Financial assets: loans and receivables £m	Available-for-sale financial assets £m	Financial liabilities at amortised cost £m	Total £m
Interest expense (including finance lease interest)			17.608	17.608
Impairment losses	0.231			0.231
Total expense in the (surplus) or deficit on the provision of services	0.231	-	17.608	17.839
Interest income	(0.868)	-	-	(0.868)
Dividend income	-	(0.101)	-	(0.101)
Other income	(0.004)	-	-	(0.004)
Total income in the (surplus) or deficit on the provision of services	(0.872)	(0.101)	-	(0.973)
Net (gain) or loss on revaluation	-	(0.261)	-	(0.261)
(Surplus) or deficit on the revaluation of available-for-sale financial assets (in other comprehensive income and expenditure)	-	(0.261)	-	(0.261)
Net (gain) or loss for the year (in total comprehensive income and expenditure)	(0.641)	(0.362)	17.608	16.605

2015-2016

	Financial assets: loans and receivables £m	Available-for- sale financial assets £m	Financial liabilities at amortised cost £m	Total £m
Interest expense (including finance lease interest)	-	-	17.766	17.766
Impairment losses	1.130	-	-	1.130
Total expense in the (surplus) or deficit on the provision of services	1.130	-	17.766	18.896
Interest income	(0.689)	-	-	(0.689)
Dividend income	-	(0.088)	-	(0.088)
Other income	(0.008)	-	-	(0.008)
Total income in the (surplus) or deficit on the provision of services	(0.697)	(0.088)	-	(0.785)
Net (gain) or loss on revaluation	-	0.086	-	0.086
(Surplus) or deficit on the revaluation of available-for-sale financial assets (in other comprehensive income and expenditure)	-	0.086	-	0.086
Net (gain) or loss for the year (in total comprehensive income and expenditure)	0.433	(0.002)	17.766	18.197

Note 29 Nature and extent of risks arising from Financial Instruments

The council's management of treasury risks actively works to minimise the council's exposure to the unpredictability of financial markets and to protect the financial resources available to fund services. The council has fully adopted CIPFA's Code of Treasury Management Practices and has written principles for overall risk management as well as written policies and procedures covering specific areas such as credit risk, liquidity risk and market risk.

Credit Risk

Credit risk arises from the short-term lending of surplus funds to financial institutions and local authorities, as well as credit exposures to the council's customers. It is the policy of the council to place deposits only with a limited number of high quality banks, building societies and money market funds whose credit rating is independently assessed as sufficiently secure by the council's treasury advisers and to restrict lending to a prudent maximum amount for each entity.

The following analysis summarises the council's potential maximum exposure to credit risk, based on past experience and current market conditions. No credit limits were exceeded during the financial year and the council expects full repayment on the due date of deposits placed with its counterparties.

2016-2017

	Amount at 31 March 2017 £m	Historical experience of non-payment adjusted for market conditions at 31 March 2017	Estimated maximum exposure to default and uncollectability at 31 March 2017 £m
Deposits with financial institutions	133.594		
Customers (sundry income)	9.402	13.00%	1.222
Total	142.996		1.222

The Council does not generally allow credit for customers, such that as at 31 March 2017 £5.707 million of the £9.402 million (£6.490 million of £9.996 million in 2015-2016) sundry income debtors balance is past its due date for payment. The past due amount can be analysed by age as follows:

31 March 2016		31 March 2017	
£m		£m	
3.147	Less than three months and past due	1.786	
0.615	Three to six months	0.926	
0.649	Six months to one year	0.989	
2.079	More than one year	4.325	
6.490	Sundry income debtors past due	8.026	

Collateral

Renfrewshire Council occasionally provides loans to residents who wish to buy their homes under “right to buy” legislation. In such cases the council takes a standard security over the property. As at 31 March 2017 the outstanding value of loans advanced by the council was £1.033 million (£0.552 million as at 31 March 2016).

Liquidity risk

The council’s main source of borrowing is HM Treasury’s Public Works Loans Board. There is no significant risk that the council will be unable to raise finance to meet its commitments under financial instruments. The council has safeguards in place to ensure that a significant proportion of its borrowing does not mature for repayment at any one time in the future to reduce the financial impact of re-borrowing at a time of unfavourable interest rates. The council’s policy is to ensure that not more than 15% of loans are due to mature within any financial year and 50% within any rolling five-year period through a combination of prudent planning of new loans taken out and, where it is economic to do so, making early repayments.

The maturity analysis of the principal element of borrowing is as follows:

31 March 2016			31 March 2017		
£m			£m		
		<i>Principal maturing...</i>			
44.438	20.31% *	in less than one year	64.128	26.80% *	
31.212	14.26%	between one and two years	3.523	1.47%	
8.066	3.69%	between two and five years	5.377	2.25%	
135.132	61.74%	in more than five years	166.297	69.48%	
218.848	100.00%	Principal element of borrowing	239.325	100.00%	

*The principal maturing in less than one year exceeds the 15% target above due to the technical possibility that the call option on LOBO loans could be called by the lender. This is highly unlikely in the current economic climate.

Market risk: interest rate risk

Changes in market interest rates influence the interest payable on borrowings and on interest receivable on surplus funds invested. For example, a rise in interest rates would mean an increase in the interest charged on borrowing at variable rates and an increased cost to the taxpayer. An increase in interest rates would also mean an increase in the income received on lending at variable rates and a reduction in cost for the taxpayer. Changes in market rates also affect the notional “fair value” of lending and borrowing. For example, a rise in interest rates would reduce the fair value of both lending and borrowing at fixed rates. Changes in the fair value of lending and borrowing do not impact upon the taxpayer and are confined to prescribed presentational aspects in the Accounts.

The council has a variety of strategies for managing the uncertainty of future interest rates and the financial impact on the council’s finances:

- it is the policy of the council to limit its exposure to variable rate borrowing to a maximum of 25% of what it borrows;

- during periods of falling rates and where it is economically advantageous to do so, the council will consider the repayment and restructuring of fixed interest rate debt;
- the council takes daily advice from its specialist treasury advisers and actively monitors changes in interest rates to inform decisions on the lending of surplus funds, new borrowings and restructurings of existing borrowings.

To illustrate the notional impact of changes in interest rates upon the council, the following table shows the financial effect if rates had been 1% higher during 2016-2017, with all other variables held constant.

	2016-2017
	£m
<i>Notional impact on the surplus or deficit on the provision of services:</i>	
Increase in interest payable on new fixed rate borrowings taken during the year	(0.234)
Increase in interest receivable on deposits placed during the year	(0.895)
Notional impact on the surplus or deficit on the provision of services	(1.129)
Share of this impact which would be attributable to the Housing Revenue Account	(0.618)
<i>Accounting presentation changes, which would have no impact on the surplus or deficit on the provision of services or other comprehensive income and expenditure:</i>	
Decrease in the fair value of fixed rate loans and deposits	0.366
Decrease in the fair value of fixed rate borrowing	60.217

The impact of a 1% fall in interest rates would be as above but with the changes being reversed.

Market risk: price risk

The council's Insurance Fund is invested in an externally managed fund under the powers of schedule 3 of the Local Government (Scotland) Act 1975 and section 3 of the Local Government etc. (Scotland) Act 1994. The investments are managed on behalf of the council by Standard Life Wealth Limited in the Phoenix Fund. The objective of the fund is to achieve long term growth with low volatility, through a widely diversified portfolio. The benchmark return is LIBOR+2% per annum. During 2016-2017 the book cost of investments increased by £0.101 million (£0.088 million increase during 2015-2016).

The investment is classified as "available-for-sale", meaning that all movements in price will impact on the gains and losses recognised in other comprehensive income and expenditure. This is a prescribed presentational requirement that has no impact on the taxpayer. To illustrate the impact of changes in share price upon the council, an increase or fall of 5% in the general price of shares at 31 March 2017 would have resulted in a £0.056 million gain or loss being recognised in other comprehensive income and expenditure for 2016-2017.

Market risk: foreign exchange risk

The council does not lend or borrow in foreign currencies and has no exposure to gains or losses arising from movements in exchange rates.

Note 30 Cash flow statement

30a. Cash flow: operating activities – adjustments to the net provision of services for non-cash movements

2015-2016		2016-2017
£m		£m
(67.405)	Depreciation, amortisation, impairment and revaluations	(57.473)
(1.849)	(Increase)/decrease in impairment provision for bad debts	6.610
(1.832)	(increase)/decrease in creditors	1.852
(11.611)	Increase/(decrease) in debtors	6.697
(0.316)	Increase/(decrease) in inventories	(0.205)
(16.362)	Pension (liability)/asset	(11.380)
(5.967)	Carrying amount of non-current assets sold	(9.697)
0.374	Other non-cash items charged to the net surplus or deficit on the provision of services	(0.264)
(104.968)	Adjustment to net (surplus)/deficit on the provision of services for non – cash movements	(63.860)

30b. Cash flow statement: investing activities

2015-2016		2016-2017
£m		£m
47.438	Purchase of property, plant and equipment, investment property and intangible assets	61.737
42.204	Purchase of short-term and long-term investments	27.844
(4.840)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(9.074)
-	Proceeds from short-term and long-term investments	-
(26.411)	Other receipts from investing activities	(23.401)
58.391	Net cash flows from investing activities	57.106

30c. Cash flow statement: financing activities

2015-2016		2016-2017
£m		£m
-	Cash receipts of short-term and long-term borrowing	(25.795)
2.616	Cash payments for the reduction of the outstanding liability relating to finance leases and on-balance sheet PFI /PPP contracts	2.604
6.610	Repayment of short-term and long-term borrowing	-
9.226	Net cash flows from financing activities	(23.191)

30d. Cash flow statement: interest paid and received

The Net cash flow from operating activities in Note 30a includes the following elements of interest paid and received:

2015-2016		2016-2017	
£m		£m	
(1.537)	Interest received	(1.914)	
12.806	Interest paid	13.034	
6.342	Interest element of finance lease and PPP payments	6.146	
17.611		17.266	

Note 31 Trading operations

The Council's trading operations are required to operate in a commercial environment, with income being generated from other parts of the Council or from other organisations. The Council has classified all its trading accounts as "non-significant" under Local Authority (Scotland) Accounts Advisory Committee (LASAAC) guidance regarding the classification of trading operations, however the trading accounts are produced for management purposes and are therefore disclosed. The practice of maintaining trading operation accounts for management purposes will be reviewed over the course of 2017-2018.

		2014-2015	2015-2016	2016-2017	Total of last three years
		£m	£m	£m	£m
Building Services	Turnover	17.373	17.507	18.169	53.049
	Expenditure	16.876	16.920	17.888	51.684
	Surplus	0.497	0.587	0.281	1.365
Roads Services	Turnover	4.441	4.884	4.861	14.186
	Expenditure	4.296	4.751	4.732	13.779
	Surplus	0.145	0.133	0.129	0.407
Catering	Turnover	5.772	5.696	5.617	17.085
	Expenditure	5.316	5.239	5.162	15.717
	Surplus	0.456	0.457	0.455	1.368
Transport Workshop	Turnover	3.252	3.057	3.133	9.442
	Expenditure	2.733	2.543	2.625	7.901
	Surplus	0.519	0.514	0.508	1.541
Total for all trading operations	Turnover	30.838	31.144	31.780	93.762
	Expenditure	29.221	29.453	30.407	89.081
	Surplus	1.617	1.691	1.373	4.681

The surplus on these trading operations has been taken to the Council's **comprehensive income and expenditure statement**.

Note 32 Agency services

The Council bills and collects non-domestic rates on behalf of the Scottish Government from ratepayers situated within Renfrewshire Council and East Renfrewshire Council. The Council also bills and collects, along with its own council tax, domestic water and sewerage charges on behalf of Scottish Water.

2015-2016		2016-2017
£m		£m
102.983	Scottish Government - Contributions (to) or from the non-domestic rates pool	96.106
14.384	Non-domestic rates collected: East Renfrewshire	14.806
0.055	Service income from East Renfrewshire Council for collection of non-domestic rates	0.055
26.764	Domestic water and sewerage charges collected	27.350
26.764	Domestic water and sewerage charges paid over to Scottish Water	27.350
0.689	Service income from Scottish Water for collection of domestic water and sewerage charges	0.636
0.010	Paisley First Business Improvement District	0.010

Note 33 Related parties

The council's related parties are those bodies or individuals that have the potential to control or significantly influence the council, or to be controlled or significantly influenced by the council, or where those individuals or bodies and the council are subject to common control. The council is required to disclose material transactions that have occurred with related parties and the amount of any material sums due to or from related parties. Related party relationships require to be disclosed where control exists, irrespective of whether there have been transactions between the related parties. Disclosure of this information allows readers to assess the extent to which the council might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the council.

Central and Scottish Government

Central and Scottish Government have the potential to influence the general operations of the council, being responsible for providing the statutory framework within which the council operates. The Scottish Government provides the majority of the council's funding in the form of grants and prescribes the terms of many of the transactions that the council has with other parties such as council tax billing. Grants received from the Scottish Government are set out in the analysis in Note 10. Grant conditions outstanding at 31 March 2017 are shown in Note 9.

Elected Members

Elected Members have direct control over the Council's financial and operating policies. The total of Members' allowances paid is shown in the Remuneration Report. Details of Elected Members' interests are available on the Council website, www.renfrewshire.gov.uk. Services to the value of £1.193 million (nil balance at 31 March 2017) were commissioned from three companies in which three elected members had an interest. Contracts were entered into in full compliance with the Council's contract standing orders. Services totalling £0.175 million (£0.024m outstanding balance at 31 March 2017) were commissioned from two organisations in which one elected member has a non-financial interest. The relevant member played no role in the decision relating to services commissioned. Services to the value of £3.188 million (£0.029m outstanding balance at 31 March 2017) were commissioned from a Social Care Charity in which one elected member is employed. The relevant member played no role in the decision relating to services commissioned. One elected member is employed by Renfrewshire Leisure Ltd (RLL). This member has declared this interest and recuses themselves from any Board or Committee meeting where items pertaining to RLL are under discussion.

Officers

A register of Senior Officers' Interests is available on the Council website, www.renfrewshire.gov.uk.

Entities controlled or significantly influenced by the Council

The Council also has interests in several Joint Boards and Committees as outlined in the Group Accounts Notes G1 and G2.

Note 34 External audit costs

Fees payable to Audit Scotland in respect of external audit services undertaken in accordance with Audit Scotland's *Code of Audit Practice* in 2016-2017 were £0.339 million (£0.349 million in 2015-2016). There were no fees paid to Audit Scotland in respect of any other services.

Note 35 Pension schemes accounted for as defined contribution schemes

Renfrewshire Council participates in the Scottish Teachers' Superannuation Scheme. The scheme is an unfunded statutory public service pension scheme with benefits underwritten by the UK Government. The scheme is financed by payments from employers and from those current employees who are members of the scheme and paying contributions at progressively higher marginal rates based on pensionable pay, as specified in the regulations. The rate of employer contributions is set with reference to a funding valuation undertaken by the scheme actuary. The last four-yearly valuation was undertaken as at 31 March 2012 which set the contribution rates from 1 April 2015 to 31 March 2019. The next valuation began in 2016-2017 and is based on scheme data as at 31 March 2016. This will set contribution rates from 1 April 2019. Renfrewshire Council has no liability for other employers' obligations to the multi-employer scheme. As the scheme is unfunded there can be no deficit or surplus to distribute on the wind-up of the scheme or withdrawal from the scheme.

The scheme is an unfunded multi-employer defined benefit scheme. It is accepted that the scheme can be treated for accounting purposes as a defined contribution scheme in circumstances where Renfrewshire Council is unable to identify its share of the underlying assets and liabilities of the scheme. The current employer contribution rate of 17.2% has applied from 1 September 2015. While the employee rate applied is a variable it will provide an actuarial yield of 9.6% of pensionable pay. At the last valuation a shortfall of £1.3 billion was identified in the notional fund which will be repaid by a supplementary rate of 4.5% of employers' pension contributions for fifteen years from 1 April 2015. This contribution is included in the 17.2% employers' contribution rate.

Based on the proportion of employer contributions paid in 2014-2015, Renfrewshire Council's level of participation in the scheme is 2.7%. The Council paid £10.561 million (£9.688 million in 2015-2016) for employer's contributions to the Scottish Public Pensions Agency. £0.467 million of expenditure (£0.483 million in 2015-2016) was charged to service revenue accounts in respect of "added years" pension enhancement termination benefits, representing 0.7% of teachers' pensionable pay (0.8% in 2015-2016).

Note 36 Defined benefit pension schemes

(i) Participation in pension schemes

The pension scheme for teachers – the Scottish Teachers' Superannuation Scheme – is explained in Note 35 whilst this note relates exclusively to the pension scheme for all other employees – the Local Government Pension Scheme.

The Local Government Pension Scheme in Scotland (LGPS) is a funded, defined benefit, statutory occupational pension scheme. It is regulated by the Scottish Public Pensions Agency, but is administered locally by fund administering authorities through regional pension funds. For Renfrewshire Council, the fund administering authority is Glasgow City Council and the regional pension fund is the Strathclyde Pension Fund. As a funded scheme, the council and employees pay contributions into the fund, calculated at a level intended to balance the scheme's pension liabilities with the scheme's investment assets. The statutory nature of the fund means that the post-employment benefits are defined and set out in law. The Strathclyde Pension Fund is a multi-employer fund and it is possible for each employer to identify its own share of the assets and liabilities of the fund on a consistent and reasonable basis.

The principal risks to the scheme are assumptions relating to longevity, inflation, and investment performance; in addition statutory changes to the scheme. These risks are mitigated to an extent by statutory requirements limiting charges to the Council's general fund.

The Council has additional liabilities for unfunded discretionary pension payments outside the main schemes such as arrangements for the award of discretionary post-employment benefits upon early retirement. This is an unfunded defined benefit arrangement, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pensions liabilities, and cash has to be generated to meet actual pensions payments as they eventually fall due.

(ii) Transactions relating to post-employment benefits

The council accounts for post-employment benefits in the **comprehensive income and expenditure statement** as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and accounting for investment returns on any resources set aside to meet the costs. However, the charge according to statutory regulations that is required to be made against the General Fund Balance and the Housing Revenue Account Balance is based upon the employer contributions payable by the council to the pension fund in the year. This requires an adjustment to be made in the **movement in reserves statement** to remove the cost (according to generally accepted accounting practices) of post-employment benefits, and replace that cost with the value of employer contributions payable to the fund in the year. The following transactions have been made in the **comprehensive income and expenditure statement** and the General Fund Balance via the **movement in reserves statement** during the year:

2015-16		2016-17
£m		£m
	<i>Included within net cost of services:</i>	
31.639	Current service cost	28.103
4.598	Past service cost/(gain)	1.094
(7.356)	Losses or (gains) on curtailments and settlements	(4.476)
	<i>Included within financing and investment income and expenditure:</i>	
40.507	Interest cost	41.202
(30.285)	Expected return on scheme assets	(33.690)
39.103	Total of LGPS post-employment benefits charged to the surplus or deficit on the provision of services	32.233
	<i>Included within other comprehensive income and expenditure:</i>	
	Remeasurement of the Net Defined Benefit Liability comprising:	
6.088	Return on Assets excluding amounts included in net interest	(189.861)
-	Actuarial gains and losses arising on changes in Demographic Assumptions	-
(111.433)	Actuarial gains and losses arising on changes in Financial Assumptions	298.047
(15.379)	Actuarial gains and losses arising on changes in Other Assumptions	2.622
(81.621)	Total of LGPS post-employment benefits charged to the comprehensive income and expenditure statement	143.041
	<i>Movement in reserves statement:</i>	
(120.724)	Actuarial losses or (gains)	110.808
39.103	Reversal of items relating to post-employment benefits debited or credited to the surplus or deficit on the provision of services in the comprehensive income and expenditure statement	32.233
(22.741)	Employer contributions and direct payments to pensioners payable in the year	(20.853)
(104.362)	Movement in the year on the Pension Reserve	122.188

The cumulative amount of actuarial gains and losses recognised in the **comprehensive income and expenditure statement** as at 31 March 2017 is a loss of £313.235 million (loss of £202.427 million as at 31 March 2016).

(iii) Assets and liabilities relating to post-employment benefits

Renfrewshire Council's share of the defined benefit obligation (that is, the scheme liabilities) and of the scheme assets in the Strathclyde Pension Fund has been assessed by Hymans Robertson LLP, the Fund's independent actuaries. The assessment indicates that, as at 31 March 2017, the defined benefit obligation exceeded scheme assets by £334.890 million (£212.702 million as at 31 March 2016). The defined benefit obligation is valued on an actuarial basis using the "projected unit credit" method, which estimates the pensions that will be payable in future years (dependent on assumptions about mortality rates, salary levels and other factors) discounted to their present value. The discount rate used at 31 March 2017 was 2.6% based on the indicative rate of return on high quality corporate bonds. Scheme assets are valued at fair value which, in the case of marketable securities, is market value using the current bid price. Where no market price is available, the fair value of scheme assets is estimated. The valuations are based on the latest formal valuation of the Strathclyde Pension Fund which was carried out as at 31 March 2014.

The common position for employers participating in the Strathclyde Pension Fund is that, based on a snapshot valuation as at 31 March 2017, a net pension liability is disclosed as a result of prevailing market conditions at that date. The net pension liability of £334.890 million represents an increase of £122.188 million between 31 March 2016 and 31 March 2017. The net pension liability has a substantial impact on the net worth of the council as recorded in the **balance sheet**. However, statutory arrangements for funding the deficit mean that the financial position of the council remains assured. The deficit on the Strathclyde Pension Fund will be made good by increased contributions over the remaining working life of employees, as assessed by the Fund's actuaries.

Local government legislation provides that local authorities have an obligation to meet the expenditure of the joint boards of which they are constituent members. As a consequence, Renfrewshire Council has additional liabilities arising from the pension scheme deficits of the Renfrewshire Valuation Joint Board. In accordance with accounting regulations, the group accounts include a share of the post-employment benefits transactions, defined benefit obligations and scheme assets of this joint board. Further information can be found in the annual report and accounts of each joint board.

The main fund (Fund 1) of Strathclyde Pension Fund does not have an asset and liability matching (ALM) strategy.

(iv) Movement in defined benefit obligation (scheme liabilities)

The following is a reconciliation of the 2016-2017 opening and closing balances of the present value of Renfrewshire Council's share of the Strathclyde Pension Fund's defined benefit obligation (that is, scheme liabilities).

2015-16		2016-17	
£m		£m	
1,276.378	Opening balance at 1 April	1,177.937	
31.639	Current service cost	28.103	
40.507	Interest cost	41.202	
6.106	Member contributions	6.372	
(126.812)	Actuarial losses or (gains)	300.669	
4.598	Past service cost	1.094	
(22.700)	Estimated benefits paid: unfunded	(4.476)	
(31.779)	Estimated benefits paid: other	(32.571)	
1,177.937	Closing balance at 31 March	1,518.330	

(v) Movement in scheme assets

The following is a reconciliation of the 2016-2017 opening and closing balances of the fair value of Renfrewshire Council's share of the Strathclyde Pension Fund's scheme assets.

2015-16		2016-17	
£m		£m	
959.314	Opening balance at 1 April	965.235	
30.285	Expected return on scheme assets	33.690	
6.106	Member contributions	6.372	
22.741	Employer contributions	20.853	
4.769	Contributions in respect of unfunded benefits	4.476	
(6.088)	Actuarial (losses) or gains	189.861	
(20.113)	Estimated benefits paid: unfunded	(4.476)	
(31.779)	Estimated benefits paid: other	(32.571)	
965.235	Closing balance at 31 March	1,183.440	

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy as provided by the administering authority. Expected yields on fixed interest investments are based on gross redemption yields as at the balance sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

The actual return on scheme assets from 1 April to 31 December 2016 was 18.0%.

The fair value of the assets held in the scheme may be analysed as follows:

31 March 2016			31 March 2017		
Quoted Prices in active markets	Prices not quoted in active markets	Total	Quoted Prices in active markets	Prices not quoted in active markets	Total
£m	£m	£m	£m	£m	£m
351.171	0.761	351.932	434.278	0.226	434.504
-	0.001	0.001	-	0.011	0.011
-	93.890	93.890	-	97.573	97.573
-	103.694	103.694	-	142.744	142.744
8.726	373.498	382.224	13.740	450.036	463.776
0.234	-	0.234	0.099	0.158	0.257
32.230	1.030	33.260	42.608	1.967	44.575
392.361	572.874	965.235	490.725	692.715	1,183.440
Fair value of scheme assets			Fair value of scheme assets		

(vi) Scheme history: analysis of defined benefit obligation and scheme assets

The council's share of the accumulated deficit or surplus in the scheme is shown below. The analysis shows the nature of various elements of the council's share of the scheme's defined benefit:

31 March 2016		31 March 2017
£m		£m
	Present value of Renfrewshire Council's share of the Strathclyde Pension Fund's defined benefit obligation - funded liabilities:	
(572.748)	Current employee members	(831.378)
(93.604)	Pre-local government reorganisation (1996) liabilities	(97.433)
(88.502)	Deferred pensioners	(120.695)
(337.189)	Pensioners	(371.464)
(1,092.043)	Defined benefit obligation - funded liabilities	(1,420.970)
	Present value of Renfrewshire Council's share of the Strathclyde Pension Fund's defined benefit obligation - <u>unfunded</u> liabilities:	
(71.896)	Retirals from Renfrewshire Council	(83.195)
(13.998)	Retirals pre-local government reorganisation (1996)	(14.165)
(85.894)	Defined benefit obligation - <u>unfunded</u> liabilities	(97.360)
(1,177.937)	Present value of defined benefit obligation	(1,518.330)
965.235	Fair value of scheme assets	1,183.440
(212.702)	Net liability arising from defined benefit obligation	(334.890)

Basis for estimating assets and liabilities

The following table shows the principal assumptions used by Hymans Robertson LLP, the Fund's independent actuaries, to estimate the council's post-employment benefits transactions for 2016-2017, and the council's share of the Strathclyde Pension Fund's defined benefit obligation (scheme liabilities) and scheme assets as at 31 March 2017:

31 March 2016		31 March 2017
3.5%	Discount rate for defined benefit obligation	2.6%
3.5%	Long-term expected rate of return on scheme assets*	2.6%
4.2%	Rate of increase in salaries	4.4%
2.2%	Rate of increase in pensions	2.4%
2.2%	Rate of inflation	2.4%
	Mortality assumptions:	
	Longevity at age 65 for current pensioners:	
22.1 years	Men	22.1 years
23.6 years	Women	23.6 years
	Longevity at age 65 for future pensioners:	
24.8 years	Men	24.8 years
26.2 years	Women	26.2 years
	Commutation assumptions - percentage of the maximum additional tax-free cash (per HM Revenue & Customs limits) converted from annual pension into retirement lump sum:	
50%	for pre-April 2009 service	50%
75%	for post-April 2009 service	75%

*The expected rates of return are set equal to the discount rate as per IAS19

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analyses below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis did not change from those used in the previous period.

Impact on the Defined benefit Obligation in the Scheme	Movement in Employer Liability	
	£m	%
Salary Increase Rate (increase or decrease by 0.5%)	55.716	4%
Pension Increase Rate (increase or decrease by 0.5%)	102.444	7%
Real Discount Rate (decrease or increase by 0.5%)	163.122	11%

Impact on the Authority's cash flows

An objective of the Fund is to keep employers' contributions at as constant a rate as possible. The Fund has agreed a strategy to achieve a funding rate of 100% in the longer term. Employers' and employees' contributions have been determined so that rates are standard across all participating employers. The rate for employer contributions has been set at 19.3% for 2015-2016 to 2017-2018.

The total contributions expected to be made by the council to the Strathclyde Pension Fund in the forthcoming year to 31 March 2017 is £20.238 million. The weighted average duration of the defined benefit obligation is 18.6 years.

Note 37 Contingent assets and liabilities

The Council has agreed repayment terms with a company relating to a prior year land sale, whereby the interest on the outstanding balance owed to the Council only becomes payable after a certain period of time has elapsed. The interest accruing in this event is viewed as a contingent asset.

Following recent Employment Tribunal decisions, the Council recognises a contingent liability for potential historic claims related to enhanced holiday payments. Further tribunal and legal decisions are anticipated and this will provide clarity with regards to potential costs to the Council.

The Council has been notified of a number of contractor claims for additional costs incurred on a construction contract. The Council disputes the claims, which may be referred for arbitration. The Council recognises a contingent liability for potential costs which may be incurred to resolve this dispute.

The Limitation (Childhood Abuse) (Scotland) Bill is intended to result in legislation to remove the limitation period for actions of damages in respect of personal injuries resulting from childhood abuse. The Council recognises a contingent liability for possible obligations which may arise from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the control of the authority. It is not considered practicable at this stage to estimate the financial effect.

Housing Revenue Account income and expenditure statement

The Housing Revenue Account (HRA) reflects a statutory obligation to maintain a revenue account for local authority housing provision in accordance with the Housing (Scotland) Act 1987. The Housing Revenue Account income and expenditure statement shows the economic cost in the year of providing housing services in accordance with generally accepted accounting practices, rather than the amount to be funded from rents and government grants. Councils charge rents to cover expenditure in accordance with regulations; this may be different from the accounting cost. The increase or decrease in the year, on the basis on which rents are raised, is shown in the **movement on the Housing Revenue Account statement**.

The 2015-2016 figures have been restated to reflect the new formats and reporting requirements introduced in the Code of Practice on Local Authority Accounting in the United Kingdom 2016-2017, as reflected in the Comprehensive Income and Expenditure Statement.

2015-2016 Restated		2016-2017	
£m		£m	£m
	<i>Expenditure:</i>		
11.514	Repairs and maintenance	11.102	
12.692	Supervision and management	12.413	
32.434	Depreciation and impairment of non-current assets	31.238	
(1.059)	Increase or (decrease) in the allowance for bad debts	(0.167)	
1.563	Other expenditure	1.188	
57.144			55.774
	<i>Income:</i>		
(46.178)	Dwelling rents	(46.578)	
(1.301)	Non-dwelling rents	(1.264)	
(0.447)	Other income	(0.465)	
(47.926)			(48.307)
9.218	Net cost of HRA services as included in the comprehensive income and expenditure statement		7.467
	<i>HRA share of the operating income and expenditure included in the comprehensive income and expenditure statement:</i>		
(0.252)	(Gain) or loss on sale of HRA non-current assets		(0.666)
6.967	Interest payable and similar charges		6.551
(0.509)	Interest and investment income		(0.185)
(0.486)	Income from trading operations		(0.189)
0.679	Pensions interest cost and expected return on pensions assets		0.478
(0.536)	Taxation and non specific grant income		(0.892)
15.081	(Surplus) or deficit for the year on HRA services		12.564

Movement on the Housing Revenue Account statement

This statement shows the movement in the year on the Housing Revenue Account (HRA) Balance. The surplus or deficit for the year on the HRA income and expenditure statement represents the true economic cost of providing the council's HRA services, more details of which are shown in the HRA income and expenditure statement itself. The adjustments between accounting basis and funding basis under regulations detail the adjustments that are made to the HRA income and expenditure, as recognised by the council in the year in accordance with proper accounting practice, to the statutory amounts required to be charged to the HRA Balance for dwellings rent setting purposes.

2015-2016		2016-2017			
£m		£m	£m	£m	£m
(10.645)	Balance on the HRA at the end of the previous year				(10.239)
15.081	(Surplus) or deficit for the year on the HRA income and expenditure statement			12.564	
	<i>Adjustments between accounting basis and funding basis under regulations:</i>				
0.274	Difference between any other item of income and expenditure determined in accordance with the Code and determined in accordance with statutory HRA requirements		0.263		
0.252	Reverse out gain or (loss) on sale of HRA non-current assets		0.666		
	HRA share of contributions to or (from) the Pension Reserve:				
(2.912)	Reverse out net charges made for post-employment benefits in accordance with IAS19	(2.334)			
1.510	Pensions cost chargeable for the year in accordance with statutory provisions: employer's contributions payable to Strathclyde Pension Fund	1.325			
(1.402)	HRA share of contributions to or (from) the Pension Reserve		(1.009)		
(0.033)	HRA share of contributions to or (from) the Employee Statutory Adjustment Account		0.048		
1.836	Capital expenditure funded by the HRA		1.387		
	Transfer to or (from) the Capital Adjustment Account:				
(32.434)	Reverse out depreciation and impairment losses on non-current assets	(31.238)			
0.530	Reverse out credits made for capital grants	0.892			
13.213	Loans fund principal contribution from the HRA	16.855			
(18.691)	Transfer to or (from) the Capital Adjustment Account		(13.491)		
(17.764)	Total of adjustments between accounting basis and funding basis under regulations			(12.136)	
(2.683)	Net (increase) or decrease before transfers to or from reserves			0.428	
3.089	Transfers to or (from) reserves				
0.406	(Increase) or decrease in the year on the HRA				0.428
(10.239) *	Balance on the HRA at the end of the current year				(9.811)

* £3.004 of the £9.811m balance has been earmarked for Welfare Reform support.

Notes to the Housing Revenue Account income and expenditure statement

1. The number and types of dwelling in the council's housing stock

The Council was responsible for managing 11,982 dwellings during 2016-2017 (12,188 in 2015-2016). The following shows an analysis of these dwellings by type. The figures below exclude void initiative properties.

2015-2016			2016-2017		
Number at 31 March 2016	Average weekly rent £	Type of dwelling	Number at 31 March 2017	Average weekly rent £	
417	58.65	One-apartment	410	59.95	
3,662	66.73	Two-apartment	3,651	68.11	
5,863	75.26	Three-apartment	5,728	76.98	
2,051	84.26	Four-apartment	1,983	86.05	
215	90.78	Five+apartment	210	92.65	
12,208		Total	11,982		

2. Gross rent income

This is the total rental income chargeable for the year and includes a deduction for voids (£0.889 million in 2016-2017 and £1.066 million in 2015-2016), but excludes irrecoverables and bad debts. Average rents were £75.14 per week in 2016-2017 (£73.67 in 2015-2016). The total rent income for 2016-2017 reflects the decision of the Council to charge only a nominal rent in respect of initiative voids.

3. The amount of rent arrears

At 31 March 2017 total rent arrears amounted to £2.201 million (£2.247 million at 31 March 2016). This is 4.4% of the total value of rents due at 31 March 2017.

4. The provision considered to be necessary in respect of uncollectable rent arrears

In the financial year 2016-2017 the rental bad debt provision has been decreased by £0.306 million (£0.651 million decrease during 2015-2016). The provision to cover the potential loss of income stands at £1.472 million at 31 March 2017. This is 3.0% of the total value of rents due at that date.

5. The share of corporate costs

In the financial year 2016-2017 the HRA share of corporate and democratic core costs amounted to £0.036m (£0.055m in 2015-16) and the HRA share of other amounts included in the whole authority Net Cost of Services but not allocated to a specific service amounted to £0.070m (£0.133 in 2015-16).

6. The nature and amount of any prior year items not disclosed in the statement

NIL

Councils raise taxes from residents by way of a property tax – the council tax – which is based on property values. Each dwelling house in a local authority area is placed into one of eight valuation bands, “A” to “H”. The council declares an annual charge for band D properties and all other properties are charged a proportion of this – lower valued properties pay less, higher valued properties pay more. The council tax income account shows the gross income raised from council taxes levied and deductions made under statute. The Council Tax Reduction Scheme represents a discount introduced across Scotland following the abolition of Council Tax Benefits as part of the UK government’s welfare reform programme. The resultant net income is transferred to the council’s comprehensive income and expenditure statement.

2015-2016		2016-2017	
£m		£m	
93.658	Gross council tax levied	94.594	
(12.623)	Council tax reduction scheme	(12.133)	
(13.751)	Other discounts and reductions	(13.649)	
(1.548)	Write-off of uncollectable debts and allowance for impairment	(1.611)	
0.412	Adjustment to previous years’ community charge and council tax	0.635	
66.148	Transfer to the comprehensive income and expenditure statement	67.836	

Calculation of the council tax

Dwellings are valued by the Assessor and placed within valuation bands ranging from the lowest “A” to the highest “H”. The council tax base is the number of chargeable dwellings across all valuation bands (adjusted for dwellings where discounts apply), after providing for non-payment, expressed as an equivalent number of band D dwellings. The band D council tax charge is calculated using the council tax base, and this in turn fixes the charge for each of the other bands, which are based on pre-determined proportions relative to the band D charge. The band D charge for 2016-2017 was £1,164.69 (unchanged from 2015-2016).

In 2016-2017 if only one person over 18 lived in a property a discount of 25% was applied. From 1 April 2013 a continuous discount of 10% was available for furnished properties which are not anyone’s main home, for example second and holiday homes. Discounts of 50% were made for unoccupied property for a period of up to six months, with a continuous discount of 10% available thereafter. Certain persons are disregarded for Council Tax purposes, including people who are in detention, students and people who are severely mentally impaired. Reductions in council tax payable are also available for people with disabilities.

Charges for water and sewerage services are the responsibility of Scottish Water. Renfrewshire Council collects total monies and makes a precept payment to Scottish Water on the basis of collection levels based on a pre-determined formula. The figures below exclude the water and sewerage charges.

Annual council tax charges

2016-2017	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£ 776.46	£ 905.87	£ 1,035.28	£ 1,164.69	£ 1,423.51	£ 1,682.33	£ 1,941.15	£ 2,329.38

Calculation of the council tax base

2016-2017	Number of dwellings	Number of exemptions	Disabled relief	Discounts of 25%	Discounts of 50%	Total equivalent dwellings	Ratio to Band D	Band D equivalents
Band A	13,689	1,868	13	8,114	129	9,816	6:9	6,544
Band B	25,623	1,374	101	13,132	220	20,824	7:9	16,196
Band C	14,521	485	69	5,906	146	12,470	8:9	11,084
Band D	11,887	265	52	4,064	99	10,572	1:1	10,572
Band E	10,600	159	67	2,457	47	9,784	11:9	11,959
Band F	5,993	74	48	992	28	5,627	13:9	8,128
Band G	3,562	98	18	455	18	3,323	15:9	5,538
Band H	218	16	0	34	4	192	18:9	384
Total	86,093	4,339	368	35,154	691	72,608		70,405
Band A dwellings subject to disabled relief								7
Class 17 and 24 dwellings								125
Sub-total								70,537
Provision for non-payment and future award of discounts and reliefs								(3,128)
Council tax base								67,409

Annual Accounts 2016-2017

Non Domestic Rate Account

This account is an agent's statement that reflects the statutory obligation for those councils who issue bills to non-domestic rate payers to maintain a separate **non-domestic rate account**. The account shows the rates collected from non-domestic rate payers during the year. Any difference between the rates collected and the amount the council is guaranteed to receive under the national pooling arrangements is adjusted via the Scottish Government's general revenue grant to the council. Non-domestic rate income is redistributed from the national non-domestic rate pool in proportions based on the prior year mid-year income returns net of prior year adjustments. In 2012-2013 the Scottish Government introduced the Business Rates Incentivisation Scheme (BRIS) which allows councils, where an agreed target income figure is exceeded, to retain 50% of the 'above target' income.

2015-2016		2016-2017	
£m		£m	
113.087	Gross rates levied	119.040	
(20.173)	Reliefs and other deductions	(17.875)	
(1.847)	Write-off of uncollectable debts and allowance for impairment	(2.022)	
91.067	Net non-domestic rate income	99.143	
2.138	Adjustment to previous years' non-domestic rates	0.895	
9.710	Contribution (to) or from the national non-domestic rate pool	(3.932)	
0.068	Non-domestic rate income retained by authority (BRIS)	-	
102.983	Transfer to comprehensive income and expenditure statement	96.106	

The nature and amount of each rate fixed

The non-domestic rates charge for each subject is determined by the rateable value placed upon it by the Assessor, multiplied by the rate per pound (the "rate poundage") set each year by the Scottish Government. For 2016-2017 the charge was 48.4 pence in the pound, with a 2.6 pence supplement for properties with a rateable value over £35,000. From 1 April 2010 the Scottish Government amended the existing Small Business Bonus Scheme (SBBS). Under the SBBS properties with a rateable value up to and including £10,000 are entitled to a 100% reduction in their business rates. Properties with a rateable value of between £10,001 and £12,000 receive a 50% reduction and properties with a rateable value of between £12,001 and £18,000 receive a 25% reduction. This allows a business with two or more properties with a combined rateable value of under £35,000 to qualify for relief. The relief is 25% for properties with an individual rateable value less than £18,000.

Analysis of Renfrewshire Council's rateable values

		2016-2017	
		£m	£m
Rateable value at 1 April 2016:	Commercial	107.029	
	Industrial and freight transport	47.858	
	Education and public service	29.757	
	Communications	0.011	
	Others	51.203	
			235.858
Running roll (full-year rateable value)			1.773
Rateable value at 31 March 2017			237.631
Wholly exempt subjects			(1.711)
Net rateable value at 31 March 2017			235.920

Group Comprehensive Income and Expenditure Statement

This statement shows the accounting cost of providing services and managing operations during the year. It includes, on an accruals basis, all day-to-day expenses and related income. The statement shows the accounting cost in accordance with generally accepted accounting practices, rather than the cost according to the statutory regulations that specify the net expenditure that councils need to take into account when setting the annual council tax charge. The required adjustments between accounting basis and funding basis under regulations are shown in the **group movement in reserves statement**.

2015-2016							2016-2017		
Restated									
Gross expenditure	Gross income	Net expenditure					Gross expenditure	Gross income	Net expenditure
£m	£m	£m		Note			£m	£m	£m
201.685	(29.486)	172.199	Childrens services				201.541	(26.640)	174.901
78.963	(18.421)	60.542	Community Resources				77.629	(17.314)	60.315
89.650	(76.363)	13.287	Development & Housing Services				85.614	(73.062)	12.552
57.145	(47.927)	9.218	Housing services - Housing Revenue Account				55.774	(48.307)	7.467
45.853	(10.641)	35.212	Finance & Resources				47.257	(10.135)	37.122
3.996	(0.155)	3.841	Chief Executives				7.248	(0.351)	6.897
9.552	(4.976)	4.576	Other Services				8.894	(12.419)	(3.525)
21.637	(9.561)	12.076	Leisure Services				21.353	(9.259)	12.094
94.982	(31.157)	63.825	Adult Services				172.564	(110.274)	62.290
603.463	(228.687)	374.776	Net cost of services				677.874	(307.761)	370.113
			Other operating expenditure:						
	1.127		(Gains) or losses on the disposal of non-current assets						0.623
	26.964		Financing and investment income and expenditure	G6					24.207
	(407.261)		Taxation and non-specific grant income	10					(396.415)
	(4.394)		(Surplus) or deficit on the provision of services						(1.472)
	(0.413)		Share of the (surplus) or deficit on the provision of services by associates and joint ventures	G4					(4.243)
	(4.807)		Group (surplus) or deficit						(5.715)
	(32.401)		(Surplus) or deficit on the revaluation of non-current assets						(63.044)
	-		Impairment (gains) or losses on non-current assets charged to the revaluation reserve						-
	1.606		(Surplus) or deficit on the revaluation of available-for-sale financial assets	G15					(2.089)
	(123.844)		Actuarial (gains) or losses on pension assets and liabilities						118.137
	(1.830)		Share of other comprehensive income and expenditure of associates and joint ventures	G4					2.034
	(156.469)		Other comprehensive income and expenditure						55.038
	(161.276)		Total comprehensive income and expenditure						49.323

Annual Accounts 2016-2017 Group Movement in Reserves Statement

The **group movement in reserves statement** shows the movement in the year on the different reserves held by the council's group, analysed into the council's usable reserves, the council's unusable reserves and the council's share of the reserves of the subsidiaries, associates and joint ventures within the group. Further explanation about this statement can be found on page 27.

	Note	Usable reserves					Council's Total usable reserves	Council's unusable reserves	Council's total reserves	Council's share of reserves of subsidiaries, associates and JV's	Total reserves
		General Fund Balance	Housing Revenue Account Balance	Revenue statutory funds	Capital Receipts Reserve	Capital statutory funds					
		£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Balance at 31 March 2015 carried forward		58.854	10.645	2.853	3.760	29.006	105.118	533.395	638.513	39.295	677.808
<i>Movement in reserves during 2015-2016:</i>											
Surplus or (deficit) on the provision of services		26.624	(15.081)	-	-	-	11.543	-	11.543	(6.736)	4.807
Other comprehensive income and expenditure		-	-	-	-	-	-	152.266	152.266	4.203	156.469
Total comprehensive income and expenditure		26.624	(15.081)	-	-	-	11.543	152.266	163.809	(2.533)	161.276
Adjustments between group accounts and council accounts	G5	(7.545)	-	-	-	-	(7.545)	-	(7.545)	7.545	-
Net increase or (decrease) before transfers		19.079	(15.081)	-	-	-	3.998	152.266	156.264	5.012	161.276
Adjustments between accounting basis and funding basis under regulations	11	14.140	17.764	-	0.356	-	32.260	(32.260)	-	-	-
Net increase or (decrease) before transfers to other statutory reserves		33.219	2.683	-	0.356	-	36.258	120.006	156.264	5.012	161.276
Transfers to or (from) other statutory reserves	12	(30.695)	(3.089)	0.002	-	33.782	-	-	-	-	-
Increase or (decrease) in 2015-2016		2.524	(0.406)	0.002	0.356	33.782	36.258	120.006	156.264	5.012	161.276
Balance at 31 March 2016 carried forward Restated		61.378	10.239	2.855	4.116	62.788	141.376	653.401	794.777	44.307	839.084
<i>Movement in reserves during 2016-2017:</i>											
Surplus or (deficit) on the provision of services		22.229	(12.564)	-	-	-	9.665	-	9.665	(3.950)	5.715
Other comprehensive income and expenditure		-	-	-	-	-	-	(47.764)	(47.764)	(7.303)	(55.038)
Total comprehensive income and expenditure		22.229	(12.564)	-	-	-	9.665	(47.764)	(38.099)	(11.253)	(49.352)
Adjustments between group accounts and council accounts	G5	(8.898)	-	-	-	-	(8.898)	-	(8.898)	8.898	-
Net increase or (decrease) before transfers		13.331	(12.564)	-	-	-	0.767	(47.764)	(46.997)	(2.355)	(49.352)
Adjustments between accounting basis and funding basis under regulations	11	6.555	12.136	-	3.515	(13.816)	8.390	(8.390)	-	-	-
Net increase or (decrease) before transfers to other statutory reserves		19.886	(0.428)	-	3.515	(13.816)	9.157	(56.154)	(46.997)	(2.355)	(49.352)
Transfers to or (from) other statutory reserves	12	(32.537)	-	0.002	-	32.536	0.001	-	0.001	-	0.001
Increase or (decrease) in 2016-2017		(12.651)	(0.428)	0.002	3.515	18.720	9.158	(56.154)	(46.996)	(2.355)	(49.351)
Balance at 31 March 2017 carried forward		48.727	9.811	2.857	7.631	81.508	150.534	597.247	747.781	41.951	789.732

Group Balance Sheet

The **group balance sheet** shows the value as at 31 March 2017 of the assets and liabilities recognised by the council. The net assets of the council's group are matched by the reserves held by the group. Reserves are reported in two categories: usable reserves, which are those reserves that the group may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations; and unusable reserves, comprising those that the group is not able to use to provide services. This category includes reserves that hold unrealised gains/losses in the value of assets where amounts would only become available to provide services if the assets are sold, and reserves that hold timing differences shown as 'adjustments between accounting basis and funding basis under regulations' in the **group movement in reserves statement**.

31 March 2016 Restated		Note	31 March 2017
£m			£m
1,219.161	Property, plant and equipment	G9	1,277.101
2.670	Investment property	G10	2.297
39.196	Heritage assets	G11	39.196
0.829	Intangible assets	18	0.651
18.019	Long-term investments	G15	20.871
14.476	Investments in associates and joint ventures	G3	17.914
5.730	Long-term debtors	24	3.078
1,300.081	Long-term assets		1,361.108
66.897	Short-term investments	G15	94.379
0.849	Inventories		0.631
0.468	Short-term Intangible Assets	23	0.588
32.260	Short-term debtors	G12	50.709
39.477	Cash and cash equivalents		38.110
0.744	Short-term assets held for sale	17	0.988
140.694	Current assets		185.405
(52.373)	Short-term borrowing	G15	(77.508)
(63.178)	Short-term creditors	G13	(67.095)
(7.100)	Short-term provisions	27	(7.223)
(122.651)	Current liabilities		(151.826)
(174.799)	Long-term borrowing	G15	(175.197)
(79.890)	Long-term creditors	26	(77.181)
(5.368)	Long-term provisions	27	(5.248)
(3.083)	Liabilities in associates and joint ventures	G3	(4.474)
(213.030)	Other long-term liabilities		(342.855)
(2.870)	Grants Receipts in Advance	9	-
(479.040)	Long-term liabilities		(604.955)
839.084	Net assets		789.732
164.402	Usable reserves	G7	176.015
674.682	Unusable reserves	G8	613.717
839.084	Total reserves		789.732

The unaudited accounts were issued on 23 June 2017 and the audited accounts were authorised for issue on 28 September 2017.

Balance Sheet signed by:

Alan Russell CPFA
Director of Finance and Resources

Annual Accounts 2016-2017

Group Cash Flow Statement

The **group cash flow statement** shows the changes in cash and cash equivalents of the council's group during the year. It shows how the council generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the council are funded by way of taxation and grant income or from the recipients of services provided by the council. Investing activities represent the extent to which cash outflows have been made for resources that are intended to contribute to the council's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (that is, borrowing) to the council. The council's share of the cash flows of its associates and joint ventures is disregarded for the purpose of this statement because the council's share of the associates' and joint ventures' reserves is unusable and cannot be used to fund services.

2015-2016		2016-2017	
£m		Note	£m
(4.807)	Group (surplus) or deficit		(5.715)
(104.110)	Adjust group surplus or deficit for non-cash movements		(59.308)
31.300	Adjust for items included in the group net surplus or deficit that are investing and financing activities		33.048
(77.617)	Net cash flows from operating activities		(31.975)
58.342	Net cash flows from investing activities		56.533
9.226	Net cash flows from financing activities	30c	(23.191)
(10.049)	Net (increase) or decrease in cash and cash equivalents		1.367
(29.428)	Cash and cash equivalents at the beginning of the reporting period		(39.477)
(39.477)	Cash and cash equivalents at the end of the reporting period		(38.110)

Note G1 Details of the group's combining entities

Renfrewshire Council is represented on the board of a number of organisations. The extent of the council's controlling interest has been reviewed in determining those entities that should be consolidated and incorporated within the group accounts. Those organisations, which have a significant impact on the council's operations, are listed below. The accounting period for all of these bodies is the year to 31 March 2017. In addition to the information included in the group accounts on the preceding pages the accounting regulations require specific disclosures about the combining entities and the nature of their business.

Renfrewshire Leisure Limited, the Paisley, Renfrew and Johnstone Common Good Funds and the **charitable trusts** administered by Renfrewshire Council (as sole trustee) are treated as subsidiaries in the council's group accounts, with assets, liabilities, reserves, income and expenses being consolidated line-by-line.

Renfrewshire Leisure Limited is a company limited by guarantee formed in 2014 and registered as a charity in Scotland. Its principal place of business is the Lagoon Leisure Centre, 11 Christie Street, Paisley PA1 1NB. The charity provides leisure and culture facilities within Renfrewshire Council's area to the general public and operates ten leisure centres within Renfrewshire plus a range of cultural service buildings, libraries and community halls. The objectives of the charity are to provide facilities for recreation, sport, cultural and other leisure activities for the benefit of the community in Renfrewshire. Any surplus generated by the charity is applied solely to its continuation and development. The accounts of the charity are published separately and may be obtained from the Chief Executive, Lagoon Leisure Centre, 11 Christie Street, Paisley PA1 1NB.

The **group comprehensive income and expenditure statement** includes total net comprehensive expenditure for the year of £8.111 million (2015-2016 net comprehensive income of £2.844 million) for Renfrewshire Leisure Limited, total net comprehensive income for the year of £3.290 million (2015-2016 net comprehensive expenditure of £0.097 million) for the Paisley, Renfrew and Johnstone Common Good Funds and total net comprehensive income for the year of £0.257 million (2015-2016 net comprehensive income of £0.022 million) for the charitable trusts.

The **group balance sheet** includes net liabilities of £7.741 million (2015-2016 net assets of £0.170 million) for Renfrewshire Leisure Limited, net assets of £35.330 million (2015-2016 net assets of £32.040 million) for the Common Good Funds and net assets of £0.652 million (2015-2016 net assets of £0.704 million) for the charitable trusts.

Strathclyde Concessionary Travel Scheme Joint Committee comprises the twelve councils in the west of Scotland and oversees the operation of the concessionary fares scheme for public transport within its area. The costs of the scheme are met by a combination of funding from the twelve constituent councils and by direct grant funding from the Scottish Government. Strathclyde Partnership for Transport administers the scheme on behalf of the committee. In 2016-2017, Renfrewshire Council contributed £0.333 million or 7.83% of the committee's estimated running costs (2015-2016 £0.333 million or 7.83%) and its share of the year-end net asset was £0.132 million (2015-2016 £0.131 million) and is included in the **group balance sheet**. Copies of its accounts may be obtained from the Treasurer to Strathclyde Concessionary Travel Scheme, Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow G2 1HN.

Strathclyde Partnership for Transport was formed on 1 April 2006 as the successor to the Strathclyde Passenger Transport Authority. It is a joint committee of the twelve councils in the west of Scotland. In association with the related strategic development committees, the partnership's remit includes the promotion of joint working to set out the policy framework for achieving the most effective management, development and integration of the transport network across boundaries in the medium to longer term through the Regional Transport Strategy. Renfrewshire Council contributed £2.994 million (8.01%) to the committee's estimated running costs in 2016-2017 (2015-2016 £2.994 million or 8.01%) and its share of the year-end net asset was £15.035 million (2015-2016 £14.345 million) and is included in the **group balance sheet**. Copies of its accounts may be obtained from the Treasurer to Strathclyde Partnership for Transport, Consort House, 12 West George Street, Glasgow G2 1HN.

Renfrewshire Valuation Joint Board was formed in 1996 at local government re-organisation by Act of Parliament. Its principal place of business is The Robertson Centre, 16 Glasgow Road, Paisley PA1 3QF. The board maintains the electoral, council tax and non-domestic rates registers for the three councils of East Renfrewshire, Inverclyde and Renfrewshire. The board's running costs are met by the three member councils. Surpluses or deficits on the board's operations are shared between the councils. In 2016-2017, Renfrewshire Council contributed £1.241 million or 56.2% of the board's estimated

running costs (2015-2016 £1.282 million or 56.2%) and its share of the year-end net liability was £2.691 million (2015-2016 £1.587 million) and is included in the **group balance sheet**. Copies of its accounts may be obtained from the Treasurer to the Renfrewshire Valuation Joint Board, Renfrewshire Council, Renfrewshire House, Paisley PA1 1JB. The following additional disclosures are required under accounting regulations for Renfrewshire Valuation Joint Board because it is a related party to the council.

Renfrewshire Valuation Joint Board	Renfrewshire Council's Share	Renfrewshire Valuation Joint Board	Renfrewshire Valuation Joint Board	Renfrewshire Council's Share
31 March 2016			31 March 2017	
£m	£m		£m	£m
-	-	Long-term assets		
0.650	0.366	Current assets	0.488	0.273
(0.688)	(0.387)	Current liabilities	(0.528)	(0.296)
(2.786)	(1.565)	Long-term liabilities	(4.755)	(2.668)
(2.824)	(1.586)	Net assets / (liabilities)	(4.795)	(2.691)
2015-2016			2016-2017	
£m	£m		£m	£m
2.738	1.539	Income	2.539	1.424
3.016	1.695	Expenditure	2.736	1.535
(0.278)	(0.156)	Surplus / (deficit) for the year	(0.197)	(0.111)

Park Lane Developments (Renfrewshire) Limited Liability Partnership was formed in 2010 by Renfrewshire Council and Park Lane Real Estate LLP in order to facilitate the regeneration of Paisley town centre through the transformation of the town's former Arnotts store into a mixed use retail, office and residential development. Renfrewshire Council holds 50% (£50) of the issued share capital. The partnership's profit and loss account discloses a net deficit of £0.244 million for the twelve months to 31 March 2017 (2016 net deficit of £0.550 million) and its balance sheet a negative net worth of £3.561 million at 31 March 2017 (2016 negative net worth of £2.824 million). Copies of the financial statements for the partnership may be obtained from its registered office at 87 Port Dundas Road, Cowcaddens, Glasgow G4 0HF.

Park Lane Developments (Renfrewshire) LLP	Renfrewshire Council's Share	Park Lane Developments (Renfrewshire) Limited Liability Partnership	Park Lane Developments (Renfrewshire) LLP	Renfrewshire Council's Share
31 March 2016			31 March 2017	
£m	£m		£m	£m
-	-	Long-term assets	-	-
2.531	1.265	Current assets	0.646	0.323
(2.036)	(1.018)	Current liabilities	(0.219)	(0.110)
(3.486)	(1.743)	Long-term liabilities	(3.988)	(1.994)
(2.991)	(1.496)	Net assets / (liabilities)	(3.561)	(1.781)
2015-2016			2016-2017	
£m	£m		£m	£m
0.904	0.452	Income	0.531	0.266
1.454	0.727	Expenditure	0.775	0.388
(0.550)	(0.275)	Surplus / (deficit) for the year	(0.244)	(0.122)

The Public Bodies (Joint Working) (Scotland) Act 2014 established the framework for the integration of health and adult social care in Scotland. On 27 June 2015, Scottish Ministers legally established the **Renfrewshire Health and Social Care Integration Joint Board** as a formal legal partnership between Renfrewshire Council and NHS Greater Glasgow and Clyde. The IJB is responsible for the strategic planning of the functions delegated to it and for ensuring the delivery of its functions through the locally agreed operational arrangements. Renfrewshire Council's estimated share of the year-end net asset was £2.747 million and is included in the **group balance sheet**. Copies of the financial statements for the IJB may be obtained from Chief Officer, Renfrewshire Health and Social Care Integration Joint Board, Renfrewshire House, Cotton Street, Paisley, PA1 1WB.

Renfrewshire Integration Joint Board	Renfrewshire Council's Share	Renfrewshire Health and Social Care Integration Joint Board	Renfrewshire Integration Joint Board	Renfrewshire Council's Share
31 March 2016			31 March 2017	
£m	£m		£m	£m
-	-	Long-term assets	-	-
0.005	0.003	Current assets	5.494	2.747
(0.005)	(0.003)	Current liabilities	-	-
-	-	Long-term liabilities	-	-
-	-	Net assets / (liabilities)	5.494	2.747
2015-2016			2016-2017	
£m	£m		£m	£m
0.267	0.134	Income	264.489	132.245
0.267	0.134	Expenditure	258.995	129.498
-	-	Surplus / (deficit) for the year	5.494	2.747

Note G2 Non-material interest in other entities

In addition to the combining entities detailed in note G1, the council has a “significant interest” in a number of joint committees. The council’s share of the net assets or liabilities of these joint committees is not material to the fair understanding of the financial position and transactions of the council. Accordingly, the group accounts do not include these organisations. In the interest of transparency, the following disclosures are made concerning the business nature of each organisation.

Clyde Muirshiel Park Authority is a joint committee of three councils – Renfrewshire, Inverclyde and North Ayrshire. The authority is responsible for the management and maintenance of the Clyde Muirshiel Park that extends from Greenock in the north down the Clyde coast to Inverkip, Largs and West Kilbride and inland to Lochwinnoch. Renfrewshire Council contributed £0.421 million (60.7%) to the authority’s estimated running costs in 2016-2017 (£0.490 million in 2015-2016).

Scotland Excel is formed by agreement among local authorities throughout Scotland and is maintained through a joint committee comprising representatives from all of the member councils. Launched on 1 April 2008 as a centre of procurement expertise for the local government sector, it is the largest non-profit making purchasing agency in Scotland. Its aim is to help improve the efficiency and effectiveness of public sector procurement. Renfrewshire Council contributed £0.113 million (3.2%) to the committee’s estimated running costs in 2016-2017 (£0.103 million in 2015-2016).

Glasgow and the Clyde Valley Strategic Development Planning Authority. The committee covers the eight councils within its area. Under the Town and Country Planning (Scotland) Act 1997, each member council not only has responsibilities for local planning matters in its area but also the strategic issues that cover the wider area of the Glasgow and Clyde valley. Accordingly, the committee prepares, monitors and reviews the Strategic Development Plan on behalf of member councils and liaises with central government, Scottish Enterprise and other bodies. Renfrewshire Council contributed £0.072 million (12.5%) to the committee’s estimated running costs in 2016-2017 (£0.072 million in 2015-2016).

Glasgow City Region – City Deal Cabinet is a Joint Committee, the purpose of which is to determine the Strategic Development priorities for the Clyde Valley Region and to monitor and ensure the delivery of the City Deal programme as agreed between member authorities and the UK and Scottish Governments. The City Deal programme aims to deliver a £1.13 billion investment programme through 20 infrastructure projects and will drive innovation and growth through the support of the key sectors, including delivery of labour market and innovation programmes.

Note G3 Summarised financial information of associates and joint ventures

The aggregate value of the assets, liabilities, income and expenditure of the council’s associates and joint ventures are shown in the two tables which follow. The net asset figure from these two tables combined (£12.475 million asset plus £0.965 million asset = £13.440 million net asset) equates to the net of two figures disclosed in the **group balance sheet** as “investments in associates and joint ventures” (£17.914 million) and “liabilities in associates and joint ventures” (£4.474million).

Aggregate of associates' results	Renfrewshire Council's Share	Associates	Aggregate of associates' results	Renfrewshire Council's Share
31 March 2016			31 March 2017	
£m	£m		£m	£m
153.447	12.292	Long-term assets	187.683	15.034
108.417	8.994	Current assets	98.439	8.113
(42.443)	(3.730)	Current liabilities	(45.245)	(3.876)
(41.501)	(4.667)	Long-term liabilities	(56.287)	(6.796)
177.920	12.889	Net assets / (liabilities)	184.590	12.475
2015-2016			2016-2017	
£m	£m		£m	£m
100.297	9.346	Income	109.074	9.950
90.040	8.658	Expenditure	87.683	8.332
10.257	0.688	Net surplus / (deficit) for the year	21.391	1.618

Aggregate of joint ventures' results	Renfrewshire Council's Share	Joint ventures	Aggregate of joint ventures' results	Renfrewshire Council's Share
31 March 2016			31 March 2017	
£m	£m		£m	£m
-	-	Long-term assets	-	-
2.536	1.268	Current assets	6.140	3.070
(2.041)	(1.021)	Current liabilities	(0.219)	(0.110)
(3.486)	(1.743)	Long-term liabilities	(3.988)	(1.994)
(2.991)	(1.496)	Net assets / (liabilities)	1.933	0.966
2015-2016			2016-2017	
£m	£m		£m	£m
1.171	0.586	Income	265.020	132.511
1.721	0.861	Expenditure	259.770	129.886
(0.550)	(0.275)	Net surplus / (deficit) for the year	5.250	2.625

Note on contingent assets, contingent liabilities and capital commitments

The Council is unaware of any material contingent asset or contingent liability as at 31 March 2017 in relation to any of its associates or joint ventures. The Council is unaware that any capital commitments have been entered into by any of its associates or joint ventures as at 31 March 2017, either with the Council itself or with other parties.

Note G4 Material items of group income and expenditure

In order to assist the reader in a better understanding of the impact of the inclusion of the results of the associates and joint ventures, the following tables provide an analysis of the council's share of the material amounts of income and expenditure disclosed in the **group comprehensive income and expenditure statement**.

2015-2016		2016-2017	
£m		£m	
	<i>Share of (surplus) or deficit:</i>		
	Subsidiaries:		
(0.714)	Paisley, Renfrew and Johnstone Common Good Funds	(1.071)	
0.052	Charitable trusts administered by Renfrewshire Council	0.051	
0.266	Renfrewshire Leisure Limited	0.315	
	Associates:		
(0.842)	Strathclyde Partnership for Transport	(1.727)	
(0.002)	Strathclyde Concessionary Travel Scheme Joint Committee	(0.002)	
0.156	Renfrewshire Valuation Joint Board	0.111	
	Joint Ventures:		
-	Renfrewshire Health and Social Care Integration Joint Board	(2.747)	
0.275	Park Lane Developments (Renfrewshire) Limited Liability Partnership	0.122	
(0.809)	Aggregate share of (surplus) or deficit	(4.948)	
	<i>Share of other comprehensive (income) and expenditure:</i>		
	Subsidiaries:		
0.811	Paisley, Renfrew and Johnstone Common Good Funds	(2.219)	
(0.074)	Charitable trusts administered by Renfrewshire Council	-	
(3.110)	Renfrewshire Leisure Limited	7.329	
	Associates:		
(1.017)	Strathclyde Partnership for Transport	1.037	
-	Strathclyde Concessionary Travel Scheme Joint Committee	-	
(0.813)	Renfrewshire Valuation Joint Board	0.997	
	Joint Ventures:		
-	Renfrewshire Health and Social Care Integration Joint Board	-	
-	Park Lane Developments (Renfrewshire) Limited Liability Partnership	-	
(4.203)	Aggregate share of other comprehensive (income) and expenditure	7.144	

Note G5 Adjustments between group accounts and council accounts

In the **group movement in reserves statement**, adjustments between group accounts and council accounts are required to bring the council's reserve balances back to the amount presented in the council-only figures (before adjustments between accounting basis and funding basis under regulations). This is because intra-group transactions are eliminated when total comprehensive income and expenditure is calculated for the group. The adjustments between group accounts and council accounts can be analysed as follows:

2015-2016		2016-2017
£m		£m
0.229	Grants made by the Paisley, Renfrew and Johnstone Common Good Funds to Renfrewshire Council in contribution towards the funding of community events and projects	0.259
0.059	Governance costs charged to the Paisley, Renfrew and Johnstone Common Good Funds by Renfrewshire Council	0.063
(0.021)	Interest income received from Renfrewshire Council by the Paisley, Renfrew and Johnstone Common Good Funds	(0.021)
-	Interest income received from Renfrewshire Council by the charitable trusts administered by Renfrewshire Council	-
(7.830)	Service charge payable by Renfrewshire Council to Renfrewshire Leisure Limited	(9.199)
0.021	Charges for services, such as accounting and administration, payable by Renfrewshire Leisure Limited to Renfrewshire Council	-
(0.003)	Interest income received from Renfrewshire Council by Renfrewshire Leisure Limited	-
(7.545)	Total adjustments between group accounts and council accounts	(8.898)

Note G6 Group financing and investment income and expenditure

2015-2016		2016-2017
£m		£m
21.453	Interest payable and similar charges	20.806
10.408	Pensions net interest expense	7.529
(1.626)	Interest receivable and similar income	(1.179)
(0.466)	Income and expenditure in relation to investment properties and changes in their fair values	(0.427)
(1.137)	Other investment income	(1.149)
(1.668)	Net (surplus) or deficit on trading operations	(1.373)
26.964	Total financing and investment income and expenditure	24.207

Note G7 Usable reserves

Usable reserves are those reserves the council's group is able to apply to fund expenditure or reduce taxation, and comprise both capital and revenue reserves. Movements in the revenue reserves during the year are outlined in the **group movement in reserves statement**, however a summary is shown below.

2015-2016		2016-2017	
£m		Note	£m
61.378	General Fund Balance	12	48.726
10.239	Housing Revenue Account Balance	12	9.811
2.855	Revenue statutory funds	12	2.857
4.116	Capital Receipts Reserve	12	7.631
62.788	Capital statutory funds	12	81.508
22.121	Paisley, Renfrew and Johnstone Common Good Funds: unrestricted funds		23.301
0.407	Charitable trusts administered by Renfrewshire Council: usable balances		0.365
0.498	Renfrewshire Leisure Limited: usable reserves		0.494
-	Renfrewshire Integration Joint Board		1.322
164.402	Total usable reserves		176.015

Note G8 Unusable reserves

Unusable reserves are those reserves that the council is not able to utilise to provide services. Included within the group's unusable reserves are the unusable reserves of the Paisley, Renfrew and Johnstone Common Good Funds and of the sundry trusts administered by Renfrewshire Council; also included is the council's share of the reserves of the associates and joint ventures within the council's group.

2015-2016		2016-2017	
Restated			
£m		Note	£m
348.773	Revaluation Reserve	13	395.818
0.245	Available for sale Financial Instruments Reserve	13	0.506
538.486	Capital Adjustment Account	13	556.829
(14.387)	Financial Instrument Adjustment Account	13	(13.904)
(212.702)	Pension Reserve	13	(334.890)
(7.014)	Employee Statutory Adjustment Account	13	(7.112)
2.072	Paisley, Renfrew and Johnstone Common Good Funds: available for sale financial instruments reserve		3.900
7.847	Paisley, Renfrew and Johnstone Common Good Funds: revaluation reserve		8.129
0.297	Charitable trusts administered by Renfrewshire Council: revaluation reserve		0.287
-	Renfrewshire Leisure Limited: revaluation reserve		-
(0.328)	Renfrewshire Leisure Limited: pension reserve		(7.965)
	<i>Renfrewshire Council's share of the reserves of the associates and joint ventures within the group:</i>		
14.345	Strathclyde Partnership for Transport		15.035
0.131	Strathclyde Concessionary Travel Scheme Joint Committee		0.132
(1.587)	Renfrewshire Valuation Joint Board		(2.692)
-	Renfrewshire Integration Joint Board		1.425
(1.496)	Park Lane Developments (Renfrewshire) Limited Liability Partnership		(1.781)

Note G9 Property, Plant and Equipment

2016-2017	Council dwellings	Other land and buildings	Vehicles, plant, furniture and equipment	Infrastructure assets	Assets under construction	Surplus assets	Total property, plant and equipment	Of which funded by PPP
	£m	£m	£m	£m	£m	£m	£m	£m
Gross carrying amount at 1 April 2016 - Restated	471.202	318.788	445.922	276.438	15.028	37.832	1,565.210	87.335
Assets reclassified (to) or from the "held for sale" category	(0.723)	-	-	-	-	(0.218)	(0.941)	-
Other asset reclassifications	-	(0.873)	2.601	0.373	(1.977)	0.094	0.218	-
Additions	3.602	2.984	10.512	12.202	32.422	-	61.722	1.059
Disposals	(5.470)	(1.734)	(1.952)	-	(0.969)	(1.519)	(11.644)	-
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	18.994	1.090	11.474	-	-	0.184	31.742	8.049
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	-	3.150	(0.827)	-	-	(0.044)	2.279	3.740
Gross carrying amount at 31 March 2017	487.605	323.405	467.730	289.013	44.504	36.329	1,648.586	100.183
Accumulated depreciation (including accumulated impairment losses) at 1 April 2016	0.000	46.332	164.159	123.938	-	11.685	346.114	9.771
Assets reclassified (to) or from the "held for sale" category	(0.024)	-	-	-	-	-	(0.024)	-
Depreciation on other reclassifications	-	(0.320)	0.312	-	-	0.008	-	-
Depreciation charge for the year	15.707	6.609	34.933	5.664	-	0.126	63.039	3.192
Depreciation and impairment on disposals	(0.182)	(0.486)	(1.932)	-	-	(0.023)	(2.623)	-
Depreciation written out to the Revaluation Reserve	(15.501)	(2.519)	(13.436)	-	-	(0.016)	(31.472)	(6.791)
Depreciation written out to the surplus or deficit on the provision of services	-	(2.531)	(0.510)	-	-	(0.017)	(3.058)	(1.690)
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	-	-	-	-	-	-	-	-
Impairment losses recognised in the surplus or deficit on the provision of services	-	(0.279)	(0.263)	-	-	0.051	(0.491)	-
Accumulated depreciation (including accumulated impairment losses) at 31 March 2017	0.000	46.806	183.263	129.602	-	11.814	371.485	4.482
Balance sheet net carrying amount at 31 March 2017	487.605	276.599	284.467	159.411	44.504	24.515	1,277.101	95.701
Balance sheet net carrying amount at 1 April 2016 - Restated	471.202	272.456	281.763	152.500	15.028	26.147	1,219.096	77.564

2015-2016 - Restated	Council dwellings		Other land and buildings		Vehicles, plant, furniture and equipment		Infrastructure assets		Assets under construction		Surplus assets		Total property, plant and equipment		Of which funded by PPP	
	£m		£m		£m		£m		£m		£m		£m		£m	
Gross carrying amount at 1 April 2015	485.526		316.195		427.054		267.892		4.948		37.052		1,538.667		86.429	
Assets reclassified (to) or from the "held for sale" category	(0.026)		(0.129)		-		-		-		-		(0.155)		-	
Other asset reclassifications	(4.227)		(1.571)		7.883		-		(7.669)		5.135		(0.449)		-	
Additions	4.393		1.118		15.553		8.546		17.749		-		47.359		0.906	
Disposals	(2.194)		(0.569)		(2.271)		-		-		(3.274)		(8.308)		-	
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	(12.270)		3.489		0.594		-		-		(0.758)		(8.945)		-	
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	-		0.330		(2.902)		-		-		(0.323)		(2.895)		-	
Gross carrying amount at 31 March 2016	471.202		318.863		445.911		276.438		15.028		37.832		1,565.274		87.335	
Accumulated depreciation (including accumulated impairment losses) at 1 April 2015	-		52.192		143.481		118.492		-		11.036		325.201		6.609	
Assets reclassified (to) or from the "held for sale" category	-		-		-		-		-		-		-		-	
Depreciation on other reclassifications	(0.145)		(0.985)		0.215		-		-		0.915		-		-	
Depreciation charge for the year	16.742		6.474		38.096		5.446		-		0.089		66.847		3.162	
Depreciation and impairment on disposals	(0.075)		(0.108)		(2.238)		-		-		(0.027)		(2.448)		-	
Depreciation written out to the Revaluation Reserve	(16.522)		(10.029)		(14.193)		-		-		(0.286)		(41.030)		-	
Depreciation written out to the surplus or deficit on the provision of services	-		(1.212)		(1.202)		-		-		(0.042)		(2.456)		-	
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	-		-		-		-		-		-		-		-	
Impairment losses recognised in the surplus or deficit on the provision of services	-		-		-		-		-		-		-		-	
Accumulated depreciation (including accumulated impairment losses) at 31 March 2016	0.000		46.332		164.159		123.938		-		11.685		346.114		9.771	
Balance sheet net carrying amount at 31 March 2016	471.202		272.531		281.752		152.500		15.028		26.147		1,219.161		77.564	
Balance sheet net carrying amount at 1 April 2015	485.526		264.003		283.573		149.400		4.948		26.016		1,213.466		79.820	

Note G10 Group investment properties

The following items of income and expense have been accounted for in the "financing and investment income and expenditure" line in the **group comprehensive income and expenditure statement**:

2015-2016		2016-2017	
£m		£m	
(0.454)	Rental income from investment properties	(0.427)	
-	Direct operating expenses arising from investment property		
(0.454)	Net (gain) or loss	(0.427)	

There are no restrictions on the council's or the common good funds' ability to realise the value inherent in their investment property or on the council's or the common good funds' right to the remittance of income and the proceeds of disposal. Neither the council nor the common good funds have any contractual obligations to purchase, construct or develop investment property, nor do they have contractual obligations in relation to repairs, maintenance or enhancement.

The following table summarises the movement in the fair value of investment properties during the year:

2015-2016		2016-2017	
£m		£m	
2.344	Opening Balance at 1 April	2.670	
-	Additions		
0.368	Assets reclassified (to) or from the "held for sale" category	(0.217)	
	Disposals		
(0.064)	Net gains or (losses) from fair value adjustments	(0.032)	
	Transfers (to) or from inventories and property, plant and equipment	(0.124)	
0.022	Other changes		
2.670	Closing balance at 31 March	2.297	

Note G11 Group heritage assets

The movement in the fair value of group heritage assets is as follows:

2015-2016		Note	2016-2017	
£m			£m	
39.196	Opening Balance at 1 April		39.196	
-	Additions (at cost)			
-	Assets reclassified (to) or from Community Assets		-	
-	Disposals		-	
-	Impairment losses		-	
-	Revaluations		-	
39.196	Closing balance at 31 March		39.196	

Included in the above are the heritage assets of the Paisley, Renfrew and Johnstone Common Good Funds. These comprise civic regalia and equipment which have been externally valued on a present value insurance basis at £0.219 million as at 31 March 2017 (£0.219 at 31 March 2016). Further information on the heritage assets other than those of the Paisley, Renfrew and Johnstone Common Good Funds can be found at Note 16.

Note G12 Group short-term debtors

The balances detailed below are composed mostly of the debtors of the council, to which the debtors of Renfrewshire Leisure Limited and the Paisley, Renfrew and Johnstone Common Good Funds have been added.

2015-2016		2016-2017	
£m		£m	£m
8.107	Central government bodies, excluding NHS Scotland		16.791
0.657	Central government bodies: NHS Scotland		4.886
1.618	Other local authorities		0.356
0.001	Public corporations and trading funds		-
4.035	HM Revenue and Customs		5.785
	<i>Other entities and individuals:</i>		
14.823	Council tax arrears	10.888	
(10.172)	Council tax arrears impairment	(6.143)	
4.651	Council tax arrears net of impairment		4.745
2.305	Rent arrears	2.244	
(1.778)	Rent arrears impairment	(1.472)	
0.527	Rental arrears net of impairment		0.772
20.383	Trade debtors	25.322	
(12.641)	Trade debtors impairment	(9.709)	
7.742	Trade debtors net of impairment		15.613
4.922	Other debtors	1.761	
-	Other debtors impairment	-	
4.922	Other debtors net of impairment		1.761
32.260	Total short term debtors		50.709

Note G13 Group short-term creditors

The balances detailed below are composed mostly of the creditors of the council, to which the creditors of Renfrewshire Leisure Limited and the Paisley, Renfrew and Johnstone Common Good Funds have been added.

2015-2016		2016-2017
£m		£m
4.507	Central government bodies, excluding NHS Scotland	3.669
0.748	Central government bodies: NHS Scotland	3.709
0.828	Other local authorities	0.485
0.217	Public corporations and trading funds	-
5.931	HM Revenue and Customs	6.766
5.302	Strathclyde Pension Fund and Scottish Public Pensions Agency	5.721
5.643	Accrued payrolls	5.866
2.604	PPP finance lease creditors	2.705
-	Other finance lease creditor	-
37.398	Other entities and individuals	38.174
63.178	Total short term creditors	67.095

Note G14 Amounts owing and owed between Renfrewshire Council and its associates and joint ventures

An analysis of the amounts owing and owed between the council and its associates and joint ventures, analysed into amounts relating to loans and amounts relating to other balances, is shown in the table below.

2015-2016		2016-2017
£m		£m
	<i>Amounts owing to Renfrewshire Council:</i>	
3.563	Loans	3.622
1.261	Other balances	0.247
4.824	Total amounts owing to Renfrewshire Council	3.869
	<i>Amounts owed by Renfrewshire Council:</i>	
(0.636)	Loans	(0.453)
(0.006)	Other balances	-
(0.642)	Total amounts owed by Renfrewshire Council	(0.453)

Note G15 Group financial instruments

Balance sheet carrying amounts of group financial instruments

The following categories of financial instrument are carried in the **group balance sheet**. Those financial instruments that are classified as cash and cash equivalents are not included in this table: Note 25 provides details of these. Additional qualitative information on the various categories of financial instruments can be found at Note 28.

31 March 2016			31 March 2017		
Long-term	Current		Long-term	Current	
£m	£m		£m	£m	
-	66.897	Loans and receivables - fixed term deposits	-	94.379	
3.117	-	Available-for-sale financial assets - insurance fund investments	3.479	-	
14.902	-	Available-for-sale financial assets - Common Good Fund investments	17.392	-	
18.019	66.897	Investments	20.871	94.379	
0.799	0.078	Loans and receivables - loans to other entities and individuals	1.219	0.141	
3.595	28.867	Loans and receivables - trade receivables	1.859	45.825	
4.394	28.945	Debtors	3.078	45.966	
(154.410)	(14.338)	Financial liabilities at amortised cost - Public Works Loan Board borrowing	(175.197)	(14.049)	
(20.389)	(34.382)	Financial liabilities at amortised cost - Non-PWLB borrowing ("market debt")	-	(54.745)	
-	(3.653)	Financial liabilities at amortised cost - borrowing from group entities	-	(8.714)	
(174.799)	(52.373)	Borrowing	(175.197)	(77.508)	
-	(43.698)	Financial liabilities at amortised cost - trade payables	-	(46.037)	
(79.883)	(2.604)	PFI/PPP and finance lease liabilities	(77.178)	(2.705)	
(0.007)	-	Financial guarantees	(0.003)	-	
(79.890)	(46.302)	Creditors	(77.181)	(48.742)	

Fair value of group financial instruments

The available-for-sale financial assets carried on the **group balance sheet** comprise the council's insurance fund investments, the investments of Renfrewshire Leisure Limited, the investments of the Paisley, Renfrew and Johnstone Common Good Funds and the investments of the charitable trusts administered by Renfrewshire Council. The fair value of these investments equates to the market value of the investments as provided by the council's investment manager, Standard Life Wealth Limited.

In terms of the fair value measurement hierarchy the financial instruments measured at fair value are considered to be Level 1 being quoted prices (unadjusted) in active markets for identical assets or liabilities that the authority can access at the measurement date and Level 2 being quoted prices (unadjusted) in active markets for identical assets or liabilities that can be accessed at the measurement date. See table below:-

2016-2017						
	Level 1	Level 2	Carrying Value	Level 1	Level 2	Fair Value
Investments	17.392	97.858	115.250	17.392	97.905	115.297
Debtors	0.000	49.040	49.040	0.000	49.083	49.083
Borrowing	0.000	(252.497)	(252.497)	0.000	(376.099)	(376.099)
Creditors	0.000	(125.923)	(125.923)	0.000	(125.923)	(125.923)

Those financial instruments that are classified as cash and cash equivalents are not included in this table: Note 25 provides details of these. The short-term nature of cash and cash equivalents means that their fair value equates to their balance sheet carrying amount. Additional qualitative information on the fair value of financial instruments can be found at Note 28.

Items of income, expense, gain and loss relating to group financial instruments

The following items of income, expense, gain and loss relating to group financial instruments are included within the lines "financing and investment income and expenditure" and "(surplus) or deficit on the revaluation of available-for-sale financial assets" in the **group comprehensive income and expenditure statement**.

2016-2017			
	Financial assets: loans and receivables £m	Available-for- sale financial assets £m	Financial liabilities at amortised cost £m
Interest expense (including finance lease interest)	-	-	17.629
Realised losses on disposal	-	-	-
Impairment losses	0.231	-	-
Fee expense	-	-	-
Total expense in the (surplus) or deficit on the provision of services	0.231	-	17.629
Interest income	(0.868)	-	-
Dividend income	-	(0.722)	-
Other income	(0.004)	(0.639)	-
Total income in the (surplus) or deficit on the provision of services	(0.872)	(1.361)	-
Net (gain) or loss on revaluation	-	(2.089)	-
(Surplus) or deficit on the revaluation of available-for-sale financial assets (in other comprehensive income and expenditure)	-	(2.089)	-
Net (gain) or loss for the year (in total comprehensive income and expenditure)	(0.641)	(3.450)	17.629

2015-2016			
	Financial assets: loans and receivables £m	Available-for- sale financial assets £m	Financial liabilities at amortised cost £m
Interest expense (including finance lease interest)	-	-	17.742
Realised losses on disposal	-	-	-
Impairment losses	-	-	-
Fee expense	1.130	-	-
Total expense in the (surplus) or deficit on the provision of services	1.130	-	17.742
Interest income	(0.689)	(0.001)	-
Dividend income	-	(0.670)	-
Other income	(0.008)	(0.554)	-
Total income in the (surplus) or deficit on the provision of services	(0.697)	(1.225)	-
Net (gain) or loss on revaluation	-	1.606	-
(Surplus) or deficit on the revaluation of available-for-sale financial assets (in other comprehensive income and expenditure)	-	1.606	-
Net (gain) or loss for the year (in total comprehensive income and expenditure)	0.433	0.381	17.742



Renfrewshire
Council

Finance and Resources, Renfrewshire House, Cotton Street, Paisley PA1 1JB

Telephone: 0141 618 7364 Fax: 0141 618 7351

www.renfrewshire.gov.uk

RENFREWSHIRE COUNCIL TRUST FUNDS

TRUSTEES' REPORT AND FINANCIAL STATEMENTS 1 APRIL 2016 to 31 MARCH 2017



Table of Contents

TRUSTEES' REPORT	1
INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF RENFREWSHIRE COUNCIL TRUST FUNDS AND THE ACCOUNTS COMMISSION FOR SCOTLAND	6
TRUST ACCOUNTS FINANCIAL STATEMENTS OVERVIEW	8
STATEMENT OF RECEIPTS AND PAYMENTS FOR THE YEAR ENDED 31 ST MARCH 2017	9
STATEMENT OF BALANCES AS AT 31 ST MARCH 2017	10
NOTES TO THE FINANCIAL STATEMENTS	11

Trustees' Report

1. INTRODUCTION

Renfrewshire Council acts as sole trustee for the Trust Funds listed below which have charitable status and are registered with the Office of the Scottish Charity Regulator (OSCR):

The following charities' financial statements are included in this report:

Charity Number	Charity Name	Charity Number	Charity Name
SC042035	Renfrew Burgh Citizens Fund	SC042036	Renfrewshire Council Citizens Fund
SC042037	Paisley Burgh Citizens Fund	SC019454	Coats Observatory Fund

The principal address of the Trust Funds is:

Renfrewshire Council
Finance and Resources
Renfrewshire House
Cotton Street
Paisley
PA1 1JB

Renfrewshire Council administers the Trust Funds and separately accounts for them. Renfrewshire Council was established by the Local Government (Scotland) Act 1994 and came into being on 1 April 1996. The Council provides a wide range of public services such as education, social services, environmental services, council housing and economic regeneration.

The Trust Accounts do not form part of Renfrewshire Council's single entity balance sheet, although under s222 of the Local Government (Scotland) Act 1973, the property of the Trusts "vest[s] in" the relevant local authority. However, the Trust Fund accounts are included within the group accounts of the Council. A copy of the group accounts can be obtained from the address above.

Independent Auditors: Audit Scotland
 4th Floor, South Suite
 The Athenaeum Building
 8 Nelson Mandela Place
 Glasgow G2 1BT

TRUSTEES

In terms of the “Trustees” of the Trusts, the guidance provided by OSCR is that those who have “general control and management” of the charity are the charity trustees. Decisions regarding the general control and management of the Trust Funds are made by the Finance and Resources Policy Board of the Council (FRPB), which has delegated authority from the Council in this regard; but ultimately control rests with the full Council of elected members. We have therefore interpreted the above guidance as meaning all elected members are charity trustees. Following the recent local government elections the Finance and Resources Policy Board was succeeded by the Finance, Resources and Customer Services Policy Board (FRCSPB) on 18 May 2017.

The following individuals were the Trustees of the Trust Funds in their capacity as elected members of Renfrewshire Council during the 2016/17 financial year:

Alexander Murrin	Eileen McCartin
Bill Perrie	John Caldwell
Eddie Grady deceased 21/05/16	John Hood
Cathy McEwan	Iain McMillan
Brian Lawson	Audrey Doig
Jim Sharkey	Anne Hall
Terry Kelly	Allan Noon
Kenny MacLaren	Michael Holmes
Tommy Williams	Jim Harte
Eddie Devine	James McQuade
Marie McGurk	Sam Mullin
Lorraine Cameron	Iain Nicolson
Mark Macmillan	Roy Glen
Margaret Devine	Mags McLaren
Maureen Sharkey	Stephen McGee
Jacqueline Henry	Andy Doig
Derek Bibby	Maria Brown
Chris Gilmour	James McLaren
Stuart Clark resigned 08/11/16	Paul Mack
Will Mylet	Bill Brown
Jim Paterson elected 11/08/16	

Day to day management of the Trust Funds is delegated to the Director of Finance and Resources of Renfrewshire Council. All of the trustees for the accounts are normally elected or re-elected at local government elections. By-elections are held to elect new members in the event of existing members vacating their position. New members automatically become trustees.

2. STRUCTURE, GOVERNANCE AND MANAGEMENT

The three Citizens Funds were set up in 2011 as successor funds to the various sundry trusts controlled by Renfrewshire Council. The Council made use of the reorganisation provisions of the Charities and Trustee Investment (Scotland) Act 2005 to enable better use to be made of the balances within the existing funds, and

reorganise them into larger funds with updated purposes. The reorganisation was completed with the consent of OSCR.

The Coats Observatory Fund was inherited by the local authority in early 1963 from the Paisley Philosophical Society. The Council as Trustees own the buildings comprising the Coats Observatory. These buildings are leased to Renfrewshire Leisure Ltd for zero consideration.

HISTORY

The following table gives an indication of the purpose of the Trusts:

Charity No.	Name	Purpose
SC042035	Renfrew Burgh Citizens Fund	Promoting the welfare of individuals who are in need by reason of age, ill-health, disability, financial hardship or other disadvantage and fostering good citizenship and community wellbeing and regeneration by giving financial assistance by way of grant to those living or working in the area. To further voluntary activity or to contribute to the regeneration of the community in the area formerly known as the Burgh of Renfrew
SC042036	Renfrewshire Council Citizens Fund	As above, but for the area for which Renfrewshire Council and its successors is responsible
SC042037	Paisley Burgh Citizens Fund	As above, but for the area formerly known as the Burgh of Paisley
SC019454	Coats Observatory Fund	"for the upkeep of Coats Observatory equipment" The above purpose was relevant while there were cash funds available; however these funds have been exhausted, and only the property assets remain.

GOVERNANCE AND MANAGEMENT

The Council is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. The Director of Finance and Resources has been designated as that officer in Renfrewshire Council. He manages the affairs of the Council to secure the economic, efficient and effective use of resources and safeguard its assets and those of any charitable trust it controls. Given the Trust Funds are controlled by the Council, these specific provisions are supplemented by general provisions relating to the administration of local authority monies, i.e. the duty to obtain best value.

The Director of Finance and Resources has responsibility for ensuring an effective system of internal financial control is maintained and operated. This system of internal financial control can only provide reasonable and not absolute assurance that assets are safeguarded, transactions are recorded and properly authorised, and that material errors or irregularities are either prevented or would be detected within a timely period. The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures and a system of delegation and accountability. The Director of Finance and Resources is responsible for keeping proper accounting records which are up to date and which ensure that the financial statements comply with the Charities Accounts (Scotland) Regulations 2006(as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16th July 2014.

Decisions regarding the operation, assets, processes or policies of the Trust Funds are delegated by the Council to the Finance, Resources and Customer Services Policy Board (FRCSPB). The FRCSPB will request the appropriate Local Area Committee (LAC) - the view of the Local Area Committee being representative of the general public view for that locality - to submit proposals for the Board to consider for project expenditure, taking account of the original intentions of the donors of the funds as to purpose and location within the Local Area Committee boundary. Proposals submitted by LACs are then considered for approval by the FRPB.

RISK

The Trustees have overall responsibility for the Trust Funds' system of internal control. This system is designed by senior management to ensure effective and efficient operation, including financial reporting and compliance with laws and regulations. The Trustees acknowledge that such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

3. OBJECTIVES AND ACTIVITIES

The objectives of the trusts include promoting the welfare of individuals who are in need by reason of age, ill-health, disability, financial hardship or other disadvantage and fostering good citizenship and community wellbeing and regeneration by giving financial assistance by way of grant to those living or working in the area.

4. ACHIEVEMENTS AND PERFORMANCE

During the year a payment of £5,330 was made from the Renfrew Burgh Citizens Fund to fund the installation of a flag pole at Ferry Green. Ten awards totaling £24,327 were paid from the Renfrewshire Council Citizens Fund. These payments were made from funds associated with Kilbarchan, to organisations in the Kilbarchan area. No awards were made from the Paisley Burgh Citizens Fund during the year.

Throughout the year the combined monies of the Trusts were held in the Council's Loans Fund until drawn down.

5. FINANCIAL REVIEW

The Trust Funds have no explicit reserves policy. As planned the Citizens Fund balances have now been fully disbursed. No individual Trust Fund is in deficit and no donations to the Funds are solicited.

6. FUTURE PLANS

All Trust Fund balances (excluding assets held in the Coats Observatory Fund) have been fully disbursed and it is anticipated that the Renfrew, Paisley and Renfrewshire Council Citizens Funds will be fully wound up. An application to the Office of the Scottish Charity Regulator (OSCR) will be made in this regard once formally approved by the Finance, Resources and Customer Services Policy Board.

The Trustees wish to thank the Renfrewshire Council officers involved in producing the Report and Financial Statements.

Signed:

Date: 28 September 2017

Alan Russell
Director of Finance and Resources
Renfrewshire Council

On behalf of the Trustees:

Date: 28 September 2017

Councillor John Shaw
Convener – Finance, Resources and Customer Services Policy Board
Renfrewshire Council

Independent Auditor's Report to the Trustees of Renfrewshire Council Trust Funds and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the statement of accounts of Renfrewshire Council Trust Funds for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Receipts and Payments, the Statement of Balances and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and a receipts and payments basis.

In my opinion the accompanying financial statements:

- properly present the receipts and payments of the charities for the year ended 31 March 2017 and their statement of balances at that date; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulations 9(1),(2) and (3) of The Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the trustees for the financial statements

The trustees are responsible for the preparation of financial statements which properly present the receipts and payments of the charities, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are

appropriate to the circumstances of the charities and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the statement of accounts

The trustees are responsible for the other information in the statement of accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission or required by applicable law to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the statement of accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements

Opinion on other prescribed matter

I am required by the Accounts Commission to express an opinion on the following matter. In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Charities Accounts (Scotland) Regulations 2006.

Matters on which I am required to report by exception

I am required by The Charity Accounts (Scotland) Regulations 2006 to report to you if, in my opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Mark Ferris FCCA

Audit Scotland

4th Floor, 8 Nelson Mandela Place,

Glasgow. G2 1BT

28 September 2017

Trust Accounts Financial Statements Overview

1. INTRODUCTION

The following pages detail the Statement of Receipts and Payments, the Statement of Balances and relevant Notes to the Accounts, as required by the Charities Accounts (Scotland) Regulations 2006. A Cash Flow Statement is not required as all of the charities are classified as small charities as defined in the Charities Statement of Recommended Practice (SORP) and therefore are exempt from producing a Cash Flow Statement.

2. STATEMENT OF RECEIPTS AND PAYMENTS

The Statement of Receipts and Payments provides an analysis of the incoming and outgoing cash and bank transactions for the period. The Trust Funds have income and expenditure in their respective unrestricted funds.

If applicable, the Statement would also show any cash movements in relation to fixed assets. In the case of the Trust Funds, there have been no purchases or sales of fixed assets.

3. STATEMENT OF BALANCES

The Statement of Balances reconciles the cash and bank balances at the beginning and end of the financial year with the surpluses or deposits shown in the Statement of Receipts and Payments. The Statement of Balances also summarises final closing balances at the end of the period.

4. NOTES TO THE ACCOUNTS

Notes to the accounts expand on or explain the information contained in the Statement of Receipts and Payments and the Statement of Balances.

Statement of Receipts and Payments for the year ended 31st March 2017

Year ended 31st March 2017					
	Paisley Burgh Citizens Fund SC042037 Unrestricted £	Renfrew Burgh Citizens Fund SC042035 Unrestricted £	Renfrewshire Council Citizens Fund SC042036 Unrestricted £	Coats Observatory Fund SC019454 Unrestricted £	Total £
Receipts					
Income from other charities	0.00	0.00	0.00	0.00	0.00
Income from investments other than land and buildings	0.00	0.00	0.00	0.00	0.00
Other receipts	0.00	0.00	0.00	0.00	0.00
Total receipts	0.00	0.00	0.00	0.00	0.00
Receipts from investment sales					
Proceeds from sale of investments	0.00	0.00	0.00	0.00	0.00
Total receipts from investment sales	0.00	0.00	0.00	0.00	0.00
Payments					
Charitable activities	0.00	5,330.00	24,327.47	0.00	29,657.47
Governance costs	343.55	96.48	559.97	0.00	1,000.00
Building maintenance costs	0.00	0.00	0.00	0.00	0.00
Total payments	343.55	5,426.48	24,887.44	0.00	30,657.47
Transfer between funds	0.00	0.00	0.00	0.00	0.00
Surplus / (deficit) for period	(343.55)	(5,426.48)	(24,887.44)	0.00	(30,657.47)

Year ended 31st March 2016					
	Paisley Burgh Citizens Fund SC042037 Unrestricted £	Renfrew Burgh Citizens Fund SC042035 Unrestricted £	Renfrewshire Council Citizens Fund SC042036 Unrestricted £	Coats Observatory Fund SC019454 Unrestricted £	Total £
Receipts					
Income from other charities	0.00	0.00	0.00	0.00	0.00
Income from investments other than land and buildings	15.00	81.00	112.00	0.00	208.00
Other receipts	0.00	0.00	0.00	0.00	0.00
Total receipts	15.00	81.00	112.00	0.00	208.00
Receipts from investment sales					
Proceeds from sale of investments	0.00	0.00	0.00	0.00	0.00
Total receipts from investment sales	0.00	0.00	0.00	0.00	0.00
Payments					
Charitable activities	4,346.38	20,000.00	5,900.00	0.00	30,246.38
Governance costs	333.33	333.33	333.34	0.00	1,000.00
Building maintenance costs	0.00	0.00	0.00	0.00	0.00
Total payments	4,679.71	20,333.33	6,233.34	0.00	31,246.38
Transfer between funds	0.00	0.00	0.00	0.00	0.00
Surplus / (deficit) for period	(4,664.71)	(20,252.33)	(6,121.34)	0.00	(31,038.38)

Statement of Balances as at 31st March 2017

As at 31st March 2017							
	Paisley Burgh Citizens Fund SC042037	Renfrew Burgh Citizens Fund SC042035	Renfrewshire Council Citizens Fund SC042036	Coats Observatory Fund SC019454	Coats Observatory Fund SC019454	Coats Observatory Fund SC019454	Total
	Unrestricted £	Unrestricted £	Unrestricted £	Unrestricted £	Restricted £	Total £	Total £
Cash funds							
<i>Balances held with Renfrewshire Council:</i>							
Opening balance	343.55	5,426.48	24,887.44	0.00	0.00	0.00	30,657.47
Surplus / (deficit) for period	(343.55)	(5,426.48)	(24,887.44)	0.00	0.00	0.00	(30,657.47)
	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other assets (at current valuation)							
<i>Land and buildings:</i>							
Coats Observatory, Paisley	0.00	0.00	0.00	0.00	652,344.16	652,344.16	652,344.16
<i>Long Term Investments</i>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	652,344.16	652,344.16	652,344.16

As at 31st March 2016							
	Paisley Burgh Citizens Fund SC042037	Renfrew Burgh Citizens Fund SC042035	Renfrewshire Council Citizens Fund SC042036	Coats Observatory Fund SC019454	Coats Observatory Fund SC019454	Coats Observatory Fund SC019454	Total
	Unrestricted £	Unrestricted £	Unrestricted £	Unrestricted £	Restricted £	Total £	Total £
Cash funds							
<i>Balances held with Renfrewshire Council:</i>							
Opening balance	5,008.26	25,678.81	31,008.78	0.00	0.00	0.00	61,695.85
Surplus / (deficit) for period	(4,664.71)	(20,252.33)	(6,121.34)	0.00	0.00	0.00	(31,038.38)
	343.55	5,426.48	24,887.44	0.00	0.00	0.00	30,657.47
Other assets (at current valuation)							
<i>Land and buildings:</i>							
Coats Observatory, Paisley	0.00	0.00	0.00	0.00	673,090.86	673,090.86	673,090.86
<i>Long Term Investments</i>	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	673,090.86	673,090.86	673,090.86

Signed

Signed

Date: 28 September 2017
Alan Russell
Director of Finance and Resources

Renfrewshire Council

Date: 28 September 2017
Councillor John Shaw
Convenor – Finance, Resources and Customer Services
Policy Board
Renfrewshire Council

Notes to the Financial Statements

1. ACCOUNTING POLICIES

INTRODUCTION

The Financial Statements for the year ended 31 March 2017 been prepared in accordance with Accounting and Reporting by Charities : Statement of Recommended Practice applicable to charities preparing their account in accordance with the Financial Reporting Standard for Smaller Entities published on 16th July 2014, the Financial Reporting Standard for Smaller Entities (FRSSE), the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are designed to give a true and fair view of the financial performance and position of the Trust Funds and comparative figures for the previous financial year are provided. There are no significant departures from accounting standards other than that outlined specifically below.

The accounting concepts of “materiality” and “going concern” have been considered in the application of accounting policies. In this regard the materiality concept means that information is included where the information is of such significance as to justify its inclusion. The accounts have been prepared on a going concern basis. The going concern concept assumes that the Trustees will not significantly curtail the scale of the charities’ operations, however it is anticipated that an application will be made to OSCR to wind up the Citizens Funds in 2017/18.

The accounting concept of "accruals" is not relevant to these statements, which have been prepared on a receipts and payments basis.

The accounts have been prepared under the historic cost convention, other than changes resulting from the revaluation of certain categories of assets. The following accounting policies used in its preparation have been reviewed following the introduction of Financial Reporting Standard 18 “Accounting Policies” (FRS18).

Fund Accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanations of the nature and purpose of each fund is included in the notes to the financial statements.

The 2015-16 comparative figures have been brought forward unchanged.

INCOMING/OUTGOING RESOURCES

Recognition of incoming resources

All income is recognised and included in the Statement of Receipts and Payments (SoRP) when the money is actually received.

Recognition of expenditure

Expenditure is recognised and included in the Statement of Receipts and Payments (SoRP) when it is paid for.

Charitable Activities

Decisions regarding the way the Trust Funds' income is spent are taken by the Finance & Resources Policy Board, whose membership comprises 15 of the trustees of the Trust Funds.

Costs of Generating Funds

The cost of administering the Trust Funds is borne entirely by Renfrewshire Council.

Governance Costs

Governance costs, where applicable, include the:

- costs of the preparation and examination of statutory accounts;
- cost of any legal advice to trustees on governance or constitutional matters; and
- cost of administering grants.

Grants Payable Without Performance Conditions

These are recognised in the accounts when the grant has been paid.

ASSETS

The Observatory Fund includes the land and buildings of Coats Observatory, Paisley. The valuation is based on fair value, determined as the market value that would be paid for the asset in its current use. Valuations are provided by the Council Valuer who is MRICS qualified, and are updated as a minimum every five years. The Observatory building is being depreciated on a straight-line basis over 30 years.

2. ANALYSIS OF RECEIPTS/PAYMENTS

No income was received in the year. Details of payments are provided in the Trustees' Annual Report explaining the grants paid out.

3. TRUSTEES' REMUNERATION AND EXPENSES

Neither the trustees of the Trust Funds nor any associated person connected with them have received any remuneration for their services. Further, no directly incurred expenses were reimbursed to the trustees during the period (2015-16 nil).

4. RELATED PARTIES

During the period the Council also acted as the banker for the Trust Funds and all transactions, incoming and outgoing, are made via the Council's bank accounts. There are no outstanding balances due to or from Renfrewshire Council.

5. MOVEMENT IN FUNDS

	At 01/04/2016 £	Net movement in funds £	Transfers between funds £	At 31/03/2017 £
Unrestricted funds	30,657.47	(30,657.47)	0.00	0.00
Endowment funds	0.00	0.00	0.00	0.00
Restricted funds :				
Coats Observatory	0.00	0.00	0.00	0.00
	<u>30,657.47</u>	<u>(30,657.47)</u>	<u>0.00</u>	<u>0.00</u>

The restricted funds hold the Coats Observatory building and land asset. The current market value of the Coats Observatory at 31/03/2017 is £652,344.16

RENFREWSHIRE COUNCIL COMMON GOOD FUNDS

PAISLEY SCo19478

RENFREW SCo19479

JOHNSTONE SCo19480

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS 2016-17



TABLE OF CONTENTS

TRUSTEES' ANNUAL REPORT.....	1
STATEMENT OF TRUSTEES' RESPONSIBILITIES IN RESPECT OF THE ANNUAL REPORT AND ACCOUNTS.....	7
AUDITORS REPORT TO THE TRUSTEES OF PAISLEY, JOHNSTONE AND RENFREW COMMON GOOD FUNDS.....	8
STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 2017.....	11
BALANCE SHEET AS AT 31ST MARCH 2017.....	13
CASH FLOW STATEMENT FOR YEAR ENDED 31ST MARCH 2017.....	14
NOTES TO THE FINANCIAL STATEMENTS.....	15
1: ACCOUNTING POLICIES.....	15
2: INCOME AND ENDOWMENTS	17
3: EXPENDITURE.....	18
4: TANGIBLE FIXED ASSETS.....	19
5: FIXED ASSET INVESTMENTS.....	21
6: RESERVES COVER.....	22
7: CASH FLOW STATEMENT.....	22
8: TRUSTEES' REMUNERATION AND EXPENSES.....	23
9: RELATED PARTIES.....	23
10: COMMITMENTS.....	23
11: STAFF COSTS AND EMOLUMENTS.....	23
12: AUDIT COSTS.....	24
13: DEBTORS.....	24
14: CREDITORS.....	24
15: SHORT TERM DEPOSITS.....	24
16: EVENTS AFTER THE BALANCE SHEET DATE.....	24

Trustees' Annual Report

Introduction

Renfrewshire Council acts as sole trustee for the Common Good Funds listed below which have charitable status and are registered with the Office of the Scottish Charity Regulator (OSCR):

SC019478	Paisley Common Good Fund
SC019479	Renfrew Common Good Fund
SC019480	Johnstone Common Good Fund

The principal address of the Common Good Funds is:

Renfrewshire Council
Finance and Resources
Renfrewshire House
Cotton Street
Paisley
PA1 1JB

Renfrewshire Council administers the Common Good Funds and separately accounts for them. Renfrewshire Council was established by the Local Government (Scotland) Act 1994 and came into being on 1 April 1996. The Council provides a wide range of public services such as education, social services, environmental services and housing and economic regeneration.

They do not form part of the Council's single entity balance sheet, although under s222 of the Local Government (Scotland) Act 1973, the property of the Common Good "vest[s] in" the relevant local authority. However they are included within the group accounts of the Council. A copy of the group accounts can be obtained from the address above.

Auditors: Audit Scotland
 4th Floor, South Suite
 The Athenaeum Building
 8 Nelson Mandela Place
 Glasgow
 G2 1BT

Investment Managers: Standard Life Wealth Limited
 1 George Street
 Edinburgh
 EH2 2LL

Investment Advisors: Hymans Robertson LLP
 20 Waterloo Street
 Glasgow
 G2 6DB

Trustees

The Common Good is not a Trust, and is not governed by trust law. Therefore in terms of the "Trustees" of the Common Good, the guidance provided by OSCR is that those who have "general control and management" of the charity are the charity trustees. Decisions regarding the general control and management of the Common Good Funds are made by the Finance and Resources Policy Board (FRPB) of the Council, which has delegated authority from the Council in this regard; but ultimately control rests with the full Council of elected members. We have therefore interpreted the above guidance as meaning all elected members are charity trustees. Following local government elections the Finance and Resources Policy Board has been succeeded by the Finance, Resources and Customer Services Policy Board on 18 May 2017.

The following individuals were the Trustees of the Common Good Funds in their capacity as elected members of Renfrewshire Council during the 2016/17 financial year:

Alexander Murrin	Eileen McCartin
Bill Perrie	John Caldwell
Eddie Grady deceased 21/05/16	John Hood
Cathy McEwan	Iain McMillan
Brian Lawson	Audrey Doig
Jim Sharkey	Anne Hall
Terry Kelly	Allan Noon
Kenny MacLaren	Michael Holmes
Tommy Williams	Jim Harte
Eddie Devine	James McQuade
Marie McGurk	Sam Mullin
Lorraine Cameron	Iain Nicolson
Mark Macmillan	Roy Glen
Margaret Devine	Mags McLaren
Maureen Sharkey	Stephen McGee
Jacqueline Henry	Andy Doig
Derek Bibby	Maria Brown
Chris Gilmour	James McLaren
Stuart Clark resigned 08/11/16	Paul Mack
Will Mylet	Bill Brown
Jim Paterson elected 11/08/16	

Day to day management of the Common Good Funds is delegated to the Director of Finance and Resources of Renfrewshire Council. All of the trustees for the accounts are normally elected or re-elected at local government elections. By-elections are held to elect new members in the event of existing members vacating their position. New members automatically become trustees.

Structure, Governance and Management

The Common Good is a fund of money and assets which the Council has a statutory obligation (under Section 15(4) of the Local Government etc (Scotland) Act 1994) to administer “having regard to the interests of the inhabitants of the area to which the Common Good formerly related” (i.e. the former burghs of Paisley, Renfrew and Johnstone). Although the Common Good is administered separately from mainstream local authority funding, it is owned outright by the Council (s222 of the Local Government (Scotland) Act 1973) and does not have an identity separate from the Council, nor a constitutional form distinct from the Council.

The charity test, set out in Section 7 of the Charities and Trustee Investment (Scotland) Act 2005 provides that “a body meets the charity test if –

- (a) its purposes consist of only one or more charitable purposes, and
- (b) it providespublic benefit in Scotland or elsewhere.”

The Common Good Funds are not “bodies” separate from the Council, and the Council’s purposes consist of much more than the charitable purposes listed in the Act.

History

The Common Good comprises land granted to a Burgh by the Crown, further grants of land and buildings, mainly in the late 19th and early 20th century by local industrialists and other landowners for the common good of the inhabitants of the Burgh and the rental income and sale proceeds from such land. The bulk of the Paisley Common Good was granted to the Burgh of Paisley by the King Charles II Charter dated 27 and 28 July 1666, and has been administered by the Burgh and its successors since that date. The bulk of the Renfrew Common Good was granted to the Royal Burgh of Renfrew by the Queen Anne Charter dated 7 August 1703 and again has been administered by the Burgh and its successors since that date.

Governance and Management

The Council is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. The Director of Finance and Resources has been designated as that officer in Renfrewshire Council. He manages the affairs of the Council to secure the economic, efficient and effective use of resources and safeguard its assets and those of any charitable trust it controls. Given the Common Good is owned by the Council, these specific provisions are supplemented by the general provisions relating to the administration of local authority monies, i.e. the duty to obtain best value.

The Director of Finance and Resources has responsibility for ensuring an effective system of internal financial control is maintained and operated. This system of internal financial control can only provide reasonable and not absolute assurance that assets are safeguarded, transactions are recorded and properly authorised, and that material errors or irregularities are either prevented or would be detected within a timely period. The system of internal financial control is based on a framework of regular management information, financial regulations, administrative procedures and a system of delegation and accountability. The Director of Finance and Resources is responsible for keeping proper accounting records which are up to date and which ensure that the financial statements comply with the Charities Accounts (Scotland) Regulations 2006.

Decisions regarding the operation, assets, processes or policies of the Common Good Funds are delegated by the Council to the Finance, Resources and Customer Services Policy Board. Income to the Common Good Funds is solely from investment returns (both financial investments and property rental income) and bank interest – no donations to the Funds are solicited. The only other source of income which arises periodically is from the sale of fixed assets.

The investment performance of the Common Good Funds is monitored regularly by Council officers, and is reported bi-annually to the Investment Review Board, which is comprised of 5 cross party elected members. The minutes of the Investment Review Board are submitted to the Finance, Resources and Customer Services Policy Board, whose meetings are held in public. In turn, the minutes of this Board are submitted to the full Council for ratification. Therefore each elected member is informed of both the performance of the funds, and any decision regarding the operation of the Funds which would be made by the Finance, Resources and Customer Services Policy Board.

Regular training is offered to the members of the Investment Review Board through information sessions at each meeting.

Risk

The Trustees have overall responsibility for the Common Good Funds' systems of internal control that are designed by senior management to ensure effective and efficient operations, including financial reporting and compliance with laws and regulations. The Trustees acknowledge that such a system is designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The main risk for the Common Good relates to the investment income available for disbursement through grants. As mentioned above, investment performance is monitored quarterly by officers of the Council and they receive specialist advice in this regard from Hymans Robertson LLP, appointed investment advisors. A Statement of Investment Principles has been agreed by the Investment Review Board and this is regularly reviewed to ensure the benchmark against which performance is monitored remains relevant and appropriate.

Objectives and Activities

As mentioned above, there is no governing document for the Common Good. The assets were gifted for the common good of the inhabitants of the burgh. The most concise statement of the administration of the Common Good is contained in a judgement by Lord Kyllachy:

"The Common Good is corporate property and falls as such to be administered by the Council – and applied by them for the benefit of the community in such a manner as, and using such reasonable judgement as, they think proper".

Therefore in terms of the aims of the Common Good, they can not be narrowed down from that detailed above, i.e. that the funds are used for the benefit the inhabitants of the burgh to which they are related.

Grantmaking

There are two elements to the grants awarded from Common Good Funds: recurring grants (i.e. those awarded for a period of some years) or large grant awards that are agreed by the FRPB. In addition the FRPB also agrees the budget available to Local Area Committees (LACs) for subsequent award to community groups. LACs were set up in an effort to involve communities more directly in the decision-making of the Council, and they are comprised of the elected members of the relevant wards, along with representatives from local community groups e.g. Community Councils, Elderly Forums, Youth Groups etc. Each LAC now is allocated an annual budget, and they consider at each LAC meeting (held in public) the grant requests they have received. Only eligible grants may be considered – further information on the eligibility criteria may be obtained from the Council.

Achievements and Performance

In 2016-17 grants totalling £57,360 were awarded by Local Area Committees to a wide variety of community organisations. Other grant expenditure totalling £258,800 was made throughout the year. This included grants to: the Cherrie Centre (out of school care provider); contributions to finance CCTV : grants to help fund Christmas light displays in Renfrew and Paisley town centres and a grant to help finance Renfrew Gala Week.

Investment performance

The Common Good Funds have adopted a total return policy for investment income, and have agreed income targets which the Investment Manager exceeded in year. During the year the average yield on investments was 3.8% (3.9% in 2015-16). The average return on cash balances held within Renfrewshire Council's Loans Fund was 0.54% (0.61% in 2015-16).

Overall, the Common Good Funds reported a combined net movement in funds of £3.290 million that is added to the previous fund balance brought forward. The surplus achieved is mainly related to unrealised gains on investments and on the revaluation of fixed assets.

Financial Review

The Common Good Funds have no explicit reserves policy, but as a general principle the "capital" of the funds is held effectively as a permanent endowment, with only the annual income available for disbursement in the year.

No individual Common Good Fund is in deficit.

The main funding sources for the Common Good Funds this year are dividend and investment income (67%) and property rental income (33%).

The Investment Review Board has agreed a Statement of Investment Principles (SoIP) which regulates the relationship between the Council and the Investment Manager. The SoIP details benchmark asset class holdings and also the restrictions which the Council has agreed i.e. no direct holdings in tobacco stocks or

companies involved in the manufacture or supply of military equipment; and a minimum holding of 15% of the total funds to be held in fixed interest stocks.

Future Plans

The Common Good Funds will continue to make grants available to local organisations through the Local Area Committee grant making process, and will also continue to fund recurring commitments such as Christmas Lights displays.

The Council will also continue to review the funding provided by the Common Good Funds to ensure it remains appropriate and in line with the objectives of the Funds and to the benefit of the inhabitants of the relevant Burghs.

The Community Empowerment (Scotland) Act 2015 places new obligations on Councils with regards recording and the use of Common Good assets. The Council is required to prepare and publish a register of all Common Good properties and make it publicly available. The Act also requires local authorities to publish any proposals and consult with community bodies before disposing of or changing the use of Common Good assets.

The Trustees wish to thank the Renfrewshire Council officers involved in producing the Annual Report and Financial Statements.

Signed:

Alan Russell
Director of Finance and Resources
Renfrewshire Council

Date:

On behalf of the Trustees:

Councillor John Shaw
Convener – Finance, Resources and Customer Services Policy Board
Renfrewshire Council

Date:

Statement of Trustees' Responsibilities in respect of the Annual Report and Accounts

a) Statement of responsibilities in respect of the annual report and accounts

The Trustees are responsible for preparing the annual report and financial statements for each financial year, in accordance with the accounting policies set out in note 1 to the accounts and the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014. The financial statements give a true and fair view of the incoming resources and application of the resources of the charity during the year and of the charity's state of affairs at the end of the financial year. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose, with reasonable accuracy at any time, the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006. They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

b) Statement of disclosure of information to auditors

The trustees who held office at the date of approval of this annual report and accounts confirm that, so far as they are each aware, there is no relevant audit information of which the auditors are unaware; and each trustee has taken all the steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the auditors are aware of this information.

Signed:

Cllr John Shaw
Convener – Finance, Resources and Customer Services Policy Board
Renfrewshire Council

Date:

Independent Auditors Report to the Trustees of Renfrewshire Council Common Good Funds and the Accounts Commission

This report is made solely to the parties to whom it is addressed in accordance with Part VII of the Local Government (Scotland) Act 1973 and for no other purpose. In accordance with paragraph 120 of the Code of Audit Practice approved by the Accounts Commission, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

Report on the audit of the financial statements

Opinion on financial statements

I certify that I have audited the financial statements in the statement of accounts of Renfrewshire Council Common Good Funds for the year ended 31 March 2017 under Part VII of the Local Government (Scotland) Act 1973 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. The financial statements comprise the Statement of Financial Activities, the Balance Sheet, Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In my opinion the accompanying financial statements:

- give a true and fair view of the state of affairs of the charities as at 31 March 2017 and of their incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005, and regulation 8 of The Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing in the UK and Ireland (ISAs (UK&I)). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the charities in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK including the Financial Reporting Council's Ethical Standards for Auditors, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of Trustees' responsibilities the trustees are responsible for the preparation of financial statements that give a true and fair view in accordance with the financial reporting framework, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable legal requirements and ISAs (UK&I) as required by the Code of Audit Practice approved by the Accounts Commission. Those standards require me to comply with the Financial Reporting Council's Ethical Standards for Auditors. An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the circumstances of the charities and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

My objectives are to achieve reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK&I) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Other information in the statement of accounts

The trustees are responsible for the other information in the statement of accounts. The other information comprises the information other than the financial statements and my auditor's report thereon. My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon except on matters prescribed by the Accounts Commission or required by applicable law to the extent explicitly stated later in this report.

In connection with my audit of the financial statements in accordance with ISAs (UK&I), my responsibility is to read all the financial and non-financial information in the statement of accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by me in the course of performing the audit. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Report on other requirements**Opinion on other prescribed matter**

I am required by the Accounts Commission to express an opinion on the following matter. In my opinion, based on the work undertaken in the course of the audit the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements and that report has been prepared in accordance with the Charities SORP (FRS 102).

Matters on which I am required to report by exception

I am required by The Charity Accounts (Scotland) Regulations 2006 to report to you if, in my opinion:

- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- I have not received all the information and explanations I require for my audit.

I have nothing to report in respect of these matters.

Mark Ferris FCCA
Audit Scotland
4th Floor, 8 Nelson Mandela Place,
Glasgow.
G2 1BT

28 September 2017

Statement of Financial Activities for the Year Ended 31st March 2017

This Account summarises the resources that have been generated and consumed in providing services and managing the Common Good Funds during the year. It includes all day to day expenses and related income on an accruals basis, as well as transactions measuring the value of fixed assets actually consumed. This Account also includes the Statement of Total Recognised Gains and Losses which brings together all of the gains and losses of the Funds for the year and shows the aggregate increase in their net worth. All Common Good Funds have unrestricted funds only; there were no restricted or endowment funds during 2016-17 or in 2015-16.

		Year to 31 st March 2017				Year to 31 st March 2016			
		Paisley SC019478	Johnstone SC019480	Renfrew SC019479	Total	Paisley SC019478	Johnstone SC019480	Renfrew SC019479	Total
	Notes	£m	£m	£m	£m	£m	£m	£m	£m
Income and Endowments from:									
Investments	2(a)	0.147	0.000	0.495	0.642	0.138	0.000	0.465	0.603
Rental and Other Income	2(b)	0.049	0.000	0.266	0.315	0.049	0.000	0.292	0.341
Total from Income and Endowments		0.196	0.000	0.761	0.957	0.187	0.000	0.757	0.944
Expenditure on:									
Raising Funds									
Fundraising Trading		0.000	0.000	0.003	0.003	0.000	0.000	0.002	0.002
Investment Management Costs		0.015	0.000	0.052	0.067	0.014	0.000	0.046	0.060
Total Raising Funds		0.015	0.000	0.055	0.070	0.014	0.000	0.048	0.062
Charitable Activities									
Charitable Activities	3(a)	0.122	0.000	0.194	0.316	0.127	0.000	0.204	0.331
Governance Costs	3(b)	0.015	0.000	0.048	0.063	0.016	0.000	0.047	0.063
Depreciation and Impairment		0.071	0.000	(0.124)	(0.053)	0.046	0.000	0.296	0.342
Total Charitable Activities		0.208	0.000	0.118	0.326	0.189	0.000	0.547	0.736
Total Expenditure		0.223	0.000	0.173	0.396	0.203	0.000	0.595	0.798
Net Income / (Expenditure) and net movement in funds before gains and losses on investments		(0.027)	0.000	0.588	0.561	(0.016)	0.000	0.162	0.146
Gains/(Losses) on Investment Assets	5	0.559	0.000	1.909	2.468	(0.221)	0.000	(0.745)	(0.966)
Net Income/(Expenditure)		0.532	0.000	2.497	3.029	(0.237)	0.000	(0.583)	(0.820)

Statement of Financial Activities for the Year Ended 31st March 2017

	Notes	Year to 31 st March 2017				Year to 31 st March 2016			
		Paisley SC019478	Johnstone SC019480	Renfrew SC019479	Total	Paisley SC019478	Johnstone SC019480	Renfrew SC019479	Total
		£m	£m	£m	£m	£m	£m	£m	£m
Transfer between Funds		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total after funds Transfer		0.532	0.000	2.497	3.029	(0.237)	0.000	(0.583)	(0.820)
Other Gains or Losses									
Gains/(Losses) on Revaluation of Fixed Assets	4	(0.062)	0.000	0.323	0.261	0.471	0.000	0.252	0.723
Total Other Recognised Gains or Losses		(0.062)	0.000	0.323	0.261	0.471	0.000	0.252	0.723
Net Movement in Funds		0.470	0.000	2.820	3.290	0.234	0.000	(0.331)	(0.097)
Funds Reconciliation:									
Total Funds Brought Forward		5.122	0.052	26.866	32.040	4.888	0.052	27.197	32.137
Total Funds Carried Forward		5.592	0.052	29.686	35.330	5.122	0.052	26.866	32.040

The notes on pages 15 to 24 form part of these financial statements.

Balance Sheet as at 31st March 2017

The Balance Sheet summarises in its top half all of the assets that the Common Good Funds own and the liabilities that they owe to others. The bottom half sets out how the net assets of the Funds are allocated between usable resources and statutory reserves needed to comply with accounting rules.

		At 31 st March 2017				At 31 st March 2016			
	Note	Paisley SC019478 £m	Johnstone SC019480 £m	Renfrew SC019479 £m	Total £m	Paisley SC019478 £m	Johnstone SC019480 £m	Renfrew SC019479 £m	Total £m
Fixed Assets									
Tangible Fixed Assets	4	0.915	0.000	12.712	13.627	1.048	0.000	12.265	13.313
Heritage Assets	4	0.063	0.047	0.109	0.219	0.063	0.047	0.109	0.219
Investments	5	3.972	0.000	13.420	17.392	3.408	0.000	11.494	14.902
		4.950	0.047	26.241	31.238	4.519	0.047	23.868	28.434
Current Assets									
Debtors	13	0.000	0.000	0.017	0.017	0.000	0.000	0.018	0.018
Short term deposits	15	0.678	0.005	3.548	4.231	0.617	0.005	3.032	3.654
		0.678	0.005	3.565	4.248	0.617	0.005	3.050	3.672
Less: Current Liabilities									
Creditors: Amounts Falling Due Within One Year	14	(0.036)	0.000	(0.120)	(0.156)	(0.014)	0.000	(0.052)	(0.066)
		(0.036)	0.000	(0.120)	(0.156)	(0.014)	0.000	(0.052)	(0.066)
Net Current Assets		0.642	0.005	3.445	4.092	0.603	0.005	2.998	3.606
Net Assets		5.592	0.052	29.686	35.330	5.122	0.052	26.866	32.040
Funds of the Charities									
<u>Unrestricted Funds</u>									
Income Funds		3.650	0.036	19.615	23.301	3.535	0.036	18.550	22.121
Revaluation reserve :		0.908	0.000	2.992	3.900	0.497	0.000	1.575	2.072
Investments									
Revaluation reserve :		1.034	0.016	7.079	8.129	1.090	0.016	6.741	7.847
Other Fixed Assets									
		5.592	0.052	29.686	35.330	5.122	0.052	26.866	32.040

Signed

Signed

Date
Alan Russell
Director of Finance and Resources

Renfrewshire Council

Date
Councillor John Shaw
Convener – Finance, Resources and Customer Services
Policy Board
Renfrewshire Council

Cash Flow Statement for Year Ended 31st March 2017

This statement summarises the inflows and outflows of cash arising from the transactions with third parties on both day to day revenue transactions and expenditure on capital activities. For the purposes of this statement, cash is defined as cash in hand and deposits repayable on demand.

	Notes	Year ended 31st March 2017				Year ended 31st March 2016			
		Paisley £m	Johnstone £m	Renfrew £m	Total £m	Paisley £m	Johnstone £m	Renfrew £m	Total £m
Net Cash Inflow from Operating Activities	7	0.066	0.000	0.533	0.599	0.046	0.000	0.509	0.555
Capital Expenditure and Financial Investment									
Cash paid for fixed asset investment		(0.872)	0.000	(2.846)	(3.718)	(0.845)	0.000	(2.759)	(3.604)
Receipts from sales of fixed asset: investments		0.962	0.000	3.144	4.106	0.788	0.000	2.556	3.344
Receipts from sales of fixed asset: property		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Payments to acquire tangible fixed assets		0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Net cash flow from capital expenditure and financial investments		0.090	0.000	0.298	0.388	(0.057)	0.000	(0.203)	(0.260)
(Increase)/decrease in cash held for investments		(0.095)	0.000	(0.315)	(0.410)	0.054	0.000	0.193	0.247
Increase/(decrease) in cash held in the year		0.061	0.000	0.516	0.577	0.043	0.000	0.499	0.542
Reconciliation of net cash flow to movement in net funds									
(Decrease)/increase in cash in year		0.061	0.000	0.516	0.577	0.043	0.000	0.499	0.542
net funds at 1 April		0.617	0.005	3.032	3.654	0.574	0.005	2.533	3.112
Net funds at 31 March		0.678	0.005	3.548	4.231	0.617	0.005	3.032	3.654

Notes to the Financial Statements

1: Accounting Policies

Introduction

The Financial Statements for the year ended 31 March 2017 have been compiled in accordance with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006(as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) published on 16 July 2014. They are designed to give a true and fair view of the financial performance and position of the Common Good Funds and comparative figures for the previous financial year are provided. There are no significant departures from accounting standards other than that outlined specifically below.

The accounting concepts of “materiality” and “going concern” have been considered in the application of accounting policies. In this regard the materiality concept means that information is included where the information is of such significance as to justify its inclusion. The accounts have been prepared on a going concern basis. The going concern concept assumes that the Charities will not significantly curtail the scale of their operations.

The accounts have been prepared under the historic cost convention, other than changes resulting from the revaluation of certain categories of assets. The following accounting policies used in its preparation have been reviewed following the introduction of Financial Reporting Standard 18 “Accounting Policies” (FRS18).

Income and Endowments

Recognition of income and endowments

These are included in the Statement of Financial Activities (SOFA) when:

- The charity becomes entitled to the resources;
- The trustees are virtually certain they will receive the resources; and
- The monetary value can be measured with sufficient reliability.

Grants and Donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Gifts in Kind

Gifts in kind are not reflected in the SORP, but are referred to when necessary in the Trustees Annual Report.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This includes any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Expenditure

Liability Recognition

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Charitable Activities

Decisions regarding the way the Common Good Funds' income is spent are taken by the Finance, Resources and Customer Services Policy Board, whose membership comprises of 15 of the trustees of the Common Good Funds. Voluntary groups are encouraged to apply for funding from the available funds allocated to Renfrewshire Council Local Area Committees.

Governance Costs

Governance costs include the:

- costs of the preparation and examination of statutory accounts;
- cost of any legal advice to trustees on governance or constitutional matters;
- cost of administering grants; and
- property maintenance.

Grants Payable without Performance Conditions

These are recognised in the accounts when the grant has been paid.

Assets

Valuation

Land and buildings have been valued on the basis of market value in relation to existing use, assessed either on a comparative basis or on a depreciated replacement cost basis. The valuations have been compiled by the Council Valuer who is Member of the Royal Institute of Chartered Surveyors (MRICS) qualified. Assets under construction are shown at historic cost. Land and buildings are revalued every five years, with increases in valuation matched by credits to the Revaluation Reserve.

A de-minimis of £9,000 is applied for capitalisation of expenditure.

The civic regalia and equipment (heritage assets) have been valued on a present value insurance basis.

Investments are valued at market value.

Depreciation

Depreciation is charged on a straight -line basis on all assets other than land, heritage assets and assets under construction. The Council Valuer determines the useful life of property assets. Depreciation is based on expected life of costs capitalised.

Impairment

The value of each category of asset is reviewed at the end of each financial year for evidence of reductions in value. Where impairment is identified as part of this review or as a result of a revaluation exercise, the loss is charged to the SOFA.

Departures from the Charities SORP

Operational land and buildings have been valued on a depreciated replacement costs basis, not a historic basis as per the Charities SORP. The main reason for this is the obligation under the Local Government Code of Practice on local authority accounting to apply a depreciated replacement cost valuation basis, and it is under the Local Government Code that the Common Good Accounts have been audited in previous years.

Events after the Balance Sheet date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statements are authorised for issue. There are two types of events:

- Adjusting events – those that provide evidence of conditions that existed at the end of the reporting period, and the Statement are adjusted to reflect such events; and
- Non-adjusting events – those that are indicative of conditions that arose after the reporting period, and the Statements are not adjusted. Where a category of events would have a material effect, disclosure is made in the notes of the nature of the event and its estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statements. Note 16 provides further information.

2: Income and Endowments

a) Investments

	2016-17				2015-16			
	Paisley	Johnstone	Renfrew	Total	Paisley	Johnstone	Renfrew	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Grant income	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Dividend income	0.143	0.000	0.478	0.621	0.134	0.000	0.448	0.582
Interest income	0.004	0.000	0.017	0.021	0.004	0.000	0.017	0.021
Total grant & investment income	0.147	0.000	0.495	0.642	0.138	0.000	0.465	0.603

b) Rental and Other Income

	2016-17				2015-16			
	Paisley £m	Johnstone £m	Renfrew £m	Total £m	Paisley £m	Johnstone £m	Renfrew £m	Total £m
Rental income from properties	0.049	0.000	0.266	0.315	0.049	0.000	0.292	0.341
Other Income	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Total rental and other income	0.049	0.000	0.266	0.315	0.049	0.000	0.292	0.341

3: Expenditure

a) Charitable Activities

	2016-17				2015-16			
	Paisley £m	Johnstone £m	Renfrew £m	Total £m	Paisley £m	Johnstone £m	Renfrew £m	Total £m
Voluntary organisation grants	0.000	0.000	0.057	0.057	0.035	0.000	0.067	0.102
Civic related grants	0.122	0.000	0.137	0.259	0.092	0.000	0.137	0.229
Total charitable activities grants	0.122	0.000	0.194	0.316	0.127	0.000	0.204	0.331

b) Governance Costs

	2016-17				2015-16			
	Paisley £m	Johnstone £m	Renfrew £m	Total £m	Paisley £m	Johnstone £m	Renfrew £m	Total £m
Accountancy and Administrative Services	0.009	0.000	0.027	0.036	0.008	0.000	0.020	0.028
Property Services	0.006	0.000	0.021	0.027	0.008	0.000	0.027	0.035
Total Governance Costs	0.015	0.000	0.048	0.063	0.016	0.000	0.047	0.063

4: Tangible Fixed Assets

a) Paisley Common Good Fund

	Operational Land and Buildings	Non- Operational Assets – Surplus Assets	Total Tangible Fixed Assets	Heritage Assets
	£m	£m	£m	£m
Gross Book Value				
At 1 st April 2016	0.711	0.337	1.048	0.063
Additions	0.000	0.000	0.000	0.000
Disposals	0.000	0.000	0.000	0.000
Revaluations	0.000	(0.062)	(0.062)	0.000
At 31st March 2017	0.711	0.275	0.986	0.063
Depreciation				
At 1 st April 2016	(0.002)	0.000	(0.002)	0.000
Depreciation for Year	0.071	0.000	0.071	0.000
Depreciation write back on revaluations	0.002	0.000	0.002	0.000
Impairment losses written out on revaluation	0.000	0.000	0.000	0.000
At 31st March 2017	0.071	0.000	0.071	0.000
Net Book Value at 31st March 2017	0.640	0.275	0.915	0.063
Net Book Value at 31st March 2016	0.711	0.337	1.048	0.063

b) Renfrew Common Good Fund

	Operational Land and Buildings	Plant and Equipment	Non- operational assets – Investment Properties	Non- Operational Assets – Surplus Assets	Total Tangible Fixed Assets	Heritage Assets
	£m	£m	£m	£m	£m	£m
Gross Book Value						
At 1 st April 2016	10.030	1.923	0.713	0.024	12.690	0.109
Additions	0.000	0.000	0.000	0.000	0.000	0.000
Disposals	0.000	0.000	0.000	0.000	0.000	0.000
Transfers	0.000	0.000	0.000	0.000	0.000	0.000
Revaluations	0.355	0.000	(0.032)	0.000	0.323	0.000
At 31st March 2017	10.385	1.923	0.681	0.024	13.013	0.109
Depreciation						
At 1 st April 2016	0.343	0.082	0.000	0.000	0.425	0.000
Depreciation for year	0.212	0.041	0.007	0.000	0.260	0.000
Impairment	0.000	0.000	0.000	0.000	0.000	0.000
Depreciation write back on revaluations	(0.319)	0.000	0.000	0.000	(0.319)	0.000
Impairment losses written out on revaluation	(0.065)	0.000	0.000	0.000	(0.065)	0.000
At 31st March 2017	0.171	0.123	0.007	0.000	0.301	0.000
Net Book Value at 31st March 2017	10.214	1.800	0.674	0.024	12.712	0.109
Net Book Value at 31st March 2016	9.687	1.841	0.713	0.024	12.265	0.109

c) Johnstone Common Good Fund

	Heritage Assets £m
Gross Book Value	
At 1 st April 2016	0.047
Additions	0.000
Disposals	0.000
Revaluations	0.000
At 31st March 2017	0.047
Depreciation	
At 1 st April 2016	0.000
Depreciation for year	0.000
At 31st March 2017	0.000
Net Book Value at 31st March 2017	0.047
Net Book Value at 31st March 2016	0.047

d) Heritage Assets

Heritage Assets include items of civic regalia and equipment formerly used by the Provost of the Council on civic occasions. The assets are now held in Renfrewshire museums.

5: Fixed Asset Investments

Investments are held specifically to provide the funds from which donations and civic activities can be funded from.

a) Analysis of market values

	2016-17			2015-16		
	Paisley	Renfrew	Total	Paisley	Renfrew	Total
Market Value	£m	£m	£m	£m	£m	£m
At 1 st April 2016	3.408	11.494	14.902	3.626	12.230	15.856
Additions	0.872	2.846	3.718	0.845	2.759	3.604
Disposals	(0.962)	(3.144)	(4.106)	(0.788)	(2.556)	(3.344)
Net gain/(loss) on revaluation	0.559	1.909	2.468	(0.221)	(0.746)	(0.967)
Increase/(decrease) in cash in bank awaiting investment	0.095	0.315	0.410	(0.054)	(0.193)	(0.247)
At 31st March 2017	3.972	13.420	17.392	3.408	11.494	14.902

b) Asset Allocation Analysis

	2016-17			2015-16		
	Paisley	Renfrew	Total	Paisley	Renfrew	Total
	£m	£m	£m	£m	£m	£m
Bonds:						
UK Government Bonds	0.200	0.702	0.902	0.157	0.553	0.710
Other UK Bonds	0.302	1.005	1.307	0.284	0.941	1.225
Overseas Bonds	0.117	0.391	0.508	0.114	0.379	0.493
Equities:						
UK Equities	1.733	5.851	7.584	1.493	5.024	6.517
Overseas Equities	1.343	4.556	5.899	1.153	3.911	5.064
Non-Region Specific	0.030	0.101	0.131	0.024	0.081	0.105
Property Investments	0.109	0.366	0.475	0.140	0.471	0.611
Cash	0.134	0.435	0.569	0.039	0.120	0.159
Accrued Interest	0.004	0.013	0.017	0.004	0.014	0.018
Total Investment Assets	3.972	13.420	17.392	3.408	11.494	14.902

All investments during 2016-17 and in 2015-15 were held in unrestricted funds.

6: Reserves Cover

	2016-17				2015-16			
	Paisley	Johnstone	Renfrew	Total	Paisley	Johnstone	Renfrew	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Free Reserves								
Unrestricted Funds	3.677	0.036	19.027	22.740	3.551	0.036	18.388	21.975
Allocation Adjustment	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Unrestricted Funds from SOFA	(0.027)	0.000	0.588	0.561	(0.016)	0.000	0.162	0.146
Total Unrestricted Funds	3.650	0.036	19.615	23.301	3.535	0.036	18.550	22.121
Less Funds tied up in fixed assets	(3.972)	0.000	(13.420)	(17.392)	(3.408)	0.000	(11.494)	(14.902)
Total Free Reserves	(0.322)	0.036	6.195	5.909	0.127	0.036	7.056	7.219
Annual Running Costs exclude impairment	0.223	0.000	0.173	0.396	0.203	0.000	0.595	0.793
Number of months held in reserve	0	0	430	n/a	0	0	142	n/a

Funds tied up in fixed assets are represented by investments held by the Common Good Funds.

7: Cash Flow Statement

a Reconciliation of net income/expenditure to net cash inflow/ (outflow) from operating activities

	Year to 31 st March 2017			Year to 31 st March 2016		
	Paisley	Johnstone	Renfrew	Paisley	Johnstone	Renfrew
	£m	£m	£m	£m	£m	£m
Net income/expenditure before other gains or losses	(0.027)	0.000	0.588	(0.016)	0.000	0.162
Transfer of revaluation reserve realised on investment movement	0.000	0.000	0.000	0.000	0.000	0.000
Depreciation and impairment	0.071	0.000	(0.124)	0.046	0.000	0.296
Gain on sale of fixed asset - property	0.000	0.000	0.000	0.000	0.000	0.000
Decrease/(increase) in debtors	0.000	0.000	0.001	0.005	0.000	0.014
Increase/(decrease) in creditors	0.022	0.000	0.068	0.011	0.000	0.037
Net cash (inflow)/outflow from operating activities	0.066	0.000	0.533	0.046	0.000	0.509

b Analysis of changes in net funds

	At 1 April 2016	Cash- flow	At 31 March 2017	At 1 April 2015	Cash- flow	At 31 March 2016
	£m	£m	£m	£m	£m	£m
Short term deposits						
Paisley	0.617	0.061	0.678	0.574	0.043	0.617
Johnstone	0.005	0.000	0.005	0.005	0.000	0.005
Renfrew	3.032	0.516	3.548	2.533	0.499	3.032
	3.654	0.577	4.231	3.112	0.542	3.654

8: Trustees' remuneration and expenses

Neither the Trustees of the Common Good Funds nor any associated person connected with them have received any remuneration for their services. Further, no directly incurred expenses were reimbursed to the Trustees during 2016-17.

9: Related Parties

During the year, the Common Good Fund balances were invested by Renfrewshire Council, who manage the administration of the Funds on behalf of the Trustees. The costs of this are disclosed in note 3(b), Governance Costs. The Council also acts as the banker for the Common Good Funds and all transactions, incoming and outgoing, are made via the Council's accounts. This creates a debtor as detailed in the respective Funds' balance sheets. There are no outstanding balances due to or from Renfrewshire Council other than those that appear in the balance sheet.

10: Commitments

As at March 2017, no Common Good Fund had outstanding commitments on capital contracts. There were no outstanding commitments for operating lease rentals.

11: Staff Costs and Emoluments

No members of staff were employed directly via the Common Good Funds during 2016-17 (2015-16 nil). All costs were incurred by Renfrewshire Council and recharged as detailed in note 3(b) Governance Costs. There are therefore no employees with emoluments above £60,000 (2015-16 nil).

12: Audit Costs

Costs of £4,550 were incurred in relation to the audit of the 2016-17 financial statements.

13: Debtors

	Year to 31 st March 2017				Year to 31 st March 2016			
	Paisley	Johnstone	Renfrew	Total	Paisley	Johnstone	Renfrew	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Accrued Income	0.000	0.000	0.011	0.011	0.000	0.000	0.018	0.018
Prepayment of Grant	0.000	0.000	0.006	0.006	0.000	0.000	0.000	0.000
Total Debtors	0.000	0.000	0.017	0.017	0.000	0.000	0.018	0.018

14: Creditors

	Year to 31st March 2017				Year to 31st March 2016			
	Paisley	Johnstone	Renfrew	Total	Paisley	Johnstone	Renfrew	Total
	£m	£m	£m	£m	£m	£m	£m	£m
Trade Creditors	0.036	0.000	0.016	0.052	0.014	0.000	0.048	0.062
Rents in Advance	0.000	0.000	0.104	0.104	0.000	0.000	0.004	0.004
Total Creditors	0.036	0.000	0.120	0.156	0.014	0.000	0.052	0.066

15: Short Term Deposits

Short term deposits are accounts held with Renfrewshire Council who process receipts, payments and accounting entries on behalf of the Common Good Funds.

16: Events after the Balance Sheet date

Events taking place after the authorised issue date per the balance sheet are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2017, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information. There are no non adjusting events.



To: Audit, Risk and Scrutiny Board

On: 26 September 2017

Report by: Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Audit Scotland Report – Self-Directed Support

1. Summary

1.1 In August 2017, Audit Scotland published a report evaluating local authority progress in implementing the Social Care (Self-Directed Support) (Scotland) Act 2013 (Attached Appendix 1). The Act came into force on 1 April 2014.

1.2 This is the second Audit Scotland report on Self-Directed Support (SDS). In June 2014 a report evaluating progress in implementing the national SDS strategy and their preparedness for the implementation of the legislation. Renfrewshire Council's Audit, Scrutiny and Petitions Board received a paper on that audit report in September 2014.

1.3 SDS is the term that describes the mechanism by which people can have choice and control over the social care they receive. It gives people control over an individual budget and allows them to choose how it is spent on support which meets their agreed social care outcomes. The Act places a duty on local authorities to offer four options to eligible people, at the point of assessment, to self-direct their support:

- Option 1 - Direct Payment
- Option 2 - Directing The Available Services
- Option 3 - Arranged Services
- Option 4 - Mixed Package

1.4 Audit Scotland's methodology included interviews with 30 public, private and third sector stakeholder organisations, an online survey of social work staff which generated 170 responses, an online survey of supported people and carers which generated 104 responses, focus groups with 55 supported people and carers, and five case studies which include interviews.

- 1.5 In addition to the main report, Audit Scotland have also produced 3 supplements – a case study, the audit methodology and survey results, and a checklist for councillors and board members. These supplements are included as appendices to this report (Appendices 2- 4).
- 1.6 This report summarises Audit Scotland's findings and the 11 recommendations for authorities and details local progress in terms of implementing Self-Directed Support.

2. Recommendations

- 2.1 It is recommended that the Audit, Risk and Scrutiny Board
- Note the key recommendations made by Audit Scotland report for implementation by Health and Social Care Partnerships and/or Councils;
 - Note the local developments in relation to implementing Self-Directed Support and the HSCP's work to develop an improvement plan subsequent to the completion of its current self-evaluation exercise;
 - Note the content of the supplementary 'Checklist for councillors and board members' which has been produced by Audit Scotland; and
 - Note that this report will also be presented to Renfrewshire Integration Joint Board.

3. Background

- 3.1 The Social Care (Self-Directed Support) (Scotland) Act, which came into force on 1 April 2014, places a duty on Councils to offer people newly assessed as requiring social care, a range of options for choosing and controlling (self-directing) their support. People who were in receipt of social care prior to 1 April 2014 were to be offered the options as part of a review of their needs. The four Self-Directed Support options are:
- **Option 1** (Direct Payment): the person chooses to take the budget as a direct payment
 - **Option 2** (Directing The Available Services): the person chooses to select their support and have the local authority make arrangements to provide it on their behalf
 - **Option 3** (Arranged Services): the person chooses to have the local authority select and make arrangements to provide their support on their behalf
 - **Option 4** (Mixed Package): the person chooses a mix of these three options for different types of support
- 3.2 Local Authorities have discretion as to their approach to delivering the duties and principles of Self-Directed Support for example, to implement an appropriate method of calculating individual budgets and producing

communications to support their local plans. The Scottish Government made transitional funding available to all local authorities to assist with planning and managing the implementation of Self-Directed Support.

3.3 Audit Scotland reported in 2014 on the early progress in implementing SDS and found that there were still many cultural and practical changes to be made in order for successful implementation. The aim of this follow-up audit was to establish whether councils, integration authorities, and the Scottish Government were making sufficient progress.

3.4 Auditors asked four key questions in relation to this:

- What progress have councils and integration authorities made in implementing SDS?
- What impact is SDS having on people with support needs, carers, families and communities?
- What factors are supporting or impeding effective implementation of SDS?
- How effectively is the Scottish Government supporting implementation of SDS and evaluating its impact?

3.5 The key messages from the Audit Scotland report are highlighted below:

- Whilst there are many examples of people being supported effectively in new and different ways, not everyone with support needs is getting the level of choice and control envisaged in the legislation. Service users with mental health needs in particular may not have as much choice and control.
- Social workers are positive about the ethos of self-directed support and the principles of personalisation but a significant minority report that they do not feel empowered to make decisions with people about their support and/or that they lack understanding or confidence in focusing on outcomes for service users rather than outputs. Adopting a more creative approach to support can introduce different types of risk for service users, carers, providers and staff. Authorities and staff must work with service users and carers to find an appropriate balance between risks and benefits and also to ensure appropriate use of public funds.
- Service users and carers need more and better information about SDS to help them understand and make choices.
- SDS Option 2 has not been fully developed, and changes to the type of support available to people are happening slowly.
- Authorities do not have clear plans for identifying where and how money might be re-allocated as people choose alternatives to existing services. The report recognises that demand and budget pressures make this more challenging.
- Flexibility is a challenge, both in terms of having provider agreements which allow for people to get personalised services and in terms of the possible flexibility required from staff.

- The implementation of SDS stalled during the integration of health and social care services, as structural change necessarily diverted the attention of senior managers.
- Scottish Government policy in this area should be focused on ensuring SDS is a core part of how people with health and social care needs are supported to improve their quality of life.

3.7 The Scottish Government and COSLA have jointly produced a 2016/2018 Implementation Plan for the existing SDS strategy. This identifies six significant ongoing challenges to full implementation:

- Developing good flexible commissioning and procurement arrangements
- Supporting people to achieve their agreed outcomes creatively while balancing any associated risks
- Managing demand and expectations by using resources, such as money, people and buildings, effectively and developing a shared understanding of how to meet future demand in the context of reduced public funding
- Increasing awareness and understanding of SDS among the workforce, supported people, carers and communities
- Keeping SDS as a high priority within other public sector reform policies and strategies, especially the new integrated arrangements
- Making systems and processes easier and clearer so they work best for people who need support rather than the organisations who help to provide it.

4. Recommendations for Authorities:

4.1 As a reflection of structural arrangements within social care, recommendations are made in respect of 'authorities', recognising that councils and health and social care partnerships both have a responsibility to deliver SDS. There are 13 recommendations and these are listed below, alongside detail of local progress in relation to each. The recommendations are grouped under four themes.

Theme 1: Directing your own support

4.2 There are two recommendations for implementing authorities:

- Recommendation 1 - work in partnership with service users, carers and providers to design more flexibility and choice into support options.
- Recommendation 2 - review their processes for supporting children to transition into adult services.

4.3 Renfrewshire HSCP recently undertook an evaluation of SDS implementation locally and established focus groups with service users, providers and staff as part of this. Service users and providers both felt that SDS was encouraging and supporting more creative approaches to care planning.

- 4.4 The HSCP manager with a lead role for SDS considers the evaluation to have been a positive exercise with stakeholders expressing views about areas for improvement in constructive approaches. The evaluation sought to identify possible responses and approaches to challenges and to support continuous improvements, which will be outlined in an improvement plan.
- 4.5 There is ongoing work to update the Multi-Agency Transition Planning Children to Adult Services document to fully reflect the implications and implementation of Self-Directed Support in the transition process.

Theme 2: Assessing needs and planning support

- 4.6 There are six recommendations within this theme:
- Recommendation 3 - provide staff with further training and help on identifying and planning for outcomes.
 - Recommendation 4 - work with service users and carers to review their assessment and support planning processes to make them simpler and more transparent.
 - Recommendation 5 - establish clear guidance for staff on discussing the balance between innovation, choice and risks with service users and carers and implementing local policies in practice.
 - Recommendation 6 - support staff in applying professional judgement when developing innovative solutions to meet individual needs flexibly.
 - Recommendation 7 - ensure they are providing information on sources of support to those who are accessing SDS.
 - Recommendation 8 - work with service users, carers and providers to review the information and help they offer to people during assessments, reviews and planning discussions.
- 4.7 Renfrewshire has a well-developed training programme for staff including an Introduction to Self-Directed Support; a one day course on SDS implementation including process and how to complete assessments; Assessing Risk and the Eligibility Determination Process; Outcomes in Assessment, Planning and Review – Using Talking Points: Personal Outcomes; and some staff have also completed the Open University course on Self-Directed Support.
- 4.8 The Training Officer responsible for Self-Directed Support was present at all the staff focus groups and future training needs and developments will form part of the improvement plan.

Theme 3: Commissioning for SDS

- 4.9 There are three recommendations in relation to commissioning:

- Recommendation 9 - develop longer-term commissioning plans that set out clearly how more choice and flexibility will be achieved for local service users and how decisions will be made to re-allocate money from one type of service to another.
- Recommendation 10 - work with service users, carers and provider organisations to develop more flexible, outcome-focused contractual arrangements.
- Recommendation 11 - continue to work with communities to develop alternative services and activities that meet local needs.

4.10 Providers in Renfrewshire report that they consider SDS to be a positive approach but find the flexibility required can be particularly challenging for small providers who may not be able to adapt easily or quickly to new and changing patterns of demand. The local provider market in Renfrewshire would benefit from further development and there can also be challenges in recruiting staff, both for providers and service users with direct payments.

4.11 An online resource directory of local community assets, supports and services, Well in Renfrewshire (WiRe), is continuing to be developed and this is contributing to providing people with the opportunity for informed choice and activities that meet local needs.

Theme 4: Implementing the national SDS strategy

4.12 There are two recommendations in relation to the national strategy:

- Recommendation 12 - develop targeted information and training on SDS for healthcare professionals who have a direct or indirect influence on people's health and social care support.
- Recommendation 13 - monitor and report the extent to which people's personal outcomes are being met and use this information to help plan for future processes and services.

4.13 The local Self-Directed Support training programme is available to all health staff within the Renfrewshire Health & Social Care Partnership and a specific course targeted for health practitioners has been established and well attended by community based staff.

4.14 Currently we do not have a standardised process for measuring the success of support plans in meeting personal outcomes and to date this has been monitored through feedback at reviews and meetings with service users. Development of performance indicators will form part of the action plan.

Other areas of local progress

4.16 Audit Scotland Report: Self-Directed Support reports on the number of people with a Direct Payment in Renfrewshire using information obtained from Social Care Services, Scotland, 2016, (Scottish Government, November 2016).

However we are in the process of correcting this data as Self-directed Support information was under reported due to changes in the reporting system.

- 14.17 Currently Renfrewshire has 235 Direct Payments awarded which equals approximately 135 per 100,000 of the population and places Renfrewshire just below the national average.
- 4.18 Renfrewshire is currently undertaking an evaluation of Self-Directed Support involving a wide range of stakeholders. This will be completed by the end of October 2017. It aims to measure progress in embedding SDS into practice, to seek indications of the impact of SDS on stakeholders and engage stakeholders in identifying areas for improvement and suggestions on future action. The action plan will also take account of the recommendations arising from this Audit Scotland report as these relate to what we do and what we can do better in Renfrewshire..
- 4.19 The Renfrewshire evaluation process proved to be a positive and constructive exercise. Stakeholders will be invited to continue their engagement with the process through participation in the development of the local action plan for the HSCP's Senior Management Team (November 2017). As an output of this action plan we hope to continue to streamline business processes and the SDS required paperwork, continue to develop personal outcomes-focussed assessments and care planning practice, and identify clear performance indicators to form the basis of future reports.
- 4.20 New streamlined and controlled Self-Directed Support (SDS) business processes have been introduced to promote equity and to quickly enable frontline staff to deliver the agreed support plan within the agreed budget. The new processes have reduced the time required to agree an indicative budget for the service user's support plan from 16 days in 2014 to 4 days in 2016.
- 4.21 Negotiations have been successfully concluded to bring all contracted providers currently delivering services in Renfrewshire in line with the Living Wage from 1 October 2016.
- 4.22 These prioritised areas reflect the national policy direction to shift the balance of care, promote independent living and ensure person centred care. Service reviews challenge our current models of service delivery to ensure our resources are focused on greatest need and to deliver the best outcomes for our service users.
- 4.23 We are also improving and updating our contracts for Options 1 and 2 and Self-Directed Support Development workers are developing user friendly information to sit alongside the new contracts. Officers from Renfrewshire Council will also work with Scottish Government and Social Work Scotland to contribute to the development of national guidance that improves implementation of Self-Directed Support.

5. Recommendations for other agencies

- 5.1 The report sets out a further six recommendations for the Scottish Government, COSLA and partners, which are:
- Continue working together to develop the accuracy and consistency of national data on the number of people choosing each SDS option, and the methodologies to understand the impact of SDS on people who need support and their carers
 - Review what independent information, advice and advocacy people will need in future, and how that should be funded after current Scottish Government funding for independent organisations comes to an end in March 2018. This review should fully involve users, carers, providers and authorities, and should conclude in time for appropriate action to be taken.
 - Agree how any future financial support should be allocated, taking into account how authorities' local commissioning strategies will inform future spending priorities
 - Seek solutions that address the problems of recruitment and retention in the social care workforce
 - Ensure that the requirement to effectively implement SDS is reflected in policy guidance across all relevant national policies, such as health and social care integration, community empowerment, community planning, housing and benefits.
 - Routinely report publicly on progress against the 2016-2018 SDS Implementation Plan and the SDS strategy.
- 5.2 There is also a recommendation for the Scottish Government alone, which is to report publicly on the outcomes it has achieved from the almost £70 million funding it has committed to support implementation of SDS.

6. Conclusion

- 6.1 This paper outlines the key messages and recommendations of the August 2017 Audit Scotland report on Self-Directed Support and details local progress made in relation to the report's recommendations.

Implications of the Report

1. **Financial** - Self-Directed Support has financial implications for the HSCP, particularly in relation to potential double running costs and service user moving away from established services. Performance information will be monitored as Self-Directed Support further embeds to assess the detail of the impact.
2. **HR & Organisational Development** - None.
3. **Community Planning** – None
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** – None
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human

rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health & Safety – None

9. Procurement – Corporate Procurement are involved in supporting the local Self-Directed Support approach. Any procurement activities will be carried out in accordance with Council policy in relation to contracts.

10. Risk – There are risks associated with the use of a Resource Allocation System (RAS) associated with the reliability of cost information and financial sustainability. These are closely monitored and the use of the RAS will be regularly evaluated.

11. Privacy Impact – None

12. COSLA Policy Position – None

List of Background Papers - None

Author: Gerry Dykes, Self-Directed Support Manager

Self-directed support

2017 progress report



ACCOUNTS COMMISSION 

AUDITOR GENERAL 

Prepared by Audit Scotland
August 2017




The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 


Auditor General for Scotland

The Auditor General's role is to:

- appoint auditors to Scotland's central government and NHS bodies
- examine how public bodies spend public money
- help them to manage their finances to the highest standards
- check whether they achieve value for money.

The Auditor General is independent and reports to the Scottish Parliament on the performance of:

- directorates of the Scottish Government
- government agencies, eg the Scottish Prison Service, Historic Environment Scotland
- NHS bodies
- further education colleges
- Scottish Water
- NDPBs and others, eg Scottish Police Authority, Scottish Fire and Rescue Service.

You can find out more about the work of the Auditor General on our website: www.audit-scotland.gov.uk/about-us/auditor-general 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

Contents



Key facts	4
Summary	5
Part 1. Directing your own support	11
Part 2. Assessing needs and planning support	22
Part 3. Commissioning for SDS	30
Part 4. Implementing the national SDS strategy	38
Endnotes	45



Easy read summary

PDF available
to download



Links

PDF download



Web link



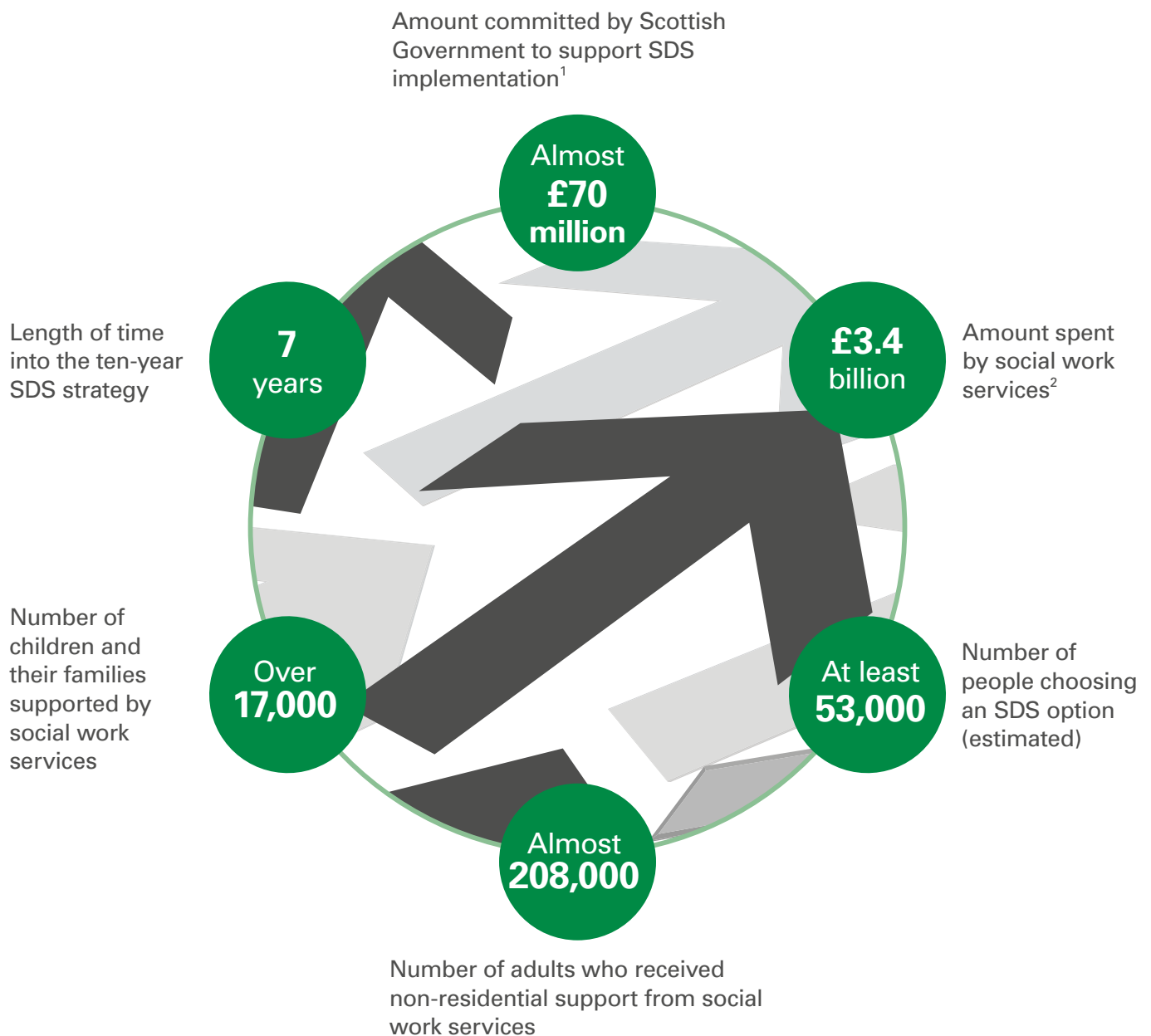
Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

Key facts



In 2015/16:



Notes: 1. Amount committed from 2011/12 to 2017/18 by Scottish Government to support SDS implementation. 2. Councils' audited annual accounts, 2015/16.

Summary



Key messages

- 1 Our evidence shows many examples of positive progress in implementing SDS. But there is no evidence that authorities have yet made the transformation required to fully implement the SDS strategy. Most people rate their social care services highly and there are many examples of people being supported in new and effective ways through SDS, but not everyone is getting the choice and control envisaged in the SDS strategy. People using social care services and their carers need better information and help to understand SDS and make their choices. More reliable data is needed on the number of people choosing each of the SDS options. Data should have been developed earlier in the life of the strategy in order to measure the progress and impact of the strategy and legislation.
- 2 Social work staff are positive about the principles of personalisation and SDS but a significant minority lack understanding or confidence about focusing on people's outcomes, or do not feel they have the power to make decisions with people about their support. Front-line staff who feel equipped, trusted and supported are better able to help people choose the best support for them. What makes this possible for staff is effective training, support from team leaders or SDS champions, and permission and encouragement from senior managers to use their professional judgement to be bold and innovative.
- 3 Authorities are experiencing significant pressures from increasing demand and limited budgets for social care services. Within this context, changes to the types of services available have been slow and authorities' approaches to commissioning can have the effect of restricting how much choice and control people may have. In particular, the choices people have under [option 2](#) are very different from one area to another. Authorities' commissioning plans do not set out clearly how they will make decisions about changing services and re-allocating budgets in response to people's choices.
- 4 There are tensions for service providers between offering flexible services and making extra demands on their staff. At the same time, there are already challenges in recruiting and retaining social care staff across the country owing to low wages, antisocial hours and difficult working conditions.
- 5 SDS implementation stalled during the integration of health and social care services. Changing organisational structures and the arrangements for setting up, running and scrutinising new integration

despite many examples of positive progress SDS has not yet been fully implemented

authorities inevitably diverted senior managers' attentions. Some experienced staff are also being lost through early retirement and voluntary severance schemes as the pressures on budgets mount.

Recommendations

Directing your own support

Authorities should:

- work in partnership with service users, carers and providers to design more flexibility and choice into support options
- review their processes for supporting children to transition into adult services.

The Scottish Government, COSLA, partners and authorities should:

- continue working together to develop:
 - the accuracy and consistency of national data on the number of people choosing each SDS option
 - methodologies to understand the impact of SDS on people who need support and their carers.

Assessing needs and planning support

Authorities should:

- provide staff with further training and help on identifying and planning for outcomes
- work with service users and carers to review their assessment and support planning processes to make them simpler and more transparent
- establish clear guidance for staff on discussing the balance between innovation, choice and risks with service users and carers and implementing local policies in practice
- support staff in applying professional judgement when developing innovative solutions to meet individual needs flexibly
- ensure they are providing information on sources of support to those who are accessing SDS
- work with service users, carers and providers to review the information and help they offer to people during assessments, reviews and planning discussions.

Commissioning for SDS

Authorities should:

- develop longer-term commissioning plans that set out clearly how more choice and flexibility will be achieved for local service users and how decisions will be made to re-allocate money from one type of service to another
- work with service users, carers and provider organisations to develop more flexible outcome-focused contractual arrangements
- continue to work with communities to develop alternative services and activities that meet local needs.

Implementing the national SDS strategy

Authorities should:

- develop targeted information and training on SDS for healthcare professionals who have a direct or indirect influence on people's health and social care support
- monitor and report the extent to which people's personal outcomes are being met and use this information to help plan for future processes and services.

The Scottish Government, COSLA and partners should work together to:

- review what independent information, advice and advocacy people will need in future, and how that should be funded after current Scottish Government funding for independent organisations comes to an end in March 2018. This review should fully involve users, carers, providers and authorities, and should conclude in time for appropriate action to be taken
- agree how any future financial support should be allocated, taking into account how authorities' local commissioning strategies will inform future spending priorities
- seek solutions that address the problems of recruitment and retention in the social care workforce
- ensure that the requirement to effectively implement SDS is reflected in policy guidance across all relevant national policies, such as health and social care integration, community empowerment, community planning, housing and benefits
- routinely report publicly on progress against the 2016-2018 SDS implementation plan and the SDS strategy.

The Scottish Government should:

- report publicly on the outcomes it has achieved from the almost £70 million funding it has committed to support implementation of SDS.

Background

1. Social care services provide personal and practical help to improve the quality of people's lives and support them to live as independently as possible. Social care support describes services and other types of help, including giving carers a break to help them continue in their caring role. Support ranges from assistance with everyday tasks such as dressing and preparing meals to helping individuals live fulfilling lives at home, at work and in their families and communities. In 2015/16, councils spent £3.4 billion on social work services, supporting almost 208,000 adults in non-residential care and over 17,000 children and their families.

2. Self-directed support (SDS) aims to improve the lives of people with social care needs by empowering them to be equal partners in decisions about their care and support. Four fundamental principles of SDS are built into legislation – participation and dignity, involvement, informed choice and collaboration.¹ This means social care should be provided in a way that gives people choice and control over their own lives and which respects and promotes their human rights. It requires significant changes to the way social care has been provided in the past. Crucially, authorities should work in partnership with people and communities to design and deliver the services that affect them.

3. The ten-year SDS strategy was introduced jointly by the Scottish Government and COSLA in 2010.² It is one of a number of national policies designed to empower people and communities to become more involved in designing and delivering services that affect them. The Social Care (Self-directed Support) (Scotland) Act 2013, the Community Empowerment (Scotland) Act 2014 and the Public Bodies (Joint Working) (Scotland) Act 2014 were all introduced following the report by the Christie Commission in 2011.³ They were designed to encourage significant changes to how services were previously provided, and require public bodies to give people more say in decisions about local services and more involvement in designing and delivering them.

4. This demand for change comes at a time when public sector budgets are under significant pressure owing to ongoing financial constraints, increasing expectations and rising demand for health and social care services, and social care workforce shortages. Councils and NHS boards have now created integration authorities, to which they have delegated their responsibility for planning and ensuring delivery of adult health and social care services.⁴ Some have also decided to delegate responsibility for other services, such as children and families and criminal justice. In this report we refer to councils and integration authorities jointly as authorities.

5. In 2010, when the SDS strategy was introduced, councils tended to provide or buy traditional services such as homecare, day centres, care home places and respite care. They would allocate these services to people assessed as being eligible for social care. Following the Changing Lives review of social work in 2006, councils were already aiming to personalise social care services, trying to match people's individual needs and circumstances to services that would suit them best, ie personalisation.⁵ Direct payments to enable individuals to buy their own social care services have been an option for many people for at least ten years, predating the SDS strategy.

6. The Social Care (Self-directed Support) (Scotland) Act 2013 was part of the SDS strategy. It gave councils responsibility, from April 2014 onwards, for offering people four options for how their social care is managed:

SDS options	
Option 1	The individual or carer chooses and arranges the support and manages the budget as a direct payment.
Option 2	The individual chooses the support and the authority or other organisation arranges the chosen support and manages the budget.
Option 3	The authority chooses and arranges the support.
Option 4	A mixture of options 1, 2 and 3.

7. Councils already had a legal duty to assess people's social care needs.⁶ If they assess someone as needing support and eligible to receive services, they provide, arrange or pay for services to meet these needs. They can require a contribution to the costs if the person has sufficient income. Councils do not have to offer the SDS options to people who do not meet local eligibility criteria. But in those circumstances, councils should inform individuals about where else they can find help, for example voluntary groups and charities, or the local community.

8. We reported in 2014 on councils' early progress in implementing the ten-year SDS strategy and their readiness for the SDS Act.⁷ We found that councils still had a lot of work to do to make the cultural and practical changes needed to successfully implement SDS. The report identified risks and benefits in the ways councils chose to allocate money to help individuals. It recommended working more closely with people who need support, their carers and families, providers and communities, to involve them in planning, designing and delivering local SDS strategies.

9. The Scottish Government continues to have a crucial leadership role to play in successful implementation of this transformational strategy. It should be working together with COSLA and other national partners to provide clear direction and guidance and targeted financial support if necessary. It should also be measuring and reporting on the progress and impact of SDS.

10. This is now the seventh year of the ten-year SDS strategy. Implementing the strategy is not just about authorities changing their social work processes and procedures, the way they plan and manage their budgets, and how they work with external providers and communities to ensure a balance of flexible, good-quality services. It is much more than that. Authorities must work in partnership with other people and organisations to transform the way they provide social care, so that individuals have as much choice and control as possible over the social care decisions that affect their lives. This transformation needs to involve not only social work services, but other people in the authority, including: elected members and board members; front-line healthcare and social work staff; other staff whose work affects social care services (eg, finance, commissioning and procurement); third and private sector organisations; and people who need social care support and their carers, families and communities.

About the audit

11. The aim of this follow-up audit was to establish whether councils, integration authorities and the Scottish Government are making sufficient progress in implementing SDS to achieve the aims of the ten-year SDS strategy. We set out to answer four key questions:

- What progress have councils and integration authorities made in implementing SDS?
- What impact is SDS having on people with support needs, carers, families and communities?
- What factors are supporting or impeding effective implementation of SDS?
- How effectively is the Scottish Government supporting implementation of SDS and evaluating its impact?





12. Our methodology included:

- interviews in five case study areas – East Ayrshire, Glasgow, Highland, Perth and Kinross and Western Isles. We met with elected members, chief officers, chief social work officers and senior managers, front-line social work staff, commissioning and finance managers, providers and supported people and their carers
- interviews with 30 public, private and third-sector stakeholder organisations, including providers
- an online survey of supported people and carers with 104 responses, and nine focus groups with 55 participants
- an online survey of social work staff, with 170 responses.

The online surveys were not designed to give statistically representative samples. We have changed people's names in our case studies to protect their anonymity.

13. The online surveys and focus groups provided us with evidence of people's experience of self-directed support. Quotes have been used throughout the report to illustrate examples of common themes from these sources.

14. We have produced four supplements to accompany this report:

- [Supplement 1: Case study of Thomas](#) 
- [Supplement 2: Audit methodology and survey results](#) 
- [Supplement 3: Checklist for councillors and board members](#) 
- [Easy read summary](#) 

Part 1

Directing your own support



Key messages

- 1** Self-directed support should be offered to people assessed as meeting local eligibility criteria for social care. More reliable data is needed on the number of people choosing each option and this is now being developed. The number of people receiving direct payments ([option 1](#)) has doubled between 2010 and 2016, although it is still only 7,530, less than five per cent of the people receiving non-residential social care services.
- 2** Most people receiving social care services rate them highly. The national *Health and Care Experience Survey 2015/16* found that 81 per cent of people receiving formal social care services rated their overall help, care or support services as either excellent or good. Two-thirds of people felt they had a choice over how their social care was arranged.
- 3** There are many examples of people being supported in new and effective ways through SDS, and this has greatly improved the quality of their lives. Even a relatively small budget can make a big difference to the life of someone with social care needs and their carers, family and friends. Information and assistance from third sector agencies and organisations is helping people and their families to make decisions and arrange their support.
- 4** Not everyone with support needs is getting the choice and control envisaged in the SDS strategy. This includes people with mental health problems, who often need more flexible support. There can be good reasons for lack of choice, including protection from harm or limited options in rural or remote locations, but some people feel they have been denied the opportunity to access more effective ways to improve their quality of life.

there are many examples of new and effective support with SDS but not everyone is getting choice and control

Self-directed support should be offered to people assessed as being eligible for social care

15. In 2016, nearly 208,000 adults in Scotland were receiving non-residential social care services through their local authority.⁸ This included people receiving direct payments or having a community alarm or telecare, or housing support. The largest group was frail older people (approximately 78,000), who have a decreased ability to withstand illness or stress without loss of function. The next largest groups were people with physical disabilities (60,000) and learning disabilities (12,000). In addition, there were just over 15,300 looked-after children in Scotland and 2,700 registered as being at risk.⁹

16. Not everyone who asks for social care or support is eligible to receive it. Each authority is responsible for setting local eligibility criteria for access to social care services. Authorities assess people's needs using a common framework of four levels of risk – critical, substantial, moderate and low.¹⁰ Most authorities now only consider people assessed as being at critical or substantial risk to be eligible for social care services. This is because there is a decreasing amount of money to spend and an increasing number of people needing support. Assessment should be done in partnership between the assessor, the person with social care needs and, if appropriate, a family member or carer. If a person is not eligible, they should be given information or advice about alternative types of support, for example in their local community.

17. Self-directed support gives options to almost everyone who is assessed as being eligible for social care. This includes children and families, people with physical, sensory or learning disabilities or mental health problems, and older people. The main exceptions are people receiving re-ablement services, which is short-term support to help people regain some or all of their independence, and people assessed as being at risk or lacking capacity to make decisions for themselves. In these circumstances a family member or friend may apply for power of attorney or guardianship so they can make decisions on the person's behalf. **Exhibit 1 (page 13)** shows the assessment process and the four options for arranging social care services.

18. Everyone assessed or reviewed as being eligible for social care can expect their social worker to discuss and agree with them:

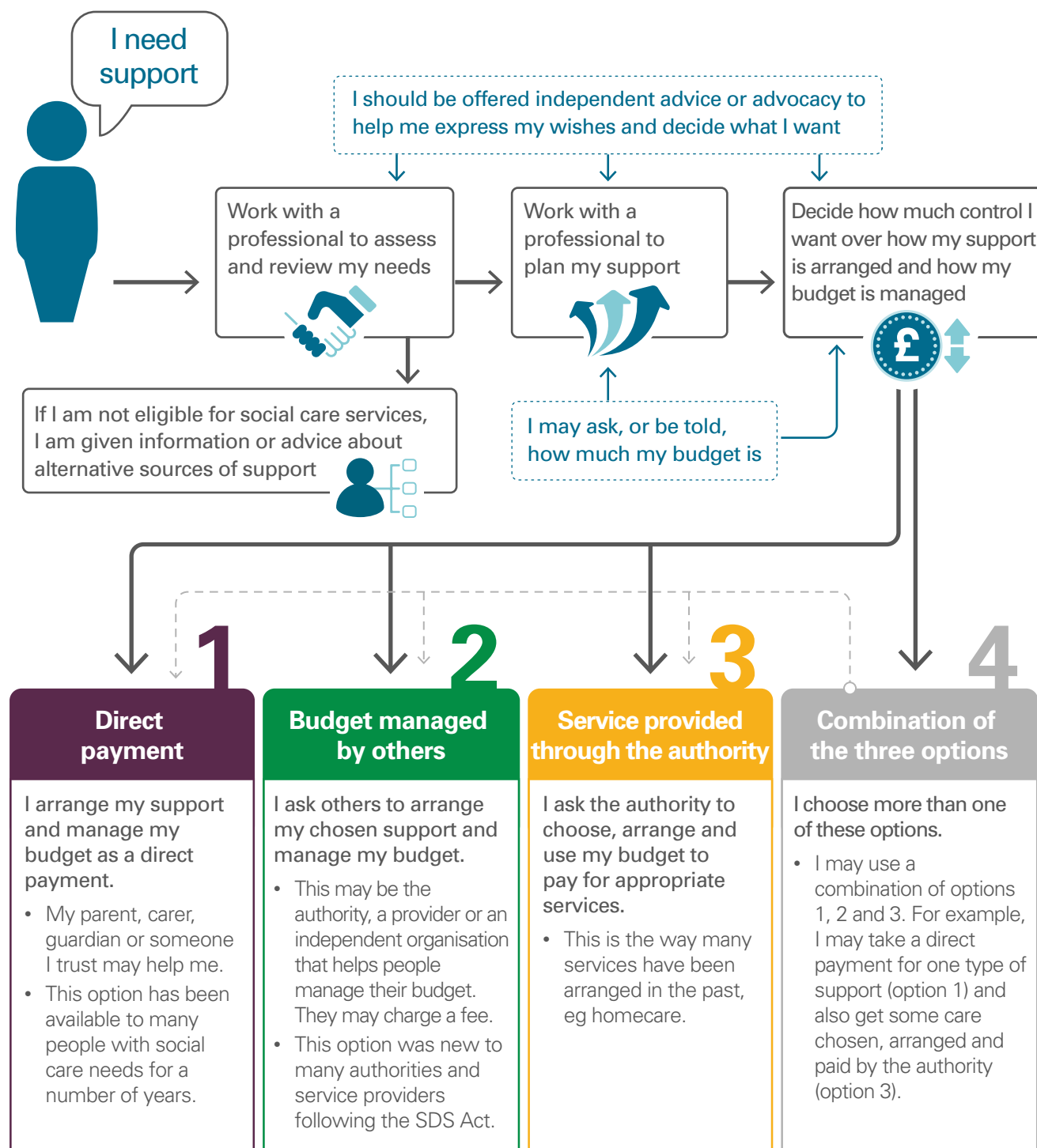
- their personal outcomes, that is how they want their life to improve
- what support would best help them to achieve their personal outcomes, which may be support or activities already run within communities, rather than formal services
- how much money the authority will spend on their services
- how much control they want over arranging and managing their support and budget.

19. Authorities may choose whether, and how much, to charge for services, or what contribution people should make to their budget. Social Work Scotland estimated that income from charging for non-residential social care services was nearly £51 million in 2013/14, less than two per cent of councils' total spending on social care services.¹¹

Exhibit 1

How authorities work with individuals to assess their needs and arrange support

Each person should be able to choose their support and how much control they want.




Source: Audit Scotland

20. Personal outcomes are individual so they can be a whole range of things. Some professionals talk about personal outcomes being ‘what makes a good life for you’. They include things like:

- being more part of the family and being able to do everyday things with the children
- being able to live at home
- getting help with personal care (for example getting into or out of bed, going to the toilet, washing, dressing, eating)
- keeping in touch with friends and family
- being able to work or to take part in the activities I’ve always enjoyed
- living independently by getting help with managing day-to-day tasks and finances
- feeling safe from harm
- getting the food I like, prepared the way I like it
- having some time to myself or getting a break from my caring role.

21. The best way to achieve personal outcomes is also very individual. Each of the outcomes above can be met in different ways. For example, given the choice over getting a short break, a carer may prefer to:

- have the person they care for supported by a support worker for a couple of hours a week so the carer can do something they can benefit from, like going shopping, having friends round or resting
- take the person they care for on outings or a holiday, with a personal assistant to help
- have a short break with friends while the person they care for is looked after by someone else
- have someone on overnight duty once a week to be able to get a full night’s sleep.

22. [Supplement 1: Case study of Thomas](#)  gives an example of how self-directed support might work when personal outcomes are identified and support is tailored to an individual.

More reliable data is needed on the number of people choosing each SDS option

23. To monitor progress in implementing SDS, national data is needed on how many people are being offered the SDS options, and how many are choosing each option. The Scottish Government and other national partners are working with authorities to develop this data and authorities are working to improve their recording systems. Authorities had to change how they collect and record the information and some have been slower than others to make the

changes, resulting in incomplete data. This work should have been part of the implementation plans for earlier in the strategy in order to understand progress and demonstrate the impact of the strategy and legislation.

24. The most recent data estimates that in 2015/16:

- at least 53,300 people made an informed choice regarding their services and support, resulting in an estimated 27 per cent of all adults receiving non-residential care services
- 11 per cent chose option 1 (direct payment), nine per cent chose option 2 (budget managed by others), 75 per cent option 3 (service provided through the authority) and five per cent option 4 (a combination of options 1, 2 and 3)
- the combined individual budgets for these 53,300 people amounted to £383 million.¹²

25. Progress with SDS should also be measured in terms of whether people are being offered choice and control, and how well their chosen options are helping them to achieve their personal outcomes and improve their quality of life. The national *Health and Care Experience Survey 2015/16* provides some information and SDS Scotland has pilot-tested a survey methodology in three authority areas to provide more detailed information.^{13, 14}

The number of people receiving direct payments (SDS option 1) is rising

26. Many people have been entitled to receive direct payments for at least ten years and data on the number of people receiving direct payments has been collected since 2000. It shows an increase of over 100 per cent between 2010 and 2016, from 3,680 to 7,530 people ([Exhibit 2, page 16](#)).¹⁵ Not all of these people had necessarily been offered direct payments as one of four SDS options, as some payments were arranged before the SDS legislation came into effect. In 2016, 38 per cent of people receiving direct payments were older people (aged 65 or over), while 75 per cent of adults receiving non-residential care were in this age group.

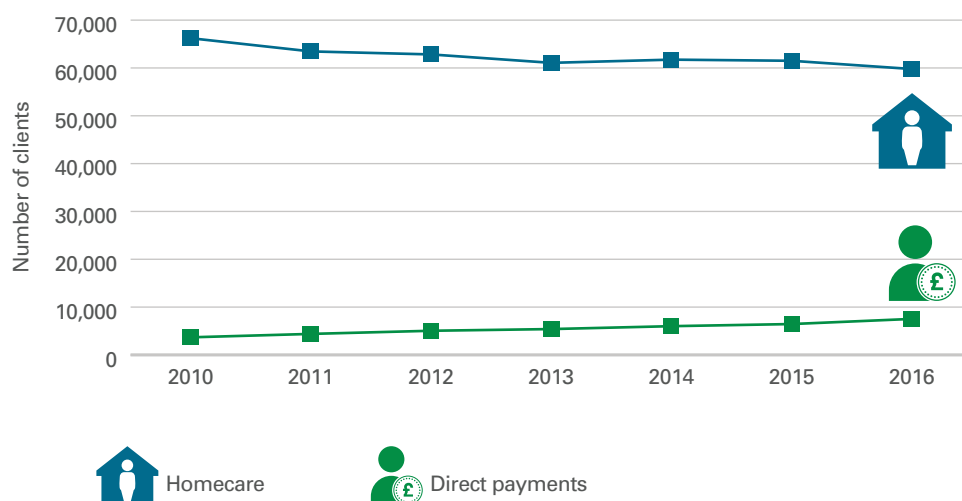
27. At the same time, the numbers of people living in care homes or receiving homecare services through their authority fell between 2010 and 2016. Across Scotland there was:

- a decrease of four per cent in the number of care home placements, to just under 35,000 ¹⁶
- a decrease of ten per cent in the number of homecare clients, to just under 60,000.

Exhibit 2

Number of people getting homecare and receiving direct payments, 2010 to 2016

The number of people using direct payments rose by 3,850 as the number of homecare clients fell by 6,450.



Source: *Social Care Services, Scotland, 2016*, Scottish Government, November 2016

28. The number of people using direct payments ranges from under 50 per 100,000 population (Angus, Dundee, Falkirk and Renfrewshire) to over 250 per 100,000 in some rural and island areas (Highland, Moray, Orkney and Western Isles) and in Edinburgh ([Exhibit 3, page 17](#)). This may in part reflect the nature of rural and island communities but there are other factors at play too.

29. The variation between authorities is not necessarily a clear indication of progress with implementing self-directed support because there can be many reasons for using direct payments. For example, people may choose direct payments because they get the information and advice they need to help them manage their budget and arrange their own support successfully. Or it could mean that the authority cannot provide the services they need under options 2 or 3, leaving people to employ personal assistants or make other specific local arrangements for themselves.

Most people receiving social care services rate them highly

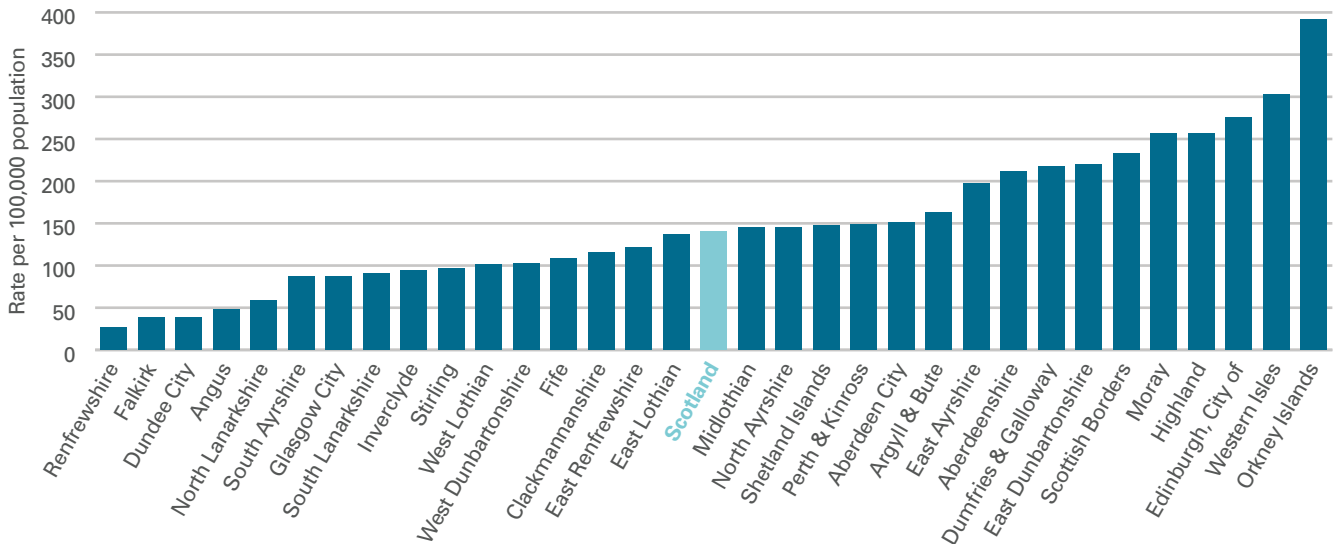
30. The national *Health and Care Experience Survey 2015/16* found that 81 per cent of people receiving formal social care services rated their overall help, care or support services as either excellent or good.¹⁷ In addition:

- 85 per cent said that people took account of the things that matter to them
- 84 per cent felt the help, care or support they received had improved or maintained their quality of life
- 79 per cent felt they had a say in how their help, care or support was provided.

Exhibit 3

Variation in number of people with direct payments per 100,000 population, 2015/16

The rate of direct payments varies between authorities from under 50 to over 250 per 100,000 population.



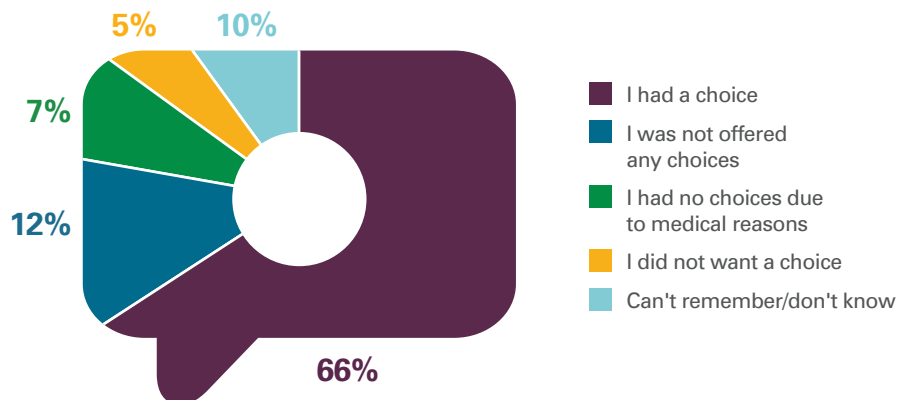
Source: *Social Care Services, Scotland, 2016*, Scottish Government, November 2016

31. The 2015/16 survey asked for the first time whether or not respondents had a choice in how their social care was arranged. Two-thirds said they did have a choice ([Exhibit 4](#)).

Exhibit 4

Choice in how social care was arranged, 2015/16

Two-thirds of people felt they had a choice about how their social care was arranged in 2015/16.



Source: *Health and Care Experience Survey 2015/16*, Scottish Government, May 2016

SDS is helping to meet people's needs in new and effective ways

32. There are many examples of people's needs being met in new ways as a consequence of self-directed support, and this has significantly improved the quality of their lives ([Case study 1](#)). New approaches to meeting people's personal outcomes should be possible within any one of the four SDS options, although most of the stories we found were with options 1, 2 or 4.

“ I am the boss.

Supported person employing three personal assistants with a direct payment

I can get rid of them if I don't like them.

Supported person choosing his support staff

It has given me independence, enabled me to feel productive and valued once again, and has improved my quality of life.

Supported person

”

“ We've already been able to have a more flexible relationship with the service provider we were using. I don't think this would have happened without SDS. Our service was always at their convenience before.

Family member of someone with support needs

”

Case study 1



Margaret has been able to arrange flexible support with a direct payment and help from a local agency

Margaret is an older person living in a house on a croft on the Western Isles. She needs some extra support as she has suffered two strokes and is no longer as physically mobile as she once was. She has two daughters – one lives on the mainland and the other lives a couple of miles away. The latter was helping to support her mother and taking her to appointments and shopping.

Margaret was assessed for social care assistance after her husband (who had previously been receiving support) passed away. She now receives seven hours' help a week from two personal assistants (PAs). One assistant spends an hour each Monday and Tuesday to help around the house. The second spends five hours on a Thursday to take her shopping and out to lunch. She has built up a good relationship with both PAs.

Margaret gets the support she needs. Although her daughter who lives locally still helps look after her mother, there is now less reliance, and therefore less stress, on her trying to fit this in while working full time.

Voluntary Action Harris charges an £18 a month fee to organise payslips and general employment of the two PAs, which has taken the burden from Margaret's daughter.

Source: Audit Scotland

33. A number of parents responded to our user survey with positive experiences of SDS.

“ My disabled daughter's life has changed completely due to SDS. She now has a healthy lifestyle which includes a timetable of fitness classes, gym and swim activities that she attends along with her carers. She attends clubs to socialise with friends, goes to the cinema and bowling etc. She now leads the life of other 30-year-old girls. Prior to SDS she stayed home and watched videos! The transformation in her life has improved her health and wellbeing massively.

Parent

”

34. There are many examples of where SDS has allowed a relatively small budget to make a big difference to the life of someone with social care needs and their carers, family and friends. A little support can also have a great impact in improving carers' lives.

“ We may not get loads of support, 15 hours a week, but it's good respite, at times that are good for my son and for us. He gets to choose what he wants to do.

Parent

”

“ My life as a carer has also changed for the better. Now that my daughter has SDS, I have free time to pursue a life of my own. I have time to meet with friends, catch up with household work, pursue some of my own interests and generally have time for myself.

Parent

”

35. Authorities and the Scottish Government currently fund agencies and organisations to help people find and employ personal assistants (PAs), or make other suitable arrangements. This help can make a big difference ([Case study 1, page 18](#)). Individuals and carers we heard from spoke about how helpful support organisations were in providing information and general support to those with budgets under SDS options 1 or 2.

“ Having a proper budget and being able to find a small organisation to manage the support has been a godsend. I don't have to worry about organising shifts etc and they are very creative and positive.

Carer

”

Not everyone is getting the choice and control envisaged in the SDS strategy

36. Different groups of people receiving social care services are experiencing different levels of choice and control. Our case study work, stakeholder interviews and a user experience survey in three authority areas, found two main groups of people who have less choice and control than other people over

the support and care they receive.¹⁸ These are people who do not have carers, personal assistants or friends and family to support them, and people aged 85 and over. These two groups can also overlap.

37. Evidence from our case studies and third sector organisations shows that people with mental health problems may also experience less choice and control over the way they receive social care services. Mental health conditions can fluctuate over time and more flexible approaches are therefore needed in order to provide the right support at the right time. With careful planning, SDS should be flexible enough to meet an individual's changing needs ([Case study 2](#)).

Case study 2

With careful planning, SDS can work well for people with mental health conditions




Matthew was very unwell for around five years and was eventually diagnosed with paranoid schizophrenia. At this time he was told he could not go back to his flat and so he moved in with his mum. As he began to feel better, he and his support team agreed he would move to supported accommodation, where he has continued to improve due to the different kinds of help he receives.

Matthew chose SDS option 2, with support organised and paid for through his provider. He now has his own flat which is quiet and in an area close to his mum. Support workers have helped him to get into a routine with paying his rent, keeping his flat tidy and ensuring he takes his medication. He also feels that he always has someone to talk to if he is feeling unwell.

Matthew is really interested in football and his support package has allowed him to go to Manchester as part of a supported group to watch Manchester United. He is also now a volunteer coach at a Scottish Premiership football club.

Matthew really feels that he is developing and achieving his goals. He is looking to cut down his current support hours of ten hours a week and planning an independent trip to Newcastle to watch a football match.

Source: Audit Scotland

38. In our 2016 [Social work in Scotland](#)  report we highlighted the challenge of ensuring smooth transitions from children's to adult services.¹⁹ In our focus groups and survey we heard from carers of young adults about difficulties in the transition between the two separate services with SDS, and in particular the different legislation and budget arrangements.

“ Transition has been stressful and the process has been drawn out and incomplete.
Parent

Transition to adult services is only a few months away and there is no plan.
Parent



39. Research carried out by Learning Disability Alliance Scotland (LDAS) looked at the difference that SDS made to people with learning disabilities. It found that people who had a self-directed support budget had more control over their support package and their plans but this had not yet led to significantly better outcomes.²⁰

40. It is up to individual authorities to decide the detail of their social care policies and this can lead to frustrations among individuals and carers about differences in the way that social care and SDS is implemented between areas. This includes both how assessments are made and what people's individual budgets can be spent on.

“ I also hear of other people who do get mileage and expenses paid in their budget. There does not seem to be one rule for all when it comes to what you can spend it on.

Parent

Depending on the level of support needs, where you live and what service you can find, it is a bit of a lottery.

Parent

”

41. Frustrations about lack of choice or flexibility are not exclusive to particular user groups. We heard through our focus groups and user survey that some individuals and carers in all user groups feel that they don't ultimately have choice and control over the support they get. Fewer than half of our survey respondents felt that they could change their support if they needed to.

42. Some people feel they have been denied the opportunity to access more effective ways to improve their quality of life. The ways in which people feel they are denied choice and control can be quite subtle, for example being told about SDS by their social worker then told: 'You probably don't want to do that'. Or people can feel they were pushed down a certain route to suit the local authority or to fit in with the provider rather than the person needing support.

“ The council were horrendous to deal with and at every point tried to talk us out of SDS.

Daughter of older person

”

43. It would be unrealistic to expect everyone to have choices in all circumstances. For example, some people may be unable to have the support they wish because:

- their social worker prevents it for good reasons, eg to protect the individual
- what they want does not exist or they cannot find it where they live
- the cost of what they want is more than their budget.

In these circumstances, people and professionals need to work together to find suitable, alternative solutions where possible.

Part 2

Assessing needs and planning support



Key messages

- 1** Social work staff are positive about the principles of personalisation and SDS but a significant minority lack understanding or confidence about focusing on people's outcomes, or do not feel they have the power to make decisions with people about their support.
- 2** People using social care services and their carers need better information and help to understand SDS and make their choices. Many of those we heard from in our survey and focus groups were not aware of SDS before they were assessed. People need the information in the right format and at the right time and place.
- 3** The process of getting access to SDS options 1 and 2 can be long and bureaucratic. When this happens people feel frustrated about the process.
- 4** Front-line staff who feel equipped, trusted and supported are better able to help people choose the best support for them. What makes this possible for staff is effective training, support from team leaders or SDS champions, and permission and encouragement from senior managers to use their professional judgement to be bold and innovative.
- 5** Creative types of support can introduce some risks or uncertainty for supported people, carers, providers and staff. This means there can be difficult decisions to make. Authorities must also think about how they spend public money when people want to spend their budget on more creative types of support. People and professionals must work together to find an appropriate balance between the risks and the potential benefits in terms of a person's outcomes.

**social
work staff
need more
support to
help people
be creative
about their
social care**

Support is not consistently targeted at people's personal outcomes but this is improving

44. Social workers and social work staff have a pivotal role in assessing and reviewing people's support needs and planning the right support with them. If they do not identify, agree, record and review people's personal outcomes with them, staff cannot be sure that support is targeted at the right things or whether it is making the best difference to the quality of people's lives.

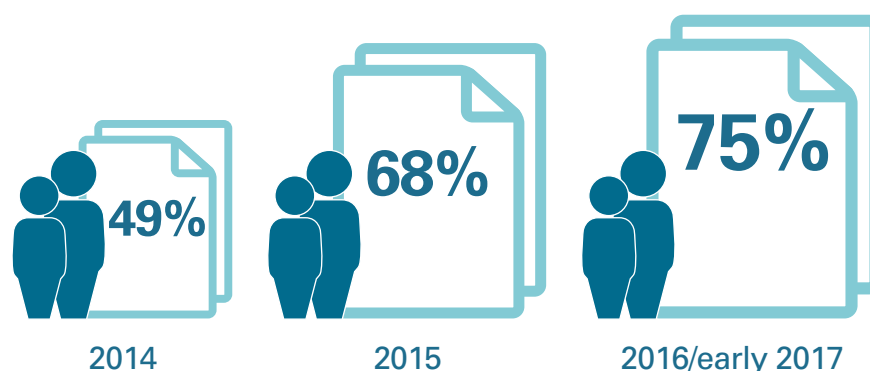
45. The front-line staff we met were generally positive about personalisation and SDS. However, several expressed concerns that not all staff understood what personal outcomes are, and therefore did not identify outcomes and use them to help develop individuals' support plans. For example, they might record something like 'needs five hours a week of homecare' as an outcome. What the person might actually need is to get help to live at home, and there may be other ways of achieving that besides homecare.

46. An increasing proportion of support plans set out the individual's desired outcomes ([Exhibit 5](#)). The Care Inspectorate reviewed 1,465 support plans across 15 authorities during its most recent programme of inspections of older people's services and found that in 2016 and early 2017, 75 per cent of plans set out the individual's desired outcomes. Our survey of social work staff shows that two-thirds of respondents felt confident or very confident supporting people to identify their outcomes.

Exhibit 5

Percentage of older people's support plans that set out the individual's outcomes, 2014 – 2016/17

An increasing percentage of support plans include the individual's outcomes.



Source: Care Inspectorate

People using social care services and their carers need better information and help to understand SDS

47. In the national *Health and Care Experience Survey 2015/16*, 76 per cent of people receiving formal social care services said they were aware of the help, care or support options available to them. Many of the individuals using social care services and their carers that we heard from in our survey and focus groups were not aware of their rights under SDS before they were assessed. In some cases their social worker explained it to them. Others were told about it through external support and information organisations or friends and relatives.

48. We also heard from a number of individuals and carers that, even at the point of assessment, there was a lack of information and support. Fewer than half of our user survey respondents said they had the information they needed to make decisions about their support. When asked what could be done to improve their experience of SDS, survey respondents said they wanted more information.

Authorities and national and local organisations have produced a range of information. However, this may not be available for people in the right format or at the time and place where it is needed. Some people say it is too much to take in all at once.

“ More information available about support services available, ways of using the direct payment and more help with support planning. I was given no information from my social worker and had to find out about services myself.

Supported person

More training for everyone – people using SDS, their families and social workers as there is still not enough informed information freely available.

Family member of service user with Alzheimer's Disease

We were given a list of organisations to select support from, when queried if we could use organisations not on the list, social worker did not know the answer!!

Family member

”

49. There are also some fears and misunderstandings about what SDS is. For some of the focus group participants and survey respondents, there was a fear that SDS would result in a reduction to services they were already getting. This came from a general awareness that public service budgets are decreasing.

“ It feels like a way of reducing costs.

Carer

Don't ask for it [SDS] as you will be reassessed and money and support taken away from you.

Supported person

”

The process of accessing SDS options 1 and 2 can be long and bureaucratic

50. Through our user survey, focus groups and discussions with third-sector organisations, we were told that people have to be determined and persistent to access SDS options 1 or 2 because the process can be lengthy, with many stages and forms to fill in. The amount of time taken to get an SDS budget and arrange the chosen support varies. There are many reasons for this, including the complexity of support needs, availability of suitable support, size of the budget to be approved, and whether people feel they have been offered an adequate budget or services. But if people applying for SDS are already at crisis point, any unnecessary delay in getting support puts added pressure on them, their carers and family members.

“ I manage an SDS budget for my son who has [severe physical and learning disabilities]. I found the process of getting a social worker and an assessment for my son to be laborious and the procedures invoked to be opaque. The whole process between initial calls to social work and payment of a small budget of £1,500 took almost two years.

Parent

”

“ It has been messy and over one year just filling the forms and completing the assessments and I still have yet to get a decision from the resource allocation group about budget for my son.

Parent

Applying for this took over a year and caused me more stress that I didn't need.

Parent

”

51. Many people who told us their stories through our survey and focus groups were happy with their final outcomes but found the process of requesting support and accessing SDS frustrating and bureaucratic. In some cases, they felt there was a lack of openness around the processes and felt that decisions were made behind closed doors.

“ You have to be knowledgeable about it and stand your ground about what you and your young person want from it as councils will be budget led rather than needs led. It was not easy getting the support for our daughter as we are aware it is a significant package however it has changed her life.

Parent

The process by the council is long, unwieldy and bound in secrecy, for example we are not told how the budget was calculated and how the budget decision was reached.

Parent

I feel voiceless and apologetic – that I should be grateful for getting anything.

Parent

”

Front-line staff who feel equipped, trusted and supported are better able to help people choose the best support for them

52. We met front-line staff who are well informed about SDS. Over half of respondents in our social work staff survey felt confident or very confident in their understanding of self-directed support and explaining it to people. These well-informed staff feel confident about discussing with people what makes a good life for them, helping to identify outcomes, thinking creatively about how to achieve them, and discussing budget and SDS options. They:

- had attended training courses designed to inform them and give them space to reflect
- have team leaders, or SDS champions, or both of these, they can call on when they need help
- feel they have permission from their senior managers to think differently and use their professional judgement to be bold and innovative.

These staff feel equipped, trusted and supported ([Case study 3, page 26](#)).

Case study 3

East Ayrshire Health and Social Care Partnership is supporting staff to help people be creative



- Practitioners were regularly reminded by managers and directors that they had permission to do the right thing for people and be innovative.
- Good examples were shared with the Integration Joint Board and SDS steering group, often inviting people themselves to come and tell their stories.
- Peer mentors were in place to help staff who had less experience working with SDS.
- Two dedicated finance officers would help social work practitioners with the finance parts they were less comfortable with, and would meet people who use social care services to discuss their budget.

Source: Audit Scotland

53. We also met front-line staff who are well informed about SDS but do not feel so confident or feel a bit constrained. They feel their training has been good and have SDS experts to consult when they need. But they feel their team leaders and managers may override their recommendations if they try to be creative and some feel that financial pressures take precedence over creativity. These staff do not feel their senior managers are encouraging them to be creative. Some communicate this to the people or carers they work with:

“ In my view, social workers have become gate keepers for resources – they know the decisions being made at head office are wrong, and in some cases counter to the legislation, but they have no power to do anything.

Parent



54. Some front-line staff find it difficult to consider anything other than relatively standard services, such as homecare, because their priority is to make sure they keep people safe and well. But given the choice, people with support needs may opt for alternatives that have some risks but achieve better outcomes for them. Alternative solutions can also be cheaper in the long run. It is important therefore that staff consider not only the risks but also the benefits, both in terms of outcomes and costs.

Offering people choice and control is challenging authorities' position on taking risks

55. Creative types of support can introduce some risks or uncertainty for supported people, carers, providers and staff. Giving people more control over their budgets and support can also introduce risks. This means there can be difficult decisions to make and not everyone involved will necessarily agree. Social work staff must use their professional judgement but must also consider

a person's right to make their own decisions as they work together to balance the risks with the potential benefits. Being too cautious about taking risks can constrain people's choices disproportionately; not being cautious enough can go against authorities' duty of care to people. If something goes wrong, it is the authorities that are held responsible or have to meet additional costs.

56. Authorities are also responsible for spending public money properly. They are rightly concerned with how much they are spending on social care and what they are spending the money on. But as people choose more creative types of support to improve the quality of their lives with SDS, social work staff are often faced with difficult decisions ([Exhibit 6](#)). If people disagree with decisions, authorities may face negative media coverage or other public challenge.

Exhibit 6

Challenging scenarios in relation to risk

Authorities and staff face difficult decisions when balancing people's rights to choice and control with their other responsibilities.

- Asma is a lone parent with two children. Her son has complex support needs and requires round the clock supervision to keep him safe. A social work assessment concluded that Asma needed some respite to help her continue caring for her son. It also recommended that her son would benefit from regular contact with his extended family. However, none of the respite options available were suitable for her son, and Asma has no family living in the UK. A support agency had previously helped her use her respite budget to organise a trip overseas to visit her parents, siblings and extended family. She was able to spend quality time with her daughter while her family cared for her son and got to know him better. Asma wants to do the same again next year.
- Ruby is eight years old. She is diagnosed with autism and physical disabilities and attends a special school. Her parents receive a small direct payment to help them with holiday periods when she is not at school. They want to spend it on family visits to the cinema and going out for pizzas. It would only pay for Ruby's cinema tickets and pizza, not the other family members. Although it is not for care and support, they feel these family outings meet her outcomes of spending quality time with the family and expanding her experiences beyond her familiar routines, and it gives some respite to her parents.
- George is 78. He had a series of strokes which have left him less mobile and almost without the use of one hand. He lives alone and has homecare visits three times a day to help with personal care and meal preparation. George chose SDS option 2 because he wanted to choose his support but did not want to employ personal assistants himself. He has recently fallen a few times after tripping on his worn living room carpet. He wants to save his Saturday homecare budget, when his sister can help him instead, and spend the money on a new carpet.

Source: Audit Scotland

57. It is for councils and integration authorities to decide how best to meet their priorities and responsibilities. But there is a risk that the pressures from rising demand and limited budgets cause senior managers, councillors and board members to be more cautious about what they spend public money on. This is potentially at the expense of better outcomes for people, and possibly at more financial expense in the longer term. For example, a man with mental health problems found that playing golf helped him to manage his symptoms. Had the authority not been willing to pay for his annual golf club membership he is likely to have had ongoing crises, requiring professional help and possibly a hospital admission. But the authority risks being criticised in the local media for paying someone's golf club membership fee.

58. Authorities have developed their own local guidance on what people can spend their SDS budgets on, to reflect their own local circumstances and decisions ([Case study 4](#)). This means it depends where you live whether you get certain types of support.

Case study 4



NHS Highland and Highland Council issued letters to people using social care services, and carers, about what they can and cannot spend their direct payments on

They did this in response to what was considered inappropriate spending, and to achieve greater consistency of understanding about what is allowed. Staff explained that, previously, budgets could be used to buy items like iPads or garden equipment, to get help with cleaning, or to pay for transport. The letter clarifies that these are not normally permitted without very clear justification in terms of agreed outcomes. Staff and service users interpreted this as a change in the rules, although it was intended only to provide clarification.

For some front-line staff, this perceived tightening of rules has led to further confusion over what they can include in support packages. One front-line worker said: 'At the moment social workers think "I don't know if we can do that..." and the person thinks "I don't know if I can do that..." so we end up not doing it. We're not sure what we're allowed to do.'

Source: Audit Scotland

Authorities have chosen varying approaches to how they set and approve people's individual budgets

59. Our 2014 SDS report set out the risks and benefits of two main approaches to setting individual budgets. The majority of councils were using a Resource Allocation System (RAS), which allocates budgets based on a scoring system for people's assessed support needs. Each point scored is worth a fixed amount of money. Other councils were using an equivalency model, where people are given budgets based on the equivalent value of the services they would have got before SDS. Since then, some authorities have refined their RASs or equivalency calculations. Whatever the approach they use, they have approval processes to check and authorise each budget and support plan.

60. Authorities use team leaders, managers and panels – or a combination of these – to scrutinise and approve budgets and support plans. This is to ensure that budgets are spent appropriately and decision-making is consistent across the authority. In 2014, we found that Perth and Kinross Council was alone in its delegated approach to allocating budgets and the authority continues to do this now ([Case study 5](#)). One team in Highland is trialling a similar delegated authority approach to allow social workers to authorise packages costing up to £150 a week.

61. Having delegated authority for budgets makes front-line staff feel trusted and empowered to make professional judgements, seeking help or supervision only when they need it. Staff in Perth and Kinross were positive about this but were also very aware of the authority's limited budget and felt the pressure to be careful about how much spending they approve.

Case study 5



Staff in Perth and Kinross have delegated authority to approve individual budgets of up to £200 a week

In Perth and Kinross, social work staff agree a support plan with an individual and then calculate how much it will cost. If it falls within a low cost band, they approve the spending themselves:

- up to £200 a week – front-line staff are allowed to authorise
- between £200 and £400 a week – a team leader can authorise
- over £400 a week – a service manager must authorise, and may call a panel meeting to consider it before final approval.

Front-line staff reported feeling confident in being able to authorise care and support arrangements for their clients, and in ways designed to meet outcomes. Staff feel they can authorise spending on almost any type of support, activity or individual item that helps to meet an individual's agreed outcomes.

To monitor spending and manage the budget, the system provides team leaders with weekly statistics on budgets approved by staff in their team. This allows benchmarking and identifies any staff approving excessive packages.

Finance managers had initially feared that staff would approve packages just under the maximum level, but the average package approved is well below that. Front-line staff identified several factors which have helped them reach this position:

- team leaders have been checking work and outcomes to make sure they are outcomes
- good examples are constantly shared as they are developed
- a buddy system pairs people who are less confident about outcomes with people who have more experience
- team leaders challenge their staff about their decisions.

Source: Audit Scotland

Part 3

Commissioning for SDS



Key messages

- 1** Authorities are experiencing significant pressures from increasing demand and limited budgets for social care services. Councils' total spending on all services decreased by five per cent in real terms between 2011/12 and 2015/16. At the same time, their spending on social work services alone increased by 8.6 per cent.
- 2** Within the context of these pressures, authorities' approaches to commissioning can restrict how much choice and control people may have. Authorities do not have clear plans for deciding how to re-allocate money from one type of service to another as more people choose alternative services. There also needs to be flexibility in provider contracts or agreements so that not everyone gets the same service, which may not be the best way to achieve people's outcomes.
- 3** SDS option 2 is not yet fully developed. Option 2 was introduced in the SDS Act as a new way for people to control their support without having to manage the money. Of all the options, it is the most different between authorities in the extent to which people can choose their support and their provider.
- 4** Changes to the types of support available to people are happening slowly. Day centres are the main type of service that has seen changes to provide more personalised support. While there is investment in developing new, alternative and preventative types of support within local communities, it is too soon to see the potential long-term benefits from this.
- 5** Choice and control within a support service can often mean demand for greater flexibility from staff. This can have an impact on their health and wellbeing and their work-life balance, making recruitment and retention, already difficult, even harder.

changes to
social care
provision are
happening
slowly

Authorities are experiencing significant pressures from increasing demand and limited budgets for social care services

62. Councils spent £3.4 billion on social work services in 2015/16.²¹ We recently estimated that social work spending would need to increase by 16-21 per cent between 2015 and 2020 if councils and integration authorities continue to provide services in the same way as before.²² Authorities have responded to the pressures from rising demand and limited budgets in the following ways:

- Significantly reducing spending on other services. Social work spending increased by 8.6 per cent in real terms (taking account of the effects of inflation) between 2011/12 to 2015/16. At the same time, councils' total spending on services decreased by five per cent (in real terms).²³ Integration authorities now plan health and social care services with a combined budget.
- Reducing the workforce either by not replacing staff who have left or through voluntary severance and early retirement schemes.
- Tightening their eligibility criteria so that fewer people qualify for social care support. The proportion of older people supported in care homes in Scotland has decreased from 38.4 to 33.3 per 1,000 population between 2010/11 and 2015/16; the proportion of people receiving homecare has also decreased, from 60.8 to 49.0 per 1,000 population.²⁴
- Reducing the size or scope of people's individual budgets. This has been seen in Glasgow particularly, where the personalisation programme has met its targets of reassessing thousands of people and making overall savings of 20 per cent. This was not only through reducing individual budgets but by reviewing eligibility and doing targeted reviews of specific types of need and support.
- Decreasing the scale of their in-house services and expanding their use of services provided by the third and private sectors, which are generally cheaper to provide, often as a result of competitive procurement. In addition, three authorities have set up arm's-length external organisations (ALEOs) to run as separate service providers (Aberdeen City, Glasgow and Scottish Borders). In 2016, almost a third (32 per cent) of homecare hours were provided to people solely receiving authority services, compared to nearly half (47 per cent) in 2010. The proportion varies across authorities. For example, in Perth and Kinross the percentage of homecare hours provided to people solely receiving authority services fell from 44 per cent in 2010 to 11 per cent in 2016, in West Dunbartonshire, the authority has continued to provide over 80 per cent of services from 2010 to 2016.²⁵

Authorities' approaches to commissioning can restrict people's choices

63. Commissioning is at the heart of developing and delivering health and social care services. It is the process that determines what services are available to people when they need social care. However, it is about much more than authorities organising and buying services; it also involves planning services for ten to 15 years ahead that will:


- meet future demands
- give people the choice and flexibility to direct their own support
- make effective use of authorities' limited resources, such as money, skills and equipment.

This long-term, strategic approach can help provide joined-up health and social care services. Well-planned investment in social care can help prevent or delay admissions to relatively expensive hospital or residential care, or help people return to daily life afterwards, in line with Scottish Government priorities.

64. The SDS Act makes councils responsible for promoting a variety of types of support and a range of providers so that people have genuine choice about what social care services they receive. Authorities' actions to promote different types of support and a range of providers should be part of their approach to strategic commissioning. All integration authorities have produced strategic commissioning plans. However, the plans do not make it clear how decisions will be made about re-allocating money from one service to another as more people choose alternatives to existing services.²⁶ These decisions are especially difficult within the context of the demand and budget pressures. Changing or withdrawing services that some service users are happy with is also a challenge. But without clear criteria for making these decisions, there is a risk that social care services and support are not developed as planned and some people will not get the support they need in the future.

Contracts need to address personal outcomes

65. When authorities buy social care services or support they normally have a contract, service level agreement or grant agreement. As support is targeted at a person's individual outcomes, there needs to be flexibility in the contracts or agreements so that not everyone gets a standard service. An individual may want to vary the support they get, who provides it and when they get it. An example is choosing what time you want help to get up in the morning and go to bed at night.

66. A standard contracted service may not be the best way to achieve some people's outcomes. If authorities contract providers to successfully meet people's outcomes, rather than simply to provide a fixed number of support hours, people and providers would be able to work together more flexibly and creatively to personalise the support and target the individual's personal outcomes. Authorities, providers and service users would have to agree the best support within the budget available. Our case study of Thomas ([Supplement 1](#) ) shows how this can work.

SDS option 2 is not yet fully developed

67. If sufficient flexibility and choice is not available through SDS option 3 (the authority arranges the support, often as part of a standard contract), and someone does not want to take a direct payment (option 1), then option 2 may be the answer. Option 2 was introduced in the SDS Act as a new way for people to control their support without having to manage the money. Someone else arranges their chosen support and administers their budget on their behalf, usually a third sector organisation or the authority itself. There were few examples of option 2 when we reported in 2014, and we recommended further guidance on the practical issues relating to option 2. COSLA and the Scottish Government worked with CIPFA to produce further guidance on resource implications and management considerations of SDS for councils.²⁷

68. In practice, option 2 looks quite different from one authority to another. At one end of the scale it looks very like option 1 (direct payments) but without the responsibility for handling the money and arranging the services. At the other it is very like option 3 (services provided through the authority) except you get to choose the provider. The closer it is to option 1, the more scope there is for flexibility, choice and control over the type of support.

69. Many authorities have framework agreements with providers, which means they have a contract, with agreed terms, but no commitment to buy services. Contracts are often awarded through competitive tendering so that every provider with a framework agreement must offer their services at the agreed price per hour of support and to specified quality standards. People who choose option 2 can select a provider with a framework agreement and make an individual contract with that provider for the support they want. The individual contract must be within the terms of the framework agreement.

70. However, if people who choose option 2 want to use a provider that does not have a framework agreement, or arrange services that are not in the framework agreement, their choices may be constrained. Some authorities, for example Glasgow, confine people on option 2 to providers with framework agreements. Others, for example Perth and Kinross, use framework agreements but will arrange individual contracts with other providers that people choose, if appropriate. Authorities must be clear about both the benefits and constraints in the way they use framework agreements ([Exhibit 7, page 34](#)). They must also consider the need to sustain and develop a range of provision that gives people choices.

Changes to the types of support available to people are happening slowly

71. When we reported in 2014, councils were in the process of identifying exactly how much they were spending on different elements of their services, including both in-house and bought from the third and private sectors. Case study authorities reported more changes in the types of services and range of provision between 2010 and 2016. But changes are happening slowly and it is more difficult for authorities to allocate a budget to new developments within the current demand and financial pressures.

72. Day centres are the main type of service that has seen changes. This is happening in all five case study areas. To attend day centres, typically people are transported by bus or taxi from their homes or residential care. At the centres, staff help them to take part in a range of activities, often with other people receiving support. However, some people are choosing alternatives to day centres or are being referred to community-based activities instead. But not everyone chooses to stop attending a day centre. When day centres close altogether, it can be disappointing and disruptive for people who want to remain and do not want alternatives.

“ Things are better now than the day centre, better when you are out with your support. I am the boss of the support and tell them what I want to do.

Man with learning disabilities

Over many years, the council has worked well with service users and their carers...to provide first class services for the learning disabled in the area, including day centre and respite services. Recent developments, linked to the rollout of Self Directed Support, have led to the authority indicating that 'services will become less financially sustainable'...We are very concerned that the services will be closed or reduced significantly.

Parent

”

Exhibit 7

Flexibility of framework agreements for option 2

Authorities must strike a balance between the advantages of rigid framework agreements and the benefits of additional flexibility.

	Advantages	Disadvantages
Having framework agreements	<ul style="list-style-type: none"> • People have a list of providers to choose from, each of which has a contractual commitment to agreed quality standards and price • Having an agreement in place beforehand makes the process quicker and easier when people choose their providers/services • For an authority with large numbers of service users and providers, it can save a lot of administration time 	<ul style="list-style-type: none"> • It may be more difficult to develop flexible support or outcomes-focused contracts in future within a fixed framework agreement
Set minimum quality standards	<ul style="list-style-type: none"> • Authorities, and people who need support and their carers, have a contractual assurance about the financial stability of the providers and the minimum quality of services they can expect • Authorities can introduce standards into the agreement over and above the national care standards, eg length of time to reply to requests or complaints, frequency and timing of payments, or information that must be provided to service users 	<ul style="list-style-type: none"> • None
Set maximum price per hour	<ul style="list-style-type: none"> • Authorities, and people who need support and their carers, know the services will cost them no more than the maximum price 	<ul style="list-style-type: none"> • High-quality or specialist providers may not be able to provide a service for under the maximum price • Providers may use the maximum price even if they could provide the service for less • Having a price based on hours makes it hard to progress to outcomes-based contracts
Set a fixed price per hour	<ul style="list-style-type: none"> • Providers need not compete on the basis of price, leaving them to concentrate on the nature and quality of services when they tender for a framework agreement 	<ul style="list-style-type: none"> • There may be less incentive for providers to compete on quality if they are paid the same price whether the quality of service is at the minimum standard or higher
No set price limits	<ul style="list-style-type: none"> • Providers can strike their preferred balance of costs and quality and make this known. People can then choose a provider knowing what cost and quality is being offered 	<ul style="list-style-type: none"> • In areas where there is a shortage of providers, the prices may be higher than in other areas because there is little competition

Cont.

Exhibit 7 (continued)

	Advantages	Disadvantages
Offering framework agreements through competitive tender	<ul style="list-style-type: none"> Providers are incentivised to keep costs down because they are not guaranteed to be on the list, even if they meet minimum quality standards and maximum price requirements Authorities can choose to go through a regular, single tendering exercise, which saves on the costs of irregular, individual exercises 	<ul style="list-style-type: none"> Additional flexibility that allows people on option 2 to choose alternative providers incurs extra costs for the authority, mainly in staff time, to arrange a contract with a provider Providers not selected may go out of business, reducing choices for people
Open list of framework providers or frequent opportunities to apply	<ul style="list-style-type: none"> New providers or additional provision can be made available to people whenever it is created If people choose a non-framework provider, that provider can then apply for a framework agreement 	<ul style="list-style-type: none"> There is an administrative overhead for authorities each time a provider applies for a framework agreement Reduces the competitive element as there is not a single competitive tender
Closed list or infrequent opportunities to apply	<ul style="list-style-type: none"> Reduces the administrative overheads for the authority, which can be significant in areas with many providers Incentivises providers to keep their quality standards high and costs down, or risk being excluded from the framework with limited opportunity to get back on the list 	<ul style="list-style-type: none"> If people are only permitted to choose a framework provider under option 2, the only way they can choose a non-framework provider is to take a direct payment (option 1), with the additional responsibilities, as well as the flexibility, that entails May limit developments or innovation from providers if they cannot immediately apply for a framework agreement.

Source: Audit Scotland

73. Where day centres can be adapted or expanded to develop other community-based facilities, it can be a very positive move ([Case study 6, page 36](#)). Although this is not a new approach, personalisation and self-directed support are helping to encourage changes like this.

Authorities are developing more community-based activities and facilities

74. The SDS strategy intends that people who are assessed, whether they are eligible or not, should be signposted or referred to community-based supports, activities or facilities if these will meet their needs. Often, community-based services can help prevent or delay people from needing more health or social care support later. In all five case study areas, authorities were working to develop this type of preventative service. For example, in Glasgow, each of the three localities has local area coordinators. In Perth and Kinross, each locality has an early intervention team to put people in touch with community-based support before they reach the point of needing more health or social care support, or both of these. For example, there is a choir for people who suffer from chronic obstructive pulmonary disease (COPD). While it is a fun and sociable activity, it also alleviates the symptoms of participants' illness.

Case study 6

Expanding day centres into community-based facilities can benefit communities and supported people



In Brora, Highland, a day centre for people with learning disabilities lost a few service users when they chose other types of support or moved away. The community took over the centre and expanded its activities to include the whole community. It is now set up as a social enterprise, with some core funding from the authority to employ a coordinator. It is now a very inclusive centre where anyone is welcome, and is also open during evenings to give young people a place to go.

Perth and Kinross had a traditional day centre which transported people in from surrounding areas by bus. Staff now go out to provide support rather than having everyone transported to the centre. The authority is looking at how it can use the free space now available in the centre, for example by introducing community cafes.

Source: Audit Scotland

75. In some rural or remote areas, authorities are working closely with local communities. This is not necessarily to develop additional choices or preventative services, but to find ways of providing support to people who otherwise would have none. Individual, local solutions are being developed and greatly improving the quality of some people's lives ([Case study 7](#)).

Case study 7

Local solutions grow from local communities



Macaulay College is a company set up for the benefit of the community based on the Isle of Lewis. The project is run by a couple and started in 2010. It currently has 24 students – all adults with additional needs – aged 16 to late 50s. It provides various activities including animal care, a wood workshop and ceramics.

Boleskine is a rural village in Highland where a group of people were receiving no support services because the integration authority and independent sector could not recruit support staff. A small pool of potential carers wanted to help in their own community but didn't want to work for the council or a private or third-sector provider. The authority (NHS Highland) asked Highland Home Carers, an independent provider, to help by giving care workers help with employment administration. Now people are able to take a direct payment and buy their care services from local people. There is a similar initiative on the Black Isle in Highland.

Source: Audit Scotland

Providers are at different stages in changing their services to give people more choice and control

76. There is variation among providers in the extent to which they have prepared for SDS. A recent survey of third-sector providers found that 48 per cent had increased training in personalisation and many felt that their workforce also needed regular refresher training.²⁸ The most common and pressing skills shortage among their staff is a lack of understanding of outcomes.

77. Individual staff providing social care have a significant influence on the flexibility and quality of care that people who use the services experience. Choice and control within a support service can often mean demand for greater flexibility from staff. This can cause tensions, as it can mean unpredictable or fragmented shift patterns, rapid and unscheduled changes in rotas, or staff having to be on unpaid standby. These have implications for the staff, for their health and wellbeing and their work-life balance, making recruitment and retention, already difficult, even harder.

78. If providers do not become more flexible then people who need support may be prevented from choosing or finding the support that will improve their quality of life. Social care staff also have a right to reasonable working terms and conditions.

Workforce shortages are making it difficult to develop a range of services

79. Many authorities and providers have difficulties recruiting staff, either for in-house services or the organisations they have contracts with. Social care is not widely seen as a positive career choice for younger people, especially in areas where there are other better-paid jobs, such as working in a supermarket. This low pay along with antisocial hours and difficult working conditions are reasons why providers have difficulty in recruiting staff. The cycle of continually recruiting and training staff is costly and could potentially have an impact on the quality of services provided.²⁹ The Scottish Government and authorities recognised this problem and agreed to begin addressing it by jointly investing in the living wage for social care workers from October 2016, and this commitment has continued into 2017/18. But where employment rates are high, for example in Perth and Kinross where unemployment is 1.2 per cent, there are still difficulties in recruiting and retaining social care workers and the authority is trying new ways to make people aware of social care as a potentially positive career, including targeted advertising.³⁰

80. In the Western Isles, there is a relatively large proportion of older people in the population, therefore older people are looking after other older people. It is difficult to recruit younger carers, and also male carers, from these communities. This is not sustainable, and the authority is trying to recruit younger people into the caring profession through joint work with Skills Development Scotland.

Part 4

Implementing the national SDS strategy



Key messages

- 1** The Scottish Government took an inclusive approach to developing the SDS Act and guidance. Since 2011/12, it has spent £60.37 million on supporting SDS implementation and has committed another £9.51 million in 2017/18. When dedicated funding comes to an end, there is a potential threat to the provision of independent information, advice and advocacy, which helps individuals to choose and control their support.
- 2** SDS implementation stalled during integration of health and social care services. Changing organisational structures and the arrangements for setting up, running and scrutinising new integration authorities inevitably diverted senior managers' attentions. Some experienced staff are also being lost through early retirement and voluntary severance schemes as the pressures on budgets mount.
- 3** The Scottish Government and COSLA have produced a 2016-2018 implementation plan for the ten-year strategy, which they developed in collaboration with partner organisations following a period of consultation and review. It reflects the experience and lessons learned from implementing SDS up to that point. The plan sets out actions for the partners that target six significant remaining challenges.
- 4** Our evidence – from people who need support and their carers and families, social work staff and managers in authorities, and third and private sector organisations – shows many examples of positive progress in many different ways. But there is no evidence that authorities have yet made the transformation required to fully implement the SDS strategy.
- 5** The Scottish Government should provide joined-up, strategic leadership across the range of its policies to ensure that SDS becomes a core part of how people with health and social care needs are supported to improve their quality of life.

Scottish Government, COSLA and other partners are targeting six significant challenges

The SDS strategy set out an ambitious vision for changing social care by 2020

81. In the SDS strategy, the Scottish Government and COSLA set out a vision they shared with many people who need support and who provide support. Social care would be transformed so that people could choose how they live their lives and, if they want, control how their support is provided. The strategy set out seven success measures:

- Better quality of life for individuals.
- Radical increase in uptake of SDS and direct payments.
- A sustainable network of advocacy and peer support organisations.
- A sustainable network of independent support organisations for training and supporting personal assistants.
- A proficient body of trained, experienced personal assistant employers.
- An appropriate workforce of trained personal assistants, with regulated employment conditions.
- Improved partnership working between people receiving support, public bodies and third and private sector providers.

82. The SDS Act was part of the strategy and was intended to speed up some of the major changes required to successfully implement SDS. In 2014, we reported that at every stage of developing the SDS Bill, regulations and statutory guidance, the Scottish Government consulted with and involved:

- councils
- people who use services, and their carers
- organisations representing people who use services
- third and private sector providers
- other relevant organisations.

Participants saw it as a very positive and inclusive approach.

The Scottish Government has spent, or committed, almost £70 million to help implement SDS

83. The Scottish Government has spent £60.37 million between 2011/12 and 2016/17 supporting SDS implementation. It has committed another £9.51 million in 2017/18 ([Exhibit 8, page 40](#)). It is working with partners to monitor and evaluate the projects it has funded and has published evaluation reports. It has also contracted Inspiring Scotland, a third sector organisation that facilitates and supports innovative projects, to help funded organisations manage and evaluate their projects and share the learning, and to report back to the government.

Exhibit 8

Scottish Government funding for SDS implementation

The Scottish Government has spent £60.37 million and forecasts another £9.51 million in 2017/18.

(£ millions)	2011/12	2012/13	2013/14	2014/15 ¹	2015/16	2016/17	2017/18
Support in the right direction fund	1.00	1.50	2.60	2.30	2.90	2.86	2.96
Innovation fund	1.00	1.80	1.90	1.60	1.20	1.20	1.23
Local authority transformation	1.20	6.80	11.00	6.00	3.52	3.52	3.52
Other (including national strategic partners)	0.00	0.20	1.90	2.10	1.00	1.27	1.80
Total	3.20	10.30	17.40	12.00	8.62	8.85	9.51

Note: 1. The SDS Act came into force in April 2014.

Source: Scottish Government

84. The *Support in the Right Direction* programme funds 34 independent organisations to support people to identify their personal outcomes and make informed decisions about their support. The government reports that in the six months from October 2015 to March 2016:

- 3,200 people were supported to access their existing community resources
- 2,400 individuals received training and development support
- 1,000 people received brokerage support, ie support from an external agency to buy services.
- 950 people were helped to set up and manage their care packages
- 800 people were helped to employ and manage personal assistants.³¹

The *Innovation Fund* programme is helping 21 third sector social care providers to develop their ability to deliver flexible and creative support and develop their staff.³²

85. The Scottish Government has given no indication yet of what support, if any, it will give from 2018/19 onwards to further support SDS implementation. The third sector organisations involved fear that with no future funding they will be unable to continue supporting people, and authorities feel unable to take over the additional cost of funding them. This poses a potential threat to the provision of independent support for individuals. The Scottish Government should work together with COSLA, providers and people who need support to agree very soon what independent help people will need in future and how this should be funded.

86. When developing implementation plans for the remaining years of the SDS strategy, the Scottish Government should work with COSLA and other partners to agree how any future financial support should be allocated. As part of that process, they should take into account how authorities' local commissioning strategies will inform future spending priorities.

The Scottish Government and partners underestimated the scale of the changes needed and the challenges in implementing SDS

87. The Scottish Government and partners underestimated the scale of the changes needed and the challenges in implementation, some of which could not have been foreseen in the early years of the strategy. The underestimated work includes:

- the time and costs involved in reviewing and changing systems and processes, such as changing computer software to incorporate ways of recording and reporting individual outcomes
- developing resource allocation systems to allocate people their individual budgets
- training and supporting staff on SDS and on identifying outcomes with people who need support
- involving staff from finance, procurement, audit, and other council services
- developing new and more flexible service provision while demand for existing services was rising and budgets were decreasing, making it difficult to release money to pay for new developments.

88. Work that was not anticipated includes:

- training and supporting a range of health professionals who contribute to, or influence, SDS implementation within the new integration authorities
- having to tighten individual budgets and eligibility criteria as a result of sustained budget pressures
- working with a smaller workforce and losing experienced staff through voluntary severance and early retirement.

89. At the same time, not long after the SDS Act came into effect, the Scottish Government team began to have less direct engagement with authorities and third sector organisations in order to take a more strategic role in leading the implementation of SDS. This resulted in a feeling among those implementing SDS that it now had a lower profile in the Scottish Government and that implementation lost its momentum during integration. However, the team is now working with its partners to give a clear direction for the next stages of the strategy.

SDS implementation stalled during the formal integration of health and social care

90. The Public Bodies (Joint Working) (Scotland) Act 2014 required councils and NHS boards to integrate their health and social care services by April 2016. This meant that the senior managers who took the lead in implementing SDS in councils became involved in changes to organisational structures and arrangements for setting up, running and scrutinising the new health and social care integration authorities. The integration work had the effect of diverting the attention of managers already preoccupied with the challenges of increased pressure on budgets. In addition, some experienced staff have left, or are leaving, through voluntary severance and early retirement schemes, leaving gaps in knowledge and in relationships with supported people, carers, and third and private sector organisations.

91. With integration arrangements now in place, more professionals with healthcare backgrounds have only recently been introduced to social care and SDS. They will need training and help to understand the practicalities of SDS and its potential to help people avoid or delay hospital stays or return to daily life afterwards.

The Scottish Government, COSLA and its partners are targeting six significant challenges

92. The Scottish Government and COSLA have produced a 2016-2018 implementation plan for the strategy, which they developed in collaboration with partner organisations.³³ They include Self Directed Support Scotland, Social Work Scotland, Scottish Social Services Council, Coalition of Care and Support Providers in Scotland, Scottish Care, Care Inspectorate and Healthcare Improvement Scotland. The plan was developed following a period of consultation and review and reflects the experience and lessons learned from implementing SDS up to that point. It identifies four strategic outcomes and the actions partners will take to help achieve each outcome ([Exhibit 9, page 43](#)). The actions include specific activities to address six significant ongoing challenges:

- developing good flexible commissioning and procurement arrangements
- supporting people to achieve their agreed outcomes creatively while balancing any associated risks
- managing demand and expectations by using resources, such as money, people and buildings, effectively and developing a shared understanding of how to meet future demand in the context of reduced public funding
- increasing awareness and understanding of SDS among the workforce, supported people, carers and communities
- keeping SDS as a high priority within other public sector reform policies and strategies, especially the new integrated arrangements
- making systems and processes easier and clearer so they work best for people who need support rather than the organisations who help to provide it.

93. These are broad areas and they include addressing the challenges identified in this report. They also give a clear guide to help authorities, and third and private sector organisations, move forward after the recent stalling of progress.

Authorities have not yet made the transformation required to fully implement SDS

94. Our evidence – from people who need support and their carers and families, social work staff and managers in authorities, and third and private sector organisations – shows many examples of positive progress in many different ways, but there is no evidence that authorities have made the transformation required to fully implement the SDS strategy. More people need to be better informed and empowered to choose and control their support; a significant minority of social work staff need further training and support to help them develop their skills, knowledge and confidence; commissioning needs to drive changes in services to give people choices and flexibility.

Exhibit 9

Strategic outcomes 2016-2018

- **Supported people have more choice and control:** Citizens are engaged, informed, included and empowered to make choices about their support. They are treated with dignity and respect and their contribution is valued.
- **Workers are confident and valued:** People who work in health and social care have increased skills, knowledge and confidence to deliver self-directed support and understand its implications for their practice, culture and ways of working.
- **Commissioning is more flexible and responsive:** Social care services and support are planned, commissioned and procured in a way that involves people and offers them real choice and flexibility in how they meet their personal outcomes.
- **Systems are more widely understood, flexible and less complex:** Local authorities, health and social care partnerships and social care providers have proportionate, person-centred systems and participatory processes that enable people who receive care and support to live their lives and achieve the outcomes that matter to them.

Source: *Self-directed Support Strategy 2010-2020: Implementation Plan 2016-2018*, Scottish Government and COSLA, 2016

95. The four outcomes in the implementation plan are difficult to measure and monitor ([Exhibit 9](#)). Evidence needs to come from:




- people who receive social care support
- their carers and families and communities
- the workforce, including front-line staff and managers in authorities
- support providers and their representative organisations
- national and community-based organisations and groups who support and represent people
- the bodies that regulate and scrutinise health and social care
- research and evaluation.

96. In our 2014 report, we acknowledged that it was too soon to expect to see a major impact. We recommended that the Scottish Government and its partners develop a strategy to measure and report on progress towards the intended outcomes of the SDS strategy. The Scottish Government, COSLA and their partners now have detailed actions and success measures. These are set out in the implementation plan and should be reported regularly. Now that health and social care integration is established, and there are clear expectations on the new authorities to report on their performance, the Scottish Government and authorities should also agree how to report the progress and impact of the significant changes still expected in implementing self-directed support.

97. Councils, health boards and the new integration authorities are working on a number of national policies, targets and reviews. Consistent and coordinated policy guidance and expectations from the Scottish Government and COSLA will help them to deliver on these major policies. The Scottish Government should work with COSLA and other partners to provide joined-up, strategic leadership across the range of its relevant policies to ensure that SDS becomes a core part of how people with health and care needs are supported to improve their quality of life.

Endnotes




- ◀ 1 Social Care (Self-directed Support) (Scotland) Act 2013.
- ◀ 2 *Self-directed Support Strategy*, Scottish Government, 2010.
- ◀ 3 *Commission on the Future Delivery of Public Services in Scotland*, Christie Commission, June 2011.
- ◀ 4 Public Bodies (Joint Working) (Scotland) Act 2014.
- ◀ 5 *Changing Lives: Report of the 21st Century Social Work Review*, Scottish Executive, 2006.
- ◀ 6 Social Work (Scotland) Act 1968; NHS and Community Care Act 1990.
- ◀ 7 [Self-directed support](#) , Audit Scotland, June 2014.
- ◀ 8 *Social Care Services, Scotland, 2016*, Scottish Government, November 2016.
- ◀ 9 *Children's Social Work Statistics Scotland 2015-16*, Scottish Government, March 2017.
- ◀ 10 Scottish Government and COSLA guidance on a national framework for eligibility criteria, 2009.
- ◀ 11 *Charges Applying to Non-residential Social Care Services 2016/17*, COSLA, 2016.
- ◀ 12 *Self-directed support, Scotland, 2015-16*, Scottish Government, July 2017.
- ◀ 13 *Health and Care Experience Survey 2015/16*, Scottish Government, May 2016.
- ◀ 14 *Self Directed Support User Experience Survey – What people said*, Self Directed Support Scotland, June 2016.
- ◀ 15 *Social Care Services, Scotland, 2016*, Scottish Government, November 2016.
- ◀ 16 *Care Home Census for Adults in Scotland*, NHS Scotland, October 2016.
- ◀ 17 *Health and Care Experience Survey 2015/16*, Scottish Government, May 2016.
- ◀ 18 *Self Directed Support User Experience Survey – What people said*, Self Directed Support Scotland, June 2016.
- ◀ 19 [Social work in Scotland](#) , Audit Scotland, September 2016.
- ◀ 20 *Still Waiting: Self Directed Support - Two Years on*, Learning Disability Alliance Scotland, 2016.
- ◀ 21 Councils' audited annual accounts, 2015/16.
- ◀ 22 [Social work in Scotland](#) , Audit Scotland, September 2016.
- ◀ 23 [Local government in Scotland: Financial overview 2015/16](#) , Audit Scotland, November 2016.
- ◀ 24 *Social Care Services, Scotland, 2016*, Scottish Government, November 2016; *Care Home Census for Adults in Scotland*, NHS Scotland, October 2016; *Population Estimates*, National Records of Scotland, April 2017.
- ◀ 25 *Social Care Services, Scotland, 2016*, Scottish Government, November 2016.

- ◀ 26 *An overview of strategic commissioning plans produced by Integration Authorities for 2016 - 2019*, Scottish Government, October 2016.
- ◀ 27 *Guidance Notes on Self-directed Support*, Chartered Institute of Public Finance and Accountancy (CIPFA), July 2015.
- ◀ 28 *The enablers and barriers to voluntary sector organisations providing personalised support through Self-directed Support*, University of Strathclyde, 2016.
- ◀ 29 [*Social work in Scotland*](#) , Audit Scotland, September 2016.
- ◀ 30 ONS Claimant Count, Office of National Statistics, July 2017.
- ◀ 31 *Self-Directed Support: Support in the Right Direction Fund, Year 1 Progress Report*, Inspiring Scotland, May 2016.
- ◀ 32 *Self-Directed Support: Innovation Fund, Year 1 Progress Report*, Inspiring Scotland, May 2016.
- ◀ 33 *2010-2020 Self-directed Support Strategy: Implementation Plan 2016-2018*, Scottish Government and COSLA, 2016.

Self-directed support

2017 progress report

This report is available in PDF and RTF formats, along with a podcast summary at:
www.audit-scotland.gov.uk 

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500
or info@audit-scotland.gov.uk 

For the latest news, reports and updates, follow us on:



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
T: 0131 625 1500 E: info@audit-scotland.gov.uk 
www.audit-scotland.gov.uk 

ISBN 978 1 909705 35 5 AGS/2017/6

This publication is printed on 100% recycled, uncoated paper



Self-directed support

Case study of Thomas



ACCOUNTS COMMISSION 

AUDITOR GENERAL 

The example below shows how self-directed support can work when personal outcomes are identified and support is tailored to an individual.

About Thomas

Thomas is a young man diagnosed with ADHD, autism and a mild learning disability. He was on an all-day, every-day, one-to-one support package with a specialist provider. Thomas was becoming increasingly frustrated and aggressive living within a heavily-controlled supported living environment. He was often awake at night, playing loud music and keeping his neighbours awake. He had stopped visiting his mum, whom he had previously seen almost every day.

What happened next?

Step 1: Thomas's provider and social worker were aware of SDS. They had a conversation with Thomas about what matters to him and they discussed with his mum what the possible risks were if they tried a different approach. They all agreed to try option 2 together. This means that the provider would manage Thomas's budget for him and Thomas would work with the social worker and the provider to develop a new support plan.

Step 2: Thomas's provider and social worker spent some time talking and listening to Thomas to find out what he wanted his life to be like. They agreed some outcomes with him:

- to be more independent
- to feel healthier
- to feel better about how he looks so he can make new friends and find a girlfriend
- to have a life like other young people by having a job
- to get on better with his mum.

Step 3: The provider and social worker helped Thomas to create a support plan. Together they arranged:

- a volunteering job
- having his flat sound-proofed
- joining the local gym
- working with a personal trainer
- getting help choosing healthy food
- meeting up with his mum at the provider's centre
- spending nights without a support worker.

Step 4: After a few weeks, Thomas, the provider and social worker met to review how things were going. Most things were working well, but Thomas was not keeping his flat clean when he was on his own and this was making him very anxious. Together they decided Thomas needed someone to help him with cleaning his flat.

Step 5: At the next review, Thomas was beginning to achieve some of his outcomes. He had lost weight through healthier eating and going to the gym. He had made friends with someone at the gym so they often went together. He was still making a noise at night but not waking his neighbours. And he had visited his mum at home a few times.

Thomas's support package was now costing 40 per cent less than it had before.

What might have got in the way

Step 1: The provider and authority may not have agreed to try option 2 if:

- the provider and authority had a poor relationship and did not trust each other
- the authority had an inflexible approach to its contractual arrangements with the provider
- neither of them understood how option 2 might work.

Step 2: They might not have identified his personal outcomes if:

- they could not find time to talk and listen to Thomas about what he wanted his life to be like
- they did not understand what personal outcomes are.

Step 3: They might not have developed a good support plan if:

- they could not think creatively or did not feel they had the power to find innovative solutions
- they were unwilling to take any risks, eg leaving Thomas without one-to-one support sometimes.

Step 4: They might not have found a solution to Thomas's anxiety about keeping his flat clean if:

- the authority's rules prevented spending on things other than care, support and respite, rather than whatever helps to achieve the outcomes.

Step 5: Thomas might not be achieving his personal outcomes and the authority might be spending more on his support if any of these things had got in the way.

Note: We created Thomas's story from a combination of real examples.

Source: Audit Scotland



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
 T: 0131 625 1500 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk

For the latest news, reports and updates, follow us on:



Supplement 2

Self-directed support

Audit methodology and survey results



ACCOUNTS COMMISSION 

AUDITOR GENERAL 

Prepared by Audit Scotland
August 2017


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 


Auditor General for Scotland

The Auditor General's role is to:

- appoint auditors to Scotland's central government and NHS bodies
- examine how public bodies spend public money
- help them to manage their finances to the highest standards
- check whether they achieve value for money.

The Auditor General is independent and reports to the Scottish Parliament on the performance of:

- directorates of the Scottish Government
- government agencies, eg the Scottish Prison Service, Historic Environment Scotland
- NHS bodies
- further education colleges
- Scottish Water
- NDPBs and others, eg Scottish Police Authority, Scottish Fire and Rescue Service.

You can find out more about the work of the Auditor General on our website: www.audit-scotland.gov.uk/about-us/auditor-general 

Contents



Part 1. Audit methodology	4
Part 2. Advisory group membership	6
Part 3. Survey of users, carers and families	7
Part 4. Survey of social work staff and managers	24

Part 1

Audit methodology



Case studies at five authorities

1. We visited five authorities (East Ayrshire, Glasgow, Highland, Perth and Kinross, Western Isles), selected to ensure a mix of geographies and to include both urban and rural areas. We interviewed:

- Elected members
- Chief Officers and Chairs of Integration Joint Boards
- Senior social work managers for adult and children's services
- Finance and commissioning managers
- Social work staff, team leaders and managers
- Chief Social Work Officers
- People using SDS.

2. We also reviewed documentation:

- Committee and board papers
- SDS strategies and implementation plans
- SDS progress reports
- SDS materials for service users.

Stakeholder interviews

3. We interviewed people from 37 organisations, selected to include those working directly with a range of key service user and carer groups, as well as national organisations involved in implementing SDS. These included:

- Scottish Government, Convention Of Scottish Local Authorities, Social Work Scotland
- SDSScotland, the Alliance
- Scottish Social Services Council and the Care Inspectorate

- Coalition of Care and Support Providers Scotland, Scottish Care
- Other members of the audit advisory group ([Part 2](#)).

Views and experiences of service users, carers and families


4. When we conducted our interviews at the five case study authorities and the 37 organisations we asked for examples of SDS in practice. We reviewed the examples we heard and read about, and visited or telephoned a few people in their homes to hear first-hand their experiences.

5. We ran an online survey, which was promoted through social media by a wide range of organisations. There were 104 online responses and six email and telephone responses. This was not a representative sample but was used to understand the range of users' and carers' experiences and views. The survey results are presented in [Part 3](#) of this supplement.

6. We also ran nine focus groups involving 55 users and carers. These were arranged and hosted by organisations that represent users and carers and provide support. The people involved included older people, adults with physical, sensory and/or learning disabilities, young adults with mental health problems, people from minority ethnic groups, and carers of children with a range of physical or learning disabilities.

7. As part of our Social Work in Scotland audit, Research Scotland undertook a survey of service users and carers in five local authority areas (East Renfrewshire, Glasgow, Midlothian, West Lothian and Western Isles). They targeted:

- older people
- people with physical disabilities or sensory impairments
- people with learning disabilities
- young people with disabilities
- carers.

The consultants also completed 33 focus groups and 12 individual interviews, with 165 people in total ([Social work in Scotland](#) .

Online survey of social work staff and managers

8. We ran an online survey of social work staff, which was promoted through the Scottish Social Services Council and other relevant stakeholder networks. There were 170 responses. This was not a representative sample but was used to understand the range of views of social work staff and managers. The survey results are presented at [Part 4](#) of this supplement.

Desk research

9. Throughout the audit we reviewed documents and reports relevant to the audit and to providers' experiences of SDS.

Part 2

Advisory group membership



Audit Scotland would like to thank the members of the advisory group for their input and advice throughout the audit.

Name	Organisation
Ali Upton	Scottish Social Services Council
Ian Beattie	Scottish Local Government Partnership (and Renfrewshire Health & Social Care Partnership)
Beth Hall	Convention Of Scottish Local Authorities
Bobby Miller	Chief Officers Group for Health and Social Care Scotland (and Health and Social Care North Lanarkshire)
Carolyn Lochhead	Scottish Association for Mental Health
Catherine Garrod	Coalition of Care and Support Providers in Scotland
Colin Young	the Alliance
Donald Macaskill	Scottish Care
Elaine Torrance	Social Work Scotland
Julie Haslett	Social Work Scotland
Shona MacGregor	Social Work Scotland
Fiona Collie	Carers Scotland
Catherine Bingham	Carer
Florence Garabedian	Self-Directed Support Scotland (and Lothian Centre for Inclusive Living)
Jess Wade	Self-Directed Support Scotland
Laura Finnan Cowan	Alzheimer Scotland
Lorna Ascroft	Scottish Government
Sally Shaw	Care Inspectorate
Rosie Lawrence	Care Inspectorate
Suzanne Munday	MECOPP (Minority Ethnic Carers of Older People Project)

Note: Members of the advisory group sat in an advisory capacity only. The content and conclusions of this report are the sole responsibility of Audit Scotland.

Part 3

Survey of users, carers and families



Introduction

10. Self-directed support is about individuals having a right to choice and control over their social care support. The purpose is to help them find the best ways to achieve their personal outcomes. In carrying out this audit it was therefore essential to understand what impact SDS is having on people with support needs. We gathered people's views and experiences through surveys, focus groups and one-to-one discussions.

11. We carried out an online survey in January and February 2017 asking service users and their families and carers to tell us about their experiences of SDS. The survey was distributed via stakeholder networks and promoted on social media. Respondents could also complete the responses in hard copy or arrange to talk to one of the audit team on the telephone.

12. The survey is not a representative sample of those who have experience of SDS. Therefore the numbers and quotes reported below only give an indication of the range of people's views and experiences. The survey results should be read with this in mind and we have presented them as raw data with limited analysis. Quotes come directly from respondents and have been selected to give a representation of the types of things we were told about. We have only edited the quotes to ensure respondents' anonymity and to correct minor spelling mistakes.

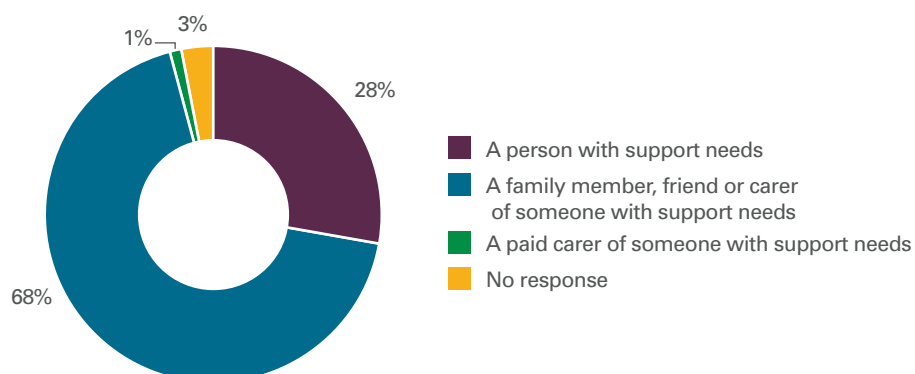
Who responded?

13. One hundred and four people responded to our survey. Of these, 29 were individuals with support needs, 71 were family members and one was a paid carer. Three respondents did not answer this question. We invited only those who had been assessed or reviewed within the last year to respond to the survey.

14. We received responses from 23 out of 32 local authority areas. There were none from Orkney, Shetland or the Western Isles.

Exhibit 1

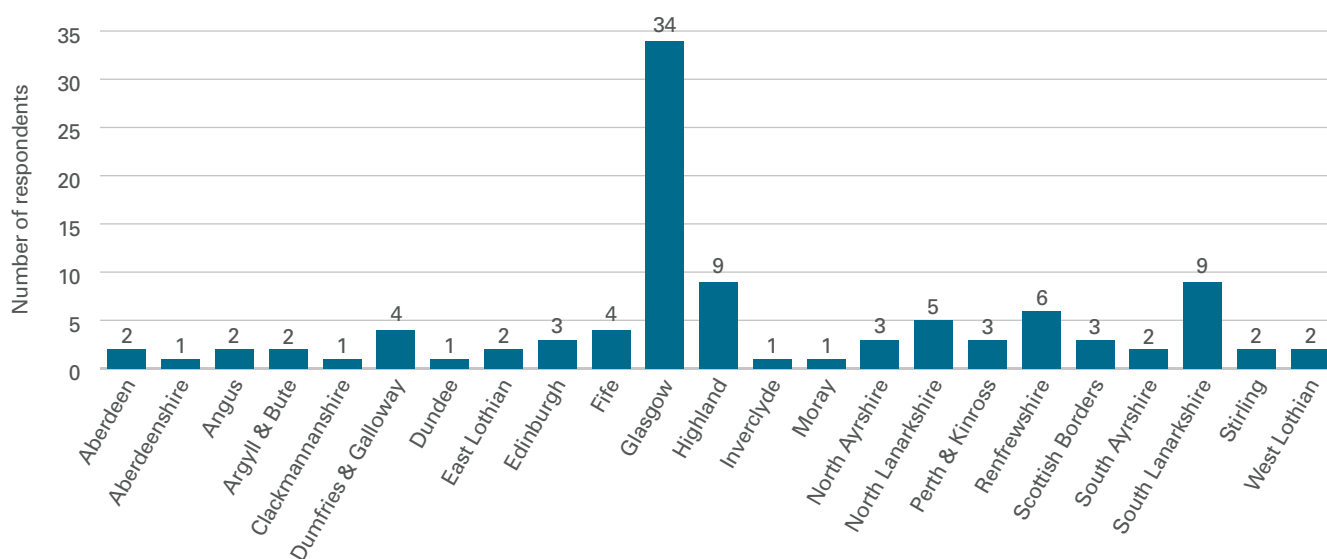
Are you...



Source: Audit Scotland

Exhibit 2

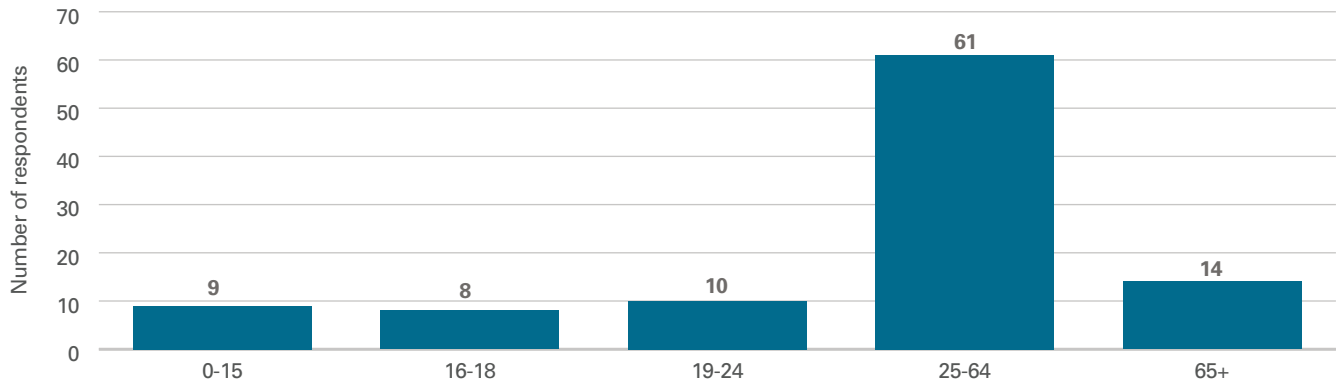
In which area does the supported person live?



Source: Audit Scotland

Exhibit 3

What age group is the supported person in?

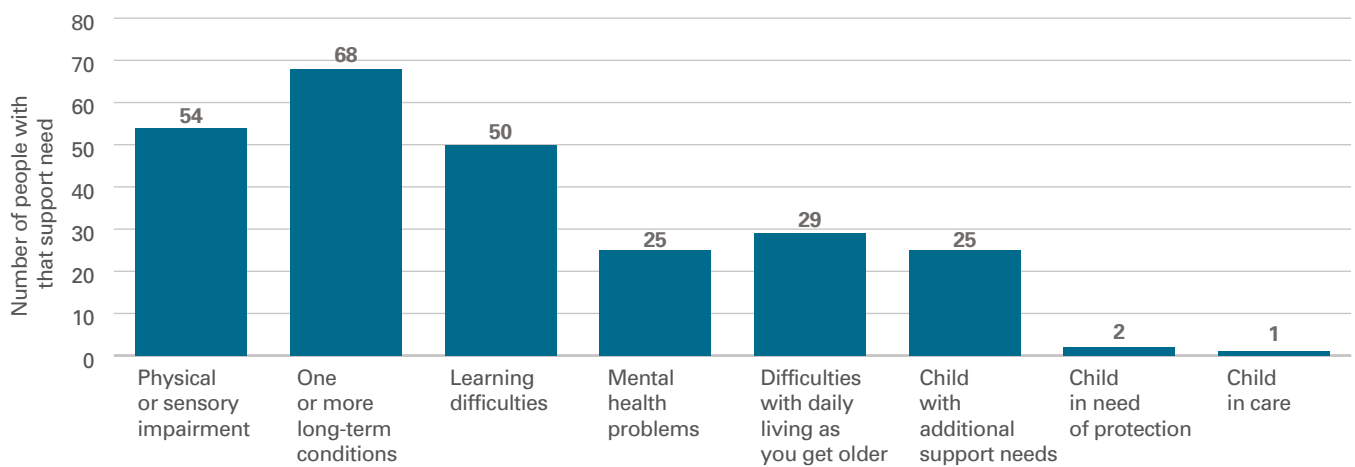


Note: Two survey respondents did not respond to this question.

Source: Audit Scotland

Exhibit 4

Reason for needing support



Note: Respondents could choose more than one reason.

Source: Audit Scotland

What support options were people offered and what do they have now?

15. We asked people what options they were offered but did not use the language of 'options' to avoid confusion.

Exhibit 5

Which options was the supported person offered the last time their needs were assessed or reviewed?

	Yes	No	Don't know	No response
To take a direct payment so you or your family could arrange your own support	74 (71%)	25 (24%)	2 (2%)	3 (3%)
For another organisation to arrange the support you have chosen and organise your budget	36 (35%)	52 (50%)	5 (5%)	10 (10%)
For the council to choose and organise your support and budget	48 (46%)	38 (37%)	7 (7%)	9 (9%)
All three of the above	28 (27%)	N/A	N/A	N/A

Note: Figures may not add up to 100 per cent due to rounding.

Source: Audit Scotland

Further comments

'I was told I don't qualify for self-directed support. I wasn't given any other information. Just told "You won't get it."

'All four options were on table but option for council to manage budget/arrange services was discouraged.'

'The four options were not presented to us. It was assumed that we would want and take a direct payment.'

'We told them we wanted SDS and how we wanted it to work – they agreed.'

'However I (for my father) was only offered options 1-3. Option 4, taking services from a variety of sources was never offered to me. In fact when I asked about it, I was told it was not possible. I only found out that option 4 actually existed when I googled social care and came across the official handbook. I was not given sight of this handbook from social services at any point in time. I also have to say that when options 1 and 2 above were mentioned it was always with the caveat "but they won't work" and social services were very keen to keep a tight leash on control. I felt that it was all lip-service and they were not interested in offering any kind of flexibility of service.'

Exhibit 6

How is support currently arranged?

You take a direct payment so that you or our family can arrange your own support	51 (50%)
You have asked an organisation to arrange the support you have chosen and to organise your budget	19 (18%)
The council chooses and organises your support and budget	23 (22%)
A combination of the above	10 (10%)

Note: One survey respondent did not respond to this question.

Source: Audit Scotland

Further comments

'The organisation explained the process, came and did planning and check in with me that my support is meeting my needs regularly.'
(Person receiving support through Options 1 and 2)

'I would have preferred to take a direct payment but there are many flaws in this option due to the level of support my son needs. It's very difficult to recruit staff and to support the staff in their induction and supervision as a mother/manager. There's no budget for training staff or shadowing shifts to get them up to speed with my son's needs.' (Person receiving support through Option 2)

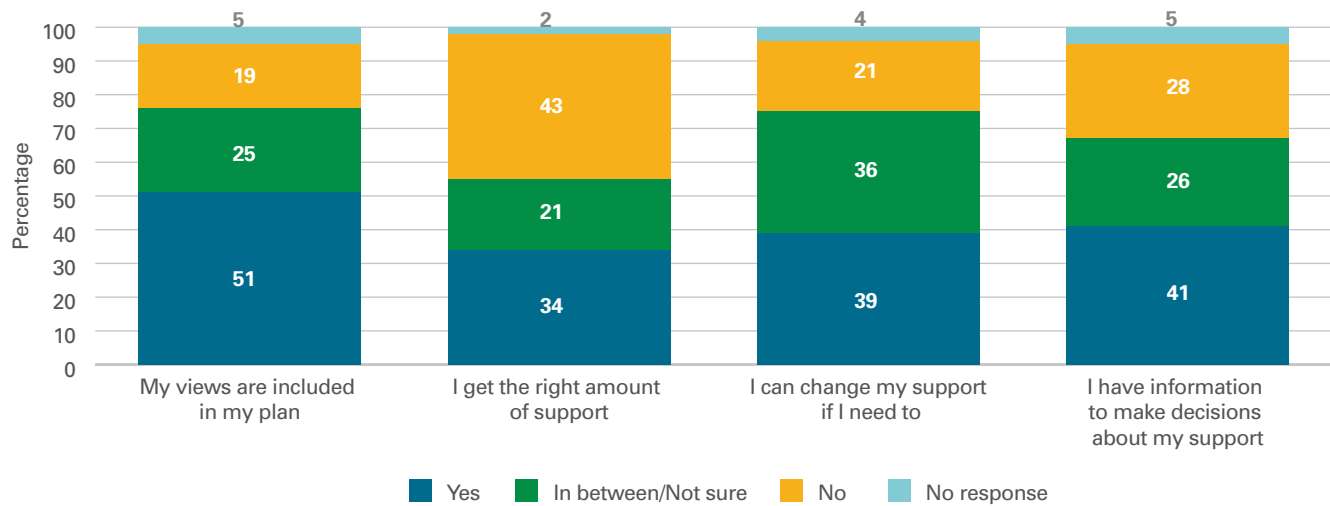
'There are many barriers to continue using a DP and in the area I live there is little support for managing a Direct Payment.'

'This was the best option so the budget could be accessed quickly.'
(Person receiving support through Option 3)

'As there are little or no respite services for the under 65s going down the direct payment route is a waste of time. If social work cannot organise respite due to it not being there, then how is the person to organise their own?'

Exhibit 7

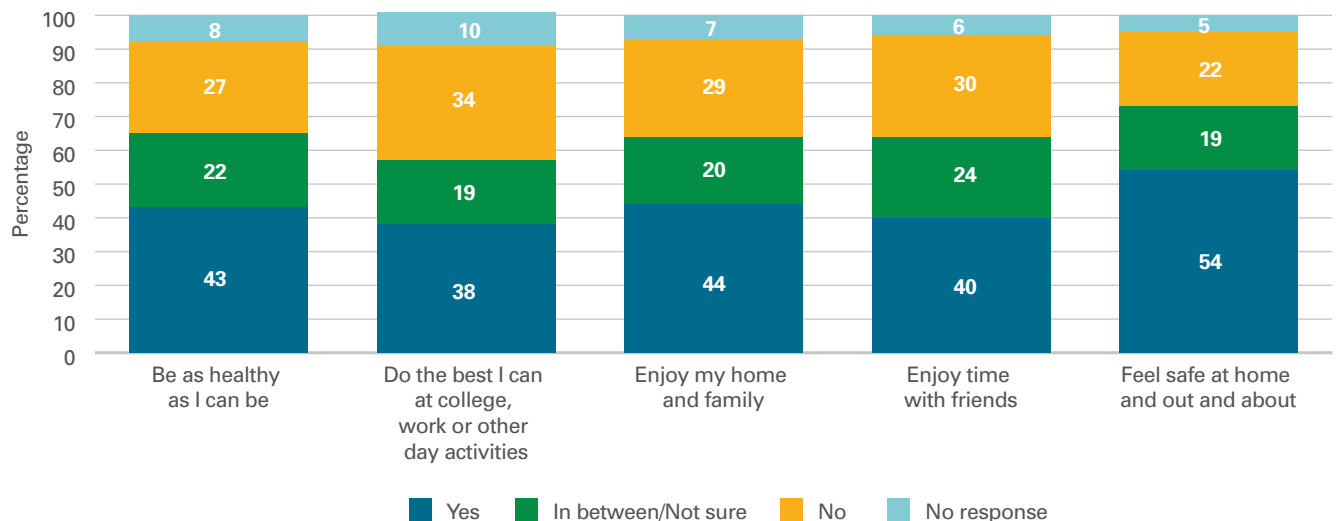
Over the past year, what do you think about these areas of your support?



Source: Audit Scotland

Exhibit 8

Over the past year, how well has your support helped you with the following areas of your life?



Note: Figures may not add up to 100 per cent due to rounding.

Source: Audit Scotland

Respondents' experiences with support

16. The survey also asked open text questions, designed to gather more detail and explanation about people's experiences of support and how they felt about it. We wanted respondents to have a free space to tell us in their own words what they thought.

Respondents told us about the process:

'It has been messy and over 1 year just filling the forms and completing the assessments and I still have yet to get a decision from the resource allocation group about budget for my son.'

'The whole process between initial calls to social work and payment of a small budget of £1,500 took almost 2 years.'

'This process was a long one. Mum was diagnosed with Alzheimer's Dementia, [ten months later] we received the first SDS payment.'

'Unfortunately although the package was agreed in around October last year and the payments were due to start on 1st December 2016 the direct payments are still not in place. I've been told this is a finance issue.'

'Our local authority has recently brought in loads of new rules and has handed control over to finance department to manage packages. It's been a total nightmare.'

'I don't feel listened to. At times I feel tremendous pressure with organising quite a large package. The [local authority] are so ill informed. You are spoken too like a poorly treated member of staff. Constantly compared to other families when you question things.'

'There was no transparency. They refused to tell us the budget allocated.'

'Mum's assigned Social Worker has been helpful when providing advice throughout the process.'

They told us about how much choice they felt they were getting:

'The process followed did not fully involve our views and we were under pressure to make changes to the current support plan that we did not consider appropriate.'

'With the budget left I asked for the supported employment to be the part I chose to spend my money on but was told that wasn't possible and had to use the 6 hours for care at home not a supported employment place.'

'Through SDS my mother was able to leave residential care and come to live with me at my home. My mother's needs were very extensive she had vascular dementia, poor vision & copd [chronic obstructive pulmonary disease] & limited mobility. Her needs were met at home due to assistance from various professionals including social worker, Community Psychiatric Nurse, Occupational Therapist, GP, carers & family. Her support was only for six months but she was so happy to be cared for at home. Her needs were met & everything went well.'

'Recent changes in what we can spend the money on has severely limited what I can do.'

'Managing my daughter's support myself has given us a greater degree of flexibility in her care and life in general. She has become more independent and outgoing and takes a greater part in her daily life because she is the boss and everything is focused on her and what she would like to do.'

'I had a hard time all the way with [Social Work] interference and I had to ask them for permission to use the budget to meet [my adult son's] needs and for items for staff to do their jobs, I was refused on many occasions and had to pay for things like a staff mobile phone for emergency contact the entire time he lived there...I was not allowed to use the budget for things I should be able to like fuel, outings, laptop for staff to keep records, etc, I paid for it all...When I tried to raise issues regarding these things I was only offered care providers to come in and do the job...I felt there was an immense amount of pressure on me to take a care provider, which would not have suited [adult son's] needs.'

They told us about the quality of support they felt they were getting:

'Support has no training in mental health and do not understand or make effort to understand my illness and how it affects me.'

'SDS support for my husband has created so much stress for me. This is due to inefficient Care Companies. Errors in invoices. Overcharging for hours that carers haven't worked. Providing carers who you are told have experience in dementia, but on the carer arriving at our home realising they don't have experience and are not even trained in dementia. Carers who were unwilling to provide the level of care I wanted for my husband.'

'The support we receive is suitable for my son, he has his day placement and transport to and from and he also has respite, however there is not enough left in the pot to also do 'fun activities' which sounds incredibly greedy but as I'm a single parent and physically disabled a little bit extra would maybe get him out and about more especially evenings and weekends.'

'I am writing on behalf on my mother who has dementia. The in home care provided on a daily basis is very good and the staff are lovely with my mum. Unfortunately where it has fallen down was

on discharge from hospital. The hospital discharged her without re instating and upping the care package despite me meeting with them the day before and warning them that this needed to be in place. Lack of communication from the hospital lets the system down.'

'Very good dad manages it for ensuring fully that the support is about me.'

'My plan works well.'

'I was unable to manage my PA due to my health conditions which is why I changed so I feel it is not right that I've not been able to get additional funding to allow me to continue to get [the same number of] hours support a week.'

'The Council has reduced the budget when moving from Traditional Direct Payments to SDS Direct Payments. This has meant my daughter has had less money to buy the services she is assessed as requiring. The council has told myself and my family that we will have to care for our daughter more than we stated we were willing and able.'

'I have SDS. Found the last year my support workers have been good but due to the lack of workers I am unable to have the life that I want. I have my own house however I only can stay in my own house [a few] nights a week.'

They told us about the impact the support has on their lives:

'My disabled daughter's life has changed completely due to SDS. She now has a healthy lifestyle which includes a timetable of fitness classes, gym and swim activities that she attends along with her carers. She attends clubs to socialise with friends, goes to the cinema and bowling etc. She now leads the life of other 30 year old girls. Prior to SDS she stayed home and watched videos! The transformation in her life has improved her health and well being massively. My life as a carer has also changed for the better. Now that my daughter has SDS, I have free time to pursue a life of my own. I have time to meet with friends, catch up with household work, pursue some of my own interests and generally have time for myself.'

'Without it [support package], I would surely be unable to function at the personal level, let alone the social, academic or civic ones.'

'SDS means that my child can attend activities outside of their home independently of a family member. It also means that we can get a carer to come to the house if we need/would like to go out somewhere without the child.'

'SDS has allowed us to source support outwith what the council provides. Our son attends a group two days a week where with support he mixes with others, shops for lunch materials, helps prepare said lunch materials (sandwiches, hotdogs, pizza) this group is building his self confidence and encouraging him to be as independent as he can be. He is out in the community and we

see a huge difference in him, SDS allows my husband and I the opportunity to have time together, in fact last year whilst [our adult son] was on a respite break our trust in the support he was receiving from his autism practitioner and the group as a whole meant that for the first time we were able to have a weeks break abroad ourselves, the first time since [our adult son] was born. He is [now over 20 years old].'

'Since taking on the SDS package my son has left school (he was unhappy there and not reaching his full potential). This was the best decision every [sic] the timetable that he works with ensures that all aspects of Independent Living Skills are met, healthy lifestyle is accomplished and being able to employ staff that work well with him is really important. The support is there when we need it and not when an agency can give it. He gets to do things he loves to do.'

'SDS has enabled our family to continue living and caring at home. It buys replacement care and much needed support. Our waking service allows me much needed sleep every week and some time away from caring doing things that are important for and to me. SDS enables us to keep going in very difficult circumstances.'

And how their lives have changed as a result of the support and SDS:

'I am more stressed, tired and unwell than I was before we started the SDS process. My daughter wants and needs time away from her family but the budgets don't allow for this as much as it used to.'

'We don't have social care support. This can be limiting and tiring but dealing with inflexible council services which do not seem to value my role as a carer would have been more stressful. We halted the assessment process. We also felt that it was intrusive because of the financial assessment process. We are not rich, I lost a good salary when I stopped work to care for my husband. We would have to pay for some services which would bleed us dry financially. It's a sorry state of affairs.'

'Very little. It gives the family 5 hours respite on a Friday afternoon. The rest of the time we support our son ourselves and it is putting a strain on the family.'

'None it's very hard to actually get it. Much documented and publicised but you can't obtain.'

'None. Is and continues to be a very negative experience.'

'Not seen any benefits to the introduction of SDS. The introduction of SDS will have a negative impact on support plan and respite has significantly reduced affecting number of hours respite per week. The weekly respite in total per week will be less than 3 hours.'

'Knowing that my mum is well cared for by the person 'we employ' during the [period of time] funded allows us time to work and deal with the processes involved in her care. She is happy to be at home

with family and friends supporting her which benefits us and helps us deal with the care she needs 24/7. The SDS package has eased the financial burden on us as I now earn less having had to cut my working hours.'

'Less reliance on my family members to do activities sometimes.'

'I am able to do things that interest me and I want to do. When I want too.'

'It has got me more active which is improving my physical health. My mental health is becoming more stable and I have help to monitor it so that I can get help sooner rather than later if I deteriorate.'

'Our SDS budget has kept our family going when there was a big risk that it would collapse. It means the children can pursue social activities outwith the home and I get the occasional bit of respite. It's made a huge difference to both kids, being able to access things they enjoy and make friends.'

'Immense! The difference between drowning and making it to a safe harbour! We wouldn't have coped and would not willingly be without SDS now!'

'My son has a purpose in life now instead of sitting 24/7 in a room regressing.'

'The self management of my sons package has given him a better quality of life and care. I don't need to put up with poor service, bad timekeeping, inappropriate services, lack of flexibility. I think it forces companies and organisations to up their game. Many agencies and charitable organizations have milked the system and become complacent. Now they have to sell themselves to you.'

'Support has made it much easier to manage my daughter's life and also our lives in general. As a carer, it gives me time to live my own life, knowing that she is happy and well looked after.'

'Having a clean and tidy house, having the use of my garden, having someone available to pick up the odd thing or two that I need, or to take a letter to the Post Office for me, or to give me lifts to appointments has made an enormous difference to my life. I no longer feel as isolated (though I do still feel isolated and stuck at home!) and am so grateful to have a clean and tidy (and hygienic!) home. Also being able to have a respite break once or twice a year has made a huge difference to my well being, as I'm very much stuck in the house day in day out.'

'Enables me go to college, participate in a horticulture project, attend a music class and drama class.'

'We've already been able to have a more flexible relationship with the service provider we were using. I don't think this would have happened without SDS. Our service was always at their convenience before.'

'Although it has been a very frustrating process one thing I do need to say about the Social Worker is that they were very supportive of the plan I had detailed for my daughter. However, there is a lot of misinformation out there and I have spent a lot of time researching SDS and what exactly the money can be used for. I feel there are contradictions and my daughter's money could be spent more wisely and is not 100% person centred due to restrictions.'

'A big difference, For [teenage son] it means increased independence as the group he goes out with twice a week sit all the lads down so they can discuss what they want to do for the day, be it bowling, or the cinema and as they have now invested in a mini bus they also go further afield to visit the likes of the zoo and museums. The boys all discuss and make choices on the options they are given, be it a day away or just what they're having for lunch. For us as his guardians/ parents we see a young man who is coming out of his shell, who is willing to participate in a conversation and who will voice his opinion - sometimes very loudly! [Teenage son] has become much less aggressive both verbally and physically since we chose to find the services he needed rather than make do with what social work wanted us to use. SDS has been a godsend.'

'Tremendous difference offered alternative activities holidays, supported social skills and promoted confidence.'

What would you say to other people about Self-Directed Support?

'I would definitely recommend it to others. Before you start do some research into services and what is out there for you to do. Think about what you want to do. Then go for it.'

'Find out all you can about it. Ask to be assessed. Get support so your voice is heard. Apply and use it in order to be able to make the most out of your life!'

'Right now it isn't a good time to try and request Self Directed Support in [my area]. People are only being given funding if they meet the critical eligibility criteria and urgently need help with personal care. A few years ago people got social hours but now social care is just how it was before the SDS Act came into force. People aren't getting much say over their support and aren't getting the help to become more independent and lead a normal life with things to do and able to keep relationships with family, friends etc. going.'

'The principal of SDS is good, but funding cuts and restrictions on how to spend your budget is not good. If you have a good local authority, who understands the ethos of SDS, go for it, if not stay clear if you can.'

'It's not working; its bureaucratic; its implementation does not match the vision underpinning the legislation and from speaking to many Carers in Scotland, decent packages of care are consistently being reduced, creating additional stress and pressure; families feel that their homes are being invaded when they have workers in their homes; significant carer deflators are being applied which leave families no better off than they were without help; valued day services are being destroyed.'

'Don't be afraid of making the change. We were afraid to risk the support we already had in place and move to SDS but once set up it's so flexible and supportive - we would not willingly be without it now!'

'I would say "Go for it" There is nothing to be scared of, and SDS allows you to be in control. Granted, some councils manage SDS better than others, but the main focus should be that you are in control and have an active part to play in what happens with the money. All outcomes should be entirely for the benefit of the recipient, and should be flexible enough to allow the care provided to fit in with your life, not the other way round.'

'I'd say that it's worth applying and seeing what can be offered to you. It can be tricky to manage, especially finding someone who suits the role and who you get on with and is trustworthy, but when it works out, it's great and can make an enormous difference to your life.'

'It is a total lottery, from social services to the carers who walk in through the door. Very difficult indeed.'

'In no way would I suggest to anyone that they apply for sds as the intrusion of sw into your life, the countless, endless meetings arguing about how you can possibly meet all the targets in the care plan on such a paltry sum are time consuming, stressful (and who is paying for childcare whilst you are attending all these stupid meetings????) and really not worth the hassle.'

'It is nice to get a little break and be able to make decisions about who is doing the care, but when it is only 4 hours a week it is quite difficult to manage pay, timesheets, insurance, finding carers can take a lot of hours of my time.'

'I would say to people that self direct support gives you much more choice over your support. It also gives you the freedom of picking the right support service which will suit your needs.'

'I honestly couldn't recommend SDS to anyone unless they have a good supportive SW department and that's a rare thing.'

'SDS is a very valuable resource for people with care needs as it can help keep them at home in their own environment surrounded by what they know best. For carers it relieves the financial burdens placed upon them due to the increased needs of the person they care for. I would advise that the award given will be significantly less than the amount needed to place their family member in a long stay establishment. They must be prepared to face delays, frustration and have a determination that this is the best package for their circumstances. I would also advise them to seek help throughout the process from their Social Worker and the health care professionals involved in their person's life. I would also advise that you need to be careful to follow guidelines and meet deadlines to ensure that this support continues.'

'Prepare to fight and for it to be a long battle.'

'It's not for everyone - councils do not make it easy to get the level of support you really need, and there are fewer and fewer organisations out there offering support. From our perspective the right ethos and attitude was very important as well - we wanted to be sure that the support staff had the same outlook as us and are about enabling rather than disabling.'

'It is easy to maintain after the initial setting up. It can be managed by somebody else if you are not keen to do it yourself. It gives the cared for person some valuable social time allowing them to do something they enjoy. Carers get a break and it help the whole family cope.'

'I would recommend it. It can be a bit daunting employing someone or working with an agency, and it can take time to get support workers that are right for you, but it is worth it in the end.'

'Persevere and be patient. Ask for help before it gets critical as it can take some time to be assessed and the process is not fast if not an emergency.'

'Do it, don't just rely on what your local council has in place. There are more options out there and whilst it might take time to source the correct support it truly makes all the difference.'

'It is good, but can be quite stressful to organise and find suitable care, and trying to stretch out a small budget.'

'Flexibility is the best thing, if you feel daunted by employing someone there are agencies and services you can use. e.g. I use an agency for respite at evenings and weekends and a cleaning service to do ironing, cleaning for my son.'

'I cannot recommend SDS highly enough - whichever option you choose. It can change lives and give independence where previously there were none. It gives carers a break from caring to recharge their batteries.'

'It only works if the resources exist already. Either the council or other companies need to have the resources available, or if you intend to take on direct payments ensure that there are resources available first. Recruiting staff is challenging unless you already know someone who can do the job, remember there will be no cover if your carer is sick or on holiday if you pay them directly and you will need to register as an employer with HMRC and meet the same employment legislation as other small businesses. It can be really stressful. Councils are very keen to pass over a budget as a direct payment because it takes the problem of organising support away from them. If you cannot find and resource the support your child needs, you end up giving the budget back. SDS can be exceptionally stressful.'

'It is important to have the right support in place for you and not just accept what is on offer.'

'It's is so much better than having people pop in for a short time four times a day. You get to develop a relationship with the Carers as there are only a few.'

What would change to make Self-Directed Support better?

Training and guidance

'Ensure all health professionals are trained in accurate assessment in Personal Outcome Plans.'

'More training for everyone - people using SDS, their families and social workers as there is still not enough informed information freely available.'

'More training for social workers and their managers as the ethos isn't reach[ing] the front line staff or if it is it's then being blocked by managers.'

'Social Workers need to be properly trained in concept of SDS. Support Organisations likewise need to be trained.'

'I would offer people training on SDS and managing a budget.'

'More advice and support from Social Work to help find the correct care and how to maximise the SDS budget.'

Transparency in budget-setting

'A more transparent, open process, particularly about how budgets are arrived at.'

'Make it more transparent; make scoring system available after assessment, explain how budget [is] calculated and how the decision was reached.'

'The process that is the assessment needs to be more inclusive and transparent and if it is then it won't feel like fitting within a cost envelope.'

More flexibility in how budgets can be used to meet outcomes

'I know people who have all sorts of "rules" applied to their package that makes it unusable.'

'I would like the SDS to be able to pay for things I can't afford, like a meal out, which can make such a difference to someone like me who is housebound.'

'Make the outcomes much more flexible.'

Easier and more efficient processes

'To make it easier for families as applying for this took over a year and caused me more stress that I didn't need, also the criterias need to be more clear, as far as I could see my son was in the high/severe category but I got second bottom, don't understand this at all!!!'

'The application process is a little clunky. It needs to be streamlined and made more efficient. Payments should be via a special card, so you don't have to faff about with separate bank accounts or keep accounts for each transaction. This can be particular tough on people with certain disabilities.'

Part 4

Survey of social work staff and managers



Introduction

17. We ran an online survey to gather the views of social work staff who are responsible for assessing and reviewing needs and helping people to plan their support. We had already conducted interviews and group discussions with staff, team leaders and managers working in social work departments in the five case study authorities. This survey was an opportunity to follow up with more people some of the issues we found during the interviews.

18. We ran the online survey in March and April 2017. The Scottish Social Services Council (SSSC), the Care Inspectorate, Social Work Scotland and case study authorities helped promote the survey, beginning with a news story on the SSSC website with an electronic link to the survey.

19. The survey gave us a self-selected sample of social work staff and managers. It is therefore not necessarily representative of the views of all social work staff and managers. Instead it gives us an indication of the range of their views and experiences of working with self-directed support. The survey results should be read with this in mind and we have presented them as raw data with limited analysis. Quotes come directly from respondents and have been selected to give a representation of the types of things we were told about. We have only edited the quotes to ensure respondents' anonymity and to correct minor spelling mistakes.

Who responded?

20. We received 170 responses to the survey. On the basis of their job titles, around one third described themselves as a 'social worker'. Others were mainly care managers, team managers/team leaders, occupational therapists, social work assistants, adult service coordinators and mental health officers. Approximately one in five described themselves clearly as a manager.

21. Respondents were working with a range of children and adults ([Exhibit 9, page 25](#)). Their length of experiences ranged from under a year to 40 years, with a median time of eight years. We did not ask respondents which authority they worked for as we felt they were more likely to take part and to respond more candidly if they were not asked to do so.

Exhibit 9

Which of the following client groups do you work with?

Adults with one or more long-term conditions	101 (63%)
Adults with physical or sensory impairments	99 (62%)
Older people	99 (62%)
Adults with learning disabilities	93 (58%)
Adults with mental health problems	89 (56%)
Children and families	22 (14%)
Other	14 (9%)

Note: Respondents could choose more than one client group.

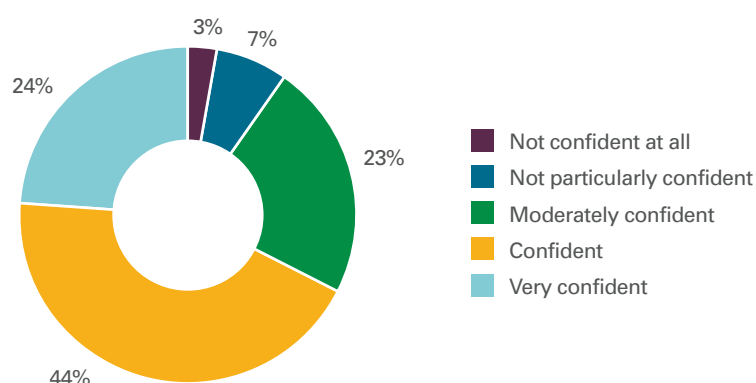
Source: Audit Scotland

Staff confidence in identifying outcomes and explaining SDS

22. This section looks at staff confidence in helping people to identify their individual outcomes and choose from the SDS options. 68 per cent of respondents were confident or very confident about identifying individual outcomes ([Exhibit 10](#)).

Exhibit 10

On a scale of 1 to 5, how confident do you feel about supporting people to identify their individual outcomes?



Note: Figures may not add up to 100 per cent due to rounding.

Source: Audit Scotland

What further guidance or training do you need to help people identify their outcomes?

Some respondents said they had received good training:

'I receive on-going training appropriate to service users I assess. I also know when to speak to my senior if I have any concerns or there is any conflict with families who are struggling to come to terms with their loved ones care needs; I am confident in arranging meetings and inviting the appropriate people in order to reassure families and explain the resources available in the community to support the service users; families and carers.'

Some suggested a need for further training:

'Training to be ongoing around outcomes to ensure continued focus on the supported person's goals and ambitions as well as assisting them to acknowledge the perhaps more mundane outcomes around safety and health.'

'I think within our organisation we need more training targeted at the process of helping people to develop outcomes as well as what an outcome actually is. I previously worked elsewhere so feel confident in this but current colleagues don't. I think this relates in part to the roll out and use of tools/assessment documents which are not fit for purpose and are currently being revised. Staff need support to adapt to a new way of working and there needs to be a shift in culture. Staff are unclear as to how to identify and support service users to meet outcomes in the context of eligibility criteria and resource cuts.'

'I'm aware that less experienced workers are still struggling with the difference between an output and an outcome and it's something I find difficult to support people with. Some more widely available coaching/ training resources would be good.'

'Better language around outcomes when the public have been conditioned to thinking about needs and what services can provide for them.'

Some staff found it difficult to work with specific client groups to identify outcomes:

'I work with older people, many struggle with the idea of individual outcomes.'

'Some of the people I work with find the forms confusing, difficult and not person centred.'

'it isn't about the need for further training - some of it is about people understanding and being able to articulate their wishes. I work with a lot of older people, and identifying outcomes can be difficult due to reduced cognitive function.'

Some staff said it was difficult to identify outcomes in the context of financial challenges:

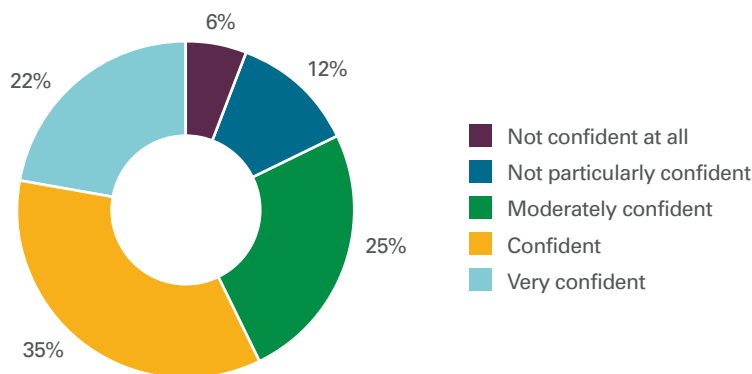
‘SDS is being sold as giving choice and control back to people about how their services should be. In reality this is not the case because of budget constraints so training is how to get across the reality of SDS and realistic outcomes would be useful.’

‘Outcomes can be very difficult to identify and a lot of workers tend to continue to identify goals and tasks. With ever increasing demands, changes and staff reductions time with clients is being squeezed as Managers focus on value and statistics.’

23. Fifty-seven per cent of respondents felt confident or very confident about understanding SDS well enough to help people choose from the SDS options ([Exhibit 11](#)).

Exhibit 11

On a scale of 1 to 5, how confident do you feel about understanding self-directed support so that you can explain it to people and help them choose from the options?



Source: Audit Scotland

What further guidance or training do you need to help understand self-directed support?

Some respondents were positive about the training they had received:

'Various training courses I have attended have explained the options available and the logistics required to initiate the service/complete paperwork. The SDS team have been helpful in providing additional information on an individual basis as required.'

'Most training has been useful, however some courses still used too much jargon, and were ran on the assumption that individual workers were already confident in their knowledge of SDS, this is not always the case.'

'Our team were part of a pilot scheme which was very successful incorporating service users and their family. This gave me a good insight into innovative uses. Some in house training which I learned the basics from and became more knowledgeable the more I used it in practice.'

Some respondents felt further training on the SDS options was needed:

'Staff need to be clear as to options, how these can be used, eligibility criteria, equivalency model etc. It is very difficult to convey all of this to service users and families when we are not clear about the processes internally.'

'This can be confusing for people, particularly choosing which option to choose. I find each case is different. I strive to explain the process. Option 1 can be difficult to grasp for families.'

'More information and guidance on the responsibility people have particularly in relation to direct payments as individuals can find this choice particularly daunting and complex.'

24. Advice and support from fellow social work staff, peer mentors and team leaders or managers is an important source of advice and support when staff are unsure about how to meet someone's outcomes or support choices ([Exhibit 12, page 29](#)). Only three per cent of respondents did not know where they would seek help.

Exhibit 12

Where would you get advice and support if you were unsure about how to meet someone's outcomes or support choices?

Fellow social worker or peer mentor	120 (75%)
Team leader/team manager	98 (61%)
Self-directed support lead/manager/team	76 (47%)
Written or online guidance	65 (40%)
Direct payments team	45 (28%)
Finance staff	33 (20%)
Don't know	5 (3%)
Other	18 (11%)

Note: Respondents could choose more than one client group.

Source: Audit Scotland

Views about the processes for getting support

Some staff were positive about the processes for arranging support:

'I think there have been big improvements in [this area] in the last two years. There is clearer guidelines and processes for staff and service users.'

'We would not be as confident without the team of Direct Payment workers who manage the financial side of things and their vast knowledge re employment laws for personal assistants etc.'

Respondents who were negative about the processes raised similar issues to those raised by service users and carers:

'There are still some staff who appear reluctant to encourage clients to consider Option 1 as this often involves more paperwork and/or they are less familiar with that process and stick with a directly provided/commissioned service as it's easier for workers overall.'

'Keep it simple! Everything is too complicated. It can be hard to understand, it can sound like a lot of work if you were to make all your own decisions, so people just let the Care Management decide and say it's fine, when maybe it's not really the service that they want.'

'Nothing, except the paperwork which can be extremely difficult for people to understand and in particular people who lack capacity or have communication difficulties. Carers do not wish to undertake such an extensive line of questioning is a comment which occurs most of the time.'

'The extent of the work involved in setting up option 1 for small packages of care appears to be self defeating and puts a lot of clients off.'

'At the moment I am unsure about the paperwork side of Option 2. Our policies and procedures have been behind in catching up with the change in legislation. Some procedure change as particular cases challenge the current procedures and this has led to unacceptable waiting times for some families.'

'There is no clear pathway for social work practitioner to follow, so each case may transition along the paperwork trail differently, until clear procedures are in place.'

'The main problem is the overly complicated paper work and processes of this council. To add to this, the council often gets payments wrong and their bills are wrong. This can take even skilled people weeks or months to sort out with the council not being helpful.'

'I have also had some training on using the Social Work recording for SDS (ie how to record the assessment and support plan on [our computer system]). It is a seemingly complex set of information which is needed and requires some speed to be prepared for the

panel to approve it all. I don't find it a particularly user friendly way of recording what 'practical' needs a person has for example if they are going into respite.'

'It is not so much about training it is all the other things that I have to do particularly the approval for funding which has to be presented to a panel. This Panel can stop or delay a request for funding and this adds stress to what is a stressful process for the client & the Practitioner. Once funding is approved the process goes into a kind of accountancy request which you only get proficient at if you are doing them regularly. If you get stuck there is online help and I have to use this often as I work in an isolated location with few requests coming over my desk to build up my competencies.'

'The current SDS assessment process and the tools we have been provided with to follow this process are too long. The amount of paperwork is overwhelming and the style and terminology used in the assessments is not user friendly. The contracts for support as equally as horrendous - [they are very] long and [multiple] copies have to be generated - everyone knows the vast majority of supported people will never read this contract yet we still need them to sign it. Frequently our assessments bring the supported person significantly under budget and this is often just for a relatively small package of support at home. The assessment tool does not seem to capture any client group's needs. Despite all this being highlighted we are still having to use the documentation.'

Some respondents felt there was a lack of information for people seeking support:

'Direct Payments often offer individual's more control over accessing appropriate supports. However, many family members are reluctant to take on this responsibility due to a perceived lack of on-going support and advice specifically in managing Direct Payments.'

'Most of the useful training has been given after the start of the process. Training was given regarding the options and what these were. This was clear but it remains difficult to make these fully understood to service users/carers/parents.'

'Brief and concise written information to give to families about the options and what they mean for them would be helpful to back up verbal discussions about the options.'

'It will be good to have something visual or examples to show the options of SDS to support the service users to be able to understand the differences of the options and able to make their own choice.'

Some thought there was a lack of information for staff:

'Clear in house guidance, flowcharts etc. that explain processes relating to SDS to staff and also more detailed public information (we have one little leaflet that explains briefly the 4 options and that is it)'

'Better literature, better understanding of processes, better support through the process - a central call centre to support staff. Access to a self-directed support team lead for supervision. It's very difficult to find someone who has an expert level of understanding within the organisation.'

Offering people choice and control

25. Staff who responded to our survey had positive stories about support arranged using the SDS options. The most commonly-mentioned way of doing things differently was by helping people employ their own personal assistants. There were also examples of finding respite for carers, pursuing hobbies and interests, and arranging for people to take holidays or trips away.

‘Promoting independence for a young person and allowing them to be more independent of their parents by employing a PA of a similar age and similar interests.’

‘I have one service user who has always been resistant to support as he does not like meeting new people and a provider would be unable to guarantee the same worker every day. He now has a direct payment and works with an ex nhs employee whom he used to work with and is getting fitter and more involved in his community.’

‘A client that I had was using a provider to deliver the large care package under Option 3 but the family and the provider clashed on a number of occasions, not least because the provider proved to be inflexible and were often unable to deliver the hours. The client decided to move to an Option 1 which was a big undertaking given the hours required however it was a great move and the client feels much more in control as they can decide on the staff and exactly how the hours are delivered.’

‘SDS has allowed more creative thinking out of the box and this has been more cost effective for the LA and has provided the service user with a service that has met identified need and has provided benefit.’

‘What social workers often feel is that they have to choose options for people to fulfil outcome criteria. Often this is not tailored to the individual but methods from experience. Listening to those we work for has changed my opinion on the significance of outcomes. It no longer needs to be earth shatteringly significant but relevant to the child's needs and wants. This has seen me move from using a day centre to care for needs to self-directed support being used to allow the child to attend their chosen activities with support.’

26. Our survey asked about barriers to offering people choice and control through SDS. The most common barriers identified by staff were a lack of services or options to offer people and budget pressures. Staff also told us about cases where people did not want to take Option 1 because of the work involved, and occasions when staff felt they had to manage the expectations of service users. Several respondents mentioned difficulties finding staff, for any of the options, or a lack of providers.

Barriers to offering choice and control

Shortages of staff or lack of providers, especially in rural areas:

'Unfortunately due to our location we have very little to offer in regards to care providers. I understand this is an ongoing process and this will eventually improve, however lack of care providers in the area has caused a lot of distress to people.'

'Lack of a supply of PAs [Personal Assistants]/agency workers. In the [two] parts of the country I've worked recently, there's an acute shortage of people who are prepared to work at the rates offered, either as PAs or as carers employed by an agency. The biggest problem affecting people's choices in my opinion isn't anything to do with the application of the policy it is the lack of availability of care staff / PAs. Where families have the funds to top up the DP [Direct Payment] rates the policy has assisted those families by subsidising the overall care costs but this isn't an arrangement that every family / client can afford.'

'The main issue is the sheer volume of cases trying to access a smaller number of resources. We are assessing and submitting our paperwork to the panel. The packages are getting approval but there is no availability for care providers. At times, people can wait many months to get even a small care package. There literally are no other care providers we can use so I don't really see what else can be done to achieve our outcomes of providing a package of care.'

'The shortage of trained carers in both local authority and agency creates major problems. Opportunity in third sector is now rare. Too many mainstream alternatives are unprepared and don't engage well.'

'Assessment is not the issue, offering alternative ways to deliver service is not an issue, service options (resource) is a major major issue.'

'Shortage of capacity amongst care providers in [this area], and allocation of particular providers to particular areas usually means in reality that people don't really have any choice under Option 2 over who will provide their care.'

'Lack of available care workers due to agencies' ongoing recruitment issues.'

'Small local authority so less options for people to access/tap into.'

'Due to working within a rural community, there are not enough resources available to provide the type of support people need, especially overnight respite.'

'Lack of services, particularly in rural areas. Transport in rural areas can also be an issue and can take up a disproportionate amount of someone's budget.'

People feel reluctant to choose option 1 (direct payments) because of the amount of work involved:

'Often people really want ordinary local authority provided services - no complications and no management of staff. However, there is a shortage at times which forces people to use option 1 or 2 to get the support they need.'

'Majority of supported people are choosing option 3 but there is not enough support availability under this option so to get support supported person is being forced to choose either option 2 or direct payments to get support. Forcing people to take another option to the get support they need is NOT meant to be part of the SDS process.'

'I have found that most people are reluctant to move from Option 3; unless their disability is physical and they are quite capable of managing their SDS budget; or they have very active families.'

'Direct Payments often offer individual's more control over accessing appropriate supports. However, many family members are reluctant to take on this responsibility due to a perceived lack of on-going support and advice specifically in managing Direct Payments.'

'Families often struggle to find a friend or a person they trust or know well enough to undertake the role of Personal Assistant therefore they usually default to option 3. Social work then take on board the task to find a professional service provider at a higher cost to the service - It is my experience that often family members who are looking for support are at crisis point and they do not want to start processes of advertising and interviewing personal assistants as this causes them further stress.'

'The time scale and processes affects people having choices. If they feel they have to advertise for staff, interview etc they are usually put off as this takes a great deal of time. If they are unable to locate a friend or such like then they will not be able to have a personal assistant.'

'Families I have worked with are willing to have discussions about all 4 options and weigh up the pros and cons. Overall, the consensus amongst younger adult families with disabilities is that they do not want the responsibility of organising a Direct Payment.'

Budget restrictions can affect people's choices:

'Funding cuts within my local authority is having a real effect on people's budgets. Without an increase in community based (unpaid) resources, I believe there will be many families struggling to meet the needs of their children.'

'The obvious one is budget restrictions of which we have been very affected - so lack of resources in terms of money to spend and what people can and can't spend their money on. Three years ago budgets were much more generous - now cuts and the people with care needs are most affected as they were used to what they had,

now have less but needs have not changed (even when outcomes are met, needs may stay the same.)'

'I think people have a fairly wide choice generally and I feel most of the limitations people come up against relate to a lack of funding/resources.'

'SDS is good in principle. Difficulty is the budgets awarded still outstrip the required care locally required as our older and disabled population continue to increase in number and complexities. Unless health and social care is funded to enable people with care needs to be cared for at home then this principle will not work in the long term. As a manager who is responsible for carrying out reviews of new and existing care plans I am aware that the hope is my staff will reduce budgets however the reality is we just as frequently have to increase supports as older relatives start to struggle to care for their family member.'

Lack of clarity about how budgets may be spent:

'No clear guidelines from SDS Scotland as to outcomes and no clear info to Service Users, parents and carers as to what the money can be spent on.'

'Having clearer guidance regarding what is accepted and what is restricted via Self Directed Support as the term outcomes is very subjective especially in relation to mental health as many different things can be used to promote positive mental health ie holidays, attending social activities such as concerts, sporting events etc, physical exercise (gym membership), massage, holistic therapies, alternative therapies etc, meaningful activities (again this is wide). However, there is unclear guidance as to whether these things can or should be used via an SDS budget which is fundamentally public funds.'

'I feel that the introduction of SDS has highlighted the cost of care to supported people and their carers and this has not been a bad thing. However, clearer guidelines on the use of the direct payment for Carer's would alleviate a great deal of stress for workers who often find themselves in an 'I don't know' situation when faced with disagreements around their use. This also causes problems of inequality as carers differ in their ability to research and present intelligent arguments to justify usage that may not be, to us as workers, totally appropriate. We are aware that there is always a grey area but it would be helpful to have clearer guidelines around the use of the Carer's DP budget.'

'Feel confident enough but concerned about moving goal posts as to how it can be spent.'

'Lack of clarity from SDS team about what money can be used for.'

'There is much disparity between generating an Indicative budget (My team uses a scoring system) and what management actually agree to fund. I find that even if a family choose to utilise their entire indicative budget and I agree that this meets the family's outcomes, management will often reduce the care package to some extent in order to save money.'

'The training has been quite poor at times and there is still a large difference between what SDS as a department tells us we can use payments for and what our managers will allow.'

'Older people may identify outcomes such as going to church, visiting family, having company etc. as well as their personal care and support needs. The priority of needs framework adopted by most councils means funding is only being released for essential support which is task orientated and covering basic needs like medication, feeding, washing and dressing.'

'Identifying outcomes is easy...getting funding for anything more than basic care needs (which can result in quarter of an hour home visits) is much harder.'

'There needs to be a greater focus on providing funding for preventative measures focused on good transport, social/emotional stimulation and better opportunities for access to the local community.'

Issues with client contributions to their budget:

'Some people still struggle with having to pay a contribution towards their care costs, which has resulted in debts accruing.'

'Lack of services - or availability of services at the times requested.
- Barriers around charging policy and the impact that this has on worker/service user relationships.'

'In Mental Health there is a huge issue over charges as this Council charges for these supports. Occasionally the person will give up on the request when the charge element becomes clear to them, this is an unfortunate by-product of that Policy!'

'Person was unable to use their preferred Option 2 due to administrative failures. It had been stressed throughout the initial training that should the person choose a more expensive support than we would normally fund then, the person would have to pay the difference. Unfortunately the finance side paid out the higher amounts requested by some companies. This resulted in a clamp down on Option 2.'

'Issues with our LA not having a clear charging policy or clear guidance on differentiating between client and carer outcomes (charging) when the actual output (care required) is effectively the same.'

Other comments:

'I work with adults with learning disabilities and sometimes their lack of capacity and the lack of a legal framework for someone to act on their behalf can be a problem and can delay the process.'

'SDS favours those who are literate, well-supported and have additional resources such as friends and family. It is not a suitable option for those who are most vulnerable and may be illiterate, homeless, mentally ill or disabled or otherwise in crisis - ie those it is supposed to help!!!'

'People and other organisations need to be educated to the realities of Self Directed Support, it is a great concept, it has great potential, it is doing great work. However, it is failing to deliver the budget savings anticipated, the bureaucracy has got out of control and people have unrealistic expectations of the control and freedom they will have.'

'The main problem with that is we are chronically short of in-house services to facilitate timely hospital discharges...Additionally with integration we find our NHS colleagues appear to have little idea of what SDS is about both in theory and in practice and they can give wrong information to clients or raise expectations that the local authority cannot meet.'

'Some people have unrealistic expectations about how they can use their budgets; however, when it was explained to them they were fine.'

'People have been given expectations which are not practical to be met by Local Authority assessments. This leads to conflict and misunderstanding. The role of the LA, Legislation and limitations have to be better advertised and explained.'

'Again conflict arose due to families been given conflicting advice as to what can be purchased in the way of activities for example families been given a particular payment for say a holiday or to pay for a course this may have met particular needs for a family but other families assuming it is their right also to have a holiday paid for or a season ticket etc. not understanding budgets and assesses needs - Confusion with identified budgets and actual budgets for some families assuming that the whole budget is available for spending on demand !!'

'Yes, they wanted to manage their own budget and I didn't think it was something they could manage.'

'Their ability to manage a budget themselves, too difficult for them and unsure they would spend the money appropriately.'

'Domestic supports, cooking, cleaning, shopping etc. are considered private chargeable services. Often clients/families expect these services to be included in their supports, without charge.'

'Disparity between the 'sales pitch' of what SDS can be used for and what local funding panel will agree.'

Directing people to alternative sources of support if they do not meet eligibility criteria:

Our survey asked respondents about people they have assessed who do not meet the eligibility criteria for social care, and if they were able to direct them to alternative sources of support. Most people who responded to this question were able to identify some form of alternative service, mainly voluntary sector or community groups. Very few respondents were completely unaware of alternative services.

'I think this happens frequently in relation to signposting to alternative resources of which there are a variety. It is difficult to assess the success of this as we don't do follow up.'

'There is a wide range of community supports in [this area] where people can be supported - often through the Council for Voluntary Services.'

'Yes we operate an initial response team who provide short term support for individuals who do not require a budget and they are supported to identify and access natural supports and free resources in the community that are able to meet needs. Additionally, this team is very creative with assisting people through a range of free resources. Furthermore, we ensure that individuals' income is maximised and that they can budget their finances better, to enable them to have more options available to them regarding accessing resources that may require funding such as local yoga classes that may have a minimal charge.'

'Using Dial A Bus to get out to a weekly event rather than having a personal assistant to take them.'

'We are critical only for funding and I always request things under critical criteria given mental health issues are frequently a crisis for the person I am dealing with. I look to recovery pathways and use the review process to see what impact for change has occurred and at that point it may become a lower level or cease dependent on the progress the person has made. I also have the advantage of NHS support pathways which are free at the point of contact and again we tap into this as/when necessary.'

'For this locally we have:...Rural charitable transport service - Meal delivery services (LA & private) - Befriending Service - Third Sector Interface - Benefits Welfare Rights Officers - Young peoples' housing support project - Homelessness Officer - Skills Development Scotland - Job Centre Plus - Charitable orgs who provide employment training through volunteering (mainly charity shop work)...I have a cause to refer people to all of these orgs in the last 2 years...However in the last 2 years 3 voluntary groups have folded due to lack of board participation and funding. New legislation/legal requirements for voluntary orgs and short term funding for projects that become unsustainable because rolling costs are not covered mean it is very difficult to maintain groups and orgs in the current climate...The same people trying to provide a workforce from an ever decreasing working age population.'

'Yes I assessed an individual and identified that their main areas of challenge were in relation to shopping and feeling lonely. The individual was directed to a local voluntary shopping service and provided with details of local clubs and lunch groups.'

Supplement 2

Self-directed support

Audit methodology and survey results

This report is available in PDF and RTF formats, along with a podcast summary at:

www.audit-scotland.gov.uk 

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500

or info@audit-scotland.gov.uk 

For the latest news, reports and updates, follow us on:



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN

T: 0131 625 1500 E: info@audit-scotland.gov.uk 

www.audit-scotland.gov.uk 

Self-directed support

Checklist for councillors and board members

ACCOUNTS COMMISSION 

AUDITOR GENERAL 



The Auditor General and the Accounts Commission published their joint report, [Self-directed support, 2017 progress report](#) , on 24 August 2017. This checklist accompanies that report and sets out some questions that councillors and board members might ask to seek assurance about progress in implementing self-directed support in their council or integration authority.

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required actions
How users, carers and families experience self-directed support in our authority			
Paragraphs 15-22, 65-66	<p>Do we now offer self-directed support (SDS) to all eligible people when we assess or review their social care needs?</p> <ul style="list-style-type: none"> In what circumstances are people not offered the four SDS options? What are we doing to give these people more choice and control? 		
Paragraphs 23-29	How many people do we support, how many people have been offered the SDS options, and how many people have chosen each option? <ul style="list-style-type: none"> How do we expect these numbers to change in future, and why? 		
Paragraphs 8, 36-43	How do we involve service users, carers and providers to help design more flexibility and choice into support options? <ul style="list-style-type: none"> What do they tell us about how we could improve? 		
Cont.			

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required actions
Paragraphs 36-43, 47-51	<p>Have we reviewed our assessment and support planning processes to make them simpler and more transparent?</p> <ul style="list-style-type: none"> • What do users and carers think about the processes? 		
Paragraph 38	<p>Have we reviewed our processes for supporting children to transition into adult services?</p> <ul style="list-style-type: none"> • Have we jointly agreed improvement actions between children's and adult services? 		
Paragraphs 35, 47-51	<p>Have we reviewed the information and help we offer to people during assessments, reviews and planning discussions?</p> <ul style="list-style-type: none"> • Do people understand our information? Does everyone who needs it get it? Do they get it at the right time? • How have we involved users, carers and providers in reviewing the information and help? • Do we offer people independent advice and advocacy when they need it? 		
Paragraphs 25, 36, 44-46	<p>What difference is SDS making to people's personal outcomes?</p> <ul style="list-style-type: none"> • How do we record and monitor this so that we know if things are improving across the board? • How are we using this information to plan future SDS processes and services? 		
Supporting social work staff to implement SDS			
Paragraphs 44-46, 52-54	<p>Do all our social work staff feel they have the time, information, training and support they need to be able to identify and plan for people's personal outcomes?</p>		
Paragraphs 44-46	<p>Do all our social work staff fully understand outcomes?</p> <ul style="list-style-type: none"> • Are they confident about working with personal outcomes? • Have they had sufficient training? 		
Paragraphs 52-54	<p>Do our behaviours and processes encourage and support social work staff to develop innovative solutions to meet individual needs flexibly?</p>		
Paragraphs 55-58	<p>Do social work staff have sufficient guidance and support on how to balance innovation, choice and risks with service users and carers?</p>		
Cont.			

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required actions
Monitoring and planning progress in SDS implementation			
	<p>Do we regularly review our progress in implementing SDS?</p> <ul style="list-style-type: none"> Do we review progress against our SDS implementation plans? Do we monitor and report on the SDS options chosen by people, ensuring this data is accurate and consistent? Do we monitor and report on the whether people's personal outcomes are being met with SDS? 		
Paragraphs 63-72	<p>Do we use national information, reports and tools to help us improve how we are implementing SDS?</p> <p>Do our strategic commissioning and related plans show:</p> <ul style="list-style-type: none"> how more choice and control will be achieved for service users? how decisions will be made about re-allocating resources from one type of service to another in response to people making their SDS choices? 		
Paragraphs 65-70	<p>Are we using flexible contractual arrangements that give supported people and providers the opportunity to be flexible about support?</p> <ul style="list-style-type: none"> Have we involved users, carers and providers in developing this? If we do not have outcomes-focussed contractual arrangements, how are we giving supported people flexibility, choice and control? 		
Paragraphs 73-75	<p>Are we working with communities to develop alternative services and activities that meet local needs?</p> <ul style="list-style-type: none"> How are these community-based services and activities helping to support people? Are there opportunities to develop more community-based services and activities? 		

Cont.

Paragraphs in main report	Questions for councillors and board members to consider	Assessment	Required actions
Paragraph 91	<p>Have we developed targeted information and training on SDS for healthcare professionals who have direct or indirect influence on people's health and social care support, including:</p> <ul style="list-style-type: none"> • primary care professionals such as GPs, district nurses, occupational health professionals? • hospital staff who may influence decisions about discharging patients when they need temporary or permanent support? • managers and administration staff? 		



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
T: 0131 625 1500 E: info@audit-scotland.gov.uk
www.audit-scotland.gov.uk

For the latest news, reports and updates, follow us on:





To: Audit, Scrutiny and Risk Board

On: 26 September 2017

Report by: Director of Finance and Resource Services

Heading: Annual Review of Compliance with the Local Code of Corporate Governance

1. **Summary**

- 1.1 Corporate governance is the name given to the system by which Councils direct and control their functions. It is about ensuring that councils do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.
 - 1.2 This report reviews the Council's Local Code of Corporate Governance and provides evidence of how the Council complies with the code. *Delivering Good Governance in Local Government: Framework*, published by CIPFA in association with Solace in 2007, set the standard for local authority governance in the UK. CIPFA and Solace reviewed the Framework in 2015 to ensure it remains 'fit for purpose' and published a revised edition in spring 2016. The new code places greater emphasis on relationship and behaviours between elected members and senior management; performance reporting; and council and service level plans.
 - 1.3 The code reflects the increased importance placed by the Council on self-assessment and activities involving greater scrutiny of services. It also links to the Best Value criteria where governance and accountability are key elements against which the Council is assessed.
 - 1.4 The evidence presented in Appendix 1 demonstrates that strong governance arrangements are in place within the Council and that Councillors and Officers are working together to lead and manage the Council in order to provide vital public services.
-

2. **Recommendations**

- 2.1 The Audit, Risk and Scrutiny and Board is asked to:
 - note the Council's compliance with the Local Code of Corporate Governance which is set out in Appendix 1 of this report; and

- agree that the Local Code of Corporate Governance should be reviewed again in 2018.

3. **Background**

- 3.1 The Council reviews its Local Code of Corporate Governance annually, and last reviewed and approved its code and the supporting evidence of compliance, in March 2016. The new code places greater emphasis on relationships and behaviours between elected members and senior management; performance reporting; and council and service level plans.
- 3.2 The Council's Local Code of Corporate Governance covers the seven core principles which bring together the main elements of Council business. These are:
1. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law
 2. Ensuring openness and comprehensive stakeholder engagement
 3. Defining outcomes in terms of sustainable economic, social, and environmental benefits
 4. Determining the interventions necessary to optimise the achievement of the intended outcomes
 5. Developing the entity's capacity, including the capability of its leadership and the individuals within it
 6. Managing risks and performance through robust internal control and strong public financial management
 7. Implementing good practices in transparency, reporting, and audit to deliver effective accountability
- 3.3 Evidence of how the Council complies with the updated Local Code of Corporate Governance including examples of the systems, processes and documents in place, is detailed under each of the seven core principles in Appendix 1 of this report.
- 3.4 The framework is reviewed by Internal Audit, who will decide if they are satisfied with the adequacy and effectiveness of the code and the extent to which the Council has complied with it, and will report their findings to the Audit, Risk and Scrutiny Board.
- 3.5 The Council has been subject to a Best Value Audit from January to June 2017. Governance and accountability are part of the Best Value duty for all local authorities. There were some recommendations for the council to review its governance arrangements with Renfrewshire Leisure; to review membership of Audit, Scrutiny and Risk Board; and improve cross-party working.

Director of Finance and Resources

September 2017

Implications of the Report

1. **Financial** – *none*
2. **HR & Organisational Development** -
3. **Community Planning** –
4. **Legal** - *none*
5. **Property/Assets** - *not applicable.*
6. **Information Technology** -
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - *not applicable.*
9. **Procurement** – *not applicable*
10. **Risk** - The Council must comply with CiPFAs Local Code of Corporate Governance.
11. **Privacy Impact** - *not applicable.*
12. **Cosla Policy Position** – *enter details or not applicable.*

List of Background Papers

- (a) none

Authors: *Nicola Irvine-Brown and Gemma Wilson,*

Appendix 1

PRINCIPLE 1: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
1.1 Behaving with integrity	Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation.	Code of conduct for employees and Councillor's Code of Conduct	The Council has adopted a code of conduct for its employees. In addition, the Councillors' Code, which was introduced by the Ethical Standards in Public Life etc. (Scotland) Act 2000, sets out a protocol for relations between councillors and employees. A revised code of conduct was approved by the Scottish Parliament and came into effect on 21 st December 2010.
1.1.1		Protocol for Relationships between Political Groups, Elected Members and Officers	The Council's elected member and inter-party protocols and protocol for member / officer relations were reviewed and combined into one composite protocol which was approved by the Finance and Resources Policy Board on 12 th November 2014.
		Code of corporate governance	The Council complies with this requirement through its Code of Corporate Governance which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis.
		Scheme of delegation	The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated or have been reserved to the Council. These functions have been delegated to Boards and committees, the Chief Executive, Directors and Heads of Service and other officers, including statutory appointments of officers. The scheme is reviewed on a regular basis. The scheme is regularly reviewed and a full review

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>was carried out in 2015 which resulted in a revised scheme being approved by Council on 25 September 2015. This addressed changes arising from a number of major initiatives including: the expansion of Renfrewshire Leisure Limited to include cultural and other related services and facilities; the creation of an Integration Joint Board as part of the implementation of health and social care integration; the merger of the Education Service with those elements of the Social Work service relating to children and families and criminal justice that are remaining within the Council; and the Council's involvement in the Glasgow City Region City Deal. A further review took place following the local elections in 2017, which has resulted in the Council now reduced from 6 to 4 Policy Boards.</p>
1.1.2	Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	<p>Code of Conduct for Councillors Code of Conduct for employees</p> <p>Protocol for relationships between Political Groups, Elected Members and Officers</p>	<p>The Council currently complies with the requirement through its Code of Conduct for employees and the Councillors' Code, which sets out a protocol for relations between councillors and employees which has been issued to all elected members.</p> <p>The Council's elected member and inter-party protocols and protocol for member/officer relations have recently been reviewed. These protocols were combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014.</p>
1.1.3	Leading by example and using these standard operating principles or values	Codes of conduct	The various codes of conduct determine how officers and members work within partnerships,

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	as a framework for decision making and other actions.		and the shared values that they will demonstrate.
1.1.4	Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively.	Council Plan and Local Outcome Improvement Plan (LOIP)	The Council complies with this requirement through the Council Plan and Local Outcome Improvement Plan (LOIP) which are being reviewed during 2017. The plans highlight the key role that the Council will play in terms of delivering on the key targets and outcomes that it is committed to delivering with its partners.
		Register of Interests for Senior Officers	The Council has a register of interests for Senior Officers. Information contained on the register is subject to Freedom of Information. The register was last refreshed in July 2017. Officers are contacted on a 6-monthly basis to update the register.
		Whistle blowing policy	Information from the register of senior officers' interests was published from 28 October 2016 on the Council's website. Renfrewshire was the only Council in Scotland that had published information on the interests of its senior officers.
		Complaints Policy	The Council has a whistle blowing policy which is part of the employees' code of conduct. The Council implemented a new two stage complaints handling procedure in April 2013 as per new guidance from the Scottish Public Service Ombudsman. The time taken to respond to complaints is monitored by services. A report is submitted to the Audit, Risk and Scrutiny Board on our annual complaints data. A new complaints handling procedure for Social Work complaints was introduced in April 2017. This new process was implemented to bring social

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			work complaints in line with the public sector complaints handling arrangements.
		Codes of conduct	The various codes of conduct determine how officers and members work within partnerships and the shared values that they will demonstrate.
		Register of interests	In relation to declarations of interest, members regularly update their register of interests every six months. The Head of Corporate Governance wrote to members in July 2017 relative to advice by the Standards Commission for Scotland to advise that Minutes should include a brief explanation of the individual nature of the interest and to assist members, the agenda item has been modified to remind them to provide such an explanation on every occasion the interest is declared. Declarations of interest are minuted and are available for public view on each members online profile page on the website.
1.2	Demonstrating strong commitment to ethical values		
1.2.1	Seeking to establish, monitor and maintain the organisation's ethical standards and performance.	Protocol for Relationships between Political Groups, Elected Members and Officers	Any alleged contraventions of the Ethical Standards in Public Life etc (Scotland) Act 2000 would be referred for investigation to the Commissioner for Ethical Standards in Public Life. And thereafter for consideration by the Standards Commission appointed by Scottish Ministers. Where a hearing involving members of Renfrewshire Council has taken place, the outcome of this is reported to the Council. Since August 2009 all Council and Board agendas include an item in relation to declarations of interest.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		<p>Councillors' Register of Interests</p>	<p>Councillors hold public office under the law and must observe the rules of conduct stemming from the law, the Code of Conduct for Councillors and any guidance from the Standards Commission and the rules, standing orders and regulations of the Council. In addition, the Council has developed an inter party protocol which highlights that Political Groups have the responsibility not to require individual Councillors to vote on party lines in respect of decisions where group decision-making would be unlawful, contrary to the Councillors' Code of Conduct or against any Council approved guidance; in particular on planning applications, specific regulatory matters, employment issues affecting individuals, all matters coming before the Audit, Risk and Scrutiny Board or any matter which requires to be determined on the basis of evidence given to or the findings of a forum on which Councillors serve.</p> <p>Members are required to register their interests in terms of the Code of Conduct for Councillors' and declare these interests at meetings. Declarations of interest are minuted and are available for public view on each members online profile page on the website.</p>
		<p>Register of interests for Senior Officers</p>	<p>The Council has a register of interests for Senior Officers. Information contained on the register is subject to Freedom of Information. The register was refreshed in July 2016. Officers are contacted on a 6-monthly basis to update the register.</p> <p>Information from the register of Senior Officers' interests was published from 28 October 2016 on the Council's website. Renfrewshire was the only</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Council in Scotland that had published information on the interests of its senior officers.
1.2.2	Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation.	Provision of ethical awareness training/code of conduct	<p>A Performance, Development and Review Policy, Guidance and Competency Frameworks for all levels across the Council will replace the current frameworks of MTIPD and MDP. The competency framework will be designed to align with the Council's values and behaviours. This will enable services and individuals to identify areas for development and engage in effective workforce capability building and job ready activities to foster the organisations performance culture.</p> <p>In addition, training sessions on the responsibilities of the Code of Conduct for Councillors are held regularly every year, conducted by the Head of Corporate Governance.</p> <p>Councillors have access to road shows delivered by the Standards Commission on the implementation of the Code of Conduct for Councillors.</p> <p>An annual register of training delivered for Councillors is available online.</p> <p>A welcome and induction package of events was delivered for newly-elected and returning Councillors following the local government election in May 2017. Notice of further development events and opportunities is issued to Councillors each month.</p> <p>A Performance, Development and Review Policy, Guidance and Competency Frameworks for all levels across the Council will replace the current</p>
1.2.3	Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values.	Appraisal processes take account of values and ethical behaviour	

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			frameworks of MTIPD and MDP. The competency framework will be designed to align with the Council's values and behaviours. This will enable services and individuals to identify areas for development and engage in effective workforce capability building and job ready activities to foster the organisations performance culture.
		Staff appointments policy	The Council has robust recruitment procedures in place to ensure the fair selection of candidates. Our recruitment and selection processes are designed in accordance with best practice principles, legislation and COSLA recruitment and selection guidance.
		Standing Orders relating to contracts	The Council has a statutory obligation to have standing orders in place relating to contracts, the main purpose of which is to provide open and transparent procedures for tenderers; to achieve value for money for the Council; and to provide guidelines for officers. These standing orders are reviewed regularly as a matter of good practice.
1.2.4	Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation.	Strategic Partnership Agreements	These set out the partnerships' priorities and objectives. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland.
		Local Outcome Improvement Plan (LOIP)	The Local Outcome Improvement Plan is being developed which will set out a clear vision for partnerships and for Renfrewshire and its people, as well as the key areas of priority and actions to be undertaken.
		Data processing agreement	The Council has a written agreement with any data processor that they will keep persona data secure and the data processor agreement specifies security requirements as data processors.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
1.3 Respecting the rule of law			
1.3.1	Ensuring members and staff demonstrate a strong commitment to rule of the law as well as adhering to relevant laws and regulations.	Scheme of delegation Standing Orders Procedural Standing Orders Financial Regulations Policy Board Reports Monitoring officer role	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. The frontispieces to reports require that community planning partners are consulted in the preparation of reports where appropriate and reports must outline community / council plan implications.
1.3.2	Creating the conditions to ensure that the statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements.	Scheme of delegation Standing Orders Procedural Standing Orders Financial Regulations Board Reports	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council's Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked. Each report has a section on legal implications. In addition, the Council has a programme of development for elected members in place.
1.3.3	Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders.	Record of legal advice provided by officers/community empowerment act Council Approval	The Council has approved reports on its arrangements for dealing with community empowerment as the various parts of the Community Empowerment (Scotland) 2015 Act have been enacted. In relation to asset transfer, the Council has an approved Community Asset

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>Transfer Policy that sets out the legal and policy framework for asset transfer.</p> <p>The Council has promoted awareness of the powers and potential use of the Community Empowerment Act through engagement with statutory and non statutory community organisations and with third sector partners. Papers and presentations on asset transfer have been reported to the Renfrewshire Community Planning Partnership Board (up to May 2017, now superseded by Renfrewshire Community Planning Executive Group) and Renfrewshire Forum for Empowering Communities.</p> <p>In addition, Council approved the following papers in terms of the Act on the review of Community Planning Arrangements (December 2016) Asset Transfer Policy (February 2017), and Participatory Requests (April 2017)</p> <p>A community empowerment themed conference was held in 2016/17 to promote awareness and a training session was also undertaken with all community councils in 2016/17.</p> <p>Discussions have taken place between Council officers and community organisations on a number of specific asset transfer proposals.</p>
1.3.4	Dealing with breaches of legal and regulatory provisions effectively.	Monitoring Officer	The Head of Corporate Governance acts as Monitoring Officer in terms of the Local Government and Housing Act 1989 and as detailed in his job description. He is responsible for advising the Council on the legality of its decisions and providing guidance to councillors and officers

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			on the Council's powers.
		Scheme of delegation Standing orders Procedural standing orders Financial regulations Board reports	The Council complies with this requirement in terms of its scheme of delegated functions, standing orders relating to contracts, financial regulations and procedural standing orders which are kept under review and updated as appropriate. In addition, each of the Council Boards has a dedicated solicitor who reviews reports in order that the vires of proposed actions can be checked, with each report having a section on legal implications.
		Internal Audit Charter	The Council's Internal Audit Charter sets out the authority, responsibility independence and reporting lines for internal audit activities.
1.3.5	Ensuring corruption and misuse of power are dealt with effectively.	Strategy for the prevention and detection of fraud and corruption Whistleblowing policy Internal Audit Arrangements Corporate counter fraud arrangements Integrity Group Money Laundering Policy	A strategy for the prevention and detection of fraud and corruption and whistleblowing policy are in place. The Council's Integrity Group has been established to strengthen the council's internal resilience to corruption and has developed an action plan which includes review and update of council policies which will strengthen the arrangements currently in place. Key policies will be reviewed and where necessary revised during 2017/18. Any matters coming to light would be investigated by Internal Audit or Counter Fraud.

PRINCIPLE 2: Ensuring openness and comprehensive stakeholder engagement

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
2.1 Openness			
2.1.1	Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness.	<p>Council Plan and Local Outcome Improvement Plan (LOIP)</p> <p>Minutes and agendas available online</p> <p>Public Performance Reporting</p> <p>Results from specific local consultations published online</p>	<p>The Council Plan and LOIP confirm to our employees and to local communities, what the council is trying to achieve with its partners for Renfrewshire. We communicate progress on this through the Annual Report on the Community Plan, through the Local Area Committees and community planning conference events.</p> <p>Progress on delivering on the priorities in the Council Plan is and will continue to be reported to the Leadership Board on a regular basis. The Plan highlights the key priorities, targets and success measures that the Council has committed to deliver on.</p> <p>The Council ensures the minutes and agendas of all Board and Council meetings are available to the public, and by ensuring that key documents are also available through its publication scheme. Board and Council meetings are also open to the public.</p> <p>The Council publishes an annual report on its performance. The reports are accessible, easy to read and focus on key indicators which the public want to know about. These reports are uploaded onto the Council website in an accessible format.</p> <p>The results from specific local consultation exercises are published on our website, for example on issues within relevant board reports. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous exercises. The Public</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>Services Panel (PSP) section of the website provides information on findings from the surveys and how we are using the feedback from the panel.</p>
2.1.2	<p>Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case, a justification for the reasoning for keeping a decision confidential should be provided.</p>	<p>Minutes and agendas</p>	<p>Meetings of the Council and its Boards are open to members of the public and they are entitled to a copy of the agenda and reports prepared by officers which deal with items on the agenda unless items are to be discussed which contain exempt or confidential information.</p> <p>Minutes of meetings outline the decisions which have been taken and where decisions contrary to a Director's recommendations have been taken by elected members.</p> <p>The agenda, minutes and board papers are available on the Council's website.</p> <p>All meetings of the Council and its Boards are held in public unless in terms of the Local Government (Scotland) Act 1973, the meeting takes a decision to exclude the press and public. Where it is recommended that a matter be held in private, the reason for this is identified on the agenda for the meeting and in the minutes.</p> <p>The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated to Boards and committees, the Chief Executive, Directors, Heads of Service and other officers, including statutory appointments of officers.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Elected members' information bulletin	To reduce the reporting of routine operational matters to policy boards and to allow Boards to focus on policy issues, a range of matters including the exercise of delegated authority by officers are reported to members by means of a regular bulletin rather than a formal report to a Policy Board.
		Video webcasting of Council meetings	In December 2013, the Council decided to trial webcasting Council meetings to enable anyone to watch the debates, proceedings and decisions taking place. The first webcast took place on 28 February 2014. The trial was evaluated and the Council in May 2014 decided to have a one year pilot commencing at the Council meeting on 9 October 2014. Following successful completion of the pilot, the Council has now agreed to webcast Council meetings.
2.1.3	Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used. In due course, ensuring that the impact and consequences of those decisions are clear.	Board reports Minutes and agendas	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions and provide clear recommendations. Minutes of meetings outline the decisions, which have been taken and where decisions contrary to a director's recommendations have been taken by elected members. Revised report templates came into effect in January 2014 which are now aligned community planning themes and also have required sections on where equality, human rights and privacy impact implications are noted.
2.1.4	Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints procedure and Community Councils. Members of

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		<p>the public are also able to contact the Council through the website and are able to take part in consultations through the e-consultation system or complete complaints forms.</p> <p>Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision making and accountability as far as possible and work co-operatively with communities. The Empowering Communities Board is led by Engage Renfrewshire, our 3rd sector interface. The forum acts as a sounding board of the Community Planning Partnership in the development of community capacity building, consultation and communication. At community planning conferences, community planning partners engage with individuals and representatives from local community and voluntary sector organisations. Our recent thematic conferences included over 330 participants.</p> <p>Community Planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016</p> <p>Public Services Panel</p> <p>The Public Services Panel consists of 2,100 Renfrewshire residents and is used as a mechanism for gaining the views of our residents on a number of issues / topics.</p>	
2.2	Engaging comprehensively with institutional stakeholders		
2.2.1	Effectively engaging with institutional stakeholders to ensure that the purpose, objectives and intended outcomes for	Communication Strategy	An internal communications strategy was developed and was approved by CMT. The strategy outlines a number of methods to improve

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably.		internal communications across the Council. Effective communications will help to make the vision and outcomes a reality by supporting council services, encouraging behavioural change and developing new levels of stakeholder engagement.
		Communications channels	The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: <ul style="list-style-type: none"> • Renfrewshire Magazine – issued to all households across Renfrewshire • Tenant Forums • Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance reports • Customer Service Centre and Customer Contact Centre
2.2.2	Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively.	Strategic Partnership Agreements Community Plan & Local Outcome Improvement Plan	These set out the partnerships' priorities and objectives. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland. While the Council has not developed a set of agreed values with its partners, it has agreed to work with other organisations in the spirit of partnership to achieve a number of outcomes in Renfrewshire. These were published through the Community Plan 2013-2023 and will be refreshed in the Local Outcome Improvement Plan due to be published by October 2017.
2.2.3	Ensuring that partnerships are based on: – trust	Strategic Partnership Agreements	The Strategic Partnership Agreements set out the shared commitment to achieving priorities and

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	<ul style="list-style-type: none"> – a shared commitment to change – a culture that promotes and accepts challenge among partners and that the added value of partnership working is explicit.		objectives for Renfrewshire.
2.3 Engaging stakeholders effectively, including individual citizens and service users.			
2.3.1	Establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is contributing towards the achievements of intended outcomes.	Consultation Strategy	<p>Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints procedure and Community Councils.</p> <p>The Council reviewed and updated its consultation strategy to reflect new practices and plans for development, and this was approved in 2014. It sets out its broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It was published on Renfo and shared with partners.</p> <p>We have also developed a consultation toolkit as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Results from specific local consultations published	The results from specific local consultation exercises are published on our website. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous consultations. The Public Services Panel section of the website provides results from the last survey alongside details of how we are using the feedback.
		Petitions Board	The Petitions Board provides an opportunity for individual members of the public to raise issues of concern with the Council, either as individuals or on behalf of an organisation.
2.3.2	Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement.	Communications Strategy	An internal communications strategy was approved by CMT in February 2016. Communications play a major part in delivering the new plans by promoting its key messages. Effective communications will help to make the vision and outcomes a reality by supporting council services, encouraging behavioural change and developing new levels of stakeholder engagement. Service specific strategies and plans have also been developed and informed through the Community Planning process and through wider consultation mechanisms such as the Public Services Panel, community planning conferences and online consultation.
		Communications Channels	The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including: <ul style="list-style-type: none"> • Renfrewshire Magazine – issued to all households across Renfrewshire • Tenant Forums

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<ul style="list-style-type: none"> • Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance report • Customer Service Centre and Customer Contact Centre •
		Consultation Strategy and toolkit	<p>The Council reviewed and updates its consultation strategy to reflect new practices and plans for development, and this was approved in 2014. It sets out its broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It was published on Renfo and shared with partners.</p> <p>A consultation toolkit was also developed as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees.</p>
2.3.3	Encouraging, collecting and evaluating the views and experience of communities, citizens, service users and organisations of different backgrounds including reference to future needs.	Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure and Community Councils. Members of the public are also able to contact the Council

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>through the website and are able to take part in consultations through the e-consultation system or complete complaints forms.</p>
		<p>Consultation toolkit</p>	<p>A consultation toolkit was developed as a quick reference guide for staff undertaking consultation activities. The toolkit focuses on the different contexts in which consultation takes place, and the most appropriate ways to undertake consultation and engagement exercises, particularly bearing in mind the target consultees.</p>
		<p>Community planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016</p>	<p>Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision-making and accountability as far as possible and work co-operatively with communities. The Empowering Communities Board is led by Engage Renfrewshire, our 3rd sector interface. The forum acts as a sounding board of the Community Planning Partnership in the development of community capacity building, consultation and communication. At community planning conferences, community planning partners engage with individuals and representatives from local community and voluntary sector organisations.</p>
		<p>Decentralisation – local area committees</p>	<p>Decentralisation and the 5 local area committees provide an opportunity for the Council and its partners to engage with residents on a localised basis. The local area committees are due to be reviewed during 2017.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
2.3.4	Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account.	Results from consultations published	<p>The results from specific local consultation exercises are published on our website. The www.renfrewshire.gov.uk/haveyoursay section of the website lists consultation exercises that are currently underway and gives details of the results from previous consultations. The Public Services Panel section of the website provides results from the last survey alongside details of how we are using the feedback.</p>
2.3.5	Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity.	Processes for dealing with competing demands within the community/CPP process	<p>Renfrewshire is currently reviewing the operation of its Local Area Committees (LAC) structure. Five Local Area Committees cover the Renfrewshire area, enabling communities to engage with public services regarding issues specific to their locality, allowing differing voices to be heard. The Local Area Committees have a combined budget of £670K for 2017/18 that supports community-led projects and programmes to respond to local demands.</p> <p>The Council is now using the Place Standard, the national engagement tool developed by NHS and Architecture and Design Scotland, to assess and record the differing demands of individuals and communities.</p> <p>During 2017, the Council has held six morning and evening events in three town centre locations, with a further four events in smaller centres of population to ensure that different stakeholder groups are engaged with.</p> <p>The Council has also developed engagement processes with disability groups, Black and Minority Ethnic Groups, multi-faith church groups</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>and the LGBT community through the Diversity Equality Alliance Renfrewshire (DEAR) Group.</p> <p>Renfrewshire Council is the first Council in the UK to undertake a second All Children Wellbeing Survey, giving Renfrewshire a comprehensive picture of the issues facing school-age young people.</p>
2.3.6	Taking account of the interests of future generations of tax payers and service users.	Strategic Needs Assessment	As part of the development of the Local Outcome Improvement Plan and Council Plan, a strategic needs assessment is being carried out with Renfrewshire communities.

PRINCIPLE 3: Defining outcomes in terms of sustainable economic, social and environmental benefits

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
3.1 Defining outcomes		Council Plan	<p>The Council Plan refresh was approved by Council on 17th December 2015 and sets out the overarching strategic vision and objectives of the Council. The plan was refreshed to allow a focus on priorities that were not set out in the original plan e.g. City of Culture 2021 bid.</p>
3.1.1.			<p>The Plan sets out ten priorities on how we will invest in a better future for all of Renfrewshire and create a better council that will work with customers and partners to deliver that future. The Plan is filtered and managed throughout the organisation through Service plans and operational plans.</p>
		Service Planning Guidance / Service Improvement plans	<p>The new Council Plan is currently being developed to reflect the priorities for the Council over the coming years.</p> <p>Revised service planning guidance was issued in January 2017, which links to the priorities of the Council Plan. The guidelines are outcome focused and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Improvement Plans are to:</p> <ul style="list-style-type: none"> • Explain in a structured way, how each Service is going to deliver their element of the Council Plan priorities and Community Plan outcomes • Sets out each service's actions on how they are going to achieve the outcomes for

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			each communities and the performance indicators to monitor if progress and improvement is being achieved
3.1.2	Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer.	<p>Council Plan</p> <p>Community Plan and Local Outcome Improvement Plan (LOIP)</p> <p>Service Planning guidance / Service Improvement Plans</p>	<p>The Council Plan refresh was approved by Council on 17th December 2015 and sets out the overarching strategic vision and objectives of the Council. The plan was refreshed to allow a focus on priorities that were not set out in the original plan e.g. City of Culture 2021 bid.</p> <p>The new Council Plan is currently being developed to reflect the priorities for the Council over the coming years.</p> <p>The Community Plan, which was agreed by Council in June 2013, was based upon extensive research and consultation which identified the key issues facing Renfrewshire.</p> <p>The LOIP is currently being developed, and part of this work has involved undertaking a strategic needs assessment.</p> <p>Revised service planning guidance was issued in January 2017, which links to the priorities of the Council Plan. The guidelines are outcome focused and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Plans are to:</p> <ul style="list-style-type: none"> • explain in a structured way, how each Service is going to deliver their element of the Council Plan priorities and Community Plan outcomes; • set out each Service's actions on how they

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			are going to achieve the outcomes for our communities and the performance indicators to monitor if progress and improvement is being achieved.
3.1.3	Delivering defined outcomes on a sustainable basis within the resources that will be available.	Council Plan Monitoring Report Service Improvement Plan – monitoring reports	Reports on the performance of the Council Plan actions and performance indicators are taken to the Leadership Board on a 6 monthly-basis. Each service takes a 6 month monitoring report to the relevant board in November. This provides an update on the progress of the service improvement plan against actions and performance indicators.
3.1.4	Identifying and managing risks to the achievement of outcomes.	“Risk Matters” – the council’s Risk Management Policy and Strategy	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects the rapidly changing environment in local government. The council maintains, monitors and reviews its corporate and strategic risk register and service risk management plans in accordance with Risk Matters.
3.1.5	Managing service users’ expectations effectively with regard to determining priorities and making the best use of the resources available.	Service Improvement Plans	Service Improvement Plans are linked to the Council Plan priorities. The guidelines are outcome focussed and flexible, supporting Services to take an individual approach to how they respond to the Community and Council Plans. The aim of the Service Improvement Plans are to: <ul style="list-style-type: none"> • explain in a structured way how each Service is going to deliver their element of

Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		<p>the Council Plan priorities and Community Plan outcomes;</p> <ul style="list-style-type: none"> set out each Service's actions on how they are going to achieve the outcomes for our communities and the performance indicators to monitor if progress and improvement is being achieved.
3.2 Sustainable economic, social and environmental benefits		
3.2.1	Considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision.	Capital Programme Capital Investment Strategy
3.2.2	Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	Reports to Council / boards
3.2.3	Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs.	Minutes and Agendas

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Agenda, minutes and papers are published on our website for the public to access.
		Consultation and engagement mechanisms	Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forums, service user groups, Community Planning process, Complaints Procedure and Community Councils. Members of the public are also able to contact the Council through the website and are able to take part in consultations through the e-consultation system or complete complaints forms.
3.2.4	Ensuring fair access to services.	Protocols ensure fair access and statutory guidance is followed	Members of the public can access services via a number of methods for example, My Account, Customer Service centre, the council website.

PRINCIPLE 4: Determining the interventions necessary to optimise the achievement of the intended outcomes

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
4.1 Determining interventions			
4.1.1	Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided.	Reports to Council / Boards	Reports to the Council and all Board meetings provide members with sufficient information on which they are able to take reasoned decisions, including personnel, legal, risk, financial and other implications relating to the key Council Plan / Community Plan themes, and provide clear recommendations. All reports have a 'frontispiece' which details consultation undertaken by the author of the report

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>in relation to financial and legal implications. Reports are in a standard format in which legal and financial implications (if any) require to be detailed.</p> <p>Pre-agenda meetings are held at which any issues can be addressed prior to the finalised agenda being issued.</p>
		Annual timetable of board meetings	<p>A timetable covering the various board cycles is approved by the Council and is updated on CMIS together with dates of pre-agenda meetings. A spreadsheet is issued quarterly to services advising of last lodging dates for reports.</p>
4.1.2	Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts.	Public Consultation	<p>The Council has a track record of engaging with services on new developments or wide scale changes to services such as the public consultation on City Deal. In addition, the Community Planning events and Public Services Panel capture what services the public prioritise.</p>
		Local Area Committees	<p>One of the key ways in which the Council has encouraged local people to participate in local decision making is through the creation of five local area committees. The committees give local people and groups more input into the delivery of services within their own area, including the right to review and monitor performance and to be consulted at a local level wherever possible.</p>
		Petitions function	<p>The local area committees are due to be reviewed during 2017.</p> <p>The Council introduced a public petitions procedure in 2007 which strengthens the</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>connection between the Council and the community to raise issues of concern in relation to services provided by the Council or other bodies such as the police and health board, recognising that the Council has limited influence over other bodies. Details of petitions received and their outcomes are included in the annual report to the Board and on the Council's website.</p> <p>Petitions previously were considered by the Audit, Scrutiny and Petitions Board but as of June 2017, a separate Petitions Board has been set up to consider petitions only.</p>
4.2 Planning interventions			
4.2.1	Establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets.	Annual timetable of board meetings	<p>A timetable covering the various board cycles is approved by the Council and is published online, together with the dates of pre-agenda meetings. A spreadsheet is issued quarterly to services advising of the last lodging dates for reports.</p> <p>The Council communicates with members of the community and its stakeholders (and vice versa) through a number of mechanisms including:</p> <ul style="list-style-type: none"> • Renfrewshire magazine – issued to all households across Renfrewshire • Tenant Forums • Community Planning Groups • Community Councils • Local Area Committees • Council Website • Complaints procedure • Public Performance reports • Customer Service Centre and Customer Contact Centre
4.2.2	Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered.	Communications channels	

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Internal Communications Strategy	<p>An internal communications strategy has been developed on the approach the Council will use to engage with staff. Various channels have been refreshed to be used for internal communications:</p> <ul style="list-style-type: none"> • New quarterly staff magazine • Chief Executive's Blog • Team Briefs for managers to inform and update staff on key issues • A3 poster sites across the Council.
4.2.3	Considering and monitoring risks facing each partner when working collaboratively including shared risks.	Community Planning structure – Renfrewshire Forum for Empowering Communities Review of Community Planning Partners was approved by full Council in December 2016	<p>Renfrewshire Forum for Empowering Communities is taking a lead role in giving local communities a voice in Renfrewshire. It provides meaningful, sustained and effective engagement with communities and citizens. It values the knowledge, skills, capacity and potential that our communities have and seeks to build on the commitment and confidence evident in local groups and organisations. The aim is to localise decision making and accountability as far as possible and work co-operatively with communities.</p> <p>Strategic Partnership Agreements set out the shared commitment to achieving priorities and objectives for Renfrewshire.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Minutes of Agreement	Minutes of Agreement set out the rights, duties, powers, liabilities and obligations of parties to the Agreement e.g. the Council and partner organisations. Appointments of members to outside bodies are note taken up until the Director of Finance and Resources confirms that the organisation has appropriate insurance policies in place.
4.2.4	Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances.	Council Plan Refresh	The previous Council Plan was implemented in 2014, yet due to new initiatives and developments, such as City Deal, it was refreshed in December 2015 to include these.
4.2.5	Establishing appropriate key performance indicators (KPIs) as part of the planning process in order to identify how the performance of services and projects is to be measured.	Service Improvement Plans and key performance indicators	Each year, every service is required to produce a rolling 3 year service improvement plan which outlines how the service will contribute to the Council Plan and Community Plan priorities, and details how its actions and plans will achieve improved outcomes for customers/communities in the future. Services are required to select a range of key performance indicators to create a scorecard to measure how well they are contributing to these priorities. It is monitored at a mid-year point and at the end of that service improvement plan year. The last Service Improvement Plan Monitoring Reports were presented to boards in autumn 2016. Information including commentary on performance is collected and analysed using the Covalent performance management system.
4.2.6	Ensuring capacity exists to generate the information required to review service quality regularly.	Performance Scrutiny Framework for SIPs	The Council has a comprehensive performance scrutiny framework in place for service improvement plans. These cover: (i) Spring – review progress of Service Plan implementation and report the new Service

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			Improvement Plan covering the next three years to Board. (ii) Autumn – report to Board the mid-year point progress to allow elected members to scrutinise performance against targets and due dates.
		Performance reviewed each year by Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework indicators is reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction. The report also sets out the actions which will be taken to improve performance for the indicators in the bottom quartile (ranked 25 th to 32 nd).
4.2.7	Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan.	Annual financial statements, annual accounts and annual audit review Budget guidance and protocols Medium-term financial planning Corporate plans	The Council complies with this requirement through the publication of its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on our website. The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.2.8	Informing medium and long-term resource planning by drawing up realistic estimates of revenue and capital	Budget guidance and protocols Medium-term financial planning Corporate plans	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	expenditure aimed at developing a sustainable funding strategy.		financial challenges to be faced in the forthcoming years, together with likely indications of grant and borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.3 Optimising achievement of intended outcomes			
4.3.1	Ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints.	Service Improvement Plans	Each service improvement plan includes a section on finance and resources and includes information on gross revenue estimates for the coming year.
		Financial outlook	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.3.2	Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term.	Budgeting guidance and protocols	A revised programme of financial management training for budget holders is currently being implemented as part of the introduction of the new Enterprise Resource Planning (ERP) system. This will act as a refresher and update for operational staff. Financial reports detailing revenue expenditure and income are made to policy boards throughout the year and are based on the total cost of the main divisions of service. Capital expenditure and income reports also follow this same process with each capital project showing the previous year's cumulative spend (full cost)
4.3.3	Ensuring the medium term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the	Financial Outlook 2017/18 – 2019/20	The Council's financial outlook for the medium term is presented each year. The report sets out the current financial position and the significant financial challenges to be faced in the forthcoming years, together with likely indications of grant and

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	budgetary period in order for outcomes to be achieved while optimising resource usage.		borrowing levels. Overall the Council's immediate financial position takes into consideration all known influencing factors.
4.3.4	Ensuring the achievement of 'social value' through service planning and commissioning.	Service Improvement Plans	Services are required to demonstrate through the service improvement plans how they contribute to the Council Plan and Community Plan objectives for Renfrewshire. They also demonstrate the achievements of the various outcomes and targets agreed by the Council and its partners.
		Community Benefits	Community Benefits Strategy was developed and approved by the Procurement Sub Committee in June 2014. A suite of guidance documents have been produced to provide procurement staff with the tools to effectively manage Community Benefits The outcomes and impact of Community Benefits to Renfrewshire will be monitored by CPU Compliance Team and be integral to the Supplier Management process.

PRINCIPLE 5: Developing the entity's capacity, including the capability of its leadership and the individuals within it.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.1 Developing the entity's capacity			
5.1.1	Reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness.	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board prepare an annual programme. Members suggesting an area for review must identify the purpose and objectives of the review and the intended outcome. The Board takes a common sense approach to reviewing decisions and policies and the process

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			provides the opportunity for elected members to examine the various functions of the Council, to ask questions on how decisions have been made, to consider whether service improvements can be put in place and makes recommendations as appropriate. For each review, the Chief Executive appoints a lead officer to assist members of the Board to identify potential issues and questions to be asked of witnesses. Following each review, a report is prepared by the lead officers on behalf of the Board. If appropriate, minority of dissenting views are recorded.
		Covalent and Corporate Management Team / Council Plan scorecard	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Covalent. The system is used to monitor strategic PIs, statutory indicators and operational indicators.
		Council Plan and LOIP reports	The Council provides regular updates covering performance in terms of delivering on the Council Plan, and in conjunction with partners, on the Community Plan / Local Outcome Improvement Plan.
		Service Improvement Plan – outturn report	Each service also produces an outturn report annually, which summarises performance achieved against its service improvement plan. These updates are reported to the relevant policy board for the service in spring each year and are available online.
5.1.2	Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently.	Benchmarking / peer review	Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Service Excellence and Scottish Community Care Benchmarking Network. Development and Housing Services participate in the Scottish

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been heavily involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.</p>
5.1.3	<p>Recognising the benefits of partnerships and collaborative working where added value can be achieved.</p>	<p>Community Plan and Local Outcome Improvement Plan</p>	<p>The Council currently complies with this requirement through its Community Plan and Local Outcome Improvement Plan, which set out a clear vision for partnerships and for Renfrewshire and its people, as well as the key areas of priority and actions to be undertaken.</p> <p>The Community Plan, which was agreed by Council in June 2013, was based upon extensive research and community consultation which identified the key issues facing Renfrewshire. Five Strategic Needs Assessment days were carried out between February and May 2012, attended by members of the Community Planning Executive Group and other officers. At the SNA days, the Executive Group received challenging presentations on five priority themes from specialist external organisation, academics and professionals from partner organisations and discussed priorities for action in the new community plan / LOIP. There was also extensive consultation via community groups, with over 950 people from 50 community groups being consulted on the outcomes identified within the plan.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Strategic Partnership Agreements	The Strategic Partnership Agreements set out the shared commitment to achieving priorities and objectives for Renfrewshire. Two Strategic Partnership agreements were agreed in 2016 with the University of the West of Scotland and West College Scotland.
5.1.4	Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources.	Workforce Plan	<p>A Council workforce plan and service workforce plans have been designed around the six step methodology of workforce planning and incorporates 5 strategic themes:</p> <ul style="list-style-type: none"> - A modernised and flexible workforce; - A developing workforce; - A resilient workforce; - A skilled workforce; - A partnering workforce. <p>The themes are aligned to the Council Plan which will enable the Council to address future working challenges, supporting organisational change. Workforce planning priorities under the five key themes will be integrated and driven through the Service Improvement Plan process. This will ensure robust monitoring of progress and that workforce planning is not seen as a standalone activity.</p>
5.2	Developing the capability of the entity's leadership and other individuals		
5.2.1	Developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained.	Protocol for relationships between Political Groups, Elected Members and Officers	The Council's elected members and inter-party protocols and protocol for members/officers relations were reviewed in 2014 and combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12 th November 2014
		Councillors' Code of Conduct, Code of Conduct for Employees	The Council complies with this requirement through the Councillors' Code of Conduct and the

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		<p data-bbox="667 840 730 1395">Weekly meetings between Chief Executive and Leader / Depute Leader</p>	<p data-bbox="228 163 491 813">Code of Conduct for Employees. In 2007, the Council introduced an inter-party protocol which sets out the rights and responsibilities of Councillors and political groups in the course of conducting council business; and an elected member protocol which sets out good practice guidelines in relation to the multi-member ward issues.</p> <p data-bbox="531 163 659 813">As these protocols dealt with similar issues, these were combined into one composite protocol which was approved at the Finance and Resources Policy Board on 12th November 2014.</p> <p data-bbox="667 185 826 813">The Chief Executive holds weekly meetings with the Leader / Depute Leader of the Council, the Head of Policy and Commissioning and Head of Marketing and Communications are also in attendance.</p>
		Cross Party Sounding Board	<p data-bbox="841 163 1034 813">The remit of the Board is to act as a sounding board and discussion forum, with no decision making powers: to provide an opportunity to discuss matters of common interest or of council wide relevance. Members include 2 administration and 4 opposition members.</p>
5.2.2	Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decisions making of the governing body.	Scheme of delegation	<p data-bbox="1046 163 1410 813">The Council's scheme of delegation ensures that decisions are made at the lowest or most local level consistent with the nature of the issues involved. With the exception of those powers which cannot be delegated or have been reserved to the Council, functions have been delegated to Boards and committees, the chief executive, directors and heads of service and other officers. The scheme also includes a section detailing, statutory officers. The Scheme is reviewed on a regular basis. A review of the Council's decision</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>making structure was undertaken and agreed at the statutory meeting of the Council in May 2017 incorporating changes of the scheme of delegation to Boards. The scheme is regularly reviewed and a full review was carried out in 2015 which resulted in a revised scheme being approved by Council on September 2015 which addressed changes arising from a number of major initiatives including: the expansion of Renfrewshire Leisure Limited to include cultural and other related services and facilities; the creation of an Integration Joint Board as part of the implementation of health and social care integration; the merger of the Education Service with those elements of the Social Work service relating to children and families and criminal justice that are remaining within the Council; and the Council's involvement in the Glasgow City Region City Deal.</p>
5.2.3	<p>Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing the strategy and managing the delivery of services and other outputs set by members and each provides a check and a balance for each other's authority.</p>	<p>Conditions of Employment, scheme of delegation, statutory provisions and job descriptions/person specification</p> <p>Annual review</p>	<p>The Chief Executive has responsibility as head of the paid service for all aspects of operational management.</p> <p>The Chief Executive is subject to a facilitated annual review by the leaders of the political groups at which objectives are agreed and reviewed.</p>
5.2.4	<p>Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal and policy demands as well as economic, political and environmental changes and risks by:</p>	<p>Members Induction</p>	<p>A welcome and induction package of events was delivered for newly-elected and returning Councillors following the local government election in May 2017. Notice of further development events and opportunities is issued to Councillors each month.</p> <p>Councillors have access to the Improvement Service CPD framework to identify further</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	<ul style="list-style-type: none"> ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged. ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis. ensuring personal, organisational and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses. 	<p></p> <p>MTIPD/MDP2/360 reviews</p> <p></p> <p>I-Learn Training</p> <p></p> <p>New Leadership Development Training Programmes</p>	<p>induction and development requirements. Councillors are encouraged to use the CPD framework and supported throughout the process. An annual register of training and development delivered for Councillors is published online.</p> <p>The OD Strategy outlines a proposal to review existing approaches to people development. The transitional arrangements will continue to apply existing MTIPD/MDP performance review processes to ensure that all learning and development needs are identified and auctioned and that service improvement and career pathways are discussed and promoted. Development of an evidence-based appraisal process, aligned to the Council Plan priorities and linked through a 'golden thread' approach to individual performance, is integral to the overall review of the Councils approach to workforce development.</p> <p>A number of e-learning modules are available to employees to support their learning and development. This includes a comprehensive e-learning induction module for employees which covers terms and conditions and the statutory appointments of officers are detailed in the Council's scheme of delegation and this is reviewed on a regular basis.</p> <p>Two new Leadership Development Programmes were introduced this year, Leaders of the Future and ASPIRE. These programmes aim to develop leaders by focusing on enhancing skills, knowledge and competency in key leadership areas and strengthening capacity to lead and deliver change effectively.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
5.2.5	Ensuring that there are structures in place to encourage public participation.	<p>Consultation and engagement mechanisms</p> <p>Consultation Strategy and stakeholder engagement framework</p> <p>Local Area Committees</p>	<p>Council services engage and consult with communities in a number of ways including: Public Services Panel, Focus Groups, Tenants and Residents Forum, service user groups, Community Planning process, Complaints procedure, and Community Council.</p> <p>The Consultation Strategy sets out the broad approach for engaging with stakeholders. It provides a framework within which services can develop consultation practices and procedures appropriate to the specific requirements of the services being delivered and users of those services. It is published on Renfo and was shared with partners.</p> <p>The Policy and Commissioning service is currently undertaking a review of existing consultation approaches to ascertain their effectiveness and to establish best practice which could be applied across the organisation. This is part of the development of a stakeholder engagement framework.</p> <p>One of the key ways in which the Council has encouraged local people to participate in local decision making is through the creation of five local area committees. The committees give local people and groups more input into the delivery of services within their own area, including the right to review and monitor performance and to be consulted at a local level wherever possible.</p>
5.2.6	Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from	CPD framework.	Councillors are encouraged to assess their own performance and identify any training or development and identify any training or

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	peer review and inspections.		development needs using the CPD framework.
5.2.7	Holding staff to account through regular performance reviews which take account of training or development needs.	Peer reviews	Using the IS CPD framework, Councillors can opt to undertake a 360° peer review of their performance as an elected member.
		Covalent performance management system – Corporate Management Team / Council Plan scorecard	Performance information from across services is monitored by the Chief Executive and the Corporate Management Team using the Council's performance management system, Covalent. The system is used to monitor strategic PIs, statutory indicators and operational indicators.
		Self evaluation of the Community Planning Board	A recent development has been the start of a large scale self evaluation process leading to the development of an improvement plan to assess the high level partnership working and governance arrangements functioning of the Renfrewshire Community Planning Board. This process will be managed jointly by the Improvement Service and officers from the Chief Executive's Service.
		Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board agree an annual programme of activities which includes areas for specific investigation. The Audit, Risk and Scrutiny Board also has a written intimation procedure in respect of which any member of the Board may request that a particular matter by considered by the Board. Each of the policy boards has a scrutiny function and the local area committees also perform this role.
		CPD Framework for Councillors	The CPD framework for Councillors was developed by the Improvement Service and all members have access to it. Members are encouraged to assess their own training needs and develop a personal development plan.
		Appraisal Process	A Performance, Development and Review Policy, Guidance and Competency Frameworks for all

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>levels across the Council will replace the current frameworks of MTIPD and MDP. PDR is a continuous coaching and development cycle, which allows managers to identify the development needs of individuals or teams of employees. It also provides the opportunity for managers to give employees feedback on performance.</p> <p>PDR will recognise good performance, support under performance at an early stage and promote the behaviours required by the Council. The process will involve a structured programme of 1 to 1 or team meetings and reviews throughout the year. This will allow a manager and their employee(s) to discuss and agree performance levels expected and set out objectives to be achieved throughout the year. Objectives will be agreed in line with the new Council new core competency framework.</p>
5.2.8	Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing.	OD Strategy – health and wellbeing Health and Safety Plans for each service	The health and safety team have a review programme in place, a number of guidance documents are currently being refreshed with input from Service's and trade unions, where appropriate.

PRINCIPLE 6: Managing risks and performance through robust internal controls and strong public financial management

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.1 Managing risk			
6.1.1	Recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making.	"Risk Matters" – the Councils Risk Management Policy and Strategy	The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government.</p> <p>Risk Matters is explicit regarding the council's risk management philosophy and regarding members' and managers' responsibility for risk management.</p> <p>The SRMDP underpins Risk Matters. It reflects the development work required to fulfil the Strategic Risk Management Objectives outlined in Risk Matters. Progress on the SRMDP is monitored by the CRMG on a quarterly basis.</p>
6.1.2	<p>Implementing robust and integrated risk management arrangements and ensuring that they are working effectively.</p>	<p>Strategic Risk Management Development Plan</p> <p>Strategic and Corporate Risk Register</p> <ul style="list-style-type: none"> • Submission report to Board • Quarterly reports to CRMG • Midyear report to Board <p>Service Risk Management Plans</p> <ul style="list-style-type: none"> • Submission reports to Boards • Quarterly reports to SMTs/DMTs • Midyear report to Boards <p>Risk Management Annual Report</p>	<p>The Council maintains, routinely monitors and reviews the corporate risk register and service risk management plans in accordance with Risk Matters.</p> <p>A report on the effectiveness of the council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis.</p>
6.1.3	<p>Ensuring that responsibilities for managing individual risks are clearly allocated.</p>	<p>Corporate Risk Management Group</p>	<p>The Corporate Risk Management Group oversees the council's risk management framework on behalf of the Corporate Management Team. The Group oversees the ongoing development, monitoring and review of the corporate risk register and facilitates an escalation process whereby risk</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
		Performance reviewed each year by Audit, Risk and Scrutiny Board	The Council's performance in terms of Local Government Benchmarking Framework Indicators is also reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.
6.2.5	Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (eg financial statements).	Financial regulations	The Council has in place financial regulations which set out the responsibilities of the Director of Finance and Resources, who has been appointed as the 'proper officer', along with the responsibilities of the Chief Executive, Directors and other authorised people for the financial affairs of the Council. These regulations also set out the responsibilities of the Leadership Board, the Audit, Risk and Scrutiny Board and the various policy boards for our financial affairs. These were most recently reviewed in May 2017 and agreed at Council.
6.3 Robust internal control			
6.3.1	Aligning the risk management strategy and policies on internal control with achieving objectives.	<p>"Risk Matters" – the council's Risk Management Policy and Strategy</p> <p>Audit reports and Audit, Risk and Scrutiny Board</p>	<p>The council has a well-established risk management strategy which is subject to routine monitoring and review. Risk Matters is formally reviewed by the Audit, Risk and Scrutiny Board at periodic intervals of not more than 2 years and annually (interim review) by the Corporate Risk Management Group (CRMG) to ensure it reflects current standards and best practice and fully reflects the rapidly changing environment in local government.</p> <p>In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Risk and Scrutiny Board on the activities of internal audit to demonstrate performance and containing a view on the overall</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			adequacy and effectiveness of the council's framework of governance, risk management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which detail the main issues arising. Annual Internal Audit risk based plan is approved by the Board.
6.3.2	Evaluating and monitoring risk management and internal control on a regular basis.	Risk Management Annual Report Financial Regulations and codes	A report on the effectiveness of the council's risk management framework is provided to the Audit, Risk and Scrutiny Board on an annual basis. The Financial Regulations require each Director to review their management of risk annually and provide the Director of Finance and Resources with an annual risk management plan for the forthcoming year.
6.3.3	Ensuring effective counter fraud and anti-corruption arrangements are in place.	Strategy for the prevention and detection of fraud and corruption Internal Audit arrangements Corporate counter fraud arrangements Integrity Group Money Laundering policy	A strategy for the prevention and detection of fraud and corruption is in place. The Council's Integrity Group has been established to strengthen the council's internal resilience to corruption. Effective counter fraud arrangements are in place having established a counter-fraud team.
6.3.4	Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor.	Code of Corporate Governance Guidance Annual Governance Statement Internal Audit Annual report	The Council complies with this requirement through its Code of Corporate Governance Guidance which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis.
6.3.5	Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body:	Audit, Risk and Scrutiny Board	The Audit, Risk and Scrutiny Board functions as the Council's audit committee and has an overview of the internal audit role to ensure that resources are being targeted effectively. The Board reviews

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	<ul style="list-style-type: none"> – provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment. – that its recommendations are listened to and acted upon. 	<p>the Council's internal control mechanisms, approves action where appropriate, considers reports by external auditors and submits recommendations to the Council where this is considered appropriate.</p> <p>The Chief Auditor provides a regular briefing programme for members of the Board, prepared in consultation with them, to assist them in fulfilling their audit committee role. Issues covered by the training programme include Serious Organised Crime and Fraud risks. This programme is approved annually by the Board.</p> <p>The council continues to optimise learning and development through the continuation of MDP, MTIPD and 360 degree performance reviews and by encouraging employees to be involved in activities and projects to prepare them for future roles and to enhance their current skills. As the council reshapes and re-sizes through the Better Council Change Programme these programmes will be reviewed to ensure fitness for purpose.</p>	
6.4 Managing data			
6.4.1	Ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data	<p>Information Governance Strategy and Framework</p> <p>Information Governance Team</p> <p>Data protection policies and procedures</p> <p>Cyber Security strategy (Draft) / ICT Strategy 2017 – 2020.</p>	<p>The Council is subject to routine external audit by the Information Commissioners' Office (ICO) and also by internal audit. The Managing Solicitor reports monitoring figures, agreed with the ICO during the 2012 ICO audit, to the Senior Information Risk Owner (SIRO) on a monthly basis and to the CMT on at least a six monthly basis.</p> <p>Cyber security strategy of risk management, supplier management and compliance or assurance assessments, reviews and testing.</p> <p>Data sharing and data processing agreements are in place as appropriate. There is a central</p>
6.4.2	Ensuring effective arrangements are in place and operating effectively when	Data sharing agreement Data sharing register	

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	sharing data with other bodies.	Data processing agreements Cyber Security	<p>repository of signed agreements. The Council Data Sharing Code, based on the ICO code, was approved by the Board.</p> <p>Cyber security transfer and sharing arrangements are included with the legal documents.</p>
6.4.3	Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring.	<p>Service Improvement Plans and key performance indicators</p> <p>Performance reviewed annually by Audit, Risk and Scrutiny Board</p> <p>SPI Direction</p>	<p>Each year, every service is required to produce a rolling 3 year service improvement plan which outlines how the service will contribute to the Council Plan and Community Plan priorities, and details how its actions and plans will achieve improved outcomes for customers/communities in the future. Services are required to select a range of key performance indicators to create a scorecard to measure how well they are contributing to these priorities. It is monitored at a mid-year point and at the end of that service improvement plan year. The last Service Improvement Plan 'Monitoring Reports' (mid-point) were presented to boards in autumn 2016. Information including commentary on performance is collected and analysed using the Covalent performance management system.</p> <p>The Council's performance in terms of Local Government Benchmarking Framework Indicators is also reported to and reviewed by the Audit, Risk and Scrutiny Board each year. This includes information on service levels, service costs and customer satisfaction.</p> <p>The SPI Direction sets out the requirements of and delivery of performance indicators. Internal Audit undertakes an annual review of a sample of statutory performance indicators.</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
6.5 Strong public financial management			
6.5.1	Ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance.	Financial strategy and financial monitoring reports	Regular financial monitoring reports detailing the current financial position together with the projected outturns for each main service area (and its appropriate divisions) are reported on a routine basis to Policy Boards. These reports also advise members of any management action that is being taken or is planned for the future to alleviate any current or projected deviations from the initial financial plan.
6.5.2	Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls.	Budget management training	A revised programme of financial management training for budget holders is currently being implemented as part of the introduction of the new Enterprise Resourced Planning (ERP) system. This will act as a refresher and update for operational staff to assist them in undertaking financial responsibilities.

PRINCIPLE 7: Implementing good practices in transparency, reporting and audit to deliver effective accountability

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.1 Implementing good practice in transparency			
7.1.1	Writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate.	Renfrewshire Performs	The annual statutory performance indicator public performance report is published, has been uploaded onto the Council's website in an accessible format. The new website will feature more accessible and easier to find performance pages.
7.1.2	Striking a balance between providing the right amount of information to satisfy transparency demand and enhance public scrutiny while not being too	Public Performance Report – "It's all about you"	The Council publishes an annual report "It's all about you". This provides information to the public on performance of services and the council in an easy to read format.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
	onerous to provide and for users to understand.	Renfrewshire Performs	The annual statutory performance indicator public performance report is published on the Council's website in an accessible format.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.2.3	Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate.	Annual governance statement	The Council complies with this requirement through its Annual Governance statement which details the organisation's governance arrangements. This is in line with national guidance and is updated on an annual basis. The statement is submitted to the Audit, Risk and Scrutiny Board.
7.2.4	Ensuring the performance information that accompanies the financial statements is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations.	Annual financial statements, annual accounts and annual audit review	The Council publishes its Annual Accounts, through the regular submission of budget reports to Policy Boards, the submission of the annual audit review and other audit reports to the Council and/or Audit, Risk and Scrutiny Board as appropriate and by publishing performance information on our website.
7.3 Assurance and effective accountability			
7.3.1	Ensuring that recommendations for corrective action made by external audit are acted upon.	Audit, Risk and Scrutiny Board reports	Recommendations made by external audit, together with management's response to the action plans are reported on to the Audit, Risk and Scrutiny Board.
7.3.2	Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon.	Audit, Risk and Scrutiny Board report Annual Internal Audit Charter	In terms of the Public Sector Internal Audit Standards, the Council's Chief Auditor submits an annual report to the Audit, Risk and Scrutiny Board on the activities of internal audit to demonstrate performance and containing a view on the overall adequacy and effectiveness of the council's framework of governance, risk management and control. Again, in terms of the above standards, regular reports are submitted to the Audit, Risk and Scrutiny Board in relation to the findings of the Council's internal and external auditors which details the main issues arising.

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
7.3.3	Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations.	<p>Benchmarking / peer review</p> <p>Best Value Audit</p> <p>Independent Evaluation</p>	<p>Services across the Council are involved in both formal and informal benchmarking arrangements through for example, the Association for Public Sector Excellence. Development and Housing Services participate in the Scottish Housing Best Value Network (SHBVN) annual benchmarking process. The Council has also been heavily involved in the development of the Local Government Benchmarking Framework and the subsequent benchmarking groups. This provides national benchmarking information on a range of indicators covering service delivery, cost and customer satisfaction.</p> <p>The Council took part in the Best Value Assurance Audit process from January to June 2017. An action plan to address recommendations will be presented at the full Council meeting on 28th September 2017.</p> <p>The Council is independently evaluated by bodies such as the Care Inspectorate, Education Scotland, Audit Scotland and the Scottish Public Services Ombudsman (who considers complaints against the Council).</p>
7.3.4	Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement.	Annual governance statement Self Assessment Checklists	Any key risks identified through the annual self assessment process would be reflected in the governance statement.
7.3.5	Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met.	Community Planning Boards Integrated Joint Boards / Health and Social Care Partnerships Renfrewshire Leisure	<p>Arrangements are in place between Renfrewshire Council and its Community Planning partners, the IJB and Renfrewshire Leisure.</p> <p>Governance arrangements, such as systems for managing, monitoring and scrutinising the IJB's</p>

	Requirements of corporate governance	Evidence of meeting requirement	Demonstration of annual compliance
			<p>business and finances have been developed.</p> <p>Effective arrangements are in place for sharing information between partners that can lead to improving how services are provided, such as the Community Safety Partnership.</p>



To: Audit, Risk & Scrutiny Board

On: 26 September 2017

Report by: Director of Finance & Resources

Heading: **AUDIT, RISK & SCRUTINY ANNUAL PROGRAMME 2017/18**

1. Summary

- 1.1 The Board at its meeting held on 28 August 2017 agreed an annual programme of activity for 2017/2018.
 - 1.2 Lead Officers have now been allocated for the first two reviews, namely: fly tipping in the countryside and known fly tipping spots; and Housing repairs by Council and outside contractors.
 - 1.3 The Lead Officers have indicated that the first reports relative to these reviews will be considered at the meeting of the Board to be held on 6 November 2017.
 - 1.4 Reports on the topics of Japanese Knotweed in our Gardens and Landscapes and Council Tax Exemptions will be submitted to the Board early in 2018.
-

2. Recommendations

- 2.1 That it be noted that the first two reviews, namely: fly tipping in the countryside and known fly tipping spots; and Housing repairs by Council and outside contractors will proceed with investigation; and
- 2.2 That the Lead Officers identified within the report be noted.

3 Background

- 3.1 At the meeting of the Board held on 28 August 2017 it was agreed that the 2017/18 annual programme comprise the following reviews and their order of priority: (i) fly tipping in the countryside and known fly tipping spots; (ii) Housing repairs by Council and outside contractors; (iii) bus deregulation and its effect on transport services in Renfrewshire; (iv) the newly-introduced speed limit in Brookfield (A761); (v) maintenance of multi-occupancy accommodation; and (vi) the effectiveness of Fair Trade.
- 3.2 Lead Officers have been identified to take forward the first two reviews as follows:-
- (i) Fly tipping in the countryside and known fly tipping spots – Karen Locke, Risk Manager, Finance & Resources; and
 - (ii) Housing repairs by Council and outside contractors – Colin Grainger, Planning & Performance Manager, Community Resources.
- 3.3 It was also agreed at the meeting held on 28 August 2017 that the topics of Japanese Knotweed in our Gardens and Landscapes and Council Tax Exemptions would be included in the programme as reports and it is anticipated that these will be submitted to the Board early in 2018.

Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** - none
3. **Community Planning** - none
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** – none
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - none

- 9. **Procurement** - none
 - 10. **Risk** - none
 - 11. **Privacy Impact** - none
 - 12. **Cosla Policy Position** – not applicable.
-

List of Background Papers - none

Author: Carol MacDonald, Senior Committee Services Officer
Finance & Resources
tel: 0141 618 5967, e-mail: carol.macdonald@renfrewshire.gov.uk

