

Notice of Meeting and Agenda

Audit, Risk and Scrutiny Board

Date	Time	Venue
Monday, 04 November 2019	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 Neill Graham: Councillor Jim Harte: Councillor John Hood: 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 <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email

democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

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.

AUDIT

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| 1 | Training for Audit, Risk & Scrutiny Board Members | 1 - 6 |
| | Report by Chief Auditor. | |
| 2 | Summary of Internal Audit Reports for period 01 July to September 2019 | 7 - 18 |
| | Report by Chief Auditor. | |
| 3 | Internal Audit and Counter Fraud Progress and Performance for Period to 30 September 2019 | 19 - 24 |
| | Report by Chief Auditor. | |
| 4 | Audited Annual Accounts and Annual Audit Report 2018/19 | 25 - 194 |
| | Report by Director of Finance & Resources. | |

MONITORING AND REVIEWING SERVICE DELIVERY PERFORMANCE, POLICIES & PRACTICES

- | | | |
|----------|--|------------------|
| 5 | Strategic, Corporate and Service Risks, Mid-year Report | 195 - 224 |
| | Report by Director of Finance & Resources. | |

ANNUAL PROGRAMME

- | | | |
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| 6 | The Effectiveness of Fair Trade within Renfrewshire - Lead Officer Craig Doogan | 225 - 236 |
| | Report by Lead Officer. | |
| 7 | Review of Bus Deregulation and Effect on Transport Services in Renfrewshire - Lead Officer Jamie Mackie | 237 - 260 |
| | Report by Lead Officer. | |
| 8 | Maintenance of Multi Occupancy Accommodation (Mixed Tenure Buildings) - Lead Officer Dorothy Kerr | 261 - 274 |
| | Report by Lead Officer. | |

9 Conversion of Grassed Areas to Parking - Lead Officer 275 - 280

Michael Moran

Report by Lead Officer.

EXCLUSION OF PRESS AND PUBLIC

The Board may by resolution exclude the press and public from the meeting during consideration of the following items of business as it is likely, in view of the nature of the business to be transacted, that if members of the press and public are present, there could be disclosure to them of exempt information as defined in paragraph 1 of Part I of Schedule 7A of the Local Government (Scotland) Act, 1973.

AUDIT

**10 Summary of Exempt Internal Audit Investigation Report
for Period 01 July to 30 September 2019**

- Information relating to any individual;



To: Audit, Risk and Scrutiny Board

On: 04 November 2019

Report by: Chief Auditor

Heading: Training for Audit, Risk and Scrutiny Board Members

1. Summary

- 1.1 In line with national guidance produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) on the implementation of Audit Committee Principles in Scottish Local Authorities, training on audit and risk related matters is being provided to members of the Audit, Risk and Scrutiny Board.
- 1.2 At the Audit, Scrutiny and Petitions Board meeting on 28 May 2019, it was agreed that a programme of training briefings for members would be provided and would continue to form part of the main agenda at every alternate meeting.
- 1.3 Attached at Appendix 1 is the agreed programme of briefings, and at Appendix 2 the current briefing on "Following the Public Pound".
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2. Recommendations

- 2.1 Members are asked to note the content of the current training briefing.
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Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning –
Safer and Stronger** – an effective audit committee is an important element of good corporate governance.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** - training for elected members on audit and risk-related matters reflects audit committee principles
11. **Privacy Impact** – None
12. **COSLA Implications** – None
13. **Climate Risk** - None

Author: Andrea McMahon – 01416187017

Appendix 1

Date	Topic
26 August 2019	Performance reporting
4 November 2019	Following the public pound
16 March 2020	Public Sector fraud

Training briefing for Members of the Audit, Risk and Scrutiny Board

Appendix 2

Following the public pound

4 November 2019



Arm's Length External Organisations

A body which is formally separate from a council but is subject to its control and influence.

ALEOs are bodies through which Councils seek to carry out some of their functions, other than on a straightforward contractual basis.



Following the Public Pound (FPP)

The Code was published jointly by the Accounts Commission and COSLA in 1996

Statutory obligation on councils to comply

Sets out the principles of best practice when councils establish significant funding relationships with other bodies

Doesn't apply to simple grants to voluntary organisations



Governance and FPP

The main focus of 'following the public pound' is that the principles of good governance apply in decisions concerning public money irrespective of whether those funds are spend directly or transferred to an ALEO.

Effective governance requires councils to ensure that funds and resources provided to arms-length organisations are used to the purpose intended.



The FPP Code

Seeks to ensure that:

- Councils are clear about the reasons for their involvement in any arms length funding arrangement.
- The extent of the financial commitment and the nature of the financial relationship are clearly specified.
- Appropriate financial and performance monitoring and reporting arrangements are in place from the start.



The FPP Code

- Provisions are made for the council and its external auditors to have access to the records of the funded body.
- Councils carefully consider the question of their representation in the arms-length body
- Councils establish limitation in the funding relationship and an exit strategy



Conflicts of Interest

Elected members appointed to ALEOs could find themselves having a conflict of interest between their role on the ALEO board and their role as an elected member of the council.

The Standards Commission for Scotland has advice for Councillors on ALEOs.



Questions?





To: Audit, Risk and Scrutiny Board

On: 04 November 2019

Report by: Chief Auditor

Heading: Summary of Internal Audit Reports for period 01 July to 30 September 2019

1. Summary

- 1.1 In line with the Public Sector Internal Audit Standards, Internal Audit must communicate the results of each engagement to the Board. To comply with this requirement Internal Audit submits regular reports on the findings and conclusions of audit engagements to the Audit, Risk and Scrutiny Board.
- 1.2 Appendix 1 provides details those audit engagements completed during the period 01 July to 30 September 2019 with the overall assurance rating and the number of recommendations in each risk category. The committee summary for each report is also attached. For each audit assignment where recommendations have been made, the relevant managers have put action plans in place to address the issues raised.
- 1.3 In addition to the reports listed in the Appendix, Internal Audit has an ongoing commitment to:
- A range of corporate and service initiatives;
 - Progressing of information security matters in partnership with ICT and Legal Services;
 - The regular provision of advice to departmental officers;
 - The provision of internal audit services to the associated bodies for which Renfrewshire Council is the lead authority and to Renfrewshire Leisure Ltd and Renfrewshire Health and Social Care Integrated Joint Board;

- Co-ordination of the Council's corporate risk management activity;
- Management of the counter fraud team;
- Management of the risk management and insurance team.

2. **Recommendations**

- 2.1 Members are invited to consider and note the Summary of Audit Reports finalised during the period from 01 July to 30 September 2019.

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** - None
3. **Community Planning – Safer and Stronger** - effective internal audit is an important element of good corporate governance.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** – None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** - The summary reported relates to the delivery of the risk-based internal audit plan.
11. **Privacy Impact** – None
12. **COSLA Implications** – None
13. **Climate Risk** - None

Author: Karen Campbell – 07768354651

Appendix 1

Renfrewshire Council

Internal Audit Service

Update for Audit, Risk and Scrutiny Board

Final Audit Reports issued from 01 July – 30 September 2019

Category	Service	Engagement	Assurance Rating	Recommendation Ratings			
				Critical	Important	Good Practice	Service Improvement
Assurance	Chief Executive's Service	Procurement – Quick Quote Process	Reasonable	0	3	1	0
	Finance & Resources	Review of Internal Controls & Compliance – Key Financial Controls	Reasonable	0	2	3	0
		Non-Domestic Rates	Reasonable	0	4	0	2
		Payroll	Reasonable	0	2	1	1

Note 1 – No assurance rating can be given in respect of investigation assignments

Assurance Level	
Substantial Assurance	<ul style="list-style-type: none"> There is a sound system of internal control designed to achieve the objectives of the area being reviewed. The control processes tested are being consistently applied.
Reasonable Assurance	<ul style="list-style-type: none"> The internal control processes are generally satisfactory with some areas of weakness being identified that could put some objectives of the area being reviewed at risk There is evidence that the level of non-compliance with some of the control processes may put some of the objectives of the area being reviewed at risk.

Limited Assurance	<ul style="list-style-type: none"> Weaknesses in the system of internal controls are such as to put the objectives of the area being reviewed at risk. The level of non-compliance puts the objectives of the area being reviewed at risk.
No Assurance	<ul style="list-style-type: none"> Control processes are generally weak with significant risk to the achievement of the objectives of the area being reviewed. Significant non-compliance with control processes leaves the processes/systems open to error or abuse.

Recommendation Rating	
Service Improvement	Implementation will improve the efficiency / housekeeping of the area under review.
Good Practice	Implementation will contribute to the general effectiveness of control.
Important	Implementation will raise the level of assurance provided by the control system to acceptable levels.
Critical	Addresses a significant risk, impacting on the objectives of the area under review.

Internal Audit Report Chief Executive's Service

Procurement - Quick Quote Process (A0085/2020/001)

Date: September 2019

COMMITTEE SUMMARY

Audit Objectives

The objectives of the review were to ensure that:

1. For contracts with a total value between £10,000 and £50,000 (excluding VAT), quotations are sought from a minimum of 4 suppliers who have the experience and expertise to meet the council's requirements for the goods and services;
2. Where a quote is sought for the same requirement, a different group of potential suppliers is selected where possible;
3. There is appropriate approval for a non-competitive action in cases where only one supplier bids for the work;
4. The returned quotes are evaluated against the criteria in the Quick Quote specification, the most economically advantageous quote is selected and that appropriate sign off is received from the Director or authorised representative using the Contract Authorisation report prior to issuing award letters.

Audit Scope

1. Interviewed the appropriate staff, evaluate the system in place for Quick Quotes and identify any possible improvements to the system.
2. Prepared a series of tests to ensure the Quick Quote process is operating effectively and as described.

Key Audit Assurances

1. For the sample of contracts tested, quotations were sought from a minimum of 4 suppliers.
2. Contract awards were published on the Public Contracts Scotland website, for the contracts tested.

Key Risks

1. There was a lack of evidence that successful quotes had been appropriately approved and to show why different potential suppliers had not been selected when a quote was sought for the same requirement.
2. Where systems are not in place to identify where a combined amount of £10,000 is paid to suppliers, quick quotes may not be used when they should.

Overall Audit Opinion

The audit has identified that improvements are required to the execution of the council's quick quote processes surrounding retaining evidence as to why different suppliers are not used for the same requirement and for approval of successful quotes by the service and CPU. Also, there are currently no processes in place to analyse expenditure to ensure that spend for the same goods/services with a combined value of over £10,000 is procured using the quick quote method.

Internal Audit Report
Chief Executive's Service
Procurement - Quick Quote Process (A0085/2020/001)

Date: September 2019

Management Commentary
Management agreed to action the recommendations made by updating the Quotation Request Form to record why suppliers were chosen, reminding staff that Contract Award Reports must be signed by the appropriate personnel and arranging for data to be provided to Category Managers to enable them to verify that quick quotes are being used when appropriate

Internal Audit Report

Finance and Resources

Review of Internal Controls and Compliance - Key Financial Controls (A0037/2019/001)

Date: August 2019

COMMITTEE SUMMARY

Audit Objectives
<p>The objectives of the review were to ensure that:</p> <ol style="list-style-type: none"> 1. Bank reconciliations are undertaken timeously and variances are adequately followed up; 2. Suspense and control accounts are regularly reconciled, cleared and independently reviewed; 3. Feeder systems are reconciled to the General Ledger; 4. Debtors accounts are raised promptly, for the correct amount and coded correctly to the general ledger; 5. Creation of new creditor master data is restricted and appropriately segregated; 6. Creditor payments are paid promptly, for the correct amount and coded correctly to the general ledger. 7. Creditor manual payments are approved by an authorised officer.
Audit Scope
<p>Undertook key controls testing for each of the objectives shown above.</p>
Key Audit Assurances
<ol style="list-style-type: none"> 1. Bank reconciliations are now being undertaken timeously and variances were adequately followed up. 2. Debtors accounts tested were raised for the correct amount and coded correctly to the general ledger. 3. Creation of new creditor master data was restricted to appropriate officers and checked by another officer. Creditor manual payments were approved by authorised officers. 4. Creditor payments tested were for the correct amount and coded correctly to the general ledger.
Key Risks
<ol style="list-style-type: none"> 1. Some suspense accounts were not cleared timeously, resulting in delays in receipts and payments being allocated to the correct accounts. 2. Feeder information was not regularly reconciled to ledger control totals, increasing the risk that fraud/errors may not be detected.

Internal Audit Report Finance and Resources

Review of Internal Controls and Compliance - Key Financial Controls (A0037/2019/001)

Date: August 2019

Overall Audit Opinion
The audit identified that debtors and creditors invoices were raised correctly but were delayed in being issued/paid on some occasions. Recommendations were made in the report to address issues with feeders not being reconciled to the Business World ledger and suspense accounts not being cleared. If implemented, these will help strengthen the controls in place.

Management Commentary
Management agreed to implement the recommendations made, including improving the processes for ensuring that all appropriate reconciliations are undertaken.

Internal Audit Report Finance & Resources Non Domestic Rates (A0082/2019/001)

Date: September 2019

COMMITTEE SUMMARY

Audit Objectives

The objectives of the audit were to ensure that:

1. There is an adequate system in place to ensure the calculation and payment of Non-Domestic Rates (NDR);
2. All exemptions and discounts have been properly applied;
3. All NDR income due is properly accounted for and recorded on the system;
4. All accounts have been issued in line with statutory timescales;
5. All income due to East Renfrewshire Council has been remitted to their bank account;
6. Outstanding debt at the year end is being appropriately managed.

Audit Scope

1. Interviewed the appropriate officers to ascertain the system in place in relation to billing, collecting and monitoring of NDR income and updated the system notes for any changes.
2. Undertook a series of tests to ensure that the system is adequate and operating as intended.
3. Performed testing of the key controls as required by Audit Scotland.
4. Prepared the Audit Certificate for East Renfrewshire Council.

Key Audit Assurances

1. There is an adequate system in place for the calculation and payment of Non Domestic Rates.
2. Demand notices are issued according to statutory timescales.
3. Controls over the collection and remitting of income due to East Renfrewshire Council are satisfactory.
4. Debt recovery is appropriately managed.

Key Risks

1. If audit checks of rates reliefs granted are not carried out as often as agreed, there is a risk that the value of reliefs may be incorrect.
2. Without the backup of rates relief application forms being available or notes being kept on the system the council may be unable to confirm that a valid application was made in the event of any challenge.

Overall Audit Opinion

The audit identified that satisfactory controls are in place for the billing and collection of NDR, with the exception of audit checks of NDR reliefs not being carried out as often as agreed and a lack of adequate supporting documentation. The audit checks of NDR reliefs may have been affected by the changeover from e5 to Business World.

The auditor has made recommendations to address the areas of weakness identified which will strengthen the controls in place for NDR. The auditor has made a provision of reasonable assurance in relation to the area under review.

Internal Audit Report
Finance & Resources
Non Domestic Rates (A0082/2019/001)

Date: September 2019

Management Commentary
Management are transferring audit relief checks to another team and they will carry them out within the planned timescale. With regard to the awarding of relief by email request without a signed document or application, this was a local decision made several years ago and the practise has been in place for a considerable time. The proposed National Fraud Initiative activity on NDR accounts is expected to support the identification of cases where relief requires to be reviewed.

Internal Audit Report

Finance and Resources

Payroll (A0084/2019/001)

Date: September 2019

COMMITTEE SUMMARY

Audit Objectives

The objectives of the audit were to ensure that:

1. Processes are in place to ensure that new starts are added timeously and accurately to the payroll;
2. There is evidence that all pre-employment checks have been undertaken;
3. Processes are in place to ensure that leavers are removed from the payroll timeously and accurately on receipt of properly authorised documentation;
4. There is adequate segregation of duties over the new start and leaver processes;
5. An appropriate level of independent checks are undertaken on input.

Audit Scope

1. Through discussions with appropriate staff, ascertained the processes for inputting new starts and terminations to the payroll system.
2. Tested for assurance that new starts and leavers information is adequately supported by appropriate, authorised documentation and is input on a timely basis.
3. Tested to confirm that Business World is configured to ensure adequate separation of duties between HR and Payroll functions.

Key Audit Assurances

1. There was evidence of adequate pre-employment checks for all new starts tested.
2. There was adequate segregation of duties and independent checks on new starts and leavers tested.

Key Risks

When payroll are not notified of employees' termination dates by Services before the deadlines in Payroll timetables, there is an increased risk of overpayments, which may be difficult to recover.

Overall Audit Opinion

The audit has identified that reasonable procedures are in place for employee new starts and terminations. Appropriate segregation of duties and independent checks are in place. Some issues were identified in relation to service departments not notifying payroll services on time to effect correct payments to some employees. Procedures are now in place to initiate recovery of overpayments to some leavers.

Internal Audit Report
Finance and Resources
Payroll (A0084/2019/001)

Date: September 2019

Management Commentary
<p>A lot of work has been carried out on the issue of overpayments and amendments have been made to processes to identify overpayments early and raise invoices timeously. A salary adjustment policy is currently being drafted that will clearly set out management and employee roles and responsibilities for ensuring salary payments are correct; this is expected to support a reduction in the level of overpayments being created.</p>



To: Audit, Risk and Scrutiny Board

On: 04 November 2019

Report by: Chief Auditor

Heading: Internal Audit and Counter Fraud Progress and Performance for Period to 30 September 2019

1. Summary

- 1.1 The Internal Audit Annual Plan was approved by the Audit, Scrutiny and Petitions Board on 18 March 2019. Internal Audit measures the progress and performance of the team on a regular basis using a range of performance indicators. This report monitors progress from 1 July 2019 to 30 September 2019, in terms of the delivery of the Audit Plan for the year and compares actual performance against targets set by the Director of Finance and Resources.
- 1.2 In terms of Counter Fraud, no formal performance targets for fraud investigation have been established for the following reasons. A major part of their work involves being the single point of contact for DWP's Single Fraud Investigation Service and the Service Level Agreement for this work contains time targets for completing this work. A great deal of effort has also been on increasing fraud awareness amongst employees to prevent fraud from occurring against the Council. The types of fraud referrals received to date are wide ranging and the team's objective is to concentrate on investigating those referrals considered to contain the greatest fraud risk.
- 1.3 The report details progress against local and national initiatives involving Internal Audit and the Counter Fraud Team from 1 July 2019 to 30 September 2019.

2. Recommendations

- 2.1 Members are invited to note the Internal Audit and Counter Fraud Team progress and performance to 30 September 2019.
-

3. Background

- 3.1 The progress and performance of the Internal Audit Team is subject to regular monitoring using a number of performance measures. The Director of Finance and Resources has set annual targets for the team to demonstrate continuous improvement. In terms of the Counter Fraud team, there are time targets in place for responding to requests from the DWP's Single Fraud Investigation Service. Due to the diverse nature of fraud referrals no formal performance targets have been established and the outcomes from investigations is regularly monitored by management.
- 3.2 Internal Audit and the Counter Fraud Team support a variety of local and national initiatives through participation in professional practitioner groups and co-ordination of national initiatives such as the National Fraud Initiative.
- 3.3 This report measures the progress and performance of both the Internal Audit and Counter Fraud Team for the period from 1 July 2019 to 30 September 2019.

4. Internal Audit Team Performance

(a) **Percentage of audit plan completed as at 30 September 2019**

This measures the degree to which the Audit plan has been completed

Actual 2018/19	Annual Target 2019/20	Audit Plan Completion Target to 30 September 2019	Audit Plan Completion Actual to 30 September 2019
95.6%	95.0%	42.8%	42.9%

Actual performance is currently on target.

(b) **Percentage of assignments complete by target date**

This measures the degree with which target dates for audit work have been met.

Target 2019/20	Actual to 30 September 2019
95.0%	100%

Actual performance is ahead of the target set for the year.

(c) **Percentage of audit assignments completed within time budget**

This measures how well the time budget for individual assignments has been adhered to.

Target 2019/20	Actual to 30 September 2019
95.0%	100%

Actual performance is ahead of the target set for the year, although this is likely to reduce over the remainder of the year.

(d) **Percentage of audit reports issued within 6 weeks of completion of audit field work**

This measures how quickly draft audit reports are issued after the audit fieldwork has been completed.

Target 2019/20	Actual to 30 September 2019
95.0%	100%

Actual performance is ahead of the target set for the year.

5 Counter Fraud Team Progress and Performance

- 5.1 In line with the Service Level Agreement, the Counter Fraud Team act as the Single Point of Contact (SPOC) to route potential housing benefit fraud referrals to the DWP, liaise with the Council's Housing Benefit Team and DWP Fraud Officers and retrieve the necessary evidence for the DWP Fraud Officers from the Housing Benefit System.
- 5.2 On 28 November 2018, Joint Working with the Department for Work and Pensions Counter Fraud Section became live for criminal fraud investigations which focuses on the investigation and prosecution of the LA administered Council Tax Reduction Scheme (CTRS) and Social Security benefit fraud. To date, we have over 20 cases which are currently being jointly worked on.
- 5.3 The matches arising from the National Fraud Initiative 2018/19 have been distributed between the relevant staff within the services and the Counter Fraud Officers for checking and the reports are being actively

worked on. Currently, there are 143 active cases open which are being further investigated either by service staff or counter fraud. The results of this exercise will be reported to this Board at a future meeting.

- 5.4 The remainder of the corporate counter fraud resource is currently being utilised to investigate non-benefit fraud referrals received to date in areas such as tenancy, revenues and education. Although there are no specific performance measures for counter fraud, the team records the outcomes of investigations in line with any guidance issued by Audit Scotland. The financial and non-financial results for period up to quarter 2 (1 April 2019 to 30 September 2019) are noted in the table below:-

Financial Outcomes	As at end of Quarter 2 (£)
Cash savings directly attributable to preventative counter fraud intervention	39,432.48
Cash recoveries in progress directly attributable to counter fraud investigations	17,998.61
Housing Benefit savings directly attributable to counter fraud investigation	31,839.45
Notional savings identified through counter fraud investigation, (e.g. housing tenancy and future council tax)	286,261.33
Non-Financial Outcomes	As at end of Quarter 2 (£)
Housing properties recovered	3
Housing applications amended/cancelled	0
Blue badge misuse warning letters issued	22
Licences revoked	0

- 5.5 The team are continuing to engage with services to raise awareness of the work the Counter Fraud Team can undertake to mitigate and investigate fraud.

6. Scottish Local Authorities Chief Internal Auditors' Group

- 6.1 This group last met in September and continuing on from the Audit Conference in June 2019, Cyber Security, was the main focus for this meeting. Informative presentations were delivered from the Head of Public Sector Cyber Resilience at the Scottish Government and the Head of Information Security at the Digital Office.
- 6.2 The Local Authorities Computer Audit Sub Group was also attended during this quarter. The main discussion topic at this meeting was data analysis.

7. Local and National Initiatives

- 7.1 We continue to be involved in the management and security of the Council's information and we have representation on the Information Security and Information Management Governance Groups. We also continue to be involved in various change projects as required and are currently in discussions with senior officers working on the Right for Renfrewshire Project to determine Internal Audit's involvement in the project and to assist with internal audit planning which is about to commence for the financial year 2020/2021.

Implications of the Report

1. **Financial** - The Council has in place arrangements to recover the any overpayments identified from the work of the Counter Fraud Team and the National Fraud Initiative.
2. **HR & Organisational Development** - None
3. **Community Planning – Safer and Stronger** - effective internal audit is an important element of good corporate governance.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - None
8. **Health & Safety** – None
9. **Procurement** - None
10. **Risk** - The progress and performance reported relates to the delivery of the risk-based internal audit plan and the mitigation of the risk of fraud and error.
11. **Privacy Impact** – None
12. **COSLA Implications** – None
13. **Climate Risk** - None

Author: Karen Campbell – 07768354651



To: Audit, Risk & Scrutiny Board

On: 4 November 2019

Report by: Director of Finance & Resources

Heading: Audited Annual Accounts and Annual Audit Report 2018/19

1. Summary

- 1.1 The Renfrewshire Council audited Annual Accounts for 2018/19 were approved for signature by Council on 26 September 2019, subject to any final adjustments to the accounts being agreed by the Director of Finance & Resources in agreement with the Convener of the Finance, Resources and Customer Services Policy Board.
- 1.2 The audited accounts were signed on 8 October 2019, with the audit certificate being signed by Audit Scotland on 9 October 2019. There were no material changes to the annual accounts presented to Council on 26 September 2019. A copy of the certified annual accounts is appended to this report for members information.
- 1.3 The Audit Director has provided an unqualified opinion that the accounts provide a true and fair view of the Council's financial position; however this opinion is modified to reflect his view that adequate accounting records in respect of 2018/19 year end debtor and creditor balances were not kept by the Council. Ensuring these records were accurate prior to the final accounts being certified contributed to the delay experienced in concluding the annual accounts process. As was outlined in the report to the Board on 23 September, the changes to ensure the accuracy of these balances in annual accounts were largely classification adjustments which had no "bottom line" impact.
- 1.4 As outlined to Council, the delay in completing the annual accounts and subsequently finalising the external audit means the Council has missed

the statutory deadline of 30 September to authorise the audited annual accounts for issue. Council finance officers are working closely with Audit Scotland to put measures in place to ensure that no repeat of the issues and delays encountered in completing the 2018/19 annual accounts is experienced.

- 1.5 Audit Scotland have issued their Annual Audit Report which is attached for members consideration. A representative from Audit Scotland will attend the meeting to speak to this report.

2. **Recommendations**

- 2.1 Note the Audited Annual Accounts attached to this report
- 2.2 Note that the Audited Annual Accounts have now been certified by Audit Scotland, who have issued an unqualified but modified audit opinion that the accounts provide a true and fair view of the Council's financial position.
- 2.3 Note the Annual Audit Report provided by Audit Scotland

3. **Background**

- 3.1 The Audit, Risk and Scrutiny Board meeting on 23 September 2019 considered a report which outlined the delays experienced in completing the annual accounts and subsequent audit process.
- 3.2 As is normal during the audit process each year, a number of amendments, predominantly classification adjustments, were agreed over the course of the audit process. As part of this year's process, these adjustments in terms of supporting working papers and the annual accounts document itself involved more complex associated rework than would normally be experienced.
- 3.3 The adjustments agreed related largely to the classification of specific current assets and current liabilities; the amendment of which had no material impact on the Council's revenue outturn position for 2018/19, nor on the level of usable reserves and balances available to the Council, as reported in the unaudited accounts which the Board considered in June 2019. Council finance officers also agreed changes to the accounts to reflect a decision of the Supreme Court in the summer of 2019 (the

“McCloud ruling”) which impacted on the valuation of future pension liabilities. Again, this change has no immediate impact on the 2018/19 financial outturn or useable reserves.

- 3.4 This work and the required audit activity to check these adjustments was finalised on 8 October 2019. The Council approved for signature on 26 September 2019 the annual accounts presented at this meeting, subject to any further minor adjustments which may arise in concluding the audit process; in which case it was further approved that authority be delegated to the Director of Finance & Resources, in consultation with the Convener of the Finance, Resources and Customer Services Policy Board to make any required minor adjustments to the audited annual accounts to allow certification.
- 3.5 The audit process was completed with no further material changes being required to the accounts, which were authorised for issue on 8 October 2019. The audit certificate was signed on 9 October 2019.
- 3.6 In terms of the relevant regulations, a local authority must meet to consider the audited annual accounts, and must aim to approve those accounts for signature no later than 30 September immediately following the financial year to which the accounts relate. The Council has therefore failed to meet this statutory deadline.
- 3.7 The audit opinion was unqualified, certifying that the annual accounts present a true and fair view of the financial position of the Council for 2018/19. The opinion provided is modified to reflect that adequate accounting records in respect of 2018/19 year end debtor and creditor balances were not kept by the Council. Ensuring these records were accurate prior to the final accounts being certified contributed to the delay experienced in concluding the annual accounts process.
- 3.8 Audit Scotland have issued their annual audit report which is attached for the Board’s consideration. The report outlines Audit Scotland’s findings in relation the audit of the 2018/19 annual accounts; and also wider dimensions of Council activity in relation to financial management, financial sustainability, governance and value for money.
- 3.9 Finance officers are working to ensure there is no repeat of the issues encountered in producing the 2018/19 annual accounts; including revised timetables, task allocation, early analysis of current balances and improved system reporting. Audit Scotland are also providing input to the planning for the 2019/20 year end.

Implications of the Report

- 1. **Financial** – the 2018/19 audited annual accounts reflect the financial position of the Council as operating within the resources available.

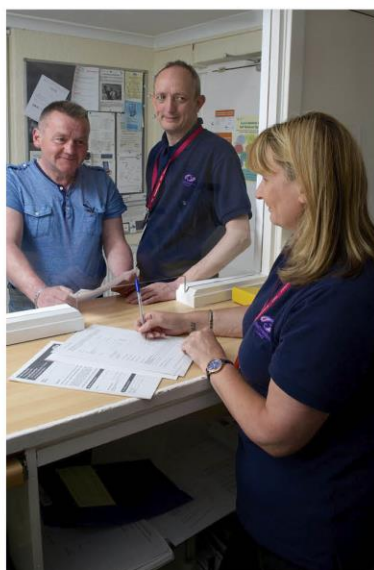
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality & Human Rights** - the Recommendations contained within this report have been assessed in relation to their impact 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** – none
10. **Risk** – none
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none
13. **Climate Impact** - none

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Renfrewshire Council

Audited Accounts

2018–2019



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Management Commentary

The purpose of the Management Commentary is to present an overview of Renfrewshire Council's performance during the 2018/19 financial year and to help readers understand its financial position at 31 March 2019. In addition, it outlines the main issues and risks that may impact the performance of the Council in the future. Renfrewshire Council, one of 32 local authorities in Scotland, was established by the Local Government

(Scotland) Act 1994 and came into being on 1 April 1996.



We provide services to around 178,000 residents in the entire Renfrewshire area, which has a mixed geography, with many villages complementing its three main towns of Johnstone, Paisley and Renfrew.

The Council is governed by 43 elected members, or councillors, comprised as follows:



The kind of services that the Council provides includes housing, nursery, primary and secondary education; social services; regeneration and waste services.



It also works closely with the Renfrewshire Health and Social Care Partnership, which delivers care services across the region.

Renfrewshire Council is organised into five directorate services, as follows:



The Council is also part of a wider Group, with partnerships spanning a number of organisations to varying degrees.



Our Aims and Objectives

The Council and its community partners aim to achieve the objectives agreed in the 'Our Renfrewshire Community Plan 2017-2027'

(<http://www.renfrewshire.gov.uk/communityplan>), 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 2017-2022, which can be found on the Council's website at:

<http://www.renfrewshire.gov.uk/article/6346/Council-Plan>.

The Council Plan "Thriving People, Connected Communities" was agreed in September 2017. The Plan outlines five strategic outcomes for the Council over the period to 2022:

- Reshaping our place, our economy and our future
- Building strong, safe and resilient communities
- Tackling inequality, ensuring opportunities for all
- Creating a sustainable Renfrewshire for all to enjoy
- Working together to improve outcomes

Financial Strategy

The financial strategy and plans of the Council support the delivery of the Council's priorities as outlined in the Council Plan.

In order to achieve this, the financial strategy must ensure resources are effectively and efficiently deployed in line with corporate objectives; and ensure resources are managed sustainably and in a way which continues to ensure the stability of council services.

The medium-term Financial Outlook 2019-21 was reported to the Council on 27 September 2018, and the following range of financial planning principles from the existing Financial Strategy were confirmed:

- i) The Council has an ongoing commitment to efficiency, modernisation of service delivery and prioritisation of resources on the delivery of key strategic outcomes;
- ii) The Council strives to maximise income, grow its tax base and attract external funding;
- iii) Investment in service transformation and early intervention / prevention, including lifecycle maintenance to protect existing investments in our assets, is given appropriate priority;
- iv) Any new borrowing decisions taken by the Council are capable of repayment on a sustainable basis and overall debt levels are contained within affordable long-term parameters;
- v) The Council's core budget is not underwritten by the use of general reserves or speculative capital receipts;
- vi) Council reserves are maintained at a level which provides appropriate financial resilience to the Council and the core services it provides and should be subject to ongoing annual review in the context of the risk profile faced by the Council.

Our Performance

The Council Plan outlines priorities and actions against which progress is reported bi-annually to the Council's Leadership Board, most recently on 19 June 2019. The update report can be found on the Council Committee Management Information System at: <http://renfrewshire.cmis.uk.com/renfrewshire/Home.aspx> however an extract of progress updates against the five key strategic outcomes is shown below.

Strategic Outcome 1: Reshaping our place, our economy and our future

The City Deal Team continues to make significant progress in all projects, which are designed drive innovation and growth and address challenges in the region's labour market. The core Advanced Manufacturing Innovation District Scotland (AMIDS) and the City Deal Glasgow Airport Investment Area (GAIA) Infrastructure contracts have been awarded and construction will commence in July 2019.

Work is ongoing to deliver a Renfrewshire Economic Strategy in Autumn 2019 – the first of its kind for Renfrewshire. The development work is being led by the Renfrewshire Economic Leadership Panel, with a particular focus on strengthening and growing the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.

Strategic Outcome 2: Building strong, safe and resilient communities

The new model of 'Local Partnerships' was agreed by Council in late September 2018 to replace Local Area Committees. These new structures represent new ways of working for communities, elected members and partners at a local level. First meetings of the new Local partnerships were held in March 2019 at which local priorities were agreed.

Revised plans have been developed with the local community for the regeneration of the Tannahill area of Ferguslie Park. These were approved by the Communities, Housing & Planning Policy Board on 30 October 2018 and include proposals to build around 100 new Council homes in the area.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Key outcomes of the Tackling Poverty programme have included 177 households supported through energy advice services to achieve total savings of over £49,000; 130 young people supported to access school counselling services in the last quarter of 2018; over 2000 breakfasts being delivered each week through our breakfast club programme; and 210 peer educators now in place across Renfrewshire's schools engaging with pupils around issues such as mental health, physical activity and diet.

Care-experienced children and young people in Renfrewshire will receive additional support to help them reach their full potential following the allocation of £359,000 of Scottish Attainment Challenge funding. The money will help to expand and develop new initiatives for care-experienced children and young people, regardless of whether they are looked-after at home, in care, have been adopted or were previously being looked-after.

£7.7m of income was generated in 2018/19 for local people through the projects like Healthier, Wealthier Children, Families First and Energy Advice which are part of the Tackling Poverty programme which aims to prevent financial crisis and support low income families to make the most of their money. Furthermore, we are tracking the impact of Universal Credit on Renfrewshire residents to ensure that Council services continue to support citizens and manage the resource demands.

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

The Council completed energy improvement works to almost 6,000 privately owned and social rented homes throughout Renfrewshire. These works and projects have ensured council housing stock meets the Energy Efficiency Standard in Social Housing (EESH) requirements and improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty.

The Team Up to Clean Up campaign has been hugely successful, with community clean ups increasing by over 130% in the past year, resulting in over 9000 gullies across Renfrewshire have been cleaned this year with over 150

tonnes of waste removed, 5,460 additional litter picking hours undertaken and an increase of 14.5% in street sweeping tonnage collected.



Strategic Outcome 5: Working together to improve outcomes

In October 2018, the organisation implemented the Business World system which represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the organisation approaches and delivers its key business and financial process. Further functionality is being phased in over a 12-month period and therefore development of the system is still ongoing.

Over 40,000 Renfrewshire citizens benefit from the digital services now available through MyAccount, with over 600 new users joining each week.

In September 2018, the organisation launched the Cross Organisational Mentoring Scheme which involves Renfrewshire, Glasgow, Inverclyde, South Lanarkshire and West Dunbartonshire Councils and NHS Greater Glasgow and Clyde.

A Service Improvement Plan (SIP) for each of the Council departments is 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. Further information can be found on the Council's website at www.renfrewshire.gov.uk>Your Council> Information, performance and statistics> Council Performance> Our current performance

Key Performance Indicators

Renfrewshire Council publishes a range of performance information to allow interested stakeholders to assess how the Council is performing. The Council Performance section on our website has been updated to provide a number of sources to assess how the Council is performing. Public performance reporting is undertaken to ensure local citizens, businesses and partner organisations are able to track Council performance over time. Please find the link here:

<http://www.renfrewshire.gov.uk/article/2181/Council-performance>. The section provides data on how well we respond to complaints, how we are achieving progress against our Council Plan and Best Value Action Plan, how we compare with other authorities and the Scottish average, across the following pages:

- Our current performance, which includes the latest version of 'it's all about you' as a story map. It provides a ranges of performance data, images and case studies;
- Renfrewshire data, the open data platform and data needs assessments; and
- Benchmarking information such as the latest [Local Government Benchmarking Framework](#) data.

Some examples of the key performance indicators that the Council's Corporate Management Team uses to monitor performance every quarter include the: number of new unemployed people being supported through Renfrewshire Council Employability Programme; percentage of sickness absence of Council employees; percentage of waste recycled; uptake of free school meals; and rent arrears as a percentage of rent due.

For any key performance indicator which is not meeting target or has declined in performance, the responsible service area must provide a full explanation of what corrective actions are being undertaken to get performance back on track. This is also reported to the relevant policy boards through operational performance reports and/or service scorecards, as part of their service improvement plans.

In August 2017 Audit Scotland published the findings of their Best Value review (<http://www.audit-scotland.gov.uk/report/best-value-assurance-report->

renfrewshire-council), which provided an assessment of the Council and its performance and noted that the Council continues to improve and is making encouraging progress in the performance of its services, underpinned by effective financial management and planning.

A progress update on the Improvement Plan was reported to the Leadership Board on 19 June 2019 and can be found on the Council Committee Management

Information System:

<http://renfrewshire.cmis.uk.com/renfrewshire/Home.aspx>

Key Financial Ratios

The following tables provide information regarding the financial performance of the Council in 2018/19 and the affordability of its ongoing commitments:

Financial Indicator	2018/19		2017/18	Commentary
	Estimate	Actual	Actual	
Reserves				
Uncommitted General Fund reserves as a % of budgeted net expenditure	1.9%	1.9%	1.9%	Reflects the level of funding available to meet unplanned expenditure and manage financial risk. The Council has agreed this balance should not fall below £7m.
Movement in uncommitted General Fund balance	n/a	0.6%	0.4%	Reflects the extent to which the Council is using uncommitted reserves.
Council Tax				
In-year collection rate	94.5%	96.0%	96.0%	Reflects the Council's effectiveness in collecting council tax debt
Council tax income as a proportion of total taxation and non-specific grant income	18.9%	18.4%	18.3%	Reflects the Council's ability to vary expenditure by raising council tax, the principal local authority controlled source of finance
Debt/Long term borrowing				
Capital Financing Requirement (CFR)	£413.0m	£344.6m	£347.5m	The information in this section demonstrates that external debt levels are below our capital financing requirement, and that the level of borrowing is affordable, owing to the low proportion of our budget spent on servicing debt. Further information is available in the Treasury Management Annual Report presented to Council on 27 June 2019.
External debt	£370.0m	£298.9m	£305.3m	
Ratio of financing costs to net revenue stream (General Fund)	4.8%	5.4%	5.7%	

Financial Performance

Primary Financial Statements

The annual accounts summarise the Council's transactions for the year, its financial position at 31 March 2019 and its cashflows. The annual accounts are prepared in accordance with the International Accounting Standards Board Framework for the Preparation and Presentation of Financial Statements as interpreted by the Code of Practice on Local Authority Accounting in the United Kingdom ("the Code").

The Primary Financial Statements include the Comprehensive Income and Expenditure Statement (CIES), Movement in Reserves Statement (MIRS), Balance Sheet and Cashflow Statement. These statements are accompanied by notes to the accounts, which provide more details on the figures shown in the statements and set out the accounting policies adopted by the Council.

The Comprehensive Income and Expenditure Statement (CIES) presents the total cost of providing Council services in 2018/19 along with the income available to fund those services.

The outturn explained in the following section differs from the accounting deficit of £41.9m shown in the CIES due to accounting adjustments required to comply with proper accounting practice, but which under statute should not impact on local taxpayers. A reconciliation of these figures can be found in the Note 1: Expenditure and Funding Analysis.

Financial Instruments

A new International Financial Reporting Standard, IFRS9: Financial Instruments has been adopted by the Code, effective from 1 April 2018. This changes the way that financial assets in particular are classified and treated in the primary financial statements. Notes 23 to 25 provide further information.

General Fund

The General Fund is funded by government grant and Council Tax revenues and the Council is also able to apply

usable reserves from the General Fund Balance to fund expenditure. After adjusting for planned carry forwards and debt repayments as per the Council's debt smoothing strategy, the General Fund delivered an underspend of £0.043m. This is broadly in line with the forecast breakeven position previously reported to members. During 2018/19, £8.0m was transferred into the General Fund from the Capital Fund to support the Council's transformation agenda.

The main reasons for the variance against the approved budget, as indicated in the following table, was an underspend in employee costs resulting from vacancy management during the year. This was offset by overspends in external residential childcare, fostering and Self-Directed Support payments.

The Council also recovered £0.875m over budget of Council Tax revenue from an excellent 96% collection rate in 2018/19.

2018/19	Budget £m	Actual £m	Variance £m
Employee costs	261.526	259.881	1.645
Payments to other bodies	166.734	168.682	(1.948)
Other costs	140.647	141.492	(0.845)
Total Expenditure	568.907	570.055	(1.148)
Revenue Support Grant	(183.015)	(183.015)	0.000
Council Tax Income	(74.524)	(75.399)	0.875
Non-Domestic Rates Income*	(120.105)	(120.105)	0.000
Other Income	(197.156)	(197.472)	0.316
Total Income	(574.800)	(575.991)	1.191
Contribution to General Fund Balances	(5.893)	(5.936)	0.043

*The Council was due £120.1m of Non-Domestic Rate Income from the Scottish Government as its share of the national pool.

The Council collected £117.7m directly from local businesses with the excess of £2.4m due from the Scottish Government.

forward to 2019/20. Of this balance, £52.0m has been earmarked for a particular purpose as outlined in Note 7: Usable Reserves.

This leaves unallocated reserves of £7.1m (1.9% of the Council's net annual running costs), which is broadly in line with the Council's financial planning principles.

The Council's Reserves

The Council holds the following balances in reserve. Further details can be found in Note 7: Usable Reserves. The General Fund balance of £59.1m will be carried

As at 1 April 2018 £m	Usable Reserves	As at 31 March 2019 £m
45.208	General Fund Balance	59.144
6.807	Housing Revenue Account	6.807
7.617	Capital Receipts Reserve	8.017
89.775	Other Statutory Funds	80.638
149.407	Total	154.606

Housing Revenue Account

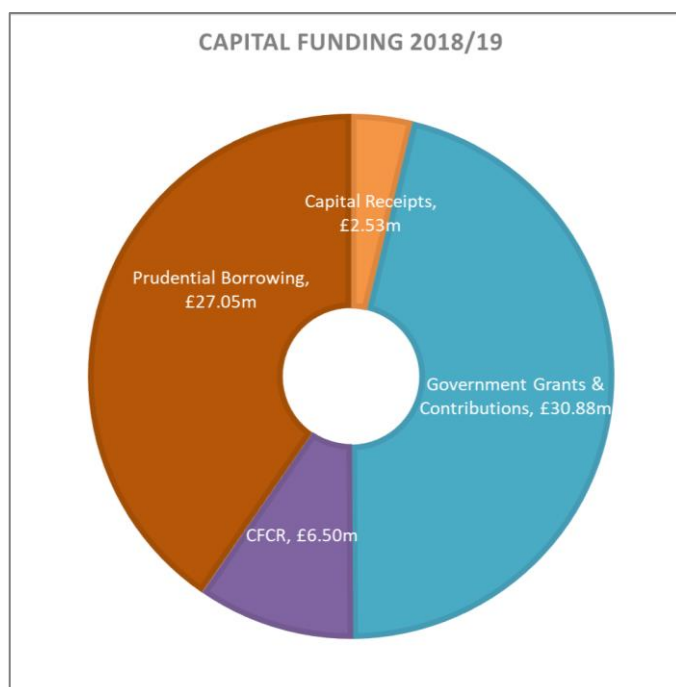
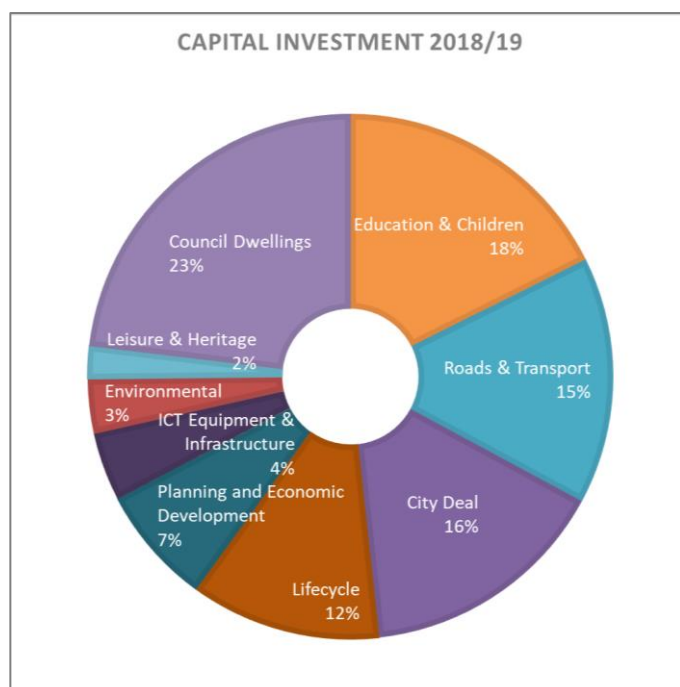
The balance on the Housing Revenue Account (HRA) as at 31st March 2019 has been maintained at £6.8m. This represents a prudent level of unallocated reserves for the HRA that remains available to mitigate the impact of any unforeseen risks. The year-end breakeven position is in line with projections reported during 2018/19 and reflects

the net effect of underspends in support services and transfer payments that have been used to fund a repairs overspend and increased debt repayment as part of the overall housing debt smoothing strategy.

Capital and Borrowing

Renfrewshire Council continues to make significant capital investment in council housing, schools, culture, roads and the town centre estate. On 2 March 2018, the Council approved the housing capital investment programme for 2018/19 of £15.4m; and the general fund capital investment programme of £63.4m.

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 £64.7m. Further detail is provided in Note 14.



During the course of 2018/19 there was no new external borrowing. The level of cash balances available to the Council remains consistent with daily cash requirements, treasury and capital investment plans. The increase in cash balances compared to 31 March 2018 is attributable to a number of issues, including the delay in settling the 2018/19 pay award and grant received in advance of expenditure being incurred (e.g. early years expansion).

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 in Note 23: Financial Instruments.

An important element of the Council's medium-term financial planning is the strategy of debt smoothing, which continues to be implemented to ensure the Council's debt profile remains appropriate and sustainable over the medium term. 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. This strategy has been in place for a number of years and is reaching its natural conclusion, however the Council will continue to explore options for further efficiencies should this be possible.

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 in its Treasury Management Strategy Statement (TMSS), approved by the Council on 2 March 2018 and revised on 13 December 2018. The TMSS for 2018/19 can be found on the Council Committee Management Information System at: <http://renfrewshire.cmis.uk.com/renfrewshire/Home.aspx>. 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 2019 was £344.6m, which is within the approved limit of £370m.

The Council's external borrowings have only been applied for capital investment purposes, with the Council's net external debt being £298.9m at 31 March 2019 compared to the operational boundary of £370m. 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 5.4% as a proportion of the Council's non-housing net revenue stream. Housing related financing costs as at 31 March 2019 were 51.7% of net housing revenues, higher than the forecast of 42.8% due to additional debt repaid in the year. Excluding these repayments, the actual position was 42.9%.

Net Pension Position

The disclosure requirements for pension benefits under IAS19 are detailed in Notes 30 and 31. The appointed actuaries, have confirmed an increase of £116.2m in their assessment of the Council's share of the actuarial deficit position of the local government pension fund as at 31 March 2019. This can be attributed to a reduction in

corporate bond yields at 31 March 2019, which increases the value of obligations.

It also reflects an estimate of additional costs following a Court of Appeal ruling (McCloud/Sargeant) that transitional protections on implementation of the new pension benefit structure in 2015 for members close to retirement age were unlawful on the grounds of age discrimination. For the Council, this amounts to an additional £14.212m of pension liability. This is partially offset by investment returns being greater than the 31 March 2018 rate.

The assessment provides only a snapshot as at 31 March 2019 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.

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 22.

In general, any contingent liabilities known to the Council are covered by insurance arrangements. As outlined at Note 7, the Council has also set aside £2.543m for uninsured claims.

The Council has been made aware of an issue relating to Guaranteed Minimum Pension that could increase the future value of pension liability recognised in the balance sheet by around £4.178m. Further detail is provided at Note 32.

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 four 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; the Coats

Observatory Trust and Park Lane Developments (Renfrewshire) Limited Liability Partnership. The Group Accounts also consolidate the Council's share of four other entities treated as associates or joint ventures – Strathclyde Partnership for Transport, Strathclyde Concessionary Travel Scheme Joint Committee, Renfrewshire Valuation Joint Board, and Renfrewshire Health and Social Care Integration Joint Board.

The Council has non-material interests in a number of other entities namely Clyde Muirshiel Park Authority, Scotland Excel, Glasgow and the Clyde Valley Strategic Development Planning Authority and Glasgow City Region – City Deal Cabinet.

Further information on the activities and services offered by Renfrewshire Leisure Limited and Renfrewshire Health and Social Care Partnership can be obtained from their websites: www.renfrewshireleisure.com and <http://www.renfrewshire.hscp.scot/>

Financial Outlook and Key Risks

The Financial Outlook reported to the Leadership Board in September 2018 outlined continued risk to the Scottish local government settlement. As the transition of powers moves the Scottish budget towards almost 50% of spending being supported by devolved tax raising powers, the economic performance of the Scottish economy relative to that of the UK becomes a key determinant in the overall level of resources that will be available to the Scottish Government's budget each year.

At present, economic growth in Scotland continues to lag behind that of the UK and there exists a wide range of downside risks associated with economic and political uncertainty linked to the UK exit process from the European Union and wider global influences on the UK and Scottish economies. In particular as recently outlined in the Scottish Government Medium Term Financial Strategy, projected income tax reconciliation adjustments over 2020 to 2022 will be very challenging for the Scottish Government to accommodate without difficult tax and spending decisions.

This uncertain climate, coupled with the Scottish Government's stated commitments as outlined in the 2018 Medium Term Financial Strategy in relation to growing in real terms spending in the NHS and the commitment to almost double the level of free early years nursery hours over the course of this Parliament presents what is likely to

be continuing challenges over the medium-term for core local government grant levels in Scotland.

The financial outlook for the Council remains based on an assumption that its grant settlement is likely to further reduce given Scottish Government policy commitments. For context, each 1% cut to the Council's general revenue grant represents a £3m loss in resource.

The local government grant settlement for 2019/20 (again only a single year settlement being announced) was initially cut, with Renfrewshire Council facing a reduction in funding of 1.4%. Following the conclusion of the Scottish Parliamentary budget approval process, and subsequent revision to the local government settlement, the final like-for-like comparison reflects a 0.5% reduction in the general revenue grant received in 2019/20 compared to 2018/19. A balanced budget position moving into 2019/20 was agreed by the Council on 28 February 2019, reflecting well on the budget decisions taken to date by the Council towards addressing the medium-term savings requirement it is facing, while also incorporating significant temporary investment in measures to continue to Tackle Poverty and invest in Renfrewshire's infrastructure and communities. The Council also agreed a 4.79% council tax increase for 2019/20, which was the cap set by the Scottish Government.

The Council welcomes the Scottish Government's commitment to providing three-year local government funding settlements from 2020/21 onwards, as this will support the Council to develop sustainable financial plans over the medium term.

Service and cost pressures arising from pay settlements, 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, along with new duties under the Carers (Scotland) Act, now delivered by the Renfrewshire Health and Social Care Partnership (RHSCP).

A further recognised cost pressure for the Council is the management of waste, where refuse collection, disposal and recycling costs are increasing, owing to a global market downturn for dry recycle material.

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. On 28 February 2019, the Council agreed a £40m investment

programme in Renfrewshire's road, cycling and pathways network and a £29m investment in the school estate. These will run alongside the Glasgow and Clyde Valley City Deal programme, which is due to deliver £1.13bn of public sector investment in infrastructure in the region over the next decade, generating 29,000 new jobs.

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 its treasury advisors, the criteria for placing deposits with financial institutions on the Council's approved counterparty list.

As part of the Council's treasury strategy, it 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 monitored carefully in order to ensure that the Council retains sufficient cash balances to support its ongoing requirements and remains alert to any anticipated adverse movement in future borrowing rates.

Charitable Funds

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 the Coats Observatory Charitable Trust. 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 Coats Observatory Trust, 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 incurred a combined in-year surplus of £0.5m which is added to the previous surplus brought forward. The total net asset value increased by £1.3m, with investments increasing by £1.1m.

The audited annual accounts of the Common Good Funds and Charitable Trusts are reported to the Council on 26 September 2019 and can be found on the Committee Management Information System at:

<http://renfrewshire.cmis.uk.com/renfrewshire/Home.aspx>.

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 Nicolson
Leader of the Council
8 October 2019

Sandra Black
Chief Executive
8 October 2019

Alan Russell
Director of Finance and Resources
8 October 2019

Annual Governance Statement

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 priorities and vision of the Council are set out in the Council Plan 2017-2022 and the Renfrewshire Community Plan 2017-2027. The Council Plan is aligned to the Community Plan and sets out 5 strategic outcomes that the organisation will work to achieve over a 5 year period with specific priorities relating to tackling inequality, promoting economic and cultural regeneration, attainment and sustainability. Renfrewshire's Community Plan (which also acts as Renfrewshire's Local Outcome Improvement Plan as required by the Community Empowerment (Scotland) Act 2015) details how community planning partners will work together to achieve the key priorities identified for Renfrewshire.

- The key outcomes the Council is committed to delivering with its partners, are set out in the Community Plan.
- 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 regular review by the council.
- The Council facilitates policy and decision making through a policy board structure. The Council's scheme of decentralisation was reviewed during 2018 and the five Local Area Committees were replaced with 7 Local Partnerships adopting a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues and 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 including six monthly updates to the Leadership Board on progress against the implementation of the Council Plan.
- 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, Risk and Scrutiny Board.
- The Council has adopted a code of conduct for its employees. Elected members adhere to the nationally prescribed Code of Conduct for Members. In addition, the Council has in place a protocol for Relationships between Political Groups, Elected Members and Officers.
- 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 Audit, Risk and Scrutiny Board.
- 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.
- The Council's arrangements for fraud prevention, detection and investigation are managed through the corporate counter fraud service.
- The Council's approach to 'whistleblowing' is outlined in the policy for expressing concerns outwith line management, it is intended to review and update this policy in the forthcoming year.
- There are adequate cyber security controls in place including a dedicated cyber security officer and conformance to the cyber essentials standards.
- This governance framework has been in place at Renfrewshire Council for the year ended 31 March 2019 and up to the date of approval of the Statement of Accounts.

As recommended in the Council's Best Value Review report, the Council has completed a review of the governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Trust (RLL) that is clear, independent, and more easily understood by the public. The new 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.

Each year Audit Scotland publish an Annual Audit Report which reflects the findings from the annual financial audit, and also in relation to best value. Within the 2017/18 report, Audit Scotland specifically refer to the progress that has been achieved by the Council in terms of implementing the improvement plan which was developed following the publication of the Best Value Improvement Plan. In the report Audit Scotland have noted that the "governance arrangements within the Council are operating effectively and support good governance and accountability".

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,

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- 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,
 - The Chief Finance Officer is the Director of Finance and Resources who complies with the CIPFA Statement on the Role of The CFO in Public Services.

The role and responsibilities of the Audit Committee and the Chief Auditor

The role of the audit committee is 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. 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, Risk and Scrutiny Board annually, to provide assurance on the adequacy and effectiveness of the Local Code and the extent of compliance with it. The Audit, Risk and Scrutiny 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.

Internal Audit reporting arrangements, including communication of finalised audit engagements, monitoring the progress of agreed management actions and communication of any unacceptable risk identified to the Board.

Review of effectiveness and continuous improvement

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 38 point checklist covering five key areas of governance:

- Business Planning and Performance Management
- Internal Control Environment
- Budgeting, Accounting and Financial Control
- Risk Management and Business Continuity
- Conflicts of Interest and Gifts and Hospitality

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 continues to develop its approach to working with communities, with a new model for community level governance approved by full Council in September 2018. 7 Local Partnerships have been established and have identified initial local priorities. Decision making including that relating to relevant grants is delegated to each Local Partnership through a Lead Officer appointed by the Council.

The Council has a well embedded approach to continuous improvement through self-assessment. Registered services within education, social care and housing undertake regular self-assessment as part of the delivery of their services. A corporate self-assessment framework based on the Public Service Improvement Framework has been in place across the Council for almost 10 years. The framework was reviewed in late 2017 and a revised model of self-assessment the 'Renfrewshire Continuous Improvement model' was developed in 2018 and will be piloted in services during 2019. A self-assessment exercise involving the community planning partnership will also be undertaken.

The Council continues to recognise the need to exercise strong financial management arrangements to manage the financial pressures common to all local authorities. The following should be noted:

- An enterprise resource planning system (Business World), was implemented in October 2018 which combines finance, HR, payroll and procurement into a single integrated application. The system change was undertaken without any significant issues. There is an optimisation programme, led by the Business World SIRO, is in place to progress the further implementation of Business World, as elements of the system have not yet been brought online (for example procurement) and other parts continue to fully bed in. A Change Advisory Board, consisting of the Business World SIRO and Heads of Service responsible for the Council 'core' Business World services (Finance, HR, CBS, ICT) along with a senior representative from one of the council's partner services has been established to support this programme.
- A management review and an external audit review highlighted the level of payroll overpayments which occurred during the year. The Council has reviewed existing procedures and new guidance was developed for managers on reporting changes to an employee's conditions of service. New recovery procedures have also been put in place and this area will continue to be subject to regular reviewed by Management.

Regular reviews of the Council's arrangements are undertaken by Internal Audit and overall the Council's internal financial control arrangements are sound.

As part of the ongoing relationship which is in place under the new best value methodology, Audit Scotland continuously engage with the Council in relation to the improvement plan, regularly attending Council and board meetings and reviewing information provided. Each year Audit Scotland provide an assessment of the ongoing position in relation to best value, within the Annual Audit Report. The Annual Audit Report for 17/18 was published in September 2018 and noted:

- The Best Value follow-up audit found the Council is making good progress in addressing the recommendations from the 2016/17 Best Value Assurance Report.
- The Council has several improvement activities working in parallel and these are clearly linked to the Council's priorities and budget setting process.

This is a very positive outcome in terms of follow-up audit, and officers will continue to work with the Audit Scotland team as part of the ongoing best value and financial audit appointments, and to progress the actions set out in the improvement plan.

During the year, the council put in place arrangements to meet the Scottish Housing Regulator's new regulatory and assurance framework which requires the council to submit an annual assurance statement, an annual return on the Scottish Social Housing Charter and a return on the Energy Efficiency Standard for Scotland.

The programme of work undertaken by Internal Audit identified 4 occasions where a limited assurance level was given in relation to the internal control, risk management and governance objectives for the specific areas of each audit review. The following areas are those identified as requiring improvement:

- The review of the arrangements for recording salary sacrifice transactions identified that improvements were required in relation to the reconciliation of the suspense account and improvements in the processes for dealing with terminations from the scheme. Management has put in place arrangements to ensure that a regular review of the suspense account is now being undertaken to monitor and reconcile any discrepancies. Appropriate arrangements are in place to ensure that any actions are taken as necessary to clear the account and no further action is required.
- The review of catering services, purchasing and stock control identified the need to ensure that catering employees responsible for purchasing activities are fully trained in their roles and responsibilities and more robust controls were required in relation to stock control. Management has agreed to comprehensively review the service arrangements for purchasing and stock control and provide training to relevant staff on the revised arrangements.
- A review of selected inspection arrangements within Environment and Infrastructure services identified the need for management to undertake a comprehensive service review and ensure that revised policies are in line with the current code of practice.
- A review of the management of software assets identified that management were aware that the current software tool in use at the time of the review, which managed both the licences and deployment of software, was not fit for purpose. Whilst a project was currently underway which aims to transform the way that software is managed, a number of areas required action to be taken to strengthen the control environment. On receipt of the report, management implemented those recommendations which could be addressed immediately and are actively progressing the remainder.

Internal Audit undertake an annual exercise to ensure that recommendations arising from internal audit engagements have been implemented by service management and the results are reported to the Audit, Risk and Scrutiny Board. (ARSB) This work highlighted that a high proportion of recommendations (87%) have been implemented by the due date and a further 3% have been deemed to be redundant as a result of new or revised processes being in operation. Of the 38 recommendations followed up which were deemed to be critical, only one of these has not yet been implemented and a further two recommendations are partially implemented. Revised implementation dates have been agreed for each of these recommendations.

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.

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
Review and update where necessary the policy for expressing concerns outwith line management 'whistleblowing' for approval by Board.	Chief Auditor	March 2020
Undertake a comprehensive review of catering service arrangements for purchasing and stock control and provide training to relevant staff on the revised arrangements.	Head of Facilities Management	Spring 2019
Undertake a comprehensive review of selected inspection service arrangements and update the policy in line with the code of practice.	Head of Operations and Infrastructure	Autumn 2019
Continue the rollout of the Business World System under the oversight of the Change Advisory Board	Business World SIRO	Ongoing

The agreed actions will be subject to review to identify the progress being made in implementing these actions.

Update on the 2017/2018 Action Plan

The 2017/18 Governance Statement identified a number of continuous improvement activities to be taken forward to improve the overall governance, risk management and internal control environment. Progress over the last 12 months against the agreed action plan is detailed below.

Agreed action	Progress Update	Responsible person	Date	Revised Date
Complete Actions				
Continue to implement the governance arrangement for community planning.	Governance structure fully implemented, with Improving Life Chance Board established in 2018	Head of Policy and Commissioning	Spring 2019	Complete
Complete the review of Renfrewshire Leisure Limited's governance arrangements following publication of Audit Scotland national review report.	A number of changes to governance were implemented during 2017 and 2018 in relation to RLL following recommendations made through the 2017 Best Value Assurance Report. These were made ahead of the publication of the national report, rather than awaiting its publication. In the 2017/18/ Annual Audit Report for Renfrewshire Council, the Council's external auditors (Audit Scotland) did not recommend further action in relation to ALEO governance.	Head of Policy and Commissioning	Winter 2018	Complete
Complete the review of the Financial Regulations for approval by the Council and the supporting financial codes.	The review and update of the Financial Regulations and Codes is complete and the Regulations have been approved by Council.	Director of Finance and Resources	Summer 2018	Complete
Review the community lead governance arrangements for approval by the Council.	Following extensive consultation and engagement a new model of local partnerships was approved by full Council in September 2018. The new partnerships are now up and running and have identified local priorities for further progression.	Head of Policy and Commissioning	Summer 2018	Complete
Develop a detailed locality plan focusing on the communities that experience the poorest outcomes.	A locality plan was published in September 2017, the approach is now embedded within community planning arrangements.	Head of Policy and Commissioning	Spring 2019	Complete
Continue to monitor the delivery of the actions contained in the Best Value Improvement Plan.	The implementation of the Best Value Improvement Plan is reported to the Leadership Board every 6 months. Audit Scotland has acknowledged that the Council is making good progress in addressing the recommendations from the 2016/17 BVAR.	Chief Executive	Continuing	Complete

Agreed action	Progress Update	Responsible person	Date	Revised Date
Continue to monitor and respond to developments in education reform and the establishment of regional collaboratives.	The regional collaboratives have now been formed and Renfrewshire, as one of the 8 local authorities in the West partnership, plays an active role in the work being taken forward. As part of the acting director's national involvement, Renfrewshire are well placed to help support and inform national policy as appropriate. At the moment, there are no further plans for legislative change.	Director of Children's Services and Head of Corporate Governance	Continuing	Complete
Review the governance and operational arrangements for corporate health and safety and formalise the health and safety strategy for approval by Board.	The review of governance and operational arrangements has been completed. A revised health and safety strategy has been approved by Board.	Director of Finance and Resources	Summer 2018	Complete
Improve the corporate oversight of external funding applications.	A single officer contact for all of the Council's external funding applications has now been agreed. The post holder will be responsible for ensuring corporate oversight and compatibility with Council policy of all applications.	Head of Regeneration	Winter 2018	Complete
Improve the procedures for non-residential care charging and payments.	The Charging & Payment Team has been restructured and all care at home invoicing is now dealt with by one team. Improved processes have been introduced to further improve the timeliness of system updates. The HSCP have supported a greater engagement between care providers and Care Managers to resolve any issues identified.	Head of Business and Customer Services and Head of Adult Services	Winter 2018	Complete
Revise the action plan for records management and monitor delivery.	The records management plan has been updated and is monitored by the Records Management Working Group (RMWG) which meets on a quarterly basis and regular updates are provided to the Audit, Risk and Scrutiny Board.	Head of Corporate Governance	Summer 2018	Complete
Review the counter fraud strategy and submit to Board for approval.	A revised counter fraud and corruption policy has been approved by Board.	Chief Auditor	Summer 2018	Complete
Payroll processes, procedures and management information will be reviewed in line with	Payroll processes, procedures and management information have been reviewed in line with the implementation of Business World	Head of Business and Customer Services	Spring 2019	Complete

Agreed action	Progress Update	Responsible person	Date	Revised Date
the implementation of Business World ERP system.	ERP system. The review developed a new guidance manual for payroll employees.			
Develop expenditure monitoring and contract oversight arrangements through the implementation of the Enterprise Resource Planning system and associated monitoring activity.	The implementation of the purchase to pay element now part of the Business World development project which is fully underway. Systems testing has been undertaken and the focus of the implementation is now on business readiness. The approach will be a phased implementation across services.	Head of Policy and Commissioning	Spring 2018	Complete
Ongoing Actions				
Pilot the revised Renfrewshire continuous improvement model of self-assessment.	A new model was developed and approved by CMT in Summer 2018. This is currently on hold to allow for the completion of the staff values exercise that is underway.	Head of Policy and Commissioning	Autumn 2018	March 2020
Continue to complete the recommendations to ensure full compliance with the PCI DSS standards.	Upgrade activities have addressed gaps. An audit is currently underway to re-assess compliance scope in order to confirm that no new gaps have appeared since the previous audit and to prepare the documentation for PCI compliance.	Head of ICT	Autumn 2018	Summer 2019

Assurance

Subject to the above, and on the basis of the assurances provided, we consider the governance and internal control environment operating during 2018-2019 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 Nicolson
Leader of the Council
8 October 2019

Sandra Black
Chief Executive
8 October 2019

Remuneration Report

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 2018. The salary for the Leader of the Council in 2018-2019 was £33,990 per annum (£33,857 in 2017-2018) and the salary for the Provost was £25,493 per annum (£25,392 in 2017-2018).

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 2018-2019 being £297,423 per annum; and whose salaries individually must be on a specified scale, in 2018-2019 £16,994 to £25,493. In May 2017 the Council approved that Renfrewshire would have twelve senior councillors: four Policy Board Conveners (salary of £25,194 per annum in 2018-2019); four Regulatory Board Conveners (salary of £20,778 in 2018-2019); Chair of Renfrewshire Leisure Board; Chair/Vice-Chair of Integration Joint Board and two Leaders of the Opposition (salary of £20,778 in 2018-2019).

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.

Senior employees received a flat £1,600 pay award in 2018-2019.

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 2019, whether or not those amounts were actually paid to, or received by, those persons within that period.

2017-18	Senior employees		2018-19
Total Remuneration £	Name	Post held	Total Remuneration £
148,752	Sandra Black	Chief Executive	141,802
114,257	Shona MacDougall	Director of Environment & Infrastructure Services until 30/09/2018	56,815
0	Gordon McNeil	Director of Environment & Infrastructure Services from 01/10/2018	55,380
113,955	Mary Crearie	Director of Communities, Housing & Planning Services (<i>seconded to City of Culture Bid from 24/07/2017 to 15/04/2018</i>)	115,507
104,378	Alasdair Morrison	Acting Director of Communities, Housing & Planning Services until 15/04/2018	4,693
113,907	Peter MacLeod	Director of Children's Services until 06/01/2019	88,629
0	Steven Quinn	Director of Children's Services from 22/05/2019 (<i>Acting Director from 09/05/2018 to 02/12/2018 and 07/01/2019 to 21/05/2019</i>)	104,132
117,326	Alan Russell	Director of Finance and Resources	115,507
712,575	Total		682,465

[1] The reduction in salary from 2017/18 to 2018/19, despite a flat rate pay increase of £1,600 is due to the lack of elections during financial year 2018/19. Payments for elections held in 2017/18 resulted in a higher salary in that year.

2017-18	Senior Employees of Subsidiary Bodies		2018-19
Total Remuneration £	Name	Post held	Total Remuneration £
95,709	Joyce McKellar	Chief Executive, Renfrewshire Leisure until 31/10/2018	57,004
0	Victoria Hollows	Chief Executive, Renfrewshire Leisure from 03/12/2018	29,920
0	Fiona Naylor	Acting Chief Executive from 15/10/2018 to 31/12/2018	20,284
95,709	Total		107,208

There were no non-consolidated bonuses or performance related payments made to any senior officer in 2018-2019.

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 2019, whether or not those amounts were actually paid to, or received by, those persons within that period.

2017-2018		Leader of the Council, Provost, senior councillors	2018-2019		
Total	Name	Position held	Salary, fees and allowances	Expenses allowance chargeable to UK income tax	Total
£			£	£	£
3,147	Mark Macmillan ⁽¹⁾	Leader of the Council	0	0	0
2,475	Anne Hall ⁽¹⁾	Provost	0	0	0
2,342	Mike Holmes ⁽¹⁾	Policy Board Convener	0	0	0
2,342	Jim Harte ⁽¹⁾	Policy Board Convener	0	0	0
2,342	Tommy Williams ⁽¹⁾	Policy Board Convener	0	0	0
2,342	Jacqueline Henry ⁽¹⁾	Policy Board Convener	0	0	0
2,342	Iain McMillan ⁽¹⁾	Renfrewshire Health and Social Care Partnership Representative	0	0	0
2,342	Roy Glen ⁽¹⁾	Policy Board Convener	0	0	0
2,946	Eddie Devine ⁽¹⁾	Policy Board Convener	0	0	0
1,967	Sam Mullin ⁽¹⁾	Regulatory Board Convener	0	0	0
1,935	John Hood ⁽¹⁾	Regulatory Board Convener	0	0	0
1,935	Jim Sharkey ⁽¹⁾	Regulatory Board Convener	0	0	0
1,935	Alexander Murrin ⁽¹⁾	Regulatory Board Convener	0	0	0
2,342	Terry Kelly ⁽¹⁾	Policy Board Convener	0	0	0
1,935	Kenny MacLaren ⁽¹⁾	Leader of the Opposition	0	0	0
29,499	Iain Nicolson ⁽²⁾	Leader Of the Council	33,990	0	33,990
22,123	Lorraine Cameron ⁽²⁾	Provost	25,493	344	25,837
21,869	Cathy McEwan ⁽²⁾	Policy Board Convener	25,194	0	25,194
21,869	Marie McGurk ⁽²⁾	Policy Board Convener	25,194	0	25,194
21,869	Jim Paterson ⁽²⁾	Policy Board Convener	25,194	0	25,194
21,869	John Shaw ^{(2) (3)}	Policy Board Convener	25,194	0	25,194
21,869	Lisa Marie Hughes ⁽²⁾	Chair Renfrewshire Leisure	25,194	0	25,194
21,869	Jacqueline Cameron ⁽²⁾	Chair/Vice Chair IJB	25,194	0	25,194
18,035	John McNaughtan ⁽²⁾	Regulatory Board Convener	20,778	0	20,778
18,035	Bill Binks ⁽²⁾	Regulatory Board Convener	20,778	0	20,778
18,035	Jennifer Adams McGregor ⁽²⁾	Regulatory Board Convener	20,778	0	20,778
16,050	Andy Steel ⁽²⁾	Regulatory Board Convener from 21/06/2017	20,778	0	20,778
15,989	Audrey Doig ⁽²⁾⁽⁴⁾	Convener Renfrewshire Valuation Joint Board from 30/06/2017	21,155	0	21,155
18,035	Eddie Devine ⁽²⁾	Leader of largest opposition group	20,778	0	20,778
18,035	James MacLaren ⁽²⁾	Leader of 2nd largest opposition group	20,778	0	20,778
339,719	Total		356,470	344	356,814

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.

The Local Government Election took place on 4 May 2017. The above table shows the salaries for all Councillors who held Senior Councillor appointments before and after the election.

- (1) Appointed until 4 May 2017
- (2) Appointed from 18 May 2017 unless otherwise stated.
- (3) Cllr John Shaw is also Convener of the Scotland Excel Joint Committee and receives no remuneration for this appointment.
- (4) No charge is passed on to the Renfrewshire Valuation Joint Board for the increased cost due to Cllr Audrey Doig's position as Convenor.

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 2018-2019	Whole time pay 2017-2018
5.5%	On earnings up to and including £21,800	On earnings up to and including £20,700
7.25%	On earnings above £21,800 and up to £26,700	On earnings above £20,700 and up to £25,300
8.5%	On earnings above £26,700 and up to £36,600	On earnings above £25,300 and up to £34,700
9.5%	On earnings above £36,600 and up to £48,800	On earnings above £34,700 and up to £46,300
12%	On earnings above £48,800	On earnings above £46,300

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 entitlements for Senior Employees and Senior Councillors for the year to 31 March 2019 are shown in the table below, together with the contribution made by the Council to each individual's pension during the year.

Senior employees							
Name	Post held	In-year pension contributions by Renfrewshire Council		Accrued pension benefits as at 31 March 2019		Change in accrued pension benefits since 31 March 2018	
		2018-19	2017-18	Pension	Lump Sum	Pension	Lump Sum
		£	£	£000	£000	£000	£000
Sandra Black	Chief Executive	27,413	28,239	73	139	4	2
Shona MacDougall	Director of Environment & Infrastructure Services until 30/09/2018	11,022	21,984	60	120	1	0
Gordon McNeil	Director of Environment & Infrastructure Services from 01/10/2018	10,718	0	26	26	26	26
Mary Crearie	Director of Communities, Housing & Planning Services (<i>seconded to City of Culture Bid from 24/07/2017 to 15/04/2018</i>)	22,325	21,984	47	77	3	1
Alasdair Morrison	Acting Director of Communities, Housing & Planning Services until 15/04/2018	906	20,077	18	0	3	0
Peter MacLeod	Director of Children's Services until 06/01/2019	17,105	21,984	52	92	2	1
Steven Quinn	Director of Children's Services from 22/05/2019 (<i>Acting Director from 09/05/2018 to 02/12/2018 and 07/01/2019 to 21/05/2019</i>)	20,130	0	11	0	11	0
Alan Russell	Director of Finance and Resources	22,325	21,984	45	69	3	1
Total		131,944	136,252	332	523	53	31

Senior Employees of Subsidiary Bodies							
Name	Post held	In-year pension contributions by Renfrewshire Leisure		Accrued pension benefits as at 31 March 2019		Change in accrued pension benefits since 31 March 2018	
		2018-19	2017-18	Pension	Lump Sum	Pension	Lump Sum
		£	£	£000	£000	£000	£000
Joyce McKellar	Chief Executive, Renfrewshire Leisure until 31/10/2018	10,988	18,152	51	102	1	(1)
Victoria Hollows	Chief Executive, Renfrewshire Leisure from 03/12/2018	5,812	0	1	0	1	0
Fiona Naylor	Acting Chief Executive from 15/10/2018 to 31/12/2018	3,778	0	5	0	5	0
Total		20,578	18,152	57	102	7	(1)

Leader of the Council, Provost, senior councillors							
Name	Post held	In-year pension contributions by Renfrewshire Council		Accrued pension benefits as at 31 March 2019		Change in accrued pension benefits since 31 March 2018	
		2018-19	2017-18	Pension	Lump Sum	Pension	Lump Sum
		£	£	£000	£000	£000	£000
Mark Macmillan	Leader of the Council	0	607	0	0	(3)	(1)
Anne Hall	Provost	0	0	0	0	0	0
Mike Holmes	Policy Board Convener	0	452	0	0	(4)	(2)
Jim Harte	Policy Board Convener	0	0	0	0	0	0
Tommy Williams	Policy Board Convener	0	452	0	0	(4)	(2)
Jacqueline Henry	Policy Board Convener	0	452	0	0	(2)	0
Iain McMillan	Renfrewshire Health and Social Care Partnership Representative	0	0	0	0	0	0
Roy Glen	Policy Board Convener	0	452	0	0	(3)	0
Eddie Devine	Policy Board Convener	0	0	0	0	0	0
Sam Mullin	Regulatory Board Convener	0	380	0	0	(3)	(1)
John Hood	Regulatory Board Convener	0	373	0	0	(2)	0
Jim Sharkey	Regulatory Board Convener	0	0	0	0	0	0
Alexander Murrin	Regulatory Board Convener	0	373	0	0	(3)	(1)
Terry Kelly	Policy Board Convener	0	0	0	0	0	0
Kenny MacLaren	Leader of the Opposition	0	373	0	0	(2)	0
				0	0	0	0
Iain Nicolson	Leader Of the Council	6,576	5,693	5	2	1	0
Lorraine Cameron	Provost	0	0	0	0	0	0
Cathy McEwan	Policy Board Convener	4,874	4,221	3	0	1	0
Marie McGurk	Policy Board Convener	4,874	4,221	1	0	0	0
Jim Paterson	Policy Board Convener	4,874	2,795	1	0	0	0
John Shaw	Policy Board Convener	4,874	4,221	1	0	1	0
Lisa Marie Hughes	Chair Renfrewshire Leisure	4,874	4,221	1	0	1	0
Jacqueline Cameron	Chair/Vice Chair IJB	4,874	4,221	1	0	1	0
John McNaughtan	Regulatory Board Convener	4,020	3,481	1	0	0	0
Bill Binks	Regulatory Board Convener	0	0	0	0	0	0
Jennifer Adams	Regulatory Board Convener	4,020	3,481	1	0	1	0
McGregor							
Andy Steel	Regulatory Board Convener from 21/06/2017	4,020	3,114	1	0	1	0
Audrey Doig	Convener RVJB from 30/06/2017	0	0	0	0	0	0
Eddie Devine	Leader of largest opposition group	4,020	4,049	5	1	1	0
James MacLaren	Leader of 2nd largest opposition group	4,020	3,481	3	0	1	0
Total		55,920	51,113	24	3	(17)	(7)

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

6. Councillors' remuneration

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

2017-2018	2018-2019
£	£
786,415 Salaries	798,473
3,906 Travel costs – reimbursed	3,046
10,949 Travel costs – paid directly by the Council	13,262
303 Subsistence expenses - reimbursed	106
0 Subsistence expenses -paid directly by the Council	25
5,252 Training and Conferences	890
153 Telephone and information communication technology expenses – reimbursed	0
13,125 Telephone and information communication technology expenses – paid directly by the Council	4,925
134 Other allowances and expenses	344
820,237 Total	821,071

The public record of members' salaries, allowances and expenses for 2018-2019 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 2018-2019, in bands of £5,000; and also details of the number of those employees highlighted who left the employment of the Council during 2018-2019. This information includes those senior employees who are subject to the fuller disclosure requirements in the tables above. Note that leavers may be included due to retirement or redundancy costs.

2017-2018		2018-2019		2017-2018		2018-2019	
Number of Employees	Remuneration band	Number of Employees		Number of Employees	Remuneration band	Number of Employees	
141	£50,000 to £54,999	141		0	£105,000 to £109,999	0	
47	£55,000 to £59,999	95		3	£110,000 to £114,999	1	
24	£60,000 to £64,999	42		1	£115,000 to £119,999	2	
9	£65,000 to £69,999	5		0	£120,000 to £124,999	0	
4	£70,000 to £74,999	8		0	£125,000 to £129,999	0	
2	£75,000 to £79,999	5		0	£130,000 to £134,999	0	
5	£80,000 to £84,999	3		0	£135,000 to £139,999	0	
11	£85,000 to £89,999	9		0	£140,000 to £144,999	1	
1	£90,000 to £94,999	2		1	£145,000 to £149,999	0	
1	£95,000 to £99,999	5		0	£150,000 to £154,999	0	
1	£100,000 to £104,999	0		0	£155,000 to £159,999	0	
				251		319	

Of the 319 employees noted for 2018-2019, three staff left the Council during the year (five in 2017-2018) and 173 are teachers (125 in 2017-2018).

8. Exit Packages

The Council has agreed a number of exit packages in 2018-2019 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:

	2017-2018	2018-2019
Future Life expectancy at age 65 – males	23.4 years	23.4 years
Future Life expectancy at age 65 – females	25.8 years	25.8 years
Pension increase rate	2.4%	2.5%
Discount Rate	2.7%	2.4%

2017-2018		Exit package cost	2018-2019	
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
22	0.190	£0 - £20,000	10	0.086
9	0.260	£20,001 - £40,000	3	0.065
9	0.460	£40,001 - £60,000	2	0.098
11	0.703	£60,001 - £80,000	0	0.000
7	0.643	£80,001 - £100,000	2	0.173
13	1.591	£100,001 - £150,000	10	1.256
4	0.663	£150,001 - £200,000	5	0.879
8	1.733	£200,001 - £250,000	5	1.120
83	6.243	Total	37	3.677

9. Trade Union Facility Time

Renfrewshire Council recognises that it is to the mutual benefit of the Council and its employees that employees are represented by Trade Unions. The Council is committed to the principle of collective bargaining at both national and local level. The Council recognises the key role of Trade Unions in promoting and developing good employee relations and health and safety practices.

The Trade Union (Facility Time Publication Requirements) Regulations 2017, requires public sector employers to publish information relating to facility time taken by union representatives.

Trade Union (TU) representative

2018-2019

Number of employees who were relevant union officials during the relevant period	59
FTE employee number	57.21

Percentage of pay bill spent on facility time

2018-2019

Total cost of facility time	£223,685
Total pay bill	£257,097,745
Percentage of the total pay bill spent on facility time	0.09%

Percentage of time spent on facility time

2018-2019

% time	Number of representatives
0%	13.00
1% - 50%	41.00
51% - 99%	3.00
100%	2.00

Paid Trade Union activities

2018-2019

Time spent on paid TU activities as a percentage of total paid facility time hours	30.17%
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Cllr Iain Nicolson
Leader of the Council
8 October 2019

Sandra Black
Chief Executive
8 October 2019

Statement of Responsibilities

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 can confirm that these annual accounts were approved for signature by the Council on 26 September 2019.

Signed on behalf of Renfrewshire Council.

Cllr Iain Nicolson
Leader of the Council
8 October 2019

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 2019.

Alan Russell CPFA
Director of Finance and Resources
8 October 2019

Independent Auditor's Report to the members of Renfrewshire Council and the Accounts Commission

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 2019 under Part VII of the Local Government (Scotland) Act 1973. The financial statements comprise the council-only and group Comprehensive Income and Expenditure Statements, Movement in Reserves Statements, Balance Sheets and Cash Flow Statements, the council-only Housing Revenue Account, Council Tax Income Account, Non Domestic Rates Income Account and notes to the accounts, including the 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 2018/19 (the 2018/19 Code).

In my opinion the accompanying financial statements:

- give a true and fair view in accordance with applicable law and the 2018/19 Code of the state of affairs of the council and its group as at 31 March 2019 and of the income and expenditure 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 2018/19 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 for opinion

I conducted my audit in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)), as required by the [Code of Audit Practice](#) approved by the Accounts Commission for Scotland. 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 was appointed under arrangements approved by the Accounts Commission on 7 January 2019 and this is the first year of my appointment. 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 Standard, and I have fulfilled my other ethical responsibilities in accordance with these requirements. Non-audit services prohibited by the Ethical Standard were not provided to the council. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern basis of accounting

I have nothing to report in respect of the following matters in relation to which the ISAs (UK) require me to report to you where:

- the use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Director of Finance and Resources has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the council's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Risks of material misstatement

I have reported in a separate Annual Audit Report, which is available from the [Audit Scotland website](#), the most significant assessed risks of material misstatement that I identified and my conclusions thereon.

Responsibilities of the Director of Finance and Resources and the Audit, Risk and Scrutiny Board 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.

In preparing the financial statements, the Director of Finance and Resources is responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless deemed inappropriate.

The Audit, Risk and Scrutiny Board is responsible for overseeing the financial reporting process.

Auditor's responsibilities for the audit of the financial statements

My objectives are to obtain 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) 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.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, intentional omissions, misrepresentations, or the override of internal control. The capability of the audit to detect fraud and other irregularities depends on factors such as the skilfulness of the perpetrator, the frequency and extent of manipulation, the degree of collusion involved, the relative size of individual amounts manipulated, and the seniority of those individuals involved. I therefore design and perform audit procedures which respond to the assessed risks of material misstatement due to fraud.

A further description of the auditor's responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website www.frc.org.uk/auditorsresponsibilities. This description forms part of my auditor's report.

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, the audited part of the Remuneration Report, 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, my responsibility is to read all the other information in the annual accounts and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If I identify such material inconsistencies or apparent material misstatements, I am required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Report on other requirements

Opinions on matters prescribed by the Accounts Commission

In my opinion, the audited 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 audited 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 the following to report in respect of these matters. Aspects of accounting records relating to the operation and closure of the Council's financial ledger, specifically for Debtor and Creditor balances, were poorly managed at the end of the financial year. Therefore, in my opinion adequate accounting records have not been kept in respect of the year end Debtor and Creditor balances for the 2018/19 financial year.

I have nothing to report in respect of the other matters.

Conclusions on wider scope responsibilities

In addition to my responsibilities for the annual accounts, my conclusions on the wider scope responsibilities specified in the Code of Audit Practice, including those in respect of Best Value, are set out in my Annual Audit Report.

Use of my report

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, I do not undertake to have responsibilities to members or officers, in their individual capacities, or to third parties.

John Cornett FCPFA
Audit Director
Audit Scotland
4th Floor, South Suite
The Athenaeum Building
8 Nelson Mandela Place
Glasgow G2 1BT

9 October 2019

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**.

2017-2018 (restated)			2018-2019				
Gross expenditure	Gross income	Net expenditure		Note	Gross expenditure	Gross income	Net expenditure
£m	£m	£m			£m	£m	£m
201.019	(15.264)	185.755	Children's Services		211.227	(18.119)	193.108
121.285	(115.467)	5.818	Communities, Housing & Planning Services		125.509	(115.190)	10.319
92.320	(21.608)	70.712	Environment & Infrastructure		88.432	(22.387)	66.045
50.221	(7.566)	42.655	Finance & Resources		55.686	(6.865)	48.821
31.277	(2.641)	28.636	Chief Executive's Service		31.601	(8.073)	23.528
14.742	(12.682)	2.060	Miscellaneous Services		25.738	(13.577)	12.161
187.435	(119.100)	68.335	Adult Services		195.171	(124.484)	70.687
698.299	(294.328)	403.971	Net Cost of Services		733.364	(308.695)	424.669
			Other operating expenditure:				
1.189	0.000	1.189	(Gains) or losses on the disposal of non-current assets		3.007	0.000	3.007
29.351	(1.126)	28.225	Financing and investment income and expenditure	3	24.813	(1.170)	23.643
	(400.885)	(400.885)	Taxation and non-specific grant income	4	0.000	(409.399)	(409.399)
728.839	(696.339)	32.500	(Surplus) or deficit on the provision of services		761.184	(719.264)	41.920
		(91.530)	(Surplus) or deficit on the revaluation of non-current assets	8(ii)			(16.672)
		0.000	Impairment (gains) or losses on non-current assets charged to the revaluation	8(ii)			0.639
		0.047	(Surplus) or deficit from investments in equity instruments designated as Fair Value through Other Comprehensive Income	8(vi)			(0.139)
		(200.788)	Actuarial (gains) or losses on pension assets and liabilities	31(ii)			79.998
		(292.271)	Other comprehensive income and expenditure				63.826
		(259.771)	Total comprehensive income and expenditure				105.746

The Council restructured its services during 2018-2019 and therefore the presentation of the 2017-2018 results have been restated to show a like-for-like comparison. In addition, the former Trading Operation has now been reclassified; its 2017-2018 net surplus was £1.293m; this is now reflected within Environment & Infrastructure in the Net Cost of Services. Following changes to the Code, internal recharges have also been removed from 2017-2018 figures.

Movement in Reserves Statement

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						Unusable reserves £m	Total reserves £m
	General Fund Balance £m	Housing Revenue Account £m	Revenue statutory funds £m	Capital Receipts Reserve £m	Capital statutory funds £m	Total usable reserves £m		

Balance Sheet

The balance sheet shows the value as at 31 March 2019 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**.

As at 31 March 2018 (restated)		As at 31 March 2019	
£m	Note	£m	
1,346.473	Property, plant and equipment	1,340.737	
1.587	Investment property	1.601	
39.303	Heritage assets	39.303	
0.405	Intangible assets	5.845	
10.531	Long-term investments	3.785	
2.492	Long-term debtors	2.614	
1,400.791	Long-term assets	1,393.885	
91.238	Short-term investments	103.292	
0.757	Inventories	1.120	
0.266	Short-term Intangible Assets	0.037	
55.652	Short-term debtors	44.037	
12.953	Cash and cash equivalents	46.342	
0.251	Short-term assets held for sale	1.500	
161.117	Current assets	196.328	
(48.413)	Short-term borrowing	(72.438)	The unaudited accounts were issued on 27 June 2019 and the audited accounts were authorised for issue on 8 October 2019.
(66.305)	Short-term creditors	(87.359)	
(7.417)	Short-term provisions	(6.718)	
(122.135)	Current liabilities	(166.515)	
(192.055)	Long-term borrowing	(168.357)	Balance Sheet signed by:
(74.275)	Long-term creditors	(71.442)	
(5.426)	Long-term provisions	(5.420)	
(160.466)	Other long-term liabilities	(276.674)	
(432.222)	Long-term liabilities	(521.893)	
1,007.551	Net assets	901.805	
149.407	Usable reserves	154.606	Alan Russell CPFA Director of Finance and Resources
858.144	Unusable reserves	747.199	
1,007.551	Total reserves	901.805	

The restatement of 2017-2018 short-term debtors and creditors figures is due to a change in the way that Non-Domestic Rates debts are accounted for. Only the net amount owed or owing to the national pool (see page 94) is now disclosed.

Cashflow 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.

2017-2018 (restated)	2018-2019
£m	£m
Note	
32.500 Net (surplus) or deficit on the provision of services	41.920
(80.691) Adjust net surplus or deficit on the provision of services for non-cash movements	26a (149.738)
24.163 Adjust for items included in the net surplus or deficit on the provision of services that are investing and financing activities	33.812
(24.028) Net cash flows from operating activities	(74.006)
30.842 Net cash flows from investing activities	26b 38.040
17.865 Net cash flows from financing activities	26c 2.577
24.679 Net (increase) or decrease in cash and cash equivalents	(33.389)
(37.632) Cash and cash equivalents at the beginning of the reporting period	20 (12.953)
(12.953) Cash and cash equivalents at the end of the reporting period	(46.342)

Prior year figures have been restated to eliminate capital transactions that were included in the 2017-2018 accounts.

Note 1 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**.

2017-2018 (restated)			2018-2019		
Net expenditure chargeable to the General Fund and HRA	Adjustments between funding and accounting basis (Note 1a)	Net expenditure in the CIES	Net expenditure chargeable to the General Fund and HRA	Adjustments between funding and accounting basis (Note 1a)	Net expenditure in the CIES
£m	£m	£m	£m	£m	£m
167.014	18.741	185.755	172.351	20.757	193.108
15.054	(9.236)	5.818	12.514	(2.195)	10.319
45.965	24.747	70.712	47.071	18.974	66.045
36.906	5.749	42.655	34.720	14.101	48.821
24.827	3.809	28.636	22.131	1.397	23.528
33.765	(31.705)	2.060	23.535	(11.374)	12.161
63.697	4.638	68.335	67.200	3.487	70.687
387.228	16.743	403.971	379.522	45.147	424.669
(380.706)	9.235	(371.471)	(385.458)	2.709	(382.749)
6.522	25.978	32.500	(5.936)	47.856	41.920
(Surplus) or deficit					
(58.537)		Opening General Fund and HRA balance	(52.015)		
6.522		Less (surplus) or deficit on General Fund and HRA balance in year	(5.936)		
-		Add other items not charged to the Surplus / Deficit	(8.000)		
(52.015)		Closing General Fund and HRA at 31 March*	(65.951)		

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

The Council restructured its services during 2018-2019 and therefore the presentation of the 2017-2018 results have been restated to show a like-for-like comparison. In addition, the former Trading Operation has now been reclassified; its 2017-2018 net surplus was £1.293m; this is now reflected within Environment & Infrastructure in the Net Cost of Services. Following changes to the Code, internal recharges have also been removed from 2017-2018 figures.

1a. 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**. 2017-2018 figures have been restated to remove internal transactions.

2018-2019					Adjustments between funding and accounting basis			
	Adjustments for capital purposes (Note i)	Net change for the pensions adjustments (Note ii)	Other differences (Note iii)	Total Adjustments				
	£m	£m	£m	£m				
Children's Services	24.080	5.307	(8.630)	20.757				
Communities, Housing & Planning Services	10.644	2.581	(15.420)	(2.195)				
Environment & Infrastructure	8.566	4.030	6.378	18.974				
Finance & Resources	4.880	4.052	5.169	14.101				
Chief Executive's Service	0.169	1.044	0.184	1.397				
Miscellaneous Services	(16.677)	10.873	(5.570)	(11.374)				
Adult Services	0.000	3.513	(0.026)	3.487				
Net cost of services	31.662	31.400	(17.915)	45.147				
Other income and expenditure from the expenditure and funding analysis	(16.879)	4.810	14.778	2.709				
Difference between General Fund surplus or deficit and CIES surplus or deficit on the provision of services	14.783	36.210	(3.137)	47.856				

2017-2018 (restated)					Adjustments between funding and accounting basis			
	Adjustments for capital purposes (Note i)	Net change for the pensions adjustments (Note ii)	Other differences (Note iii)	Total Adjustments				
	£m	£m	£m	£m				
Children's Services	19.284	6.991	(7.534)	18.741				
Communities, Housing & Planning Services	9.260	2.671	(21.167)	(9.236)				
Environment & Infrastructure	8.605	3.846	12.296	24.747				
Finance & Resources	4.093	0.000	1.656	5.749				
Chief Executive's Service	3.487	0.000	0.322	3.809				
Miscellaneous Services	(11.156)	(0.877)	(19.672)	(31.705)				
Adult Services	0.000	4.801	(0.163)	4.638				
Net cost of services	33.573	17.432	(34.262)	16.743				
Other income and expenditure from the expenditure and funding analysis	(26.455)	8.932	26.758	9.235				
Difference between General Fund surplus or deficit and CIES surplus or deficit on the provision of services	7.118	26.364	(7.504)	25.978				

(i) 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.

(ii) 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.

(iii) Other differences – any other differences between those amounts debited or credited to the CIES 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. Any other non-statutory adjustments would also be included here.

Note 2 Expenditure and income analysed by nature

The authority's expenditure and income is analysed in this table. 2017-2018 figures have been restated to remove internal transactions and present the former trading operation as regular service expenditure and income.

2017-2018 (restated)			2018-2019
£m		Note	£m
Expenditure			
275.322	Employee benefits expenses		295.376
351.153	Other service expenses		364.123
71.824	Depreciation, amortisation, impairment		73.865
29.351	Interest Payments	3	24.813
1.189	(Gain)/Loss on the disposal of assets		3.007
728.839	Total expenditure		761.184
Income			
(294.328)	Fees, charges and other service income		(308.695)
(1.126)	Interest and investment income	3	(1.170)
(172.146)	Income from council tax and non-domestic rates	4	(195.504)
(228.739)	Government grants and contributions	4	(213.895)
(696.339)	Total income		(719.264)
32.500	(Surplus) or deficit on the provision of services		41.920

Note 3 Financing and investment income and expenditure

2017-2018			2018-2019
£m		Note	£m
20.419	Interest payable and similar charges		20.003
8.932	Net interest on the net defined benefit liability		4.810
(0.993)	Interest receivable and similar income		(1.045)
(0.133)	Income and expenditure in relation to investment properties and changes in their fair values	10	(0.125)
28.225	Total financing and investment income and expenditure		23.643

Note 4 Taxation and non-specific grant income

2017-2018		2018-2019
£m		£m
(73.238)	Income from council tax and community charge	(75.399)
(98.908)	Distribution from the national non-domestic rate pool	(120.105)
(201.151)	General Revenue Grant from the Scottish Government	(183.015)
(27.588)	Capital grants and contributions	(30.880)
(400.885)	Total taxation and non-specific grant income	(409.399)

Note 5 Grant income

The Council credited the following grants, contributions and donations direct to services in the **comprehensive income and expenditure statement** during 2018-2019. Prior year figures have been restated for presentation purposes only.

2017-2018 (restated)	2018-2019
£m	£m
59.801 Housing benefit	58.937
0.844 Housing benefit and council tax administration	0.778
0.334 Discretionary Housing Payment	0.347
0.925 Private sector housing grant	0.900
0.683 Education Maintenance Allowance	0.640
0.022 Gaelic Education	0.020
0.026 School Milk	0.018
4.248 Pupil Equity Fund	4.272
0.000 Early Years Expansion	2.667
4.249 Other Education	5.662
4.003 Children's Services	3.172
14.860 Adult Services	12.254
0.547 Employability	2.576
1.674 Other grants	2.131
92.216 Total credited to services	94.374

Note 6 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.

The first table outlines the current year position and the second table outlines the comparative prior year position.

2018-2019	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 CIES:					
Charges for depreciation and impairment of non-current assets	(45.334)	(28.331)	0.000	0.000	73.665
Amortisation of intangible assets	(0.200)	0.000	0.000	0.000	0.200
Capital grants and contributions applied	25.249	5.631	0.000	0.000	(30.880)
Amounts of non-current assets written off on disposal or sale as part of the gain or loss on disposal to the CIES	(3.289)	0.282	0.000	0.000	3.007
<i>Insertion of items not debited or credited to the CIES:</i>					
Statutory provision for the repayment of Loans Fund & Finance Lease principal	9.251	18.537	0.000	0.000	(27.788)
Capital expenditure charged against the General Fund and HRA Balances	3.421	0.000	3.075	0.000	(6.496)
<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 CIES	0.000	0.000	0.000	(2.932)	2.932
Use of the Capital Receipts Reserve to finance new capital expenditure	0.000	0.000	0.000	2.532	(2.532)
<i>Adjustment primarily involving the Financial Instruments Adjustment Account:</i>					
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	0.263	0.234	0.000	0.000	(0.497)
<i>Adjustments primarily involving the Pension Reserve:</i>					
Reversal of items relating to retirement benefits debited or credited to the CIES	(61.538)	(2.884)	0.000	0.000	64.422
Employer's pension contributions and direct payments to pensioners payable in the year	27.151	1.061	0.000	0.000	(28.212)
<i>Adjustment primarily involving the Employee Statutory Adjustment Account:</i>					
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	0.801	(0.099)	0.000	0.000	(0.702)
Total adjustments	(44.225)	(5.569)	3.075	(0.400)	47.119

2017-2018 (restated)	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 CIES:					
Charges for depreciation and impairment of non-current assets	(42.316)	(29.239)	0.000	0.000	71.555
Amortisation of intangible assets	(0.269)	0.000	0.000	0.000	0.269
Capital grants and contributions applied	25.763	1.825	0.000	0.000	(27.588)
Amounts of non-current assets written off on disposal or sale as part of the gain or loss on disposal to the CIES	(1.102)	(0.057)	0.000	0.000	1.159
<i>Insertion of items not debited or credited to the CIES:</i>					
Statutory provision for the repayment of Loans Fund & Finance Lease principal	12.129	20.860	0.000	0.000	(32.989)
Capital expenditure charged against the General Fund and HRA Balances	5.288	0.000	1.817	0.000	(7.105)
<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 CIES	0.000	0.000	0.000	(2.284)	2.284
Use of the Capital Receipts Reserve to finance new capital expenditure	0.000	0.000	0.000	2.298	(2.298)
<i>Adjustment primarily involving the Financial Instruments Adjustment Account:</i>					
Amount by which finance costs charged to the CIES are different from finance costs chargeable in the year in accordance with statutory requirements	0.260	0.229	0.000	0.000	(0.489)
<i>Adjustments primarily involving the Pension Reserve:</i>					
Reversal of items relating to retirement benefits debited or credited to the CIES	(51.241)	(3.334)	0.000	0.000	54.575
Employer's pension contributions and direct payments to pensioners payable in the year	26.755	1.456	0.000	0.000	(28.211)
<i>Adjustment primarily involving the Employee Statutory Adjustment Account:</i>					
Amount by which officer remuneration charged to the CIES on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(0.297)	0.085	0.000	0.000	0.212
Total adjustments	(25.030)	(8.175)	1.817	0.014	31.374

Pension figures have been restated for 2017-2018 due to a correction to the disclosure of curtailments. This is a presentational change only and there is no change to the net amount reported.

Note 7 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 2018	31 March 2019
£m	£m
45.208 General Fund Balance	59.144
6.807 Housing Revenue Account Balance	6.807
7.617 Capital Receipts Reserve	8.017
89.775 Other Statutory Funds	80.638
149.407 Total usable reserves	154.606

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 2018-2019.

	2017-2018				2018-2019		
	Balance at 31 March 2017 £m	Transfers out 2017-2018 £m	Transfers in 2017-2018 £m	Balance at 31 March 2018 £m	Transfers out 2018-2019 £m	Transfers in 2018-2019 £m	Balance at 31 March 2019 £m
Insurance Fund	2.543	0.000	0.000	2.543	0.000	0.000	2.543
Reservoir Repair Fund	0.314	0.000	0.001	0.315	0.000	0.000	0.315
Revenue statutory funds	2.857	0.000	0.001	2.858	0.000	0.000	2.858
Education Capital Items Fund	0.766	(0.220)	0.586	1.132	(0.331)	0.246	1.047
Investment Capital Fund	80.742	(4.320)	9.363	85.785	(11.075)	2.023	76.733
Capital statutory funds	81.508	(4.540)	9.949	86.917	(11.406)	2.269	77.780
Total	84.365	(4.540)	9.950	89.775	(11.406)	2.269	80.638

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 2018-2019 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.

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 6, but a summary of the movement is also shown below.

2017-2018				2018-2019			
	Balance at 31 March 2017 £m	Sale proceeds 2017-2018 £m	Capital expenditure funded 2017-2018 £m	Balance at 31 March 2018 £m		Sale proceeds 2018-2019 £m	Capital expenditure funded 2018-2019 £m
Capital Receipts Reserve	7.631	2.284	(2.298)	7.617		2.932	(2.532)
							8.017

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

The following note sets out the amounts within the General Fund Balance that the Council has ring-fenced for future expenditure plans.

	2017-2018				2018-2019		
	Balance at	Transfers	Transfers	Balance at	Transfers	Transfers	Balance at
	31 March 2017	out	in	31 March 2018	out	in	31 March 2019
	£m	£m	£m	£m	£m	£m	£m
Service Modernisation and Reform Fund	5.411	(1.730)	0.000	3.681	(1.370)	8.032	10.343
Funding the future availability of the educational establishments to be replaced under the Public Private Partnership	12.670	0.000	0.000	12.670	0.000	0.000	12.670
M74 Fund	0.566	0.000	0.000	0.566	0.000	0.000	0.566
Development Contribution – Paisley Town Centre	1.059	0.000	0.000	1.059	(0.003)	0.000	1.056
Early Years Change Fund	2.721	(0.670)	0.410	2.461	(1.410)	0.000	1.051
Pupil Equity Fund	0.000	0.000	1.613	1.613	(0.187)	0.000	1.426
Waste Management Strategy	4.245	(2.462)	0.000	1.783	(1.783)	0.000	0.000
Invest in Renfrewshire	2.850	(2.453)	0.082	0.479	(0.479)	0.000	0.000
Community Safety	0.121	(0.090)	0.000	0.031	0.000	0.000	0.031
Private Sector Housing Grant	2.135	0.000	0.264	2.399	0.000	0.288	2.687
Tackling Poverty - Credit Union Support	0.340	(0.340)	0.000	0.000	0.000	0.000	0.000
Paisley Town Centre Heritage Asset Strategy	5.612	(2.417)	0.000	3.195	(0.693)	0.130	2.632
Culture Bid Legacy	0.000	0.000	1.531	1.531	0.000	0.880	2.411
City Deal	1.561	(0.080)	0.000	1.481	(0.208)	0.000	1.273
Renfrewshire Health & Social Care Partnership	0.000	0.000	1.656	1.656	(0.424)	0.000	1.232
Town Centre Public WiFi	0.000	0.000	0.503	0.503	(0.159)	0.000	0.344
Response to Commission on Tackling Poverty	1.066	(0.363)	0.000	0.703	(0.703)	4.002	4.002
Youth Employment Strategy	0.082	(0.082)	0.000	0.000	0.000	0.000	0.000
Employability	0.000	0.000	0.000	0.000	0.000	4.500	4.500
Environment & Place	0.000	0.000	0.000	0.000	0.000	2.500	2.500
Digital Infrastructure	0.000	0.000	0.000	0.000	0.000	0.440	0.440
Community Empowerment Fund	0.000	0.000	0.000	0.000	0.000	0.472	0.472
Kilbarchan AAC	0.000	0.000	0.000	0.000	0.000	0.250	0.250
Welfare Reform	0.000	0.000	0.000	0.000	0.000	0.603	0.603
British Sign Language	0.000	0.000	0.000	0.000	0.000	0.099	0.099
Villages Improvement Fund	0.000	0.000	0.000	0.000	0.000	0.370	0.370
<i>Year end flexibility:</i>							
Children's Services	1.213	(0.052)	0.000	1.161	(0.112)	0.000	1.049
Adult Services	0.009	(0.009)	0.010	0.010	(0.010)	0.000	0.000
Total ring-fenced element of the General Fund Balance	41.661	(10.748)	6.069	36.982	(7.541)	22.566	52.007
Additional Scottish Government Grant - related to 2018-19	0.000	0.000	1.132	1.132	(1.132)	0.000	0.000
Unallocated element of the General Fund Balance	7.065	(0.010)	0.039	7.094	0.000	0.043	7.137
General Fund Balance	48.726	(10.758)	7.240	45.208	(8.673)	22.609	59.144

The unallocated balance of £7.137m is 1.9% of the Council's net annual running costs.

Note 8 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 Financial Instruments Revaluation 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 2018			31 March 2019
£m		Note	£m
0.459	Available-for-sale Financial Instruments Reserve	(i)	0.000
471.731	Revaluation Reserve	(ii)	468.331
(160.466)	Pension Reserve	(iii)	(276.674)
567.159	Capital Adjustment Account	(iv)	574.484
(13.415)	Financial Instruments Adjustment Account	(v)	(12.918)
0.000	Financial Instruments Revaluation Reserve	(vi)	0.598
(7.324)	Employee Statutory Adjustment Account	(vii)	(6.622)
858.144	Total unusable reserves		747.199

(i) 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. Under IFRS9, implemented with effect from 1 April 2018, financial assets are no longer classified as 'Available for Sale' and consequently this reserve has been wound up by the transfer of its balance to the new Financial Instruments Revaluation Reserve.

2017-2018		2018-2019
£m		£m
0.506	Opening Balance	0.459
0.000	Transfer to Financial Instruments Revaluation Reserve	(0.459)
0.506	Revised Opening Balance at 1 April	0.000
(0.047)	Upward/(downward) revaluation of investments	0.000
0.459	Closing Balance at 31 March	0.000

(ii) 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.

2017-2018		2018-2019	
£m		£m	£m
395.818	Balance at 1 April		471.731
91.530	Upward/(downward) revaluation of non-current assets	16.033	
(13.825)	Difference between fair value depreciation and historic cost depreciation written off to the Capital Adjustment Account	(17.496)	
(1.792)	Accumulated gains or (losses) on disposal of non-current assets transferred to the Capital Adjustment Account	(1.937)	
75.913	Amount posted to the Capital Adjustment Account		(3.400)
471.731	Balance at 31 March		468.331

(iii) 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.

2017-2018		2018-2019	
£m		£m	
(334.890)	Balance at 1 April		(160.466)
200.788	Actuarial gains or (losses) on pension assets and liabilities	(79.998)	
(54.575)	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	(64.422)	
28.211	Employer's pension contributions payable in the year	28.212	
(160.466)	Balance at 31 March		(276.674)

(iv) 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 6 provides details of the source of all the transactions posted to the Capital Adjustment Account, apart from those involving the Revaluation Reserve.

2017-2018		2018-2019	
£m		£m	£m
556.829	Balance at 1 April		567.159
	<i>Reversal of items relating to capital expenditure debited or credited to the comprehensive income and expenditure statement:</i>		
(71.555)	Charges for depreciation, impairment and revaluation losses of non-current assets	(73.665)	
(0.269)	Amortisation of intangible assets	(0.200)	
	Revenue expenditure funded from capital under statute		
(2.284)	Non-current assets sale proceeds	(2.932)	
(1.159)	Gain or (loss) on disposal of non-current assets charged to the comprehensive income and expenditure statement	(3.007)	
(75.267)			(79.804)
15.617	Adjusting amounts written out of the Revaluation Reserve		19.433
(59.650)	Net written out amount of the cost of non-current assets consumed in the year		(60.371)
	<i>Capital financing applied in the year:</i>		
2.298	Use of the Capital Receipts Reserve to finance new capital expenditure	2.532	
27.588	Capital grants and contributions credited to the comprehensive income and expenditure statement that have been applied to capital financing	30.880	
32.989	Loans Fund and Finance Lease principal repayments	27.788	
7.105	Capital expenditure charged against the General Fund and Housing Revenue Account balances	6.496	
69.980			67.696
567.159	Balance at 31 March		574.484

(v) 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 £17.630m 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 £0.156m 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.

2017-2018		2018-2019	
£m		£m	£m
(13.904)	Balance at 1 April		(13.415)
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	
<u>0.472</u>			<u>0.472</u>
0.017	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		0.025
<u>(13.415)</u>	Balance at 31 March		<u>(12.918)</u>

(vi) Movement in the year: Financial Instruments Revaluation Reserve

The Financial Instruments Revaluation Reserve contains the gains made by the Council arising from increases in the value of its investments that are measured at fair value through other comprehensive income. 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.

2017-2018		2018-2019	
£m		£m	
0.000	Opening Balance	0.000	
0.000	Transfer from Available for Sale Financial Instruments Reserve	0.459	
0.000	Revised Opening Balance at 1 April	0.459	
0.000	Upward revaluation of investments	0.139	
<u>0.000</u>	Balance at 31 March	<u>0.598</u>	

(vii) 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.

2017-2018		2018-2019	
£m		£m	£m
(7.112)	Balance at 1 April		(7.324)
7.112	Settlement or cancellation of accrual made at the end of the preceding year	7.324	
(7.324)	Amounts accrued at the end of the current year	(6.622)	
(0.212)	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		0.702
(7.324)	Balance at 31 March		(6.622)

Note 9 Property, Plant and Equipment

2018-2019	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 2018	522.946	287.210	517.446	298.126	37.450	28.463	1,691.641	101.265
Assets reclassified (to) or from the "held for sale" category	0.000	0.000	0.000	0.000	0.000	(1.500)	(1.500)	0.000
Other asset reclassifications	0.048	1.712	23.356	0.000	(31.784)	1.161	(5.507)	0.000
Additions	6.105	10.829	12.306	9.095	26.273	0.000	64.608	0.992
Disposals	(0.495)	(1.670)	(8.551)	0.000	0.000	(1.148)	(11.864)	0.000
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	(23.924)	(1.271)	8.323	0.000	0.000	2.089	(14.783)	7.318
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	0.000	(6.651)	(8.580)	0.000	0.000	(0.802)	(16.033)	1.873
Gross carrying amount at 31 March 2019	504.680	290.159	544.300	307.221	31.939	28.263	1,706.562	111.448
Accumulated depreciation and impairment losses at 1 April 2018	0.000	17.130	188.203	135.585	0.000	4.250	345.168	8.083
Assets reclassified (to) or from the "held for sale" category	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Depreciation on other reclassifications	0.014	(0.617)	0.561	0.000	0.000	0.042	0.000	0.000
Depreciation charge for the year	17.432	6.812	34.799	6.215	0.000	0.119	65.377	3.637
Depreciation and impairment on disposals	(0.016)	(0.239)	(5.914)	0.000	0.000	(0.005)	(6.174)	0.000
Depreciation written out to the Revaluation Reserve	(17.430)	(3.440)	(10.503)	0.000	0.000	(0.081)	(31.454)	(6.534)
Depreciation written out to the surplus or deficit on the provision of services	0.000	(3.793)	(4.573)	0.000	0.000	(0.030)	(8.396)	(0.304)
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	0.000	0.000	0.000	0.000	0.000	0.639	0.639	0.000
Impairment losses recognised in the surplus or deficit on the provision of services	0.000	0.000	0.000	0.000	0.278	0.387	0.665	0.000
Accumulated depreciation (including accumulated impairment losses) at 31 March 2019	0.000	15.853	202.573	141.800	0.278	5.321	365.825	4.882
Balance sheet net carrying amount at 31 March 2019	504.680	274.306	341.727	165.421	31.661	22.942	1,340.737	106.566
Balance sheet net carrying amount at 1 April 2018	522.946	270.080	329.243	162.541	37.450	24.213	1,346.473	93.182

2017-2018	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 2017	487.605	308.205	464.325	289.013	44.504	35.968	1,629.620	100.183
Assets reclassified (to) or from the "held for sale" category	0.145	0.000	0.000	0.000	0.000	0.000	0.145	0.000
Other asset reclassifications	0.000	11.104	24.461	0.000	(38.381)	2.816	0.000	0.000
Additions	6.192	7.828	12.872	9.113	31.432	0.000	67.437	1.082
Disposals	(0.409)	(2.364)	(4.788)	0.000	(0.105)	(0.080)	(7.746)	0.000
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	29.413	(17.727)	25.366	0.000	0.000	(8.704)	28.348	0.000
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	0.000	(19.836)	(4.790)	0.000	0.000	(1.537)	(26.163)	0.000
Gross carrying amount at 31 March 2018	522.946	287.210	517.446	298.126	37.450	28.463	1,691.641	101.265
Accumulated depreciation and impairment losses at 1 April 2017	0.000	44.323	181.792	129.602	0.000	11.814	367.531	4.482
Assets reclassified (to) or from the "held for sale" category	0.005	0.000	0.000	0.000	0.000	0.000	0.005	0.000
Depreciation on other reclassifications	0.000	(0.229)	(0.882)	0.000	0.000	1.111	0.000	0.000
Depreciation charge for the year	16.254	6.668	33.061	5.983	0.000	0.107	62.073	3.601
Depreciation and impairment on disposals	(0.018)	(0.966)	(3.846)	0.000	0.000	(0.074)	(4.904)	0.000
Depreciation written out to the Revaluation Reserve	(16.241)	(21.029)	(17.762)	0.000	0.000	(7.824)	(62.856)	0.000
Depreciation written out to the surplus or deficit on the provision of services	0.000	(11.637)	(4.160)	0.000	0.000	(0.884)	(16.681)	0.000
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Impairment losses recognised in the surplus or deficit on the provision of services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Accumulated depreciation (including accumulated impairment losses) at 31 March 2018	0.000	17.130	188.203	135.585	0.000	4.250	345.168	8.083
Balance sheet net carrying amount at 31 March 2018	522.946	270.080	329.243	162.541	37.450	24.213	1,346.473	93.182
Balance sheet net carrying amount at 1 April 2017	487.605	263.882	282.533	159.411	44.504	24.154	1,262.089	95.701

Note 10 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**:

2017-2018		2018-2019
£m		£m
(0.168)	Rental income from investment property	(0.111)
(0.168)	Net (gain) or loss	(0.111)

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:

2017-2018		2018-2019
£m		£m
1.622	Opening balance at 1 April	1.587
(0.035)	Net gains or (losses) from fair value adjustments	0.014
1.587	Closing balance at 31 March	1.601

Fair Value Hierarchy

Detail of the authority's investment properties and information about the fair value hierarchy as at 31 March 2019 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 2019
	£m	£m	£m	£m
Commercial Units	0.000	0.344	0.000	0.344
Office Units	0.000	0.060	0.000	0.060
Commercial Sites	0.000	1.027	0.000	1.027
Other	0.000	0.170	0.000	0.170
Total	0.000	1.601	0.000	1.601

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 is significant, leading to the properties being categorised at level 2 in the fair value hierarchy.

Note 11 Heritage Assets

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

2017-2018		2018-2019
£m		£m
38.977	Opening balance at 1 April	39.303
0.326	Revaluations	0.000
39.303	Closing balance at 31 March	39.303

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: 2017 (internal)
- Natural and human history: 2017 (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:

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
	£m	£m	£m	£m	£m
Acquisitions	0.316	0.000	0.000	0.000	0.000
Donations	0.000	0.000	0.000	0.000	0.000
Disposals	0.000	0.000	0.000	0.000	0.000
Revaluations	0.000	0.000	0.000	0.326	0.000

Note 12 Assets held for sale

The following table summarises the movement in the fair value of assets held for sale during the year:

2017-2018		2018-2019
£m		£m
0.988	Opening balance at 1 April	0.251
	Assets classified to/from "held for sale":	
(0.140)	Council Dwellings	0.000
0.000	Other Land and Buildings	1.500
(0.597)	Assets sold	(0.251)
0.251	Closing balance at 31 March	1.500

Note 13 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:

2017-2018		2018-2019	
Purchased software licences		Purchased software licences	
£m		£m	
<i>Balances at start of year:</i>			
1.358	Gross carrying amount	1.033	
(0.707)	Accumulated amortisation	(0.628)	
0.651	Net carrying amount at start of year	0.405	
0.026	Additions: purchases	0.134	
0.000	Asset Reclassification	5.506	
(0.351)	Disposals	(0.252)	
0.348	Accumulated amortisation derecognised on disposal	0.252	
(0.269)	Amortisation for the year	(0.200)	
0.405	Net carrying amount at end of year	5.845	
<i>...comprising:</i>			
1.033	Gross carrying amount	6.421	
(0.628)	Accumulated amortisation	(0.576)	
0.405	Net carrying amount at end of year	5.845	

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 14 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 2018-2019 total spending on capital projects was £64.672m (£67.463m in 2017-2018) and was within the overall prudential limits approved by Council. £2.532m (£2.298m in 2017-2018) of capital receipts were used to fund spending on capital projects.

The net capital expenditure for the year of £24.834m (£30.472m in 2017-2018) 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.

2017-2018	2018-2019
£m	£m
349.937 Opening Capital Financing Requirement	347.471
<i>Capital investment:</i>	
67.437 Property, plant and equipment	64.608
0.026 Intangible assets	0.134
<i>Sources of finance:</i>	
(1.469) Capital receipts – sale of council houses	(0.479)
(0.829) Capital receipts – sale of other council assets	(2.053)
(27.588) Government grants and other contributions	(30.880)
(7.105) Sums set aside from revenue – direct revenue contributions	(6.496)
(32.938) Loans Fund/Finance Lease principal repayments	(27.738)
347.471 Closing Capital Financing Requirement	344.567
<i>Explanation of movements during the year</i>	
0.239 Increase/(decrease) in underlying need to borrow (unsupported by government financial assistance)	0.000
(2.705) Increase/(decrease) in PPP finance lease creditor	(2.904)
(2.466) Increase or (decrease) in Capital Financing Requirement during the year	(2.904)

At 31 March 2019 the Council had commitments on capital contracts for non-housing projects of £35.072m (£24.560m in 2017-2018) and for housing projects of £37.975m (£18.542m in 2017-2018). This expenditure will be funded from a combination of government grants, external borrowing, income from selling assets and contributions from revenue budgets.

Note 15 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 9.

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	5.341	2.836	5.525	3.595	17.297
Payable within 2-5 years	24.541	11.202	20.065	16.310	72.118
Payable within 6-10 years	35.651	16.145	20.013	25.310	97.119
Payable within 11-15 years	34.964	23.873	12.780	33.869	105.486
Payable within 16-20 years	34.131	20.218	3.312	26.894	84.555
Total	134.628	74.274	61.695	105.978	376.575

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:

2017-2018	2018-2019
£m	£m
79.883 Balance outstanding at 1 April	77.178
2.705 Payments during the year	2.904
77.178 Balance outstanding at 31 March	74.274

The discount rate used in this calculation is the interest rate implicit in the PFI agreement, which was fixed at the outset at 7.6%.

Note 16 Leases

Renfrewshire Council as Lessee

Operating Leases

The Council has 16 properties classed as operating leases, with average lives of 18 years. The future minimum lease payments due under non-cancellable leases in future years are:

As at 31 March 2018	As at 31 March 2019
£m	£m
0.693 Not later than one year	0.611
1.990 Later than one year and not later than five years	1.806
3.763 Later than five years	3.586
6.446	6.003

The expenditure charged to the Comprehensive Income and Expenditure Statement during the year in relation to these leases was:

2017-2018	2018-2019
£m	£m
0.801 Minimum lease payments	0.693
0.801	0.693

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:

As at 31 March 2018		As at 31 March 2019
£m		£m
0.267	Not later than one year	0.252
0.782	Later than one year and not later than five years	0.700
6.941	Later than five years	6.781
7.990		7.733

The minimum lease payments receivable does not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews.

Note 17 Inventories

2017-2018		2018-2019
Consumable Stores		Consumable Stores
£m		£m
0.563	Carrying amount at 1 April	0.757
6.497	Additions during the year	6.934
(6.305)	Recognised as an expense during the year: inventories sold, exchanged or distributed	(6.562)
(0.008)	Recognised as an expense during the year: inventories written down	(0.072)
0.010	Reversals during the year of previous inventory write-downs	0.063
0.757	Carrying amount at 31 March	1.120

Note 18 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.

2017-2018		2018-2019
CRC		CRC
£m		£m
0.588	Net carrying amount at start of year	0.266
(0.322)	Disposals	(0.229)
0.266	Net carrying amount at end of year	0.037

Note 19 Debtors

31 March 2018 (restated)			31 March 2019		
Short	Long		Short	Long	
Term	Term		Term	Term	
£m	£m		£m	£m	
21.421	0.000	Trade receivables	11.872	0.000	
7.082	1.440	Prepayments	4.871	1.350	
27.149	1.052	Other receivables	27.294	1.264	
55.652	2.492	Total debtors	44.037	2.614	

The format of this note has been changed to reflect amendments to the 2018/19 Code and prior year figures are restated for presentation and also for a change to the way Non-Domestic Rates debts are accounted for.

Note 20 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.

As at 31 March 2018	As at 31 March 2019
£m	£m
(1.116) Current account balances with the council's banker	(4.407)
2.426 Callable deposits with UK banks and building societies	18.855
11.593 Callable deposits in money market funds	31.846
0.050 Imprest accounts held at council establishments	0.048
12.953 Total cash and cash equivalents	46.342

Note 21 Creditors

The analysis below details the main creditor balances.

31 March 2018 (restated)			31 March 2019		
Short	Long		Short	Long	
Term	Term		Term	Term	
£m	£m		£m	£m	
(17.936)	0.000	Trade payables	(17.897)	0.000	
(48.369)	(74.275)	Other payables	(69.462)	(71.442)	
(66.305)	(74.275)	Total creditors	(87.359)	(71.442)	

The format of this note has been changed to reflect amendments to the 2018/19 Code and prior year figures are restated for presentation and also for a change to the way Non-Domestic Rates creditors are accounted for.

Note 22 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 8(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 parental leave.

The movement in these short-term provisions is detailed below:

2017-2018			2018-2019		
Short term accumulating compensated absence	Teachers' maternity pay	Total	Short term accumulating compensated absence	Teachers' maternity pay	Total
£m	£m	£m	£m	£m	£m
7.112	0.111	7.223	7.324	0.093	7.417
		Balance at 1 April			
7.324	0.093	7.417	6.622	0.096	6.718
		Additional provisions and increases to existing provisions			
(7.112)	(0.111)	(7.223)	(7.324)	(0.093)	(7.417)
		Reversal of existing provisions			
7.324	0.093	7.417	6.622	0.096	6.718
		Balance at 31 March			

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:

2018-2019			
	Holiday pay compensation	Insurance claims	Other
	£m	£m	£m
Balance at 1 April 2018	0.591	3.615	1.220
Additional provisions and increases/ (decreases) to existing provisions made during the year	(0.030)	1.170	0.000
Amounts used during the year	0.000	(1.146)	0.000
Balance at 31 March 2019	0.561	3.639	1.220

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 £1.170m 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 23 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.

31 March 2018 (restated)			31 March 2019	
Long-term	Current	Financial Assets	Long-term	Current
£m	£m		£m	£m
7.000	91.000	<i>At amortised cost:</i>	0.000	103.000
0.000	0.238	Principal	0.000	0.295
0.000	0.000	Accrued interest	0.000	(0.003)
7.000	91.238	Loss allowance	0.000	103.292
3.531	0.000		3.785	0.000
10.531	91.238	<i>At fair value through other comprehensive income - designated equity instruments</i>	3.785	0.000
		Total Investments	3.785	103.292
		<i>At amortised cost:</i>		
0.000	1.359	Principal	0.000	14.496
0.000	0.002	Accrued interest	0.000	0.007
0.000	(0.001)	Loss allowance	0.000	(0.007)
0.000	1.360		0.000	14.496
0.000	11.593	<i>At fair value through profit or loss</i>	0.000	31.846
0.000	12.953	Total cash and cash equivalents	0.000	46.342
		<i>At amortised cost:</i>		
4.010	58.403	Trade receivables	3.690	56.656
5.141	0.924	Loans made for service purposes	4.998	0.123
0.655	0.000	Accrued interest	0.725	0.000
(7.314)	(9.449)	Loss allowance	(6.799)	(19.505)
2.492	49.878	Included in debtors	2.614	37.274

2017-2018 figures have been restated for presentation purposes owing to the introduction of IFRS 9 and also due to a change to the way Non-Domestic Rates debtors and creditors are accounted for.

31 March 2018 (restated)			31 March 2019	
Long-term £m	Current £m	Financial Liabilities	Long-term £m	Current £m
		At amortised cost:		
		Public Works Loan Board borrowing		
(171.674)	(3.523)	Principal sum borrowed	(168.357)	(3.317)
0.000	(2.792)	Accrued interest	0.000	(2.620)
0.000	0.000	EIR adjustments	0.000	0.000
(171.674)	(6.315)		(168.357)	(5.937)
		Non-PWLB borrowing ("market debt")		
(20.000)	(32.916)	Principal sum borrowed	0.000	(52.916)
0.000	(0.876)	Accrued interest	0.000	(0.883)
(0.381)	(0.563)	EIR adjustments	0.000	(0.922)
(20.381)	(34.355)		0.000	(54.721)
0.000	(7.743)	Borrowing from group entities	0.000	(11.780)
(192.055)	(48.413)	Total borrowing	(168.357)	(72.438)
0.000	(42.161)	At amortised cost trade payables	0.000	(57.830)
(74.274)	(2.904)	PFI/PPP and finance lease liabilities	(71.438)	(2.836)
(0.001)	0.000	Financial guarantees	(0.004)	0.000
(74.275)	(45.065)	Included in creditors	(71.442)	(60.666)

Loans to other entities and individuals comprise a loan to Park Lane Developments (Renfrewshire) LLP of £0.275m (2017-2018 £0.275m), home loans of £0.834m (2017-2018 £0.919m), soft loans to service users of £0.031 million (2017-2018 £0.029m) and soft loans to employees of £0.024m (2017-2018 £0.024m).

Equity instruments elected to fair value through other comprehensive income

The Council has elected to account for the Insurance Fund at fair value through other comprehensive income because it is a long-term strategic holding and changes in its fair value is not considered to be part of the Council's annual financial performance. The Insurance Fund is invested in the Phoenix Fund, managed on behalf of the Council by Aberdeen Standard Capital. The objective of the fund is to achieve long term growth with low volatility, through a widely diversified portfolio. The fair value of the investment is £3.785m at 31 March 2019 (£3.531m as at 31 March 2018). Income from the Fund is reinvested.

Fair value of financial instruments

Financial instruments, except those classified at amortised cost, are carried in the Balance Sheet at fair value. For most assets, including money market funds, the fair value is taken from the market price. The fair values of other instruments have been estimated by calculating the net present value of the remaining contractual cash flows at 31st March 2019.

The Council's "fair value through other comprehensive income" assets comprise its 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, Aberdeen Standard Capital.

Financial instruments classified at amortised cost are carried in the Balance Sheet at amortised cost. Their fair values have been estimated by calculating the net present value of the remaining contractual cash flows at 31st March 2019, using the following methods and assumptions:

- Loans borrowed by the Council have been valued by discounting the contractual cash flows over the whole life of the instrument at the appropriate market rate for local authority loans.
- The value of “Lender’s Option Borrower’s Option” (LOBO) loans have been increased by the value of the embedded options. Lenders’ options to propose an increase to the interest rate on the loan have been valued according to a proprietary model for Bermudan cancellable swaps. Borrower’s contingent options to accept the increased rate or repay the loan have been valued at zero, on the assumption that lenders will only exercise their options when market rates have risen above the contractual loan rate.
- The fair values of other long-term loans and investments have been discounted at the market rates for similar instruments with similar remaining terms to maturity on 31 March.
- The fair values of financial guarantees have been estimated based on the likelihood of the guarantees being called and the likely payments to be made.
- The fair values of finance lease assets and liabilities and of PFI scheme liabilities have been calculated by discounting the contractual cash flows (excluding service charge elements) at the appropriate AA-rated corporate bond yield.
- No early repayment or impairment is recognised for any financial instrument.
- The fair value of short-term instruments, including trade payables and receivables, is assumed to approximate to the carrying amount given the low and stable interest rate environment.

Fair values are shown in the table below, split by their level in the fair value hierarchy:

- Level 1 – fair value is only derived from quoted prices in active markets for identical assets or liabilities, e.g. bond prices
- Level 2 – fair value is calculated from inputs other than quoted prices that are observable for the asset or liability, e.g. interest rates or yields for similar instruments
- Level 3 – fair value is determined using unobservable inputs, e.g. non-market data such as cash flow forecasts or estimated creditworthiness

The fair value for each category of financial instrument is shown below, with the balance sheet carrying amount shown for comparison.

31 March 2018 (restated)			31 March 2019		
Balance sheet carrying amount	Fair value	Financial assets	Fair value level	Balance sheet carrying amount	Fair value
£m	£m	<i>Financial assets measured at fair value:</i>		£m	£m
11.593	11.593	Callable deposits in money market funds	1	31.846	31.846
3.531	3.531	Investments in pooled funds (insurance fund)	1	3.785	3.785
15.124	15.124			35.631	35.631
<i>Financial assets measured at amortised cost:</i>					
98.238	98.179	Fixed term deposits with UK local authorities	2	95.279	95.346
0.000	0.000	Fixed term deposits with UK building societies	1	8.013	8.013
1.309	1.309	Callable deposits with UK banks and building societies (including current account balances with the council's	2	14.448	14.440
0.050	0.050	Imprest accounts held at council establishments	2	0.048	0.048
2.587	2.703	Loans made for service purposes	3	1.644	1.696
102.184	102.241			119.432	119.543
117.308	117.365	Total financial assets for which fair value is disclosed		155.063	155.174

<i>Financial assets measured at amortised cost:</i>			
0.828		Trade receivables: long-term	
48.956		Trade receivables: short-term	
49.784		Total financial assets for which fair value is not disclosed	

31 March 2018 (restated)				31 March 2019	
Balance sheet carrying amount £m	Fair value £m	Financial liabilities	Fair value level	Balance sheet carrying amount £m	Fair value £m
Financial liabilities measured at amortised cost:					
(177.989)	(258.418)	Public Works Loan Board borrowing	2	(174.294)	(250.972)
(54.737)	(82.788)	Non-PWLB borrowing("market debt")	2	(54.721)	(82.270)
Other liabilities:					
(77.178)	(77.178)	PFI/PPP liabilities	3	(74.270)	(74.270)
(0.001)	(0.001)	Financial guarantees	3	(0.004)	(0.004)
(309.905)	(418.385)	Total financial liabilities for which fair value is disclosed		(303.289)	(407.516)
Financial liabilities measured at amortised cost:					
(7.743)		Borrowing from group entities		(11.780)	
(42.160)		Trade payables: short-term		(57.830)	
(49.903)		Total financial liabilities for which fair value is not disclosed		(69.610)	

Note: the figures in this table include accrued interest where this is applicable

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 from investments in equity instruments designated as Fair Value through Other Comprehensive Income" in the **comprehensive income and expenditure statement**.

	Financial Assets Elected to fair value through other comprehensive income			Fair value through profit or loss	Financial liabilities at amortised cost	Total 2018-2019	Total 2017-2018
	Amortised cost						
	£m	£m	£m	£m	£m	£m	£m
Interest expense (including finance lease interest)	0.000	0.000	0.000		17.704	17.704	17.044
Impairment losses	0.245	0.000	0.000		0.000	0.245	0.076
Total expense in the (surplus) or deficit on the provision of services	0.245	0.000	0.000		17.704	17.949	17.120
Interest income	(0.661)	0.000	(0.128)		0.000	(0.789)	(0.795)
Dividend income	0.000	(0.114)	0.000		0.000	(0.114)	(0.098)
Other income	(0.002)	0.000	0.000		0.000	(0.002)	(0.001)
Total income in the (surplus) or deficit on the provision of services	(0.663)	(0.114)	(0.128)		0.000	(0.905)	(0.894)
Net (gain) or loss on revaluation	0.000	(0.140)	0.000		0.000	(0.140)	(0.052)
(Surplus) or deficit on the revaluation of financial assets (in other comprehensive income and expenditure)	0.000	(0.140)	0.000		0.000	(0.140)	(0.052)
Net (gain) or loss for the year (in total comprehensive income and expenditure)	(0.418)	(0.254)	(0.128)		17.704	16.904	16.174

Note 24 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 complies with 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.

In line with the Treasury Management Code, the Council approves a Treasury Management Strategy before the commencement of each financial year. The Strategy sets out the parameters for the management of risks associated with financial instruments. The Council also produces Treasury Management Practices specifying the practical arrangements to be followed to manage these risks.

The Treasury Management Strategy includes an Investment Strategy in compliance with Scottish Government guidance on Local Government Investments. This Guidance emphasises that priority is to be given to security and liquidity, rather than yield. The Council's Treasury Management Strategy and its Treasury Management Practices seek to achieve a suitable balance between risk and return or cost.

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 other local authorities and 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 Treasury Management Strategy outlines the limits placed on investments with any counterparty.

The table below summarises the credit risk exposures of the Council's treasury investment portfolio (including accrued interest) by credit rating.

31 March 2018		31 March 2019
£m		£m
11.593	AAA (Money Market Funds)	31.846
0.000	AA-	8.005
0.000	A+	8.002
2.002	A	9.396
0.424	BBB+	1.475
98.238	Unrated local authorities	95.280
112.257	Total	154.004

The Council does not generally allow credit for customers, such that as at 31 March 2019 £6.498 million of £10.271 million (£6.864m of £11.084m in 2017-2018) sundry income debtors balance is past its due date for payment. The past due amount can be analysed by age as follows:

31 March 2018		31 March 2019
£m		£m
0.946	Less than three months and past due	0.746
0.553	Three to six months	0.145
0.761	Six months to one year	0.777
4.604	More than one year	4.830
6.864	Sundry income debtors past due	6.498

Loss allowances on trade receivables have been calculated by reference to the Council's historic experience of default, adjusted for current and forecast economic conditions. Receivables are determined to have suffered a significant increase in credit risk where they are 30 or more days past due and they are determined to be credit-impaired where they are 90 or more days past due. Receivables are written off to the Surplus or Deficit on the Provision of Services when there is no reasonable prospect of payment, or when they become prescribed; but steps are still taken to collect sums owing when information becomes available which suggests the debtor can make payment.

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 2019 the outstanding value of loans advanced by the Council was £0.834 million (£0.919m as at 31 March 2018).

Liquidity risk

The Council's main source of borrowing is HM Treasury's Public Works Loans Board but the Council also has loans classed as "lender's option, borrowers option (LOBO). 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 2018		31 March 2019	
£m	%	£m	%
<i>Principal maturing...</i>			
36.439	15.97% in less than one year*	56.233	25.04%
23.317	10.22% between one and two years	1.227	0.55%
3.930	1.72% between two and five years	3.538	1.57%
164.427	72.09% in more than five years	163.592	72.84%
228.113	100.00% Principal element of borrowing	224.590	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 2018-2019, with all other variables held constant.

	2018-2019
	£m
<i>Notional impact on the surplus or deficit on the provision of services:</i>	
Increase in interest receivable on deposits placed during the year	(1.534)
Notional impact on the surplus or deficit on the provision of services	(1.534)
Share of this impact which would be attributable to the Housing Revenue Account	(0.725)
<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	0.359
Decrease in the fair value of fixed rate borrowing	54.377

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 Aberdeen Standard Capital 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 2018-2019 the book cost of investments increased by £0.114m (£0.098m increase during 2017-2018).

The investment is classified as fair value through other comprehensive income, meaning that all movements in price will impact on the gains and losses recognised in other comprehensive income and expenditure. This is an accounting 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 2019 would have resulted in a £0.057 million gain or loss being recognised in other comprehensive income and expenditure for 2018-2019.

Note 25 Financial Instruments Transition to IFRS9

The Council adopted the IFRS 9 Financial Instruments accounting standard with effect from 1st April 2018. The main changes include the reclassification and remeasurement of financial assets and the earlier recognition of the impairment of financial assets.

The Council has made use of the transitional provisions in IFRS 9 to not restate the prior year's financial statements, and the effect of the remeasurement is instead shown as an additional line in the Movement in Reserves Statement. The changes made on transition to the balance sheet are summarised below:

		New classifications at 1 April 2018		
	Balance sheet carrying amount brought forward at 1 April	Amortised cost	Fair value through other comprehensive income	Fair value through profit or loss
	£m	£m	£m	£m
Previous classifications				
Loans and receivables - fixed term deposits	98.238	98.238	0.000	0.000
Loans and receivables - loans to other entities and individuals	2.043	2.043	0.000	0.000
Loans and receivables - charging order debtors within trade receivables	0.566	0.566	0.000	0.000
Available-for-sale financial assets - insurance fund investments	3.531	0.000	3.531	0.000
Cash and cash equivalents - deposits in money market funds	11.593	0.000	0.000	11.593
Cash and cash equivalents - other than money market funds	1.359	1.359	0.000	0.000
Reclassified amounts at 1 April 2018		102.206	3.531	11.593
Remeasurements impacting on the General Fund Balance at 1 April 2018 (resulting from the adoption of an expected credit losses basis for impairment)		(0.025)	0.000	0.000
Remeasured carrying amounts at 1 April 2018		102.181	3.531	11.593

Note 26 Cash flow statement notes

26a. Cash flow: operating activities – adjustments to the net provision of services for non-cash movements

2017-2018 (restated)	2018-2019
£m	£m
(71.824) Depreciation, amortisation, impairment and revaluations	(73.865)
(0.984) (Increase)/decrease in impairment provision for bad debts	0.000
1.949 (increase)/decrease in creditors	(22.927)
10.588 Increase/(decrease) in debtors	(11.722)
0.194 Increase/(decrease) in inventories	0.363
(26.364) Pension (liability)/asset	(36.210)
(3.764) Carrying amount of non-current assets sold	(5.941)
9.514 Other non-cash items charged to the net surplus or deficit on the provision of services	0.564
(80.691) Adjustment to net (surplus)/deficit on the provision of services for non – cash movements	(149.738)

Prior year figures have been restated to eliminate capital transactions that were reported in the 2017/18 accounts.

26b. Cash flow statement: investing activities

2017-2018 (restated)		2018-2019
£m		£m
51.082	Purchase of property, plant and equipment, investment property and intangible assets	66.544
3.923	Purchase of short-term and long-term investments	5.308
(2.881)	Proceeds from the sale of property, plant and equipment, investment property and intangible assets	(2.932)
(21.282)	Other receipts from investing activities	(30.880)
30.842	Net cash flows from investing activities	38.040

Certain 2017/18 figures have been restated to eliminate capital transactions that were reported in the 2017/18 accounts.

26c. Cash flow statement: financing activities

2017-2018		2018-2019
£m		£m
0.000	Cash receipts of short-term and long-term borrowing	(0.327)
2.705	Cash payments for the reduction of the outstanding liability relating to finance leases and on-balance sheet PFI /PPP contracts	2.904
15.160	Repayment of short-term and long-term borrowing	0.000
17.865	Net cash flows from financing activities	2.577

26d. Cash flow statement: interest paid and received

The Net cash flow from operating activities in Note 26a includes the following elements of interest paid and received:

2017-2018		2018-2019
£m		£m
(1.730)	Interest received	(1.170)
12.492	Interest paid	11.122
5.948	Interest element of finance lease and PPP payments	5.741
16.710		15.693

Note 27 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.

2017-2018		2018-2019
£m		£m
98.908	Scottish Government - Contributions (to) or from the non-domestic rates pool	120.105
14.440	Non-domestic rates collected: East Renfrewshire	14.668
0.055	Service income from East Renfrewshire Council for collection of non-domestic rates	0.056
28.367	Domestic water and sewerage charges collected	29.836
28.367	Domestic water and sewerage charges paid over to Scottish Water	29.836
0.636	Service income from Scottish Water for collection of domestic water and sewerage charges	0.636
0.010	Service income Paisley First Business Improvement District for collection of BID levy	0.010

Note 28 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 5.

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 totalling £4.566m (£0.350m at 31 March 2018) were commissioned from organisations in which two elected members have a financial interest. The relevant members played no role in the decision relating to services commissioned and contracts were entered into in full compliance with contract standing orders. Payments for services and grants totalling £0.305m were paid to organisations in which three elected members had a non-financial interest. The relevant members did not take part in discussions regarding grant awards or commissioning of services. One elected member was employed by Renfrewshire Leisure Ltd (RLL). This member has declared this interest and recused themselves from any Board or Committee meeting where items pertaining to RLL were under discussion. As the payments above were all made during the financial year, there are no outstanding balances to be disclosed. Transactions between the Council and RLL can be found in Note G5 Adjustments between group accounts and council accounts.

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 29 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 2018-2019 were £0.347m (£0.335m in 2017-2018). There were no fees paid to Audit Scotland in respect of any other services.

Note 30 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 will be based on scheme data as at 31 March 2016 and began in 2016-2017. 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 2017-2018, Renfrewshire Council's level of participation in the scheme is 2.7%. The Council paid £11.451m (£10.834m in 2017-2018) for employer's contributions to the Scottish Public Pensions Agency. £0.436m of expenditure (£0.439m in 2017-2018) was charged to service revenue accounts in respect of "added years" pension enhancement termination benefits, representing 0.7% of teachers' pensionable pay (0.7% in 2017-2018). The estimated contribution for 2019/20 is £11.560m.

Note 31 Defined benefit pension schemes

(i) Participation in pension schemes

The pension scheme for teachers – the Scottish Teachers' Superannuation Scheme – is explained in Note 30 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:

2017-2018	2018-2019
£m	£m
<i>Included within net cost of services:</i>	
44.127 Current service cost	43.492
1.516 Past service cost/(gain)	16.120
<i>Included within financing and investment income and expenditure:</i>	
39.678 Interest cost	38.149
(30.746) Expected return on scheme assets	(33.339)
54.575 Total of LGPS post-employment benefits charged to the surplus or deficit on the provision of services	64.422
<i>Included within other comprehensive income and expenditure:</i>	
<i>Remeasurement of the Net Defined Benefit Liability comprising:</i>	
(23.512) Return on Assets excluding amounts included in net interest	(40.039)
(3.788) Actuarial gains and losses arising on changes in Demographic Assumptions	0.000
(78.104) Actuarial gains and losses arising on changes in Financial Assumptions	116.700
(95.384) Actuarial gains and losses arising on changes in Other Assumptions	3.337
(146.213) Total of LGPS post-employment benefits charged to the comprehensive income and expenditure statement	144.420
<i>Movement in reserves statement:</i>	
(200.788) Actuarial losses or (gains)	79.998
54.575 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	64.422
(28.211) Employer contributions and direct payments to pensioners payable in the year	(28.212)
(174.424) Movement in the year on the Pension Reserve	116.208

The cumulative amount of actuarial gains and losses recognised in the **comprehensive income and expenditure statement** as at 31 March 2019 is a loss of £192.535m (£112.537m as at 31 March 2018).

Past service cost is the estimated increase in liabilities arising from current year decisions that relates to years of service earned prior to this year. For 2018/19 this includes an estimate for the impact of potential removal of transitional arrangements (McCloud judgement) amounting to £14.212m. Curtailments of £4.373m have been restated in 2017-2018 figures for presentational purposes only.

2017-2018 figures have been restated for 2017-2018 due to a correction to the disclosure of curtailments. This is a presentational change only and there is no change to the amounts charged to the CIES or the movement in the Pension Reserve.

(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 2019, the defined benefit obligation exceeded scheme assets by £276.674m (£160.466m as at 31 March 2019). 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 2019 was 2.4% 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 2017.

The common position for employers participating in the Strathclyde Pension Fund is that, based on a snapshot valuation as at 31 March 2019, a net pension liability is disclosed as a result of prevailing market conditions at that date. The net pension position of £276.674m represents an increase in liability of £116.208m between 31 March 2018 and 31 March 2019. 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 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 2018-2019 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).

2017-2018	2018-2019
£m	£m
1,518.330 Opening balance at 1 April	1,396.320
44.127 Current service cost	43.492
1.516 Past service cost (including curtailments)	16.120
39.678 Interest cost	38.149
7.067 Member contributions	6.775
(177.276) Actuarial losses or (gains)	120.037
<i>Losses or (gains) on curtailment</i>	
(4.373) Estimated benefits paid: unfunded	(4.525)
(32.749) Estimated benefits paid: other	(32.623)
1,396.320 Closing balance at 31 March	1,583.745

(v) Movement in scheme assets

The following is a reconciliation of the 2018-2019 opening and closing balances of the fair value of Renfrewshire Council's share of the Strathclyde Pension Fund's scheme assets.

2017-2018	2018-2019
£m	£m
1,183.440 Opening balance at 1 April	1,235.854
30.746 Expected return on scheme assets	33.339
7.067 Member contributions	6.775
23.838 Employer contributions	23.687
4.373 Contributions in respect of unfunded benefits	4.525
23.512 Actuarial (losses) or gains	40.039
(4.373) Estimated benefits paid: unfunded	(4.525)
(32.749) Estimated benefits paid: other	(32.623)
1,235.854 Closing balance at 31 March	1,307.071

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 2018 to 31 March 2019 was 5.9%.

The fair value of the assets held in the scheme may be analysed as follows:

31 March 2018			31 March 2019		
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
285.085	0.747	285.832	301.513	0.791	302.304
38.777	0.001	38.778	41.011	0.001	41.012
0.000	147.679	147.679	0.000	156.189	156.189
0.000	111.895	111.895	0.000	118.343	118.343
405.664	121.046	526.710	429.040	128.022	557.062
0.025	0.000	0.025	0.027	0.000	0.027
63.621	61.314	124.935	67.287	64.847	132.134
793.172	442.682	1,235.854	838.878	468.193	1,307.071
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 2018 £m	31 March 2019 £m
Present value of Renfrewshire Council's share of the Strathclyde Pension Fund's defined benefit obligation - funded liabilities:	
(647.494) Current employee members	(801.805)
(88.792) Pre-local government reorganisation (1996) liabilities	(87.218)
(126.741) Deferred pensioners	(142.502)
(436.905) Pensioners	(450.960)
(1,299.932) Defined benefit obligation - funded liabilities	(1,482.485)
Present value of Renfrewshire Council's share of the Strathclyde Pension Fund's defined benefit obligation - <u>un</u> funded liabilities:	
(83.113) Retirals from Renfrewshire Council	(88.379)
(13.275) Retirals pre-local government reorganisation (1996)	(12.881)
(96.388) Defined benefit obligation - <u>un</u> funded liabilities	(101.260)
(1,396.320) Present value of defined benefit obligation	(1,583.745)
1,235.854 Fair value of scheme assets	1,307.071
(160.466) Net liability arising from defined benefit obligation	(276.674)

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 2018-2019, and the Council's share of the Strathclyde Pension Fund's defined benefit obligation (scheme liabilities) and scheme assets as at 31 March 2019:

31 March 2018		31 March 2019
2.7%	Discount rate for defined benefit obligation	2.4%
2.7%	Long-term expected rate of return on scheme assets*	2.4%
3.6%	Rate of increase in salaries	3.7%
2.4%	Rate of increase in pensions	2.5%
2.4%	Rate of inflation	2.5%
Mortality assumptions:		
Longevity at age 65 for current pensioners:		
21.4 years	Men	21.4 years
23.7 years	Women	23.7 years
Longevity at age 65 for future pensioners:		
23.4 years	Men	23.4 years
25.8 years	Women	25.8 years
Assumed 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%)	34.489	2%
Pension Increase Rate (increase or decrease by 0.5%)	122.678	8%
Real Discount Rate (decrease or increase by 0.5%)	161.062	10%

In addition, a one year increase in life expectancy is estimated to increase the Defined Benefit Obligation by 3-5%.

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 2018-2019 to 2020-2021. The total contributions expected to be made by the Council to the Strathclyde Pension Fund in the forthcoming year to 31 March 2020 is £21.802m. The weighted average duration of the defined benefit obligation is 20.1 years.

Note 32 Contingent assets and liabilities

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. It is not considered practicable at this stage to estimate the financial effect.

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. It is not considered practicable at this stage to estimate the financial effect.

The Limitation (Childhood Abuse) (Scotland) Act is intended 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.

Guaranteed Minimum Pension (GMP) was accrued by members of the Local Government Pension Scheme between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number of reasons, including a higher retirement age for men and GMP accruing at a faster rate for women; however overall equality of benefits was achieved for public service schemes through the interaction between scheme pensions and the Second State Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men's and women's benefits. Strathclyde Pension Fund's actuary has carried out calculations and estimates that the potential impact of GMP indexation would be an increase in the pension liability of approximately £4.178m for Renfrewshire Council. This estimate is not reflected in the Primary Financial Statements because the trigger event that would require recognition has not yet occurred.

Note 33 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 similar arrangements	The Council is deemed to control the services provided under the agreement for the provision of 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 15 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.
Valuation of assets	The Council employs professional valuers who are registered with the Royal Institution of Chartered Surveyors. These valuers carry out regular reviews of the value of assets reported in the Balance Sheet and any significant changes in value are processed as asset revaluations or impairments. These values are based on their professional opinion using available market information at the time of assessment.
Impairment of financial assets	In line with IFRS9: Financial Instruments, the approach to impairment of financial assets depends on the type of asset being assessed, either using a 'historic loss rate' approach, or a 'probability of default' approach, whereby historical experience of default rates across a similar class of instrument and credit rating is used to estimate 12-month expected credit losses.
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 2019.

Note 34 Accounting Policies – Renfrewshire Council

The Financial Statements for the year ended 31 March 2019 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.

A 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 performance obligation relating to the transaction has been satisfied, 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 2019 or relate to services associated with the prior financial year.

B 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.

C 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.

D 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.

E 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.

F 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.

G Employee Benefits

Benefits payable during employment

All salaries and wages earned up to 31 March 2019 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; along with any pay inflation agreed for the year and not yet paid.

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.

H 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.

I 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.

J 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 as a result of an expected credit loss, 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.

Under IFRS9, implemented with effect from 1 April 2018, financial assets are no longer classified as 'Available for Sale' and consequently this reserve has been wound up by the transfer of its balance to the new Financial Instruments Revaluation Reserve. These accounts will be the last reporting of the Available for Sale Financial Instruments Reserve.

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 new Financial instruments Revaluation Reserve and the gain/loss is recognised in the Surplus/Deficit on Revaluation of 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 as a result of an expected credit loss, 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.

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).

K 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.

L 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 museum 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.

M 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.

N Interests in Companies and Other Entities

The Council has material interests in a charitable company, a limited liability partnership 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, which is recorded as an investment.

O Inventories

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

P 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.

Q 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.

R Overheads and Central Support Costs

Where internal costs are allocated to user departments, the basis of allocation varies by originating department, for example the cost of Payroll Services may be allocated on the number of payslips per service. In many instances the allocation is time-based. Internal transactions are no longer present in the income and expenditure figures reported in the CIES.

S 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*.

T 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-minimis 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 (i.e. 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 (i.e., 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-minimis threshold for componentisation is £1m.

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.

U 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.

V 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 Financial Instruments Revaluation 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 Financial Instruments Revaluation 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.

W 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.

X 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.

Note 35 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. The following new or amended standards are adopted within the 2019/20 Code:

- Annual Improvements to IFRS Standards 2014 - 2016 Cycle
- Amendments to IAS 40 Investment Property: Transfers of Investment Property
- IFRIC 22 Foreign Currency Transactions and Advance Consideration
- IFRIC 23 Uncertainty over Income Tax Treatments
- Amendments to IFRS 9 Financial Instruments: Prepayment Features with Negative Compensation

The code requires implementation from 1 April 2019 and there is therefore no impact on the 2018/19 accounts. There is no material impact anticipated in future years from the implementation of these standards.

Note 36 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 2019 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainty	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 £161.1m. However, the assumptions interact in complex ways. At 31 March 2019, the Council's actuaries advised that the net pensions liability had increased by £3.3m as a result of estimates being corrected as a result of experience and by £116.7m as a result of updating of the assumptions.
Debt Impairment	At 31 March 2019, the Council had a balance for long and short term debtors (including council tax, rent arrears and trade debtors) of £45.8m. A review of significant balances suggested that an impairment of doubtful debts of £25.7m 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 37 Events after the balance sheet date

Events taking place after the authorised date for issue 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 2019, 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.

The audited accounts have been updated to reflect an estimate of additional pension costs following a Court of Appeal ruling (McCloud/Sargeant).

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**.

2017-2018		2018-2019	
£m		£m	£m
<i>Expenditure:</i>			
12.116	Repairs and maintenance	13.374	
13.198	Supervision and management	13.002	
29.239	Depreciation and impairment of non-current assets	28.331	
0.091	Increase or (decrease) in the allowance for bad debts	0.074	
0.647	Other expenditure	0.732	
55.291			55.513
<i>Income:</i>			
(46.118)	Dwelling rents	(46.397)	
(1.479)	Non-dwelling rents	(1.468)	
(0.307)	Other income	(0.942)	
(47.904)			(48.807)
7.387	Net cost of HRA services as included in the comprehensive income and expenditure statement		6.706
<i>HRA share of the operating income and expenditure included in the comprehensive income and expenditure statement:</i>			
0.057	(Gain) or loss on sale of HRA non-current assets		(0.282)
5.425	Interest payable and similar charges		4.561
(0.130)	Interest and investment income		0.000
(0.281)	Income from trading operations		0.000
0.546	Pensions interest cost and expected return on pensions assets		0.215
(1.825)	Taxation and non specific grant income		(5.631)
11.179	(Surplus) or deficit for the year on HRA services		5.569

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.

2017-2018		2018-2019		
£m		£m	£m	£m
(9.811)	Balance on the HRA at the end of the previous year			(6.807)
11.179	(Surplus) or deficit for the year on the HRA income and expenditure statement			5.569
	<i>Adjustments between accounting basis and funding basis under regulations:</i>			
0.229	Difference between any other item of income and expenditure determined in accordance with the Code and determined in accordance with statutory HRA requirements		0.234	
(0.057)	Reverse out gain or (loss) on sale of HRA non-current assets		0.282	
	<i>HRA share of contributions to or (from) the Pension Reserve:</i>			
(3.334)	Reverse out net charges made for post-employment benefits in accordance with IAS19	(2.884)		
1.456	Pensions cost chargeable for the year in accordance with statutory provisions: employer's contributions payable to Strathclyde Pension Fund	1.061		
(1.878)	HRA share of contributions to or (from) the Pension Reserve		(1.823)	
0.085	HRA share of contributions to or (from) the Employee Statutory Adjustment Account		(0.099)	
	<i>Transfer to or (from) the Capital Adjustment Account:</i>			
(29.239)	Reverse out depreciation and impairment losses on non-current assets	(28.331)		
1.825	Reverse out credits made for capital grants	5.631		
20.860	Loans fund principal contribution from the HRA	18.537		
(6.554)	Transfer to or (from) the Capital Adjustment Account		(4.163)	
(8.175)	Total of adjustments between accounting basis and funding basis under regulations			(5.569)
3.004	Net (increase) or decrease before transfers to or from reserves			0.000
3.004	(Increase) or decrease in the year on the HRA			0.000
(6.807)	Balance on the HRA at the end of the current year			(6.807)

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 12,002 dwellings during 2018-2019 (11,784 in 2017-2018). The following shows an analysis of these dwellings by type. The figures below exclude void initiative properties.

2017-2018			2018-2019	
Number at 31 March 2018	Average weekly rent	Type of dwelling	Number at 31 March 2019	Average weekly rent
407	£60.07	One-apartment	417	£60.74
3,610	£68.18	Two-apartment	3,668	£68.88
5,674	£77.02	Three-apartment	5,727	£77.81
1,974	£86.06	Four-apartment	1,981	£86.97
209	£92.64	Five-apartment	209	£93.62
11,874		Total	12,002	

2. Gross rent income

This is the total rental income chargeable for the year and includes a deduction for voids (£0.729m in 2018-2019 and £0.715m in 2017-2018), but excludes irrecoverable and bad debts. Average rents were £76.31 per week in 2018-2019 (£75.14 in 2017-2018). The total rent income for 2018-2019 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 2019 total rent arrears amounted to £2.305m (£2.265m at 31 March 2018). This is 4.82% of the total value of rents due at 31 March 2019.

4. The provision considered to be necessary in respect of uncollectable rent arrears

In the financial year 2018-2019 the rental bad debt provision has been increased by £0.074m (£0.025m in 2017-2018). The provision to cover the potential loss of income stands at £1.572m at 31 March 2019 (£1.479m at 31 March 2018). This is 3.28% of the total value of annual rents due.

5. The share of corporate costs

In the financial year 2018-2019 the HRA share of corporate and democratic core costs amounted to £0.035m (£0.033m in 2017-18) 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 £0.084m (£0.083m in 2017-2018).

Council Tax Income Account

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.

2017-2018		2018-2019
£m		£m
99.699	Gross council tax levied	103.961
(14.079)	Other discounts and reductions	(14.838)
(12.187)	Council tax reduction scheme	(12.390)
(1.483)	Write-off of uncollectable debts and allowance for impairment	(1.595)
1.288	Adjustment to previous years’ community charge and council tax	0.261
73.238	Transfer to the comprehensive income and expenditure statement	75.399

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 2018-2019 was £1,199.63 (£1,164.69 in 2017-2018).

In 2018-2019 if only one person over 18 lived in a property a discount of 25% was applied. From 15 July 2016, unoccupied and unfurnished properties were exempt from Council Tax for the first six months. A discount of 10% was then available for the next six months. A 100% additional Council Tax levy was then payable for as long as the property remains empty. The 10% Council Tax discount may be extended by a further 12 months if the property is being actively marketed for sale or let. 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

2017-2018		2018-2019	
£ 776.46	Band A	£ 799.75	
£ 905.87	Band B	£ 933.05	
£ 1,035.28	Band C	£ 1,066.34	
£ 1,164.69	Band D	£ 1,199.63	
£ 1,530.27	Band E	£ 1,576.18	
£ 1,892.62	Band F	£ 1,949.40	
£ 2,280.85	Band G	£ 2,349.28	
£ 2,853.49	Band H	£ 2,939.09	

Calculation of the council tax base

	Number of dwellings	Number of exemptions	Disabled relief	Discounts of 25%	Discounts of 50%	Total equivalent dwellings	Ratio to Band D	2018-19 Band D equivalents	2017-18 Band D equivalents
Band A	13,554	2,008	8	7,920	138	9,586	6:9	6,391	6,537
Band B	25,713	1,529	97	13,060	242	20,761	7:9	16,147	16,128
Band C	14,726	534	60	6,026	102	12,625	8:9	11,222	11,155
Band D	12,394	295	50	4,243	90	11,013	1:1	11,013	10,777
Band E	11,037	189	70	2,577	58	10,156	473:360	13,344	12,170
Band F	6,290	70	51	1,049	27	5,914	585:360	9,610	8,340
Band G	3,783	95	21	487	24	3,533	705:360	6,919	5,707
Band H	223	16	0	30	1	199	882:360	487	388
Total	87,720	4,736	357	35,392	682	73,787		75,133	71,202
Band A dwellings subject to disabled relief								4	4
Class 17 and 24 dwellings								108	134
Sub-total								75,245	71,340
Provision for non-payment and future award of discounts and reliefs								(3,293)	(469)
Council tax base								71,952	70,871

Non-Domestic Rates Income 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.

2017-2018 (restated)	2018-2019
£m	£m
145.750 Gross rates levied	150.114
(19.370) Reliefs and other deductions	(20.847)
(2.195) Write-off of uncollectable debts and allowance for impairment	(2.039)
124.185 Net non-domestic rate income	127.228
(3.019) Adjustment to previous years' non-domestic rates	(9.746)
(22.258) Contribution (to) or from the national non-domestic rate pool	2.623
0.000 Non-domestic rate income retained by authority (BRIS)	0.000
98.908 Transfer to comprehensive income and expenditure statement	120.105

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 2018-2019 the charge was 48.0 pence in the pound, with a 2.6 pence supplement for properties with a rateable value over £51,000. Under the Small Business Bonus Scheme (SBBS) properties with a rateable value up to and including £15,000 are entitled to a 100% reduction in their business rates and properties with a rateable value of between £15,001 and £18,000 receive a 25% reduction. A business with two or more properties with a combined rateable value of between £15,001 and £35,000 can be eligible for 25% relief for individual properties each with a rateable value up to and including £18,000.

Analysis of Renfrewshire Council's rateable values

		2018-2019	
		£m	£m
Rateable value at 1 April 2018:	Commercial	110.135	
	Industrial and freight transport	48.617	
	Education and public service	32.387	
	Communications	0.010	
	Others	110.996	
			302.145
Running roll (full-year rateable value)			(1.804)
Rateable value at 31 March 2019			300.341
Wholly exempt subjects			(1.433)
Net rateable value at 31 March 2019			298.908

Group Accounts

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**.

2017-2018 (restated)					2018-2019		
Gross expenditure	Gross income	Net expenditure		Note	Gross expenditure	Gross income	Net expenditure
£m	£m	£m			£m	£m	£m
201.019	(15.264)	185.755	Children's Services		211.227	(18.119)	193.108
121.285	(115.467)	5.818	Communities, Housing & Planning Services		125.509	(115.190)	10.319
92.320	(21.608)	70.712	Environment & Infrastructure		88.432	(22.387)	66.045
50.221	(7.566)	42.655	Finance & Resources		55.686	(6.865)	48.821
41.159	(11.092)	30.067	Chief Executive's Service		43.663	(17.313)	26.350
15.079	(11.186)	3.893	Miscellaneous Services		26.589	(14.005)	12.584
187.435	(119.100)	68.335	Adult Services		195.171	(124.484)	70.687
708.518	(301.283)	407.235	Net cost of services		746.277	(318.363)	427.914
			Other operating expenditure:				
1.189	0.000	1.189	(Gains) or losses on the disposal of non-current assets		3.007	0.000	3.007
29.331	(2.092)	27.239	Financing and investment income and expenditure	G6	24.786	(2.600)	22.186
0.000	(400.885)	(400.885)	Taxation and non-specific grant income	4	0.000	(409.399)	(409.399)
739.038	(704.260)	34.778	(Surplus) or deficit on the provision of services		774.070	(730.362)	43.708
			Share of the (surplus) or deficit on the provision of services by associates and joint ventures	G3			(1.803)
		28.759	Group (surplus) or deficit				41.905
		(92.557)	(Surplus) or deficit on the revaluation of non-current assets				(16.337)
		0.000	Impairment (gains) or losses on non-current assets charged to the revaluation reserve				0.639
		0.535	(Surplus) or deficit from investments in equity instruments designated as Fair Value through Other Comprehensive Income	G15			(0.769)
		(210.100)	Actuarial (gains) or losses on pension assets and liabilities				83.078
		(6.065)	Share of other comprehensive income and expenditure of associates and joint ventures	G4			1.280
		(308.187)	Other comprehensive income and expenditure				67.891
		(279.428)	Total comprehensive income and expenditure				109.796

The restatement of 2017-18 figures pertains to the Council's CIES restatement, as explained at the foot of page 29.

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.

	Note	Council's Usable reserves £m	Council's Unusable reserves £m	Council's Total reserves £m	Council's share of reserves of subsidiaries, associates and joint ventures (restated) £m	Total reserves £m
Balance at 31 March 2017 carried forward		150.533	597.247	747.780	40.604	788.384
<i>Movement in reserves during 2017-2018:</i>						
Surplus or (deficit) on the provision of services		(24.328)	0.000	(24.328)	(4.431)	(28.759)
Other comprehensive income and expenditure		0.000	292.271	292.271	15.916	308.187
Total comprehensive income and expenditure		(24.328)	292.271	267.943	11.485	279.428
Adjustments between group accounts and council accounts	G5	(8.172)	0.000	(8.172)	8.172	0.000
Net increase or (decrease) before transfers		(32.500)	292.271	259.771	19.657	279.428
Adjustments between accounting basis and funding basis under regulations	6	31.374	(31.374)	0.000	0.000	0.000
Net increase or (decrease) before transfers to other statutory reserves		(1.126)	260.897	259.771	19.657	279.428
Transfers to or (from) other statutory reserves	7	0.000	0.000	0.000	0.000	0.000
Increase or (decrease) in 2017-2018		(1.126)	260.897	259.771	19.657	279.428
Balance at 31 March 2018 carried forward		149.407	858.144	1,007.551	60.261	1,067.812
<i>Movement in reserves during 2018-2019:</i>						
Surplus or (deficit) on the provision of services		(32.025)	0.000	(32.025)	(9.880)	(41.905)
Other comprehensive income and expenditure		0.000	(63.826)	(63.826)	(4.065)	(67.891)
Total comprehensive income and expenditure		(32.025)	(63.826)	(95.851)	(13.945)	(109.796)
Adjustments between group accounts and council accounts	G5	(9.895)	0.000	(9.895)	9.895	0.000
Net increase or (decrease) before transfers		(41.920)	(63.826)	(105.746)	(4.050)	(109.796)
Adjustments between accounting basis and funding basis under regulations	6	47.119	(47.119)	0.000	0.000	0.000
Net increase or (decrease) before transfers to other statutory reserves		5.199	(110.945)	(105.746)	(4.050)	(109.796)
Transfers to or (from) other statutory reserves	7	0.000	0.000	0.000	0.000	0.000
Increase or (decrease) in 2018-2019		5.199	(110.945)	(105.746)	(4.050)	(109.796)
Balance at 31 March 2019 carried forward		154.606	747.199	901.805	56.211	958.016

Group Balance Sheet

The **group balance sheet** shows the value as at 31 March 2019 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 2018 (restated)		31 March 2019	
£m	Note	£m	
1,362.493	Property, plant and equipment	G9	1,355.691
2.262	Investment property	G10	2.229
39.522	Heritage assets	G11	39.522
0.405	Intangible assets	13	5.845
27.679	Long-term investments	G15	22.021
28.172	Investments in associates and joint ventures	G3	29.369
2.492	Long-term debtors	19	2.614
1,463.025	Long-term assets		1,457.291
91.238	Short-term investments	G15	103.292
0.831	Inventories		1.197
0.266	Short-term intangible assets	18	0.037
58.761	Short-term debtors	G12	47.474
14.289	Cash and cash equivalents	G15	47.423
0.251	Short-term assets held for sale	12	1.500
165.636	Current assets		200.923
(46.219)	Short-term borrowing	G15	(68.947)
(69.987)	Short-term creditors	G13	(91.058)
(7.417)	Short-term provisions	22	(6.718)
(123.623)	Current liabilities		(166.723)
(192.055)	Long-term borrowing	G15	(168.357)
(78.303)	Long-term creditors		(75.469)
(5.426)	Long-term provisions	22	(5.420)
(0.842)	Liabilities in associates and joint ventures	G3	(1.516)
(160.600)	Other long-term liabilities		(282.713)
(437.226)	Long-term liabilities		(533.475)
1,067.812	Net assets		958.016
173.153	Usable reserves	G7	179.360
894.659	Unusable reserves	G8	778.656
1,067.812	Total reserves		958.016

The unaudited accounts were issued on 27 June 2019 and the audited accounts were authorised for issue on 8 October 2019.

Balance Sheet signed by:

Alan Russell CPFA
Director of Finance and
Resources

The 2017-2018 restatement relates to changes in group entities' pension liabilities not reflected in the audited 2017-2018 accounts, as well as the Council's restatement of debtors and creditors as outlined on page 34.

Group Cashflow 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.

2017-2018 (restated)		2018-2019
£m	Note	£m
28.759		41.905
(84.303)		(149.468)
25.021		33.812
(30.523)		(73.751)
36.479		38.040
17.865	26c	2.577
23.821		(33.134)
(38.110)		(14.289)
(14.289)		(47.423)

Notes to the Group Accounts

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 2019. 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, Park Lane Developments (Renfrewshire) Limited Liability Partnership and the **Coats' Observatory Trust** 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.

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. The Partnership is treated as a subsidiary within the Group Accounts. Copies of the financial statements for the partnership may be obtained from its registered office at 87 Port Dundas Road, Cowcaddens, Glasgow G4 0HF.

The **group comprehensive income and expenditure statement** includes total net comprehensive expenditure for the year of £5.881 million (2017-2018 net comprehensive income of £7.671 million) for Renfrewshire Leisure Limited, total net comprehensive income for the year of £1.299 million (2017-2018 net comprehensive income of £0.087 million) for the Paisley, Renfrew and Johnstone Common Good Funds, total net comprehensive income for the year of £0.030 million for Park Lane Developments (Renfrewshire) Limited Liability Partnership (2017-2018 nil) and total net comprehensive expenditure for the year of £0.021 million (2017-2018 net comprehensive expenditure of £0.020 million) for the Coats Observatory Trust.

The **group balance sheet** includes net liabilities of £5.681 million (2017-2018 net liabilities of £0.200 million) for Renfrewshire Leisure Limited, net assets of £36.716 million (2017-2018 net assets of £35.418 million) for the Common Good Funds, net liabilities of £3.288 million for Park Lane Developments (Renfrewshire) Limited Liability Partnership (2017-2018 net liabilities of £3.321) and net assets of £0.611 million (2017-2018 net assets of £0.632 million) for the Coats' Observatory Trust.

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 2018-2019, Renfrewshire Council contributed £0.320 million or 7.83% of the committee's estimated running costs (2017-2018 £0.328 million or 7.83%) and its share of the year-end net asset was £0.099 million (2017-2018 £0.122 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, 131 St. Vincent Street, Glasgow G2 5JF.

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 £2.876 million (8.01%) to the committee's estimated running costs in 2018-2019 (2017-2018 £2.934 million or 8.01%) and its share of the year-end net asset was £26.533 million (2017-2018 £26.329 million) and is included in the **group balance sheet**. Copies of its accounts may be obtained from the Treasurer to Strathclyde Partnership for Transport, 131 St. Vincent Street, Glasgow G2 5JF.

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 2018-2019, Renfrewshire Council contributed £1.251 million or 56.3% of the board's estimated running costs (2017-2018 £1.211 million or 56.1%) and its share of the year-end net liability was £1.516 million (2017-2018 £0.842 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 (restated)	Renfrewshire Council's Share (restated)	Renfrewshire Valuation Joint Board	Renfrewshire Valuation Joint Board	Renfrewshire Council's Share
31 March 2018			31 March 2019	
£m	£m		£m	£m
0.031	0.017	Long-term assets	0.053	0.030
0.396	0.222	Current assets	0.381	0.215
(0.251)	(0.141)	Current liabilities	(0.295)	(0.166)
(1.676)	(0.940)	Long-term liabilities	(2.832)	(1.595)
(1.500)	(0.842)	Net assets / (liabilities)	(2.693)	(1.516)
2017-2018			2018-2019	
£m	£m		£m	£m
2.365	1.327	Income	2.384	1.342
2.825	1.585	Expenditure	2.691	1.515
(0.460)	(0.258)	Surplus / (deficit) for the year	(0.307)	(0.173)

Park Lane Developments (Renfrewshire) Limited Liability Partnership is treated as a subsidiary in Renfrewshire Council's group accounts. Detail with regards the Partnership is outlined above.

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. 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 2018			31 March 2019	
£m	£m		£m	£m
0.000	0.000	Long-term assets	0.000	0.000
3.442	1.721	Current assets	5.473	2.737
0.000	0.000	Current liabilities	0.000	0.000
0.000	0.000	Long-term liabilities	0.000	0.000
3.442	1.721	Net assets / (liabilities)	5.473	2.737
2017-2018			2018-2019	
£m	£m		£m	£m
264.726	132.363	Income	271.216	135.608
266.778	133.389	Expenditure	269.185	134.592
(2.052)	(1.026)	Surplus / (deficit) for the year	2.031	1.016

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 £0.381 million (66%) to the authority’s estimated running costs in 2018-2019 (£0.421 million in 2017-2018).

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 2018-2019 (£0.113 million in 2017-2018).

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 2018-2019 (£0.072 million in 2017-2018).

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 (£25.116 million asset plus £2.737 million asset = £27.853 million net asset) equates to the net of two figures disclosed in the **group balance sheet** as “investments in associates and joint ventures” (£29.369 million) and “liabilities in associates and joint ventures” (£1.516 million).

Aggregate of associates' results (restated)	Renfrewshire Council's Share (restated)	Associates	Aggregate of associates' results	Renfrewshire Council's Share
31 March 2018			31 March 2019	
£m	£m		£m	£m
212.165	17.010	Long-term assets	249.822	20.038
178.548	14.488	Current assets	180.656	14.651
(22.005)	(1.882)	Current liabilities	(27.469)	(2.341)
(39.966)	(4.007)	Long-term liabilities	(73.205)	(7.232)
328.742	25.609	Net assets / (liabilities)	329.804	25.116
2017-2018			2018-2019	
£m	£m		£m	£m
164.502	14.307	Income	92.364	8.542
73.796	7.262	Expenditure	80.688	7.755
90.706	7.045	Net surplus / (deficit) for the year	11.676	0.787
Aggregate of joint ventures' results	Renfrewshire Council's Share	Joint ventures	Aggregate of joint ventures' results	Renfrewshire Council's Share
31 March 2018			31 March 2019	
£m	£m		£m	£m
0.000	0.000	Long-term assets	0.000	0.000
3.442	1.721	Current assets	5.473	2.737
0.000	0.000	Current liabilities	0.000	0.000
0.000	0.000	Long-term liabilities	0.000	0.000
3.442	1.721	Net assets / (liabilities)	5.473	2.737
2017-2018			2018-2019	
£m	£m		£m	£m
264.726	132.363	Income	271.216	135.608
266.778	133.389	Expenditure	269.185	134.592
(2.052)	(1.026)	Net surplus / (deficit) for the year	2.031	1.016

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 2019 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 2019, 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**.

2017-2018 (restated)	2018-2019
£m	£m
<i>Share of (surplus) or deficit:</i>	
Subsidiaries:	
0.452 Paisley, Renfrew and Johnstone Common Good Funds	(1.004)
0.020 Coats' Observatory Trust	0.021
1.641 Renfrewshire Leisure Limited	2.801
0.165 Park Lane Developments (Renfrewshire) Limited Liability Partnership	(0.030)
Associates:	
(7.313) Strathclyde Partnership for Transport	(0.983)
0.010 Strathclyde Concessionary Travel Scheme Joint Committee	0.023
0.258 Renfrewshire Valuation Joint Board	0.173
Joint Ventures:	
0.000 Cart Corridor Joint Venture Company Limited	0.000
1.026 Renfrewshire Health and Social Care Integration Joint Board	(1.016)
0.000 Park Lane Developments (Renfrewshire) Limited Liability Partnership	0.000
(3.741) Aggregate share of (surplus) or deficit	(0.015)
<i>Share of other comprehensive (income) and expenditure:</i>	
Subsidiaries:	
(0.539) Paisley, Renfrew and Johnstone Common Good Funds	(0.295)
0.000 Coats' Observatory Trust	0.000
(9.312) Renfrewshire Leisure Limited	3.080
(0.165) Park Lane Developments (Renfrewshire) Limited Liability Partnership	0.000
Associates:	
(3.981) Strathclyde Partnership for Transport	0.779
0.000 Strathclyde Concessionary Travel Scheme Joint Committee	0.000
(1.919) Renfrewshire Valuation Joint Board	0.501
Joint Ventures:	
0.000 Cart Corridor Joint Venture Company Limited	0.000
0.000 Renfrewshire Health and Social Care Integration Joint Board	0.000
0.000 Park Lane Developments (Renfrewshire) Limited Liability Partnership	0.000
(15.916) Aggregate share of other comprehensive (income) and expenditure	4.065
(19.657) Aggregate share of total comprehensive (income) and expenditure	4.050

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:

2017-2018		2018-2019
£m		£m
1.472	Grants made by the Paisley, Renfrew and Johnstone Common Good Funds to Renfrewshire Council in contribution towards the funding of community events and projects	0.145
0.064	Governance costs charged to the Paisley, Renfrew and Johnstone Common Good Funds by Renfrewshire Council	0.059
(0.020)	Interest income received from Renfrewshire Council by the Paisley, Renfrew and Johnstone Common Good Funds	(0.027)
0.000	Interest income received from Renfrewshire Council by the charitable trusts administered by Renfrewshire Council	0.000
(9.688)	Service charge payable by Renfrewshire Council to Renfrewshire Leisure Limited	(10.072)
0.000	Charges for services, such as accounting and administration, payable by Renfrewshire Leisure Limited to Renfrewshire Council	0.000
(8.172)	Total adjustments between group accounts and council accounts	(9.895)

Note G6 Group financing and investment income and expenditure

2017-2018 (restated)		2018-2019
£m		£m
20.399	Interest payable and similar charges	19.976
8.932	Pensions net interest expense	4.810
(0.993)	Interest receivable and similar income	(1.045)
(0.453)	Income and expenditure in relation to investment properties and changes in their fair values	(0.440)
(0.646)	Other investment income	(1.115)
27.239	Total financing and investment income and expenditure	22.186

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.

2017-2018		2018-2019
£m	Note	£m
45.208 General Fund Balance	7	59.144
6.807 Housing Revenue Account Balance	7	6.807
2.858 Revenue statutory funds	7	2.858
7.617 Capital Receipts Reserve	7	8.017
86.917 Capital statutory funds	7	77.780
22.592 Paisley, Renfrew and Johnstone Common Good Funds: unrestricted funds		23.597
0.355 Coats' Observatory Trust: usable balances		0.334
0.334 Renfrewshire Leisure Limited: usable reserves		0.358
0.465 Renfrewshire Integration Joint Board		0.465
173.153 Total usable reserves		179.360

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 Coats' Observatory Trust 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.

2017-2018 (restated)		2018-2019
£m	Note	£m
471.731 Revaluation Reserve	8	468.331
0.459 Available for sale Financial Instruments Reserve	8	0.000
567.159 Capital Adjustment Account	8	574.484
(13.415) Financial Instrument Adjustment Account	8	(12.918)
0.000 Financial Instruments Revaluation Reserve	8	0.598
(160.466) Pension Reserve	8	(276.674)
(7.324) Employee Statutory Adjustment Account	8	(6.622)
3.412 Paisley, Renfrew and Johnstone Common Good Funds: financial instruments revaluation reserve		4.041
9.413 Paisley, Renfrew and Johnstone Common Good Funds: revaluation reserve		9.078
0.277 Coats' Observatory Trust: revaluation reserve		0.277
0.000 Renfrewshire Leisure Limited: revaluation reserve		0.000
(0.134) Renfrewshire Leisure Limited: pension reserve		(6.039)
(3.318) Park Lane Development (Renfrewshire) Limited Liability Partnership : revaluation reserve		(3.288)
<i>Renfrewshire Council's share of the reserves of the associates and joint ventures within the group:</i>		
26.329 Strathclyde Partnership for Transport		26.533
0.122 Strathclyde Concessionary Travel Scheme Joint Committee		0.099
(0.842) Renfrewshire Valuation Joint Board		(1.516)
1.256 Renfrewshire Integration Joint Board		2.272
0.000 Park Lane Developments (Renfrewshire) Limited Liability Partnership		0.000
894.659 Total unusable reserves		778.656

Note G9 Property, Plant and Equipment

2018-2019	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 2018	522.946	301.671	521.594	298.126	37.450	28.753	1,710.540	101.265
Assets reclassified (to) or from the "held for sale" category	0.000	0.000	0.000	0.000	0.000	(1.500)	(1.500)	0.000
Other asset reclassifications	0.048	1.712	23.356	0.000	(31.784)	1.161	(5.507)	0.000
Additions	6.105	10.836	12.369	9.095	26.273	0.000	64.678	0.992
Disposals	(0.495)	(1.670)	(8.551)	0.000	0.000	(1.148)	(11.864)	0.000
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	(23.924)	(1.738)	8.307	0.000	0.000	2.089	(15.266)	7.318
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	0.000	(6.651)	(8.580)	0.000	0.000	(0.802)	(16.033)	1.873
Gross carrying amount at 31 March 2019	504.680	304.160	548.495	307.221	31.939	28.553	1,725.048	111.448
Accumulated depreciation and impairment at 1 April 2018	0.000	19.482	188.730	135.585	0.000	4.250	348.047	8.083
Depreciation on other reclassifications	0.014	(0.712)	0.656	0.000	0.000	0.042	0.000	0.000
Depreciation charge for the year	17.432	7.269	35.138	6.215	0.000	0.119	66.173	3.637
Depreciation and impairment on disposals	(0.016)	(0.239)	(5.914)	0.000	0.000	(0.005)	(6.174)	0.000
Depreciation written out to the Revaluation Reserve	(17.430)	(3.440)	(10.503)	0.000	0.000	(0.081)	(31.454)	(6.534)
Depreciation written out to the surplus or deficit on the provision of services	0.000	(3.793)	(4.573)	0.000	0.000	(0.030)	(8.396)	(0.304)
Impairment losses recognised or reversed in other comprehensive income and expenditure and taken to the Revaluation Reserve	0.000	(0.029)	(0.114)	0.000	0.000	0.639	0.496	0.000
Impairment losses recognised in the surplus or deficit on the provision of services	0.000	0.000	0.000	0.000	0.278	0.387	0.665	0.000
Accumulated depreciation and impairment at 31 March 2019	0.000	18.538	203.420	141.800	0.278	5.321	369.357	4.882
Balance sheet net carrying amount at 31 March 2019	504.680	285.622	345.075	165.421	31.661	23.232	1,355.691	106.566
Balance sheet net carrying amount at 1 April 2018	522.946	282.189	332.864	162.541	37.450	24.503	1,362.493	93.182

2017-2018 (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 2017	487.605	323.433	467.718	289.013	44.504	36.267	1,648.540	100.183
Assets reclassified (to) or from the "held for sale" category	0.145	0.000	0.000	0.000	0.000	0.000	0.145	0.000
Other asset reclassifications	0.000	9.948	25.617	0.000	(38.381)	2.816	0.000	0.000
Additions	6.192	7.849	13.004	9.113	31.432	0.000	67.590	1.082
Disposals	(0.409)	(2.802)	(5.542)	0.000	(0.105)	(0.080)	(8.938)	0.000
Revaluation increases or (decreases) recognised in other comprehensive income and expenditure and taken to the Revaluation Reserve	29.413	(16.921)	25.587	0.000	0.000	(8.713)	29.366	0.000
Revaluation increases or (decreases) recognised in the surplus or deficit on the provision of services	0.000	(19.836)	(4.790)	0.000	0.000	(1.537)	(26.163)	0.000
Gross carrying amount at 31 March 2018	522.946	301.671	521.594	298.126	37.450	28.753	1,710.540	101.265
Accumulated depreciation and impairment at 1 April 2017	0.000	46.760	183.264	129.602	0.000	11.814	371.440	4.482
Assets reclassified (to) or from the "held for sale" category	0.005	0.000	0.000	0.000	0.000	0.000	0.005	0.000
Depreciation on other reclassifications	0.000	(0.229)	(0.882)	0.000	0.000	1.111	0.000	0.000
Depreciation charge for the year	16.254	7.142	33.129	5.983	0.000	0.107	62.615	3.601
Depreciation and impairment on disposals	(0.018)	(1.404)	(4.600)	0.000	0.000	(0.074)	(6.096)	0.000
Depreciation written out to the Revaluation Reserve	(16.241)	(21.150)	(18.021)	0.000	0.000	(7.824)	(63.236)	0.000
Depreciation written out to the surplus or deficit on the provision of services	0.000	(11.637)	(4.160)	0.000	0.000	(0.884)	(16.681)	0.000
Accumulated depreciation and impairment at 31 March 2018	0.000	19.482	188.730	135.585	0.000	4.250	348.047	8.083
Balance sheet net carrying amount at 31 March 2018	522.946	282.189	332.864	162.541	37.450	24.503	1,362.493	93.182
Balance sheet net carrying amount at 1 April 2017	487.605	276.673	284.454	159.411	44.504	24.453	1,277.100	95.701

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**:

2017-2018	2018-2019
£m	£m
(0.488) Rental income from investment properties	(0.426)
(0.488) Net (gain) or loss	(0.426)

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:

2017-2018	2018-2019
£m	£m
2.297 Opening Balance at 1 April	2.262
0.000 Disposals	(0.026)
(0.028) Net gains or (losses) from fair value adjustments	0.000
(0.007) Transfers (to) or from inventories and property, plant and equipment	(0.007)
2.262 Closing balance at 31 March	2.229

Note G11 Group heritage assets

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

2017-2018	2018-2019
£m	£m
39.196 Opening Balance at 1 April	39.522
0.326 Revaluations	0.000
39.522 Closing balance at 31 March	39.522

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 2019 (£0.219 at 31 March 2018).

Further information on the heritage assets other than those of the Paisley, Renfrew and Johnstone Common Good Funds can be found at Note 11.

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.

2017-2018 (restated)		2018-2019
£m		£m
24.530	Trade receivables	15.309
7.082	Prepayments	4.871
27.149	Other receivables	27.294
58.761	Total debtors	47.474

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.

2017-2018 (restated)		2018-2019
£m		£m
(21.618)	Trade payables	(21.596)
(48.369)	Other payables	(69.462)
(69.987)	Total creditors	(91.058)

Note G14 Amounts due 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.

31 March		31 March
£m		£m
<i>Amounts owing to Renfrewshire Council:</i>		
0.000	Loans	0.000
0.345	Other balances	0.737
0.345	Total amounts owing to Renfrewshire Council	0.737
<i>Amounts owed by Renfrewshire Council:</i>		
(0.363)	Loans	(0.181)
0.000	Other balances	0.000
(0.363)	Total amounts owed by Renfrewshire Council	(0.181)

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 20 provides details of these. Additional qualitative information on the various categories of financial instruments can be found at Note 23.

31 March 2018 (restated)			31 March 2019	
Long-term £m	Current £m	Financial Assets	Long-term £m	Current £m
		<i>At amortised cost:</i>		
7.000	91.000	Principal	0.000	103.000
0.000	0.238	Accrued interest	0.000	0.295
0.000	0.000	Loss allowance	0.000	(0.003)
7.000	91.238		0.000	103.292
20.679	0.000	<i>At fair value through other comprehensive income - designated equity instruments</i>	22.021	0.000
27.679	91.238	Total Investments	22.021	103.292
		<i>At amortised cost:</i>		
0.000	2.695	Principal	0.000	15.577
0.000	0.002	Accrued interest	0.000	0.007
0.000	(0.001)	Loss allowance	0.000	(0.007)
0.000	2.696		0.000	15.577
0.000	11.593	<i>At fair value through profit or loss</i>	0.000	31.846
0.000	14.289	Total cash and cash equivalents	0.000	47.423
		<i>At amortised cost:</i>		
4.010	61.512	Trade receivables	3.690	60.093
5.141	0.924	Loans made for service purposes	4.998	0.123
0.655	0.000	Accrued interest	0.725	0.000
(7.314)	(9.449)	Loss allowance	(6.799)	(19.505)
2.492	52.987	Included in debtors	2.614	40.711

31 March 2018 (restated)			31 March 2019	
Long-term £m	Current £m	Financial Liabilities	Long-term £m	Current £m
		At amortised cost:		
		Public Works Loan Board borrowing		
(171.674)	(3.523)	Principal sum borrowed	(168.357)	(3.317)
0.000	(2.792)	Accrued interest	0.000	(2.620)
(171.674)	(6.315)		(168.357)	(5.937)
		Non-PWLB borrowing ("market debt")		
(20.000)	(32.916)	Principal sum borrowed	0.000	(52.916)
0.000	(0.876)	Accrued interest	0.000	(0.883)
(0.381)	(0.563)	EIR adjustments	0.000	(0.922)
(20.381)	(34.355)		0.000	(54.721)
0.000	(5.549)	Borrowing from group entities	0.000	(8.289)
(192.055)	(46.219)	Total borrowing	(168.357)	(68.947)
(4.028)	(45.843)	At amortised cost trade payables	(4.027)	(61.528)
(74.274)	(2.904)	PFI/PPP and finance lease liabilities	(71.438)	(2.836)
(0.001)	0.000	Financial guarantees	(0.004)	0.000
(78.303)	(48.747)	Included in creditors	(75.469)	(64.364)

Fair value of group financial instruments

The fair value through other comprehensive income 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 Coats' Observatory Trust 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, Aberdeen Standard Capital.

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, Level 2 being inputs other than quoted prices that can be accessed at the measurement date, or Level 3 being unobservable inputs eg cashflow forecasts or estimated creditworthiness. See table below:-

31 March 2018 (restated)			Fair value level	31 March 2019		
Balance sheet	carrying amount	Fair value		Balance sheet	carrying amount	Fair value
	£m	£m			£m	£m
<i>Financial assets measured at fair value:</i>						
	11.593	11.593	1		31.846	31.846
	20.679	20.679	1		22.021	22.021
	32.272	32.272			53.867	53.867
<i>Financial assets measured at amortised cost:</i>						
	98.238	98.179	2		95.279	95.346
	0.000	0.000	1		8.013	8.013
	2.646	2.646	2		15.529	15.521
	0.050	0.050	2		0.048	0.048
	2.587	2.703	3		1.644	1.696
	103.521	103.578			120.513	120.624
	135.793	135.850			174.380	174.491
Total financial assets for which fair value is disclosed						
<i>Financial assets measured at amortised cost:</i>						
	0.828				1.091	
	52.065				40.590	
	52.893				41.681	
Total financial assets for which fair value is not disclosed						

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 23.

31 March 2018 (restated)			Fair value level	31 March 2019		
Balance sheet	carrying amount	Fair value		Balance sheet	carrying amount	Fair value
	£m	£m			£m	£m
<i>Financial liabilities measured at amortised cost:</i>						
	(177.989)	(258.418)	2		(174.294)	(250.972)
	(54.737)	(82.788)	2		(54.721)	(82.270)
<i>Other liabilities:</i>						
	(77.178)	(77.178)	3		(74.270)	(74.270)
	(0.001)	(0.001)	3		(0.004)	(0.004)
	(309.905)	(418.385)			(303.289)	(407.516)
Total financial liabilities for which fair value is disclosed						
<i>Financial liabilities measured at amortised cost:</i>						
	(5.549)				(8.289)	
	(4.028)				(4.027)	
	(45.843)				(61.528)	
	(55.420)				(73.844)	
Total financial liabilities for which fair value is not disclosed						

Note: the figures in these tables include accrued interest where this is applicable

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 from investments in equity instruments designated as Fair Value through Other Comprehensive Income” in the **group comprehensive income and expenditure statement**.

	Financial Assets Elected to fair value through other comprehensive income			Financial liabilities at amortised cost		Total 2017-2018 (restated)
	Amortised cost	Fair value through profit or loss			Total 2018-2019	
	£m	£m	£m	£m	£m	£m
Interest expense (including finance lease interest)	0.000	0.000	0.000	17.681	17.681	17.024
Impairment losses	0.245	0.000	0.000	0.000	0.245	0.076
Total expense in the (surplus) or deficit on the provision of services	0.245	0.000	0.000	17.681	17.926	17.100
Interest income	(0.661)	0.000	(0.128)	0.000	(0.789)	(0.795)
Dividend income	0.000	(0.731)	0.000	0.000	(0.731)	(0.792)
Other income	(0.002)	(0.499)	0.000	0.000	(0.501)	(0.183)
Total income in the (surplus) or deficit on the provision of services	(0.663)	(1.230)	(0.128)	0.000	(2.021)	(1.770)
Net (gain) or loss on revaluation	0.000	(0.769)	0.000	0.000	(0.769)	0.437
(Surplus) or deficit on the revaluation of financial assets (in other comprehensive income and expenditure)	0.000	(0.769)	0.000	0.000	(0.769)	0.437
Net (gain) or loss for the year (in total comprehensive income and expenditure)	(0.418)	(1.999)	(0.128)	17.681	15.136	15.767

Note G16 Financial Instruments Transition to IFRS9

	Balance sheet carrying amount brought forward at 1 April	New classifications at 1 April 2018		
		Amortised cost	Fair value through other comprehensive income	Fair value through profit or loss
Previous classifications	£m	£m	£m	£m
Loans and receivables - fixed term deposits	98.238	98.238	0.000	0.000
Loans and receivables - loans to other entities and individuals	2.043	2.043	0.000	0.000
Loans and receivables - charging order debtors within trade receivables	0.566	0.566	0.000	0.000
Available-for-sale financial assets - insurance fund and Common Good Fund investments	20.679	0.000	20.679	0.000
Cash and cash equivalents - deposits in money market funds	11.593	0.000	0.000	11.593
Cash and cash equivalents - other than money market funds	2.696	2.696	0.000	0.000
Reclassified amounts at 1 April 2018		103.543	20.679	11.593
Remeasurements impacting on the General Fund Balance at 1 April 2018 (resulting from the adoption of an expected credit losses basis for impairment)		(0.025)	0.000	0.000
Remeasured carrying amounts at 1 April 2018		103.518	20.679	11.593

Group Accounting Policies

Introduction

The Code of Practice on Local Authority Accounting in the United Kingdom 2018-2019 ("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; the Coats' Observatory Trust 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 and Park Lane Developments (Renfrewshire) Limited Liability Partnership as *subsidiaries* 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. The Council also holds 50% (£50) of the share capital of Park Lane Developments (Renfrewshire) Limited Liability Partnership. Under the terms of the Partnership Agreement, the council has enhanced voting rights and Park Lane Developments (Renfrewshire) Limited Liability Partnership has no claim on the remaining assets should the partnership be wound up; therefore the entity is treated as a subsidiary.

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. This entity is included as a *joint*

venture in the Council's group accounts. Renfrewshire Council's share of the joint venture's net liabilities is calculated based on the Council's proportionate ordinary shareholding in the joint venture.

The Council has effective control over Renfrewshire Leisure Limited, the Paisley, Renfrew and Johnstone Common Good Funds and the Coats' Observatory Trust 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 Arnott's 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 notes G1 and 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 Concessionary Travel Scheme Joint Committee has 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.



Renfrewshire
Council

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Renfrewshire Council

2018/19 Annual Audit Report



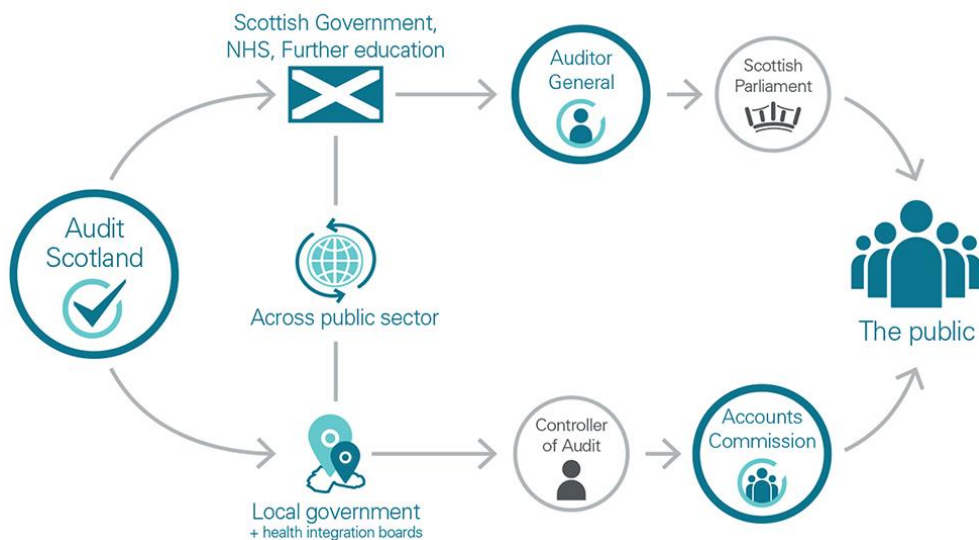
 **AUDIT SCOTLAND**

Prepared for the Members of Renfrewshire Council and the Controller of Audit
28 October 2019

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.

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Key messages

2018/19 annual accounts

- 1 The financial statements for Renfrewshire Council and its group present a true and fair view of its financial position as at 31 March 2019. We issued an unqualified opinion on the 2018/19 accounts on 9 October 2019, however, the opinion was modified to reflect that the Council had not maintained adequate accounting records in respect of the year end debtor and creditor balances. The balances within the ledger for these items of account were not properly reflected in the accounts presented for audit as journals continued to be posted through the ledger after the unaudited accounts had finalised. The Council is currently reviewing its procedures for preparing the annual accounts and closing the ledger at the end of the financial year to avoid a repetition of this going forward. The opportunity exists for the Council to revisit the findings contained in our Management Report, presented to the Audit, Risk and Scrutiny Committee on 28 May 2019 to inform this review.
- 2 Additionally, changes to the CIPFA Accounting Code of Practice (the Code) for 2018/19 required internal recharges to be removed from the service. The accounts originally presented for audit at the end of June 2019 did not fully comply with this requirement and there is scope for further improvement in the Council's processes to accurately and efficiently identify internal recharge transactions.
- 3 More broadly the wider components of the Annual Accounts, including the Management Commentary, Annual Governance Statement and the audited elements of the Remuneration Report have been prepared in accordance with relevant regulations and guidance and are consistent with the Financial Statements and our knowledge of the Council.
- 4 Additionally, the financial statements for the Section 106 Charities administered by the Council are free from material misstatement.

Financial management

- 5 The Council's strategic financial management is effective with strong budgeting, financial monitoring and reporting processes that are aligned to its corporate priorities which enables robust financial management to be focussed on the delivery of key outcomes.
- 6 There are a number of areas where the Council could usefully enhance the transparency of the budget reports, including for example, producing an amended budget to reflect decisions made by Elected Members at the budget approval meeting. More detail on this, and other suggested improvements, are contained in Part 2 of this report.

Financial sustainability

- 7 The Council and its wider group financial position is sustainable into the foreseeable future, although rising demand and increased acuity of demand coupled with increasing costs and reductions in central funding will continue to place a strain on the Council's capacity to deliver services at current levels.
- 8 Medium financial plans are aligned to the Council's corporate priorities and clearly demonstrate how the organisation intends to address future financial challenges. The Council undertakes robust financial modelling

based around the three scenarios of “best case”, “worst case” and “most likely” outcome. It has forecast that the funding gap for the three-year period from 2020 to 2023 is in the range of £26 million to £67 million. Prudently the Council is focussing on the “most likely” outcome as the basis for its medium term financial projects which still results in an estimated budget gap of some £45 million.

- 9 Appropriate action is being taken through the Council’s Transformation Programme to address the projected funding gap of £45 million and financial projections are regularly reviewed to ensure that they remain as reliable as possible. The transformation programme has a broad scope and includes ambitious solutions to the financial challenge including assessing alternative means of service delivery and possible service reductions.
- 10 The scale of the financial challenge is such that the Council will not be able to successfully deliver the required savings in isolation and it will need to actively engage with local and national partners to identify areas, and initiate action, to deliver the required level of efficiencies and savings. Success in this area will inevitably require difficult decisions on the part of Elected Members.

Governance and transparency

- 11 The Council has appropriate governance arrangements in place that support the scrutiny of decisions, and, it is open and transparent in the way it conducts business. For example, members of the public can attend meetings of the Council and its standing boards.
- 12 Constructive and effective challenge is essential to good governance and meaningful scrutiny. Historically, we have reported that Elected Members do not take full advantage of the training and development opportunities available to them. Whilst we recognise that there have been improvements in this area, further action is required by Elected Members to review their individual training requirements with a view to agreeing tailored personal development plans to ensure they deliver, and are seen to deliver, the challenge and scrutiny that is expected of them.

Value for money

- 13 The Council continues to make good progress addressing the recommendations contained in our 2016/17 Best Value Assurance Report. Key to this has been the development and implementation of a performance management framework. The framework is now well embedded across the organisation and Managers and Councillors clearly understand the framework and how it works, which, provides a sound base for further improvement across the Council.
- 14 Overall, Renfrewshire sits in the middle ground for performance when compared to the rest of its family group within the Local Government Benchmarking Framework. Performance is in the top quartile for nearly one-third of the 70 indicators and over the last 12 months the Council has demonstrated improved performance in 41 indicators. At the same time performance has remained stable in a further 10 indicators but declined against the remaining 19 indicators.
- 15 The Council actively considers performance against its corporate priorities and objectives and has established a range of improvement activities working in parallel which are clearly linked to key objectives and the budget setting process.
- 16 A locality plan for Renfrewshire was published in 2017 and focussed on a community of interest; the outcomes being experienced by people living in the 5% most deprived communities. The locality plan identifies broad improvement outcomes it does not make clear the localities where the actions will be focussed, and nor does it set out key milestones or timescales against which progress can be measured.

Introduction

1. This report summarises the findings arising from the 2018/19 audit of Renfrewshire Council and its group (the Council).

2. The scope of the audit was set out in our 2018/19 Annual Audit Plan presented to the 21 January 2019 meeting of the Audit, Risk and Scrutiny Board. This report comprises the findings from:

- an audit of the annual report and accounts
- consideration of the four audit dimensions that frame the wider scope of public audit set out in the [Code of Audit Practice 2016](#) as illustrated in [Exhibit 1](#).

Exhibit 1 Audit dimensions



Source: *Code of Audit Practice 2016*

3. The main elements of our audit work in 2018/19 have been:

- an audit of the Council and its group 2018/19 annual report and accounts and the statement of accounts of the section 106 charities administered by the Council including the issue of independent auditor's reports setting out our opinions
- a review of the Council's key financial systems
- audit work covering the Council's arrangements for securing Best Value relating to a follow up of the recommendations in the 2016/17 Best Value Assurance Report (BVAR)
- consideration of the four audit dimensions.

Added value through the audit

4. We add value to Renfrewshire Council through the audit by:

- working closely with finance officers in a positive and constructive manner during the financial audit to discuss and resolve the challenges as they were identified
- identifying and providing insight on significant risks, and making clear and relevant recommendations for improvements that have been accepted by management
- reporting our findings and conclusions in public
- sharing intelligence and good practice through our national reports ([Appendix 3](#)) and good practice guides
- providing clear and focused conclusions on the appropriateness, effectiveness and impact of corporate governance, performance management arrangements and financial sustainability.

5. In so doing, we aim to help the Council promote improved standards of governance, better management and decision making and more effective use of resources.

Responsibilities and reporting

6. The Council has primary responsibility for ensuring the proper financial stewardship of public funds. This includes preparing annual accounts that are in accordance with proper accounting practices.

7. The Council is also responsible for compliance with legislation, and putting arrangements in place for governance, propriety and regularity that enable it to successfully deliver its objectives.

8. Our responsibilities as independent auditor appointed by the Accounts Commission are established by the Local Government in Scotland Act 1973, the [Code of Audit Practice 2016](#) and supplementary guidance, and International Standards on Auditing in the UK.

9. As public sector auditors we give independent opinions on the annual accounts. Additionally, we conclude on:

- the effectiveness of the Council's performance management arrangements
- the suitability and effectiveness of corporate governance arrangements, and financial position
- the arrangements for securing financial sustainability
- best value arrangements.

10. In doing this we aim to support improvement and accountability. Further details of the respective responsibilities of management and the auditor can be found in the [Code of Audit Practice 2016](#).

11. This report raises matters from the audit of the annual accounts and consideration of the audit dimensions. Weaknesses or risks identified are only those which have come to our attention during our normal audit work and may not be all that exist. Communicating these does not absolve management from its responsibility to address the issues we raise and to maintain adequate systems of control.

12. Our annual audit report contains an agreed action plan at [Appendix 1](#) setting out specific recommendations, responsible officers and dates for implementation. It also includes outstanding actions from last year and the steps being taken to implement them.

13. We can confirm that we comply with the Financial Reporting Council's Ethical Standard. We can also confirm that we have not undertaken any non-audit related services for the 2018/19 financial year.

14. Aspects of accounting records relating to the operation and closure of the Council's financial ledger, specifically for Debtor and Creditor balances, were poorly managed at the end of the financial year which resulted in additional audit work. As a result, an additional audit fee of £12,000 was levied.

15. The audit fee of £351,500 as set out in our Annual Audit Plan, has therefore increased to £363,500. We are not aware of any relationships that could compromise our objectivity and independence.

16. 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 in due course.

17. We would like to thank all management and staff for their cooperation and assistance during the audit.

Part 1

Audit of 2018/19 annual accounts



Main judgements

The financial statements for Renfrewshire Council and its group present a true and fair view of its financial position as at 31 March 2019. We issued an unqualified opinion on the 2018/19 accounts on 9 October 2019, however, the opinion was modified to reflect that the Council had not maintained adequate accounting records in respect of the year end debtor and creditor balances. The balances within the ledger for these items of account were not properly reflected in the accounts presented for audit as journals continued to be posted through the ledger after the unaudited accounts had finalised.

Changes to the CIPFA Accounting Code of Practice (the Code) for 2018/19 required internal recharges to be removed from the service. The accounts originally presented for audit at the end of June 2019 did not fully comply with this requirement and there is scope for further improvement in the Council's processes to accurately and efficiently identify internal recharge transactions.

The wider components of the Annual Accounts, including the Management Commentary, Annual Governance Statement and the audited elements of the Remuneration Report have been prepared in accordance with relevant regulations and guidance and are consistent with the Financial Statements and our knowledge of the Council.

The financial statements for the Section 106 Charities administered by the Council are free from material misstatement.

The financial statements are the principal means by which the Council accounts for the stewardship of its resources and its performance in the use of those resources.

Submission of annual accounts and audit opinions

18. The financial statements for Renfrewshire Council and its group present a true and fair view of its financial position as at 31 March 2019. We issued an unqualified opinion on the 2018/19 accounts on 9 October 2019, however, the opinion was modified to reflect that the Council had not maintained adequate accounting records in respect of the year end debtor and creditor balances.

19. The unaudited annual accounts were approved by the Council in June 2019 and then passed to Audit Scotland on 27 June 2019 in line with the agreed audit timetable set out in our 2018/19 Annual Audit Plan. During the audit process we identified a number of issues that required adjustments to be made to the financial statements. We worked with finance officers within the Council to ensure any corrections or presentational changes agreed over the course of the audit process were reflected within the revised working papers, and also within the Annual Accounts document itself.

20. Under the Council scheme of delegation, the Council has responsibility for approving the audited annual accounts, taking into account any recommendation from the Audit, Risk and Scrutiny Board in terms of this approval. For the 2018/19 audit, securing this recommendation was not possible.

21. The annual accounts for the Council and its group for the year ended 31 March 2019 were presented to the full Council meeting on 26 September 2019. At the meeting the Council was asked to:

- approve the audited annual accounts for signature in accordance with the relevant regulations, subject to any further minor adjustments which may arise in concluding the audit process; in which case to further agree that authority is delegated to the Director of Finance & Resources, in consultation with the Convener of the Finance, Resources and Customer Services Policy Board to make any required minor adjustments to the audited annual accounts.

22. Further to the Council meeting on 26 September 2019 a revised set of accounts was presented to audit in line with the agreed delegation. The above delays resulted in the opinion on the financial statements being issued after the 30 September 2019 statutory deadline.

23. The Council is currently reviewing its procedures for preparing the annual accounts and closing the ledger at the end of the financial year to avoid a repetition of this going forward.

24. As detailed in exhibit 3 the balances within the ledger for trade receivables were adjusted after the accounts were presented for audit. These adjustments, while reflecting appropriate corrections should have been posted in a timelier manner and as part of the agreed audit adjustment process. Working papers included a large number of complex balances resulting from the change in accounting system.

25. The opportunity exists for the Council to revisit the findings contained in our Management Report, presented to the Audit, Risk and Scrutiny Committee on 28 May 2019 to inform this review.



Recommendation 1

We recommend that the Council's review of the audit findings highlighted within our management report inform the future close-down procedures for the preparation of the year end accounts.

26. In exhibit 3 we note that a change in the 2018/19 Code of Practice on Local Authority Accounting required the Council to remove internal recharges from each service within the CIES. We confirmed that management had processed this change and concluded that the figures are materially accurate.. However, we noted that there is scope for improvement in the Council's process to accurately and efficiently identify recharge transactions.



Recommendation 2

The 2018/19 Code requires that internal recharges are removed from each service within the CIES. There is scope for improvement in the Council's process to accurately and efficiently identify internal recharge transactions.

Audit opinions on section 106 charities

27. Due to the interaction of section 106 of the Local Government in Scotland Act 1973 with the charities legislation, a separate independent auditor's report is required for the statement of accounts of each registered charity where members of Renfrewshire Council are sole trustees, irrespective of the size of the charity.

28. The Council has made progress in reducing the number of charitable trusts where it is the sole trustee.

29. Renfrew Burgh, Paisley Burgh and Renfrewshire Council Citizens Funds were fully wound up as at 28 March 2018 as agreed by the Office of the Scottish Charity Regulator (OSCR). There is one remaining trust fund, Coats' Observatory Trust.

30. The Common Good Funds continue to make grants available to local organisations through grant making process and will 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.

31. We received the charities' accounts in line with the agreed timetable and after completing our audit we reported in the independent auditor's reports that:

- the financial statements give a true and fair view the section 106 charity's financial position and are properly prepared in accordance with charities legislation
- the trustees' annual report is consistent with the financial statements and prepared in accordance with proper accounting practices.

32. These were considered by the Audit, Risk and Scrutiny Board on 23 September, approved by the Council on 26 September and signed by the statutory deadline of 30 September.

Whole of Government Accounts

33. The deadline to submit the Whole of Government Accounts (WGA) consolidation pack for the 2018/19 unaudited accounts was 27 July 2019. The Council submitted the return to external audit on 8 September 2019. The audit of the WGA consolidation pack is ongoing.



Recommendation 3

The Council's WGA submission was late in both 2016/17 and 2017/18, resulting in a qualified audit opinion on the 2017/18 WGA return. Management should put in place processes to ensure future WGA submissions are prepared in accordance with the required NAO timetable.

Risk of material misstatement

34. Appendix 2 provides a description of those assessed risks of material misstatement in the annual accounts and any wider audit dimension risks that were identified during the audit planning process. It also summarises the work we have done to gain assurance over the outcome of these risks.

35. We have reported at [appendix 2](#) and [exhibit 3](#) issues related to our work on the risks of material misstatement highlighted in our 2018/19 Annual Audit Plan.

Materiality

36. Misstatements are material if they could reasonably be expected to influence the economic decisions of users taken based on the financial statements. The assessment of what is material is a matter of professional judgement and involves considering both the amount and nature of the misstatement.

37. Our initial assessment of materiality for the annual accounts was carried out during the planning phase of the audit and is summarised in [Exhibit 2](#). With regards

to the annual accounts, we assess the materiality of uncorrected misstatements both individually and collectively.

38. On receipt of the unaudited annual accounts we reviewed our planning materiality calculations and concluded that they remained appropriate.

Exhibit 2

Materiality values

Materiality level	Amount
Overall materiality	£7.539 million
Performance materiality	£3.770 million
Reporting threshold	£0.188 million

Source: Audit Scotland, Annual Audit Plan 2018/19

Significant findings from the audit in accordance with ISA 260

39. International Standard on Auditing (UK) 260 requires us to communicate significant findings from the audit to those charged with governance, including our view about the qualitative aspects of the body's accounting practices covering accounting policies, accounting estimates and financial statements disclosures.

40. The significant findings 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.

Qualitative aspects of the audit

41. We identified five significant findings in relation to the qualitative aspects of accounting practices and these are highlighted in [Exhibit 3](#) and where appropriate at [Appendix 1](#).

Subjective aspects of the audit

42. We have no significant findings to report around the subjective aspects (e.g. accounting policies, accounting estimates/judgements, significant financial statements disclosures, impact of uncertainties etc) of the 2018/19 accounting practices.

Exhibit 3

Significant findings from the audit of the financial statements

Issue	Resolution
1. Trade receivables and trade payables We noted that balances within the financial ledger in respect of trade receivables and trade payables were not properly reflected within the accounts presented for audit. Journals continued to be posted to the ledger, after the accounts had been provided to us at the end of June 2019. This resulted in a difference between the accounts presented for audit and the ledger. This also resulted in the working papers to	The financial statements have been updated to reflect the recommended change.

Issue	Resolution
<p>support the accounts not reflecting the financial ledger position.</p> <p>Officers provided a revised set of accounts and updated working papers on 16 September to reflect the adjustments that had been processed through the ledger and to reflect additional adjustments requested as part of the audit.</p>	
<p>2. Restructure of trading operations</p> <p>The Council has changed the disclosure / accounting treatment for trading operations in 2018/19. In prior years trading operations were presented in a separate note to the accounts and the net surplus/deficit for the year was reflected within the Comprehensive Income and Expenditure Statement (CIES).</p> <p>For 2018/19 the note is no longer disclosed. The Council correctly reflected the gross figures within the CIES. However as this was a material change in accounting treatment the 2017/18 comparative figures should have been restated to reflect this change. Additional disclosure notes to explain the change in accounting treatment should be provided</p>	<p>The financial statements have been updated to reflect the recommended change.</p>
<p>3. Removal of Internal recharges</p> <p>To comply with a change in the 2018/19 guidance internal transactions cannot be included in the Comprehensive Income and Expenditure Statement (CIES).</p> <p>Our audit highlighted that the presentation within the CIES was inconsistent with the LASAAC advisory note. The removal of internal recharges should be applied directly to relevant service. The unaudited accounts disclosed this an adjusting item as a single line after the cost of services within the CIES.</p>	<p>The financial statements have been updated to reflect the recommended change.</p>
<p>4. Comprehensive income and Expenditure Statement (CIES)</p> <p>The format of the CIES within the unaudited accounts had been updated in the 2018/19 accounts with the incorrect removal of the gross expenditure and income figures from the 2017/18 comparative column.</p>	<p>The financial statements have been updated to reflect the recommended change.</p>
<p>5. Non Domestic Rates (NDR)</p> <p>We noted that the council recognised debtor and creditor balances in relation to the collection of NDR in its unaudited accounts.</p> <p>The council acts as an agent of the Scottish Government in NDR transactions. While it is necessary for the council to maintain records relating to the collection of NDR, only amounts due to or from the NDR rate pool should be recognised in the annual accounts.</p> <p>To apply the correct accounting treatment an adjustment has been required to decrease debtors</p>	<p>The financial statements have been updated to reflect the recommended change.</p>

Issue	Resolution
by £5.194 million with a corresponding increase in creditors.	
The 2017/18 figures have also been restated to show a decrease in debtors of £2.083 million with a corresponding increase in creditors.	
The adjustment does not impact on the reported outturn position.	

Source: Audit Scotland

How we evaluate misstatements

43. It is our responsibility to request that all misstatements above the reporting threshold are corrected. The final decision on this lies with those charged with governance considering advice from senior officers and materiality. All individual misstatements which exceeded our reporting threshold have been amended in the audited financial statements.

Amendments to the accounts arising from legal and other judgements made after the accounts had been submitted for audit

44. Legal cases were brought against the government regarding the transition arrangements made in each of the pensions schemes for judges and firefighters. These arrangements came into effect as part of the move from a Final Salary Pension Scheme to a Career Average Pension Scheme in 2015 and included certain protections for active members of the schemes.

45. The claimants successfully argued, in the resultant Employment Tribunal hearing, that some elements of the protection measures were unlawful on the grounds of age discrimination. The Employment Tribunal's ruling on this matter was upheld by the Supreme Court in June 2019. As this would have an impact on the transition arrangements of all government backed pension schemes, the council instructed the actuary to the Strathclyde Pension Fund to quantify the impact on the council's pension fund liability.

46. The actuary estimated that the impact from this case is to increase the councils' pension fund liability by £14.459 million. This also results in a £14.459 million increase in the pension cost charge incorporated within the Comprehensive Income and Expenditure Statement in the accounts. As these adjustments are fully mitigated by a statutory adjustment, they have no impact on the general fund reserve balance in the unaudited accounts.

Integration Joint Board

47. The Council appropriately included its share of the financial transactions of Renfrewshire Integration Joint Board (RIJB) within its group financial statements. Our audit testing confirmed that the Council properly identifies transactions that relate to work commissioned by RIJB. Further information regarding the services transferred to RIJB is included in [Part 4 section on Integration of H&SC](#).

48. RIJB reported a net surplus of £2.031 million against total funding received of £254.007 million on both health and social care services in 2018/19. RIJB's result for 2018/19 included planned use of additional recurring funding of £2.511 million and reserves of £0.824 million from Renfrewshire Council in addition to the agreed delegated budget allocation. As at 31 March 2019, Renfrewshire Council held earmarked reserves (£1.232 million) and other balances (£1.203 million) relating to services delegated to RIJB.

49. We noted in our RIJB annual audit report that, although these arrangements have been properly accounted for, RIJB should discuss the existing additional funding arrangements with partners and consider how any future arrangements will be processed to improve transparency. Similarly, as Renfrewshire Council is the other party involved, we recommend that management should review balances it holds on behalf of RIJB and consider how any future funding arrangements will be processed.



Recommendation 4

Renfrewshire Council holds earmarked reserves of £1.232 million and other balances of £1.203 million relating to services that have been delegated to RIJB. We recommend that the Council review the existing funding arrangements with RIJB and consider how any future arrangements will be processed to improve transparency.

Other findings

50. Our audit identified several presentational and disclosure issues which were discussed with management. This included the need to disclose more information regarding the restatement of prior year group accounts figures. These were adjusted and reflected in the audited annual accounts. This is normal audit practice and none of the presentational changes have any impact on the council's outturn for the year.

Objections

51. The Local Authority Accounts (Scotland) Regulations 2014 required the Council to give public notice for inspection and objection of the 2018/19 unaudited annual report and accounts by 17 June 2019. The public notice was published on the Council website on 26 June 2019 and in a newspaper on 28 June 2019, meaning the Council did not comply with the regulations.



Recommendation 5

The Council should review its procedures to ensure the statutory deadline to give public notice for inspection and objection is achieved in future years.

Follow up of prior year recommendations

52. We have followed up the action previously reported and assessed progress made. One agreed action was raised in 2017/18 and has been fully actioned.

Part 2

Financial management



Main judgements

The Council's strategic financial management is effective with strong budgeting, financial monitoring and reporting processes that are aligned to its corporate priorities which enables robust financial management to be focussed on the delivery of key outcomes.

There are a number of areas where the Council could usefully enhance the transparency of the budgetary process, including for example, producing an amended budget to reflect decisions made by Elected Members at the budget approval meeting.

Good financial management is based on financial capacity, sound budgetary processes and an effective control environment.

Budgetary process

53. The [Local Government in Scotland: Financial overview 2017/18](#) (November 2018) 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. While Renfrewshire Council has comparatively high levels of usable reserves, it is still important that an accurate and transparent budgetary process is in place.

54. The annual revenue and capital budgets are considered and approved by the council before the start of each financial year. Detailed budget proposals are prepared in advance and included in council meeting papers for councillors to consider.

55. We noted that the Council's budget is aligned to the Council priorities as set out in its Council Plan, which is consistent with good practice.

56. During the 2018/19 financial year, each Policy Board scrutinised revenue and capital monitoring reports for services relevant to that Policy Board, and in addition the Finance, Resources and Customer Services Policy Board received Council-wide revenue and capital monitoring overview reports.

57. A year end budget report is also produced but this is not in the same format as the regular budget reports considered by the respective Boards throughout the financial year.

58. Overall, the Council's budget setting and monitoring arrangements are adequate. We noted in our [May 2019 management report](#) that the Council could improve the transparency of its budget reporting by:

- publishing an amended budget to reflect decisions made by members during budget approval
- outlining budget changes from the prior period in each finance report.



Recommendation 6

We recommend the Council reviews the budgetary process by:

producing the year end budget report in the same format as the regular budget reports considered by the respective Boards throughout the financial year

publishing an amended budget to reflect decisions made by members during budget approval

outlining budget changes from the prior period in each finance report.

Financial performance in 2018/19

59. The Council approved its 2018/19 budget in March 2018. Budgeted net expenditure was £375.129 million and estimated total income was £388.767 million, resulting in a budget surplus of £13.638 million. Decisions made by the Council at the budget approval meeting to commit this surplus to a number of different projects, resulted in the amended projected year end position for 2018/19 being a deficit of £1.131 million.

60. The budget was aligned to the Council's strategic priorities. To inform 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 delivery of the Council Plan.

61. The Council has a good track record in delivering services within budget. The Council achieved a surplus of £5.936 million in 2018/19 against a budget of £5.893 million. Note that decisions during 2018/19 resulted in changes to the original budget projection (a £1.131 million deficit as per paragraph 59).

Housing revenue account

62. 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. The HRA recorded expenditure in 2018/19 of £55.513 million (2017/18: £55.291 million). Overall the HRA recorded a breakeven position in 2018/19 against budget for the year and maintains a positive balance of £6.807 million.

Reserves

63. One of the key measures of the financial health of a local authority is the level of reserves held. The Council has increased its useable reserves steadily since 2013/14 and has historically had a high level of reserves in comparison to most other councils in Scotland. The majority of reserves are statutory or ring-fenced and aligned to future spending plans and strategic objectives.

64. The overall level of usable reserves held by the Council increased by £5.199 million from £149.407 million in 2017/18 to £154.606 million in 2018/19, this was primarily driven by the £5.936 million surplus reported on service expenditure for 2018/19. A table showing all reserves movements is included in Exhibit 4.

Exhibit 4

Movements in useable reserves in 2018/19

	Opening £m	Used £m	Added £m	Closing £m
General Fund (Unallocated)	7.094	-	0.043	7.137
General Fund (Ring-fenced)	38.114	(8.673)	22.566	52.007
Housing Revenue Account	6.807	-	-	6.807
Revenue Statutory Funds	2.858	-	-	2.858
Capital Receipt Reserve	7.617	(2.532)	2.932	8.017
Capital Statutory Funds	86.917	(11.406)	2.269	77.780
Total	149.407	(22.611)	27.810	154.606

Source: Audited Accounts 2018/19

65. Other than the Capital Statutory Funds, which is being maintained for future capital investment and future loan payments, the general fund reserve is the largest reserve, with a balance of £59.144 million. Although the general fund reserve has no restrictions on its use, £52.007 million has been ring-fenced for future expenditure plans.

66. The Council reviews the level of its unallocated 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 2019 was £7.137 million (1.7% of net revenue), which is within the limits set out by the strategy and provides a contingency fund to meet unexpected expenditure.

Capital programme 2018/19

67. Three year rolling plans for capital expenditure are approved by the Council as part of the budget setting process each year. In March 2018, Renfrewshire Council approved a capital budget of £78.836 million for 2018/19 (including £15.440 million of spend on housing related projects). A further £9.184 million of capital spend was approved in year. A table setting out capital budget and spend is included in Exhibit 5.

68. Capital expenditure in 2018/19 was primarily funded through borrowing (£27.738 million) and capital grants (£30.880 million). With the remainder being funded from revenue and asset sales.

Exhibit 5

Analysis of capital spend in 17/18 and 18/19

Year	Approved Capital Spend*	Capital Spend Relating to Plans Approved in Prior Years	Capital Spend Relating to Current Year Plan	Total in Year Capital Spend
	(£ millions)	(£ millions)	(£ millions)	(£ millions)
2017/18	£104.4	£19.3	£53.3	£72.5
2018/19	£88.0	£21.5	£45.2	£66.7

*Includes spend approved by committee during the year

69. As noted in our [May 2019 management report](#), the Council has a history of rescheduling its capital programme, which has continued in 2018/19. We made the following recommendations in our management report:

- Management should put in place processes to improve the accuracy of forecasting within the capital budget monitoring reports.
- Management should consider including details of the estimated completion date (or key milestones), the total project budget and the total project spend for key projects in monitoring reports.

70. Capital rescheduling has led to the deferral of spend to future periods. In total, £42.828 million of capital expenditure was decelerated as a result of changes to the capital plan. £21.513 million of commitments were brought forward into 2018/19. All services experienced deceleration with Development and Housing disclosing the greatest figure.

Systems of internal control

71. As part of our audit we identify and inspect the key internal controls in those accounting systems which we regard as significant to produce 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.

72. The Council implemented an enterprise resource planning system (Business World), in October 2018 which combines finance, HR, payroll and procurement into a single integrated application. As part of our audit work we reviewed and assessed the new processes and related controls in the following systems:

- General Ledger
- Payroll
- Accounts Receivables
- Accounts Payable
- Bank and Treasury Management
- Capital.

73. Our findings were included in our management report that was presented to the Audit, Risk and Scrutiny Board in May 2019 as summarised below:

- following the introduction of Business World, the monthly accounts receivable reconciliation has been carried out at council group level rather than for the individual group components, increasing the risk of error in the annual accounts

- the implementation of Business World has required additional manual processes to be put in place for the daily processing of payments. Where these additional procedures have been put in place, adequate controls have also been implemented. However manual processes are less efficient and with an increased risk of error
- a large number of staff can post journals without the standard approval process, increasing the risk of inaccurate journals being posted.

Standards of conduct for prevention and detection of fraud and error and National Fraud Initiative

74. The Council has appropriate arrangements in place for the prevention and detection of bribery and corruption. We are not aware of any specific issues we require to bring to your attention.

75. The National Fraud Initiative (NFI) in Scotland is a counter-fraud exercise coordinated 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 irregularity.

76. NFI activity is summarised in [Exhibit 6](#). This covers the latest NFI review which covered 2018/19 matches and was completed in 2019. The NFI secure website lists a total of 5,963 data matches for this review with 285 of these classed as 'recommended' matches (high risk) for investigation.

Exhibit 6 NFI activity



5,963

Matches



285

**Recommended for
investigation**



1,489

**Completed/closed
investigations**

Source: NFI secure website: www.nfi.gov.uk

77. The Internal Audit Annual Report was presented to the Audit Committee in May 2019 which summarised the NFI activity carried out to date. The Chief Internal Auditor, who is responsible for directing and reviewing NFI work, continues to co-ordinate and support the work of key officers involved in investigating or re-checking matches.

78. From our review, we concluded that the Council are reasonably engaged with the NFI exercise. NFI is factored into the counter fraud team's workplan, and there are arrangements in place to monitor NFI work across the organisation. Also, the NFI database is being used for all matches, and is being appropriately updated.

79. However, progress in processing matches (including high/medium risk matches) is slower than the sector average, and the detail of reporting of NFI progress to the audit committee could be improved,

Part 3

Financial sustainability



Main judgements

The Council and its wider group financial position is sustainable into the foreseeable future, although rising demand and increased acuity of demand coupled with increasing costs and reductions in central funding will continue to place a strain on the Council's capacity to deliver services at current levels.

Medium financial plans are aligned to the Council's corporate priorities and clearly demonstrate how the organisation intends to address future financial challenges. The Council undertakes robust financial modelling based around the three scenarios of "best case", "worst case" and "most likely" outcome. It has forecast that the funding gap for the three-year period from 2020 to 2023 is in the range of £26 million to £67 million. Prudently the Council is focussing on the "most likely" outcome as the basis for its medium term financial projects which still results in an estimated budget gap of some £45 million.

Appropriate action is being taken through the Council's Transformation Programme to address the projected funding gap of £45 million and financial projections are regularly reviewed to ensure that they remain as reliable as possible. The transformation programme has a broad scope and includes ambitious solutions to the financial challenge including assessing alternative means of service delivery and possible service reductions.

The scale of the financial challenge is such that the Council will not be able to successfully deliver the required savings in isolation and it will need to actively engage with local and national partners to identify areas, and initiate action, to deliver the required level of efficiencies and savings. Success in this area will inevitably require difficult decisions on the part of Elected Members.

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

Financial planning

80. The Council approved its 2019/20 budget in February 2019. The forecast net expenditure was set at £402.816 million, as shown in Exhibit 7. A surplus of £5.832 million was forecast in the original budget paper, however the budget was amended by a motion at the council meeting which made significant changes to the proposed budget, including:

- a 4.79% increase to council tax charges across all bands
- £67 million of investment into road, cycling and pathways, and schools
- various other allocations of revenue funding.

81. The Council does not publish an updated budget for decisions made during the approval process, therefore the impact of the changes on the planned surplus is not clear. As noted in paragraph 58, we recommended that the Council publishes

an amended budget to reflect decisions made by members during the budget approval process in our [May 2019 management report](#).

Exhibit 7

Budget overview 2019/20

	(£ millions)
Forecast Income	408.648
Forecast Expenditure	402.816
Forecast Surplus*	5.832

*Per original budget paper, subsequently amended by council decision

Source: 2018/19 Budget Proposal

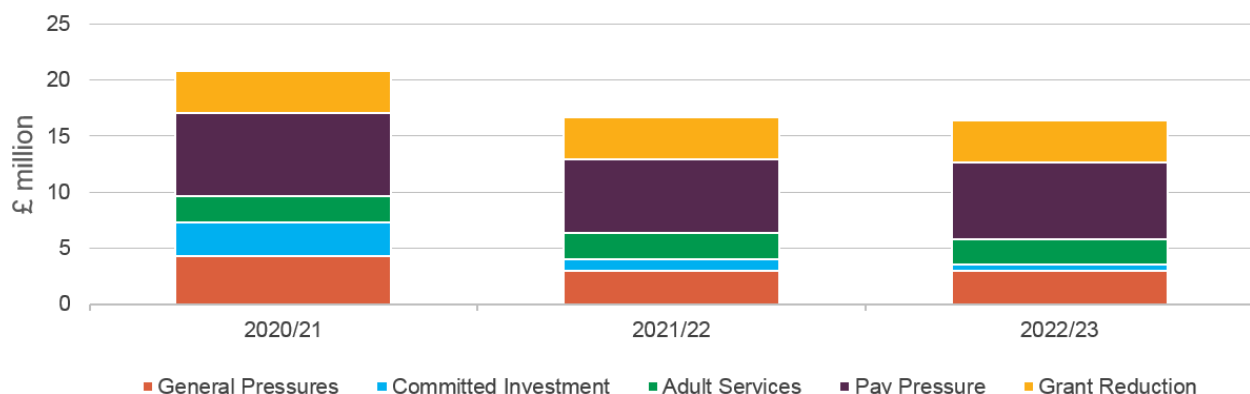
82. It is important that long-term financial strategies (typically covering five to ten years) are in place which link spending to the Council's strategies. Although Councillors only approve the budget for a single year, this should be supported by indicative future spending plans that forecast the impact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

83. Renfrewshire Council's Financial Outlook 2020 – 2023 was presented to the Leadership Board in September 2019 and highlighted a net budget gap of between £26 - £67 million over the three year period.

84. For financial planning purposes, the Council is progressing on a central financial planning scenario with an estimated forecast budget gap of approximately £45 million due to a combination of pressures on pay and adult services, committed investment and also an expected reduction in grant funding. The expected impact across the period 2020/21 to 2022/23 is illustrated in Exhibit 8.

Exhibit 8

Identified future funding pressure 2020/21 – 2022/23



Source: Renfrewshire Council Financial Outlook 2020 - 2023

85. Renfrewshire Council plans to address the funding pressures through a combination of service savings and the proposed transformational change programme. Council plans also acknowledge the option of further council tax increases to balance future budgets.

Business transformation

86. Audit Scotland's [*Local government in Scotland – challenges and performance 2019*](#) (April 2019) highlighted that local authorities have not made enough progress in developing alternative forms of service delivery to meet the challenges of tightened budgets and to transform public services in Scotland.

87. In June 2019 the Council presented a paper to the Leadership Board to announce the next phase of the transformation and change programme. In September 2019 a further report provided additional detail on the next phase of the programme.

88. This is the fourth major phase of a longer term programme and is a permanent and recurring feature of the Council's strategic agenda. The current (third phase), known as the Better Council Change Programme (BCCP) will be superseded by phase 4, branded '**Right for Renfrewshire**'.

89. The Council intends to implement a structured service redesign process and this will be progressed in phases over a number of years. The Council's ambition is to modernise how it operates as an organisation and to support a greater pace of change in the use of new digital resources.

90. To manage the estimated £45 million budget gap over the three year period, the Council recognises this will be achieved through a range of measures in addition to the transformation programme. The Council has estimated that up to £20 million of net saving/cost mitigation measures can be secured out-with the transformation programme. Therefore, the Council expects to deliver sustainable and recurring savings of up to £25 million over the next three years as part of the next phase of the Transformation Programme.

91. The Council has outlined the service areas for inclusion in phase 1 of the new transformational programme and which will contribute to the Council's budget setting cycle for 2020/21.

92. The Council's transformation programme has identified projects aimed at reviewing and changing the way some services are delivered. The Council will need to work closely with all partners as it develops its approach to achieving future savings and efficiency requirements. It is essential that the Council's transformation agenda identifies alternative means of service delivery that will deliver sustainable savings to meet the projected cumulative budget gap.



Recommendation 7

The Council will not be able to successfully deliver the required savings in isolation. We recommend the Council continues to actively engage with local and national partners to identify areas, and initiate action, to deliver the required level of efficiencies and savings.

Changing landscape for public financial management and medium to long term financial planning

93. Scottish public finances are fundamentally changing, with significant tax-raising powers, new powers over borrowing and reserves, and responsibility for some social security benefits. This provides the Scottish Parliament with more policy choices but also means that the Scottish budget is subject to greater uncertainty and complexity

94. A new Scottish budget process has been introduced, which is based on a year-round continuous cycle of budget setting, scrutiny and evaluation. As part of the new budget process, the Scottish Government published an initial five-year

Medium-Term Financial Strategy (MTFS) in May 2018. The five-year outlook for the Scottish budget, set out in the MTFS, provides useful context for bodies' financial planning.

95. In November 2016 the Council's Leadership Board approved the establishment of an Economic Leadership Panel to develop a collaborative approach to the development of the Renfrewshire economy and to lead and advise on the development of a longer-term economic strategy for Renfrewshire.

96. In addition to private sector representation on the Panel, other senior stakeholders have joined from the University of the West of Scotland, West College Scotland, Scottish Enterprise and Skills Development Scotland. The Council is represented on the Panel by the Council Leader and Chief Executive.

97. The Panel has been meeting since August 2017 to consider how best to develop, grow and support Renfrewshire's economy. A series of sectoral groups have supported the main Panel to look at specific issues relating to manufacturing, creative industries, tourism, care and transport/infrastructure.

98. The Strategy was approved in September 2019 and sets out the Council and partners' mission to strengthen the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.

City Deals

99. The £1.13 billion Glasgow City Region City Deal (GCRCD) is an agreement between the UK Government, the Scottish Government and eight local authorities across the Glasgow City Region. Renfrewshire Council is the lead authority on three City Deal infrastructure projects with funding of £274 million.

- **The Glasgow Airport Investment Area Project** (GAIA £39.1 million) will deliver a new bridge across the White Cart and new cycle routes; all aimed at improving connections between the Westway and Airport Business Parks. The GAIA works will act as an enabler for the delivery of an internationally recognised district for innovation, research and manufacturing – The Advanced Manufacturing Innovation District Scotland (AMIDS). The project has already attracted major investments including:
 - Lightweight Manufacturing Centre (LMC)
 - National Manufacturing Institute for Scotland (NMIS) £65 million
 - Medicines Manufacturing Innovation Centre (MMIC) £56 million.
- The core AMIDS and GAIA Infrastructure contracts have been awarded and construction commenced in June 2019. Capital expenditure to 31 March was £7.952 million to 31/03/2019.
- **The Clyde Waterfront and Renfrew Riverside Project** (CWRR - £90.7 million) includes the construction of a new opening bridge across the River Clyde, which will accommodate vehicles, pedestrians and cyclists, and the construction of the Renfrew North Development Road to better link communities and businesses on both sides of the river. In November 2018, planning permission was granted by the Scottish Government. Capital expenditure to 31 March was £14.134 million.
- **The Airport Access Project** (AAP - £144.3 million), 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 originally aimed to deliver a new direct rail link between Glasgow Airport and Glasgow Central Station.

- In April 2019 a report was considered by the Glasgow City Region – City Deal Cabinet in relation to the AAP. The report identified the implications of the work that has been undertaken on the way forward for the project, and in particular the recommendation that Personal Rapid Transport (PRT) is adopted as the new preferred option for the Airport Access Project. The report recommended that further work is done to develop out the PRT option and note that the costs required shall be contained within existing approvals. Capital expenditure to 31 March was £2.404 million.

Workforce planning

100. Audit Scotland's [*Local government in Scotland – challenges and performance 2019 \(April 2019\)*](#) 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.

101. The report advises Councils to have effective systems in place for managing their workforce and monitoring staffing levels, and that information should be aligned to other long-term plans such as financial plans.

102. The Council's Workforce Plan was approved by the Finance, Resources and Customer Service Policy Board in November 2017. Since then the Council has made good progress in developing workforce planning arrangements and provide regular progress updates on the Council's Organisational Development Strategy to both the Corporate Management Team (CMT) and Trade Unions. Since February 2019 CMT also carry out spotlight sessions on each service workforce plan which provides a more focussed review by service.

103. In June 2017 the Council launched the managerial and leadership development programmes over 150 delegates, across middle and senior management groups attending in the initial tranche. In 2018/19 the 'Leaders of the Future', 'ASPIRE' and the Chartered Management Institute (CMI) Levels 2 and 3 development programmes have continued to be rolled out, with 417 managers and leaders from throughout the Council participating across the various programmes. A new CMI Level 5 programme was launched in May 2019 and a level 7 CMI qualification is currently being scoped.

104. The Council has undertaken a corporate people development review. This has resulted in a new range of flexible development opportunities and accredited qualifications which the Council will roll out later in 2019. It is intended that the provision of future corporate training will offer more accessible, on-demand and digital training courses, to support the transformational change programme.

105. Since 2017/18 the Scottish Government has allocated £10 million each year to the Flexible Workforce Development Fund (FWDF). Eligible employers can use the FWDF to address priority skills gaps in their organisation by accessing up to £15,000 in funding to create tailored training programmes with their local college.

106. The Council accessed this funding to help support the digital skills programme in 2018 which provided 100 front line employees with basic training to improve their digital skills. For 2019, funding of £15,000 has been secured from the FWDF to support digital skills training across the wider workforce.

107. Carer Positive aims to encourage employers to create a supportive working environment for carers in the workplace. The **Carer Positive award** is presented to employers in Scotland who have a working environment where carers are valued and supported. Carer Positive employers recognise the importance of retaining experienced members of staff, reducing absence, and cutting down on avoidable recruitment costs. The Carer Positive award is presented to employers in Scotland who have a working environment where carers are valued and supported. Carer Positive employers recognise the importance of retaining experienced members of staff, reducing absence, and cutting down on avoidable recruitment costs. In January 2019 the Council was recognised as a "Carer Positive Employer".

108. In May 2019 the Council reported progress in reducing the Council's gender pay gap to 3.58% or £0.55 in favour of men. This is a drop of just over 1% from April 2018, with ongoing action by the Council to reduce the pay gap further.

EU Withdrawal

109. There remains significant uncertainty surrounding the terms of the UK's withdrawal from the European Union (EU). EU withdrawal will inevitably have implications for devolved government in Scotland and for audited bodies. It is critical that public sector bodies are working to understand, assess and prepare for the impact on their business in three broad areas:

- Workforce – the extent to which potential changes to migration are likely to affect the availability of the people and skills needed to deliver services.
- Funding – the extent to which potential changes to existing EU funding programmes are likely to affect the finances of public bodies and the activity that such funding supports.
- Regulation – the extent to which potential changes to EU regulations are likely to affect the activities of some public bodies.

110. Regular updates are being provided by the Council's Leadership Board. Papers presented in May 2019 highlight three main areas of concern:

- Impact in relation to contracts for goods and services through supply chain issues
- Impact on regulatory services such as trading standards and food inspection
- Implications for employees and services in relation to residency and immigration.

111. These updates provide assurance for the Council that they are as well prepared as possible for the outcome of EU withdrawal and to deal with any issues which may arise. EU withdrawal is a regular agenda item at the Leadership Board meetings and consideration is given to a wide range of potential issues, such as legal and trade implications, that could occur on EU withdrawal.

112. Consideration has also been given to how these might impact Renfrewshire Council, and the Council's arrangements for addressing these issues. The Chief Executive previously chaired a weekly Brexit Readiness Group which co-ordinated and implemented all actions required to prepare for a no deal scenario. Regardless of the outcome the longer term impacts will require to be effectively managed by the Council and partners. To respond to these impacts, a Strategic Brexit Officer Group has been established within the organisation. This is a senior officer group which is chaired by the Director of Finance and Resources.

113. The Council has recognised the risks associated with EU withdrawal in its risk register. This lists various risks, together with a risk score. Controls in place to mitigate the impact to the Council are recorded in the risk register.

114. The Council is well prepared to deal with the impact of EU withdrawal.

Part 4

Governance and transparency



Main Judgements

The scale of the financial challenge is such that the Council will not be able to successfully deliver the required savings in isolation and it will need to actively engage with local and national partners to identify areas, and initiate action, to deliver the required level of efficiencies and savings. Success in this area will inevitably require difficult decisions on the part of Elected Members.

Constructive and effective challenge is essential to good governance and meaningful scrutiny. Historically, we have reported that Elected Members do not take full advantage of the technical and behavioural skills training and development opportunities available to them. Whilst we recognise that there have been improvements in this area, further action is required by Elected Members to review their individual training requirements with a view to agreeing tailored personal development plans to ensure they deliver, and are seen to deliver, the challenge and scrutiny that is expected of them.

Good governance and transparency is the result of effective scrutiny and decision making arrangements, leadership and clear, public reporting, of financial and performance information.

Governance arrangements

115. Renfrewshire Council has a board structure in place which is underpinned by clear roles for members and officers; and procedural documentation regarding decision making. Business is conducted through the Council meeting, the Leadership Board and a number of other policy boards as well as the Audit, Risk and Scrutiny Board. The Council's decision and delegation arrangements are regularly reviewed to ensure they support its key priorities.

116. All boards have members from the different political parties in proportion to the Council's political composition. The conveners of policy boards are members of the administration. The Convener of the Audit, Risk and Scrutiny Board is an opposition member.

117. Governance arrangements within the Council are operating effectively and support good governance and accountability.

118. Papers provided by Council officers to the Council and its Boards are of a high standard and provide members with a good overview of the issues being covered as well as additional information, where appropriate. This supports constructive debate of issues at meetings.

Openness and transparency

119. There is an increasing focus on how public money is used and what is achieved. In that regard, openness and transparency supports understanding and scrutiny. There are increasing public expectations for more openness and transparency as citizens want to understand how public money is used and, to support their participation in local service design and delivery.

120. A transparent organisation shows the basis for its decisions and shares information about performance and outcomes, including when targets have and have not been achieved as well as how it is using its resources such as money, people and assets.

121. The Council conducts its business in an open and transparent manner.

122. There is evidence from several sources which demonstrate the Council's commitment to transparency. Members of the public can attend meetings of the full Council and other boards. Minutes of these committee meetings and supporting papers are available on the Council's website. Most items on committee agendas are covered in open session at meetings rather than in private.

123. The Council webcasts its main Council meetings and all agenda papers and minutes, including the annual accounts are on the Council's website and made available in the public gallery and its reception.

124. 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. In addition, the website is encouraging the public to sign up for e-alerts. The service became available from 1 August 2018 and allows the public sign-up to news they want to receive on the website and get it delivered straight to their inbox. Initially this will cover information on Council news, What's On, Business news, Paisley town centre updates and updates for parents on schools and nurseries.

125. The management commentary that accompanies the financial statements clearly explains to readers how the council has performed against its revenue and capital budgets and how this is reconciled to the financial statements.

Training and development for Councillors

126. In our 2016/17 BVAR we noted that while the Council has provided training, historically Councillors have not made the most of the training and development opportunities available to them.

127. Officers continue to make changes to the training and development programme, including the use of external speakers, offering twilight sessions and delivering focused weeks of training and development once a year.

128. In our 2017/18 Annual Audit Report, we highlighted that the register of all training courses run for members during the year identified that there was a mixed level of attendance, including some members who have attended very few of the training courses offered. We recommended that to ensure members continue to attend training that is relevant to their role within the Council it would be beneficial for all Councillors to have a personal development plan (PDP) in place which is reviewed on an annual basis.

129. Elected members are reminded regularly of the support available to develop their own PDPs. The Improvement Service recognises that not all elected members will make use of the learning opportunities offered regardless of the support available and will choose to access learning at their own pace.

130. To make it easier for elected members to access continuing professional development (CPD) training resources at a time and place of their choosing, the full range of Improvement Service workbooks are now available in the online Members' Library.



Recommendation 8

We recommend that further action is required by Elected Members to review their individual training requirements with a view to agreeing tailored personal development plans to ensure they deliver, and are seen to deliver, the challenge and scrutiny that is expected of them.

Integration of health and social care

131. The Renfrewshire Integration Joint Board (RIJB) is provided as a partnership between Renfrewshire Council and NHS Greater Glasgow and Clyde Health Board. Both partners agree delegated budgets for health and social care services with RIJB on an annual basis, which has control over how these services are delivered. For Renfrewshire Council the services delegated to the IJB are broadly adult social care.

132. Renfrewshire Council includes its share of RIJB's result for the year and reserves within the Renfrewshire Council group accounts.

133. Despite the surplus generated in 2018/19, RIJB is forecasting significant budget pressures in the medium term which will require mitigation through service savings and potentially require additional funding from partners, including Renfrewshire Council. As noted in Exhibit 10, the Council has factored expected pressures on adult social care into its financial planning.

134. Audit Scotland published [*Health and Social Care Integration- Update on Progress*](#) in November 2018. This report set out six areas it considers need to be addressed nationally to demonstrate integration is making a meaningful difference to the people of Scotland. Following this, the Ministerial Strategic Group developed a self-evaluation template to allow integration authorities to assess their current positions and identify required actions to progress key areas. RIJB has developed an action plan in collaboration with integration partners (including Renfrewshire Council) in response to the report.

Part 5

Value for money



Main judgements

The Council continues to make good progress addressing the recommendations contained in our 2016/17 Best Value Assurance Report. Key to this has been the development and implementation of a performance management framework. The framework is now well embedded across the organisation and Managers and Councillors clearly understand the framework and how it works, which, provides a sound base for further improvement across the Council.

Overall, Renfrewshire sits in the middle ground for performance when compared to the rest of its family group within the Local Government Benchmarking Framework. Performance is in the top quartile for nearly one-third of the 70 indicators and over the last 12 months the Council has demonstrated improved performance in 41 indicators. At the same time performance has remained stable in a further 10 indicators but declined against the remaining 19 indicators.

The Council actively considers performance against its corporate priorities and objectives and has established a range of improvement activities working in parallel which are clearly linked to key objectives and the budget setting process.

A locality plan for Renfrewshire was published in 2017 and focussed on a community of interest; the outcomes being experienced by people living in the 5% most deprived communities. The locality plan identifies broad improvement outcomes it does not make clear the localities where the actions will be focussed, and nor does it set out key milestones or timescales against which progress can be measured.

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

Best value

135. Best value is 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 the Council was published on 31 August 2017.

136. The BVAR concluded that the Council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. This vision is supported by the Council's partners and the Council Plan; management structures and performance management processes are also well aligned to the vision.

137. We also highlighted key areas where the Council should focus its improvement activities on going forward. The report made seven recommendations relating to areas for further development including cross party working, community engagement, partnership working, financial sustainability, workforce planning and governance arrangements.

138. The latest update on progress against the recommendations was reported to the Leadership Board in June 2019. Progress in implementing the recommendations continues to be monitored by the Corporate Management Team on a 6 monthly basis, with the next update to elected members scheduled for December 2019.

139. The Council continues to make good progress in implementing the recommendations from the 2016/17 Best Value and Assurance Report. We will continue to monitor the Council's progress against the improvement actions.

Community planning

140. The 2016/17 BVAR reported that Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.

141. A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected. Partners continue to provide regular feedback on the financial outlook for their respective organisations, and identify opportunities to work together to deliver more efficient services and improved outcomes.

142. The Community Planning Partnership reported progress against the Community Plan in September 2018. This highlighted positive achievements in terms of narrowing of the attainment gap, increased levels of volunteering and implementation of new governance arrangements.

143. A positive example is the recently established Alcohol and Drug Commission whose first meeting was held in March 2019. This is a Community Planning Partnership sponsored commission which aims to assess the true impact of drug and alcohol misuse on local communities in Renfrewshire, and to make recommendations which would enable partners to support improved outcomes for local people and communities.

144. The Commission will hear evidence between March to December 2019 and initial recommendations are due to be reported in early 2020. The Commission has been asked to establish a true picture of drug and alcohol use in Renfrewshire, and to make recommendations on what partners can do together to support local people and communities adversely affected by drug and alcohol use and to improve life outcomes. Employability will be a key element of the recovery focus.

Community engagement

145. The 2016/17 BVAR report also concluded that the Council and its partners need to continue to involve communities and work together on joint priorities to strengthen partnership working and to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.

146. The community planning partnership has an appropriate structure in place which reflects community planning guidance. The membership of the various groups which form the wider governance structure includes a wide range of stakeholders. A Forum for Empowering Communities is well established to encourage community engagement with community planning matters. This meets quarterly and involves a variety of third sector and community groups.

147. The Community Empowerment (Scotland) Act 2015 requires community planning partnerships to identify areas experiencing significantly poorer outcomes and to prepare a locality plan which provides details on local outcomes, proposals for improvements and timescales for achieving these.

148. A locality plan for Renfrewshire was published in 2017 and focussed on a community of interest; the outcomes being experienced by people living in the 5% most deprived communities. Targeted activity in these areas is being delivered

through the Tackling Poverty programme and through the new Improving Life Chances Board.

149. The plan identifies broad outcomes for improvement, but it does not refer to localities where action will be focused nor are clear timescales for achieving these set out. While the locality plan makes reference to broader Council activities, the links between these and the locality plan objectives are not clear. Progress against the Locality Plan as published was reported in September 2018.



Recommendation 9

The council should clarify within the locality plans the localities where outcomes for improvement will be focused and specify the timescales for achieving these.

150. Seven local partnerships have been formed to replace the previous local area committees, each covering an area within Renfrewshire. These aim to promote community involvement in the process of community planning. First official meetings were held in early 2019, with every partnership agreeing on specific priorities for their areas and actions to address these. The next phase of work will involve developing participatory budgeting arrangements and more detailed local action plans during 2019/20.

151. Local area partnerships will play a key role in grant distribution locally. Guided by the priorities they have identified, they will have responsibility for distributing three funding streams in Renfrewshire. Guidance has been updated by the Council to support this process. The first round of applications was considered in June 2019.

152. The Council has appropriate governance arrangements in place for community asset transfers. The Act requires that an annual report on community asset transfers is completed by 30 June. The Council did not complete this until August 2019.

153. Overall, the Council and its Community Planning Partners have put in place policies and procedures designed to ensure compliance with the Community Empowerment (Scotland) Act 2015. There remains some areas where compliance could be improved.

Performance management

154. The Council reports their progress against the Council Plan to the Leadership Board every six months. The most recent update showed that, as of May 2019, good progress was being made. Of the 55 actions within the Council Plan, 22 had been completed, 32 were in progress and 1 was overdue.

155. 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.

156. Performance information is also accessible through the Council's "[Our Current Performance](#)" webpage. This includes performance progress updates on the SIPs and the Council Plan. The webpage also links to the Council's annual report, *It's all about you*. This reports performance against indicators that the public have told the Council they are most interested in. The presentation of the report has been refreshed to take account of public requests to have a more accessible and easier to read format. The Council reports performance against the full set of 70 indicators

in the Local Government Benchmarking Framework to the Audit, Risk and Scrutiny Board.

157. The Council has launched a new digital news service which provides a variety of updates covering all of council services, schools and nurseries, what's on in the area, the town centre investment and news for businesses. The digital news service is being rolled out by Renfrewshire Council for residents and businesses.

158. The Council has an established performance management framework that managers and Councillors clearly understand, which provides a sound base for ongoing and continuous improvement.

Overview of performance targets

159. The Council participates in the [Local Government Benchmarking Framework](#) (LGBF). The framework aims to bring together a wide range of information about how all Scottish Councils perform in delivering better services to local communities, including the cost of services and how satisfied citizens are with them.

160. The most recent [National Benchmarking Overview Report 2017/18](#) by the Improvement Service was submitted to the Audit, Risk and Scrutiny Board (AR&SB) in March 2019. The overall conclusion was that the Council performed well in comparison to other Councils.

161. The Audit, Risk and Scrutiny Board receives regular performance reports throughout the year and an annual performance report. These reports monitor progress against the Council's key priorities. Based on the most recent report several positives were highlighted including:

- Cost per primary school pupil - rank 1
- Cost of trading standards and environmental health per 1,000 population - rank 1
- Percentage of unemployed people assisted into work from Council operated/funded employability programmes – rank 1

162. At the same time the Council recognises that it can improve service delivery in several key areas such as percentage of adults satisfied with street cleaning, net cost of waste disposal per premises and the cost of museums per visit.

163. Action plans have been developed that set out in SMART terms (Specific, Measurable, Action-oriented Realistic, Timescales) what is being done to improve performance. These are monitored and reviewed by Policy Boards, with national benchmark performance being reviewed by the AS&RB to assess progress.

164. 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.

165. Compared to 2016/17, and based on the partial data reported to the AR&SB in March 2019, Renfrewshire Council's performance has improved on 41 indicators, declined on 19 and remained stable for 10 indicators. The Council is in the top quartile for 22 of the 70 indicators. Relative to its family group, Renfrewshire tends to sit in the middle ground for performance.

Statutory performance indicators (SPIs)

166. 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.

167. For 2018/19 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](#).

168. We reviewed the Council's arrangements for collecting, recording and publishing data in 2018/19. 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.

169. An internal audit report in December 2018 sampled a small number of performance indicators and noted issues with the collection and/or verification process in a majority of cases. The findings have been communicated to those responsible in collation of performance indicator data and management have re-enforced the need for staff to follow protocol. Management should continue to monitor the collection process to ensure the performance data is accurate and verifiable.

Housing benefits performance work

170. As part of our remit to carry out Housing Benefit Audit Risk Assessments across Local Authorities in Scotland, an assessment was undertaken at the Council in October 2018.

171. The main objective of the risk assessment is to determine the extent to which the benefit service within the Council is meeting its obligations to achieve continuous improvement in all its activities. A risk assessment report was issued in December 2018 to the Council which incorporated an agreed action plan to address the risks identified.

172. The report noted that the Council demonstrates an awareness of what an effective, efficient and secure benefit service needs to deliver and made three recommendations to address risks to continuous improvement. The report also noted that actions agreed following a previous risk assessment in 2015 have been completed.

173. At the Audit, Risk and Scrutiny Board in May 2019, the Council reported that the recommendations have been well progressed and will make a positive contribution to the continuous improvement of the benefits service.




National performance audit reports

174. Audit Scotland carries out a national performance audit programme on behalf of the Accounts Commission and the Auditor General for Scotland. During 2018/19, Audit Scotland published a number of reports were issued which are of direct interest to the Council. These are outlined in [Appendix 3](#).




175. 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 routinely reports the Council's position in respect of the key issues reported. Action taken in response to reports is dependent on the nature of the national report and the service to which it relates.

Appendix 1

Action plan 2018/19

			
No.	Issue/risk	Recommendation	Agreed management action/timing
1	<p>Preparation of Annual Accounts</p> <p>Balances within the financial ledger in respect of trade receivables and trade payables were not properly reflected within the accounts presented for audit. Journals continued to be posted to the ledger after the accounts had been provided to audit at the end of June 2019 and working papers included a number of complex balances resulting from the change in accounting system.</p> <p>Risk – There is a risk that similar issues result in errors within the 2019/20 annual accounts.</p>	<p>We recommend that the Council's review of the audit findings highlighted within our management report inform the future close-down procedures for the preparation of the year end accounts.</p> <p>Paragraph 25</p>	<p>The operation of trade receivables and trade payables within Business World is under review with reconciliations being undertaken more frequently. Development of the system is being undertaken to ensure the risk is mitigated in future years.</p> <p>Responsible officer:</p> <p>Head of Finance</p> <p>Agreed date:</p> <p>31 March 2020</p>
2	<p>Process for Identification of Internal Recharges</p> <p>The 2018/19 Code requires that internal recharges are removed from each service within the CIES.</p> <p>We confirmed that management had processed this change, and concluded that the figures in the CIES are materially accurate. However, we noted that there is scope for improvement in the Council's process to accurately and efficiently identify internal recharge transactions.</p>	<p>Management should take steps to improve the accuracy and efficiency of the process to identify internal recharge transactions.</p> <p>Paragraph 26</p>	<p>A review of the processes for internal recharging will be undertaken by Finance staff with a view to eliminating unnecessary charges. Development of the system will be undertaken to better identify internal transactions.</p> <p>Responsible officer:</p> <p>Head of Finance</p> <p>Agreed date:</p> <p>31 March 2020</p>
3	<p>Whole of Government Accounts</p> <p>The Council's WGA submission was late in both 2016/17 and 2017/18, resulting in a qualified audit opinion on the 2017/18 WGA return.</p> <p>Risk – Future WGA submissions may not be submitted in line with the agreed deadline.</p>	<p>Management should put in place processes to ensure future WGA submissions are prepared in accordance with the required NAO timetable.</p> <p>Paragraph 33</p>	<p>A wholesale review of closedown processes, deadlines and responsibilities will be undertaken for the 2019/20 accounts and this will incorporate WGA.</p> <p>Responsible officer:</p> <p>Head of Finance</p> <p>Agreed date:</p> <p>31 March 2020</p>

No.	Issue/risk	Recommendation	Agreed management action/timing
4	<p>Renfrewshire IJB Funding Arrangements</p> <p>Renfrewshire Council holds earmarked reserves of £1.232 million and other balances of £1.203 million relating to services that have been delegated to RIJB.</p> <p>Risk – There is a risk that the existing funding arrangements may not be transparent.</p>	<p>We recommend that the Council review the existing funding arrangements with RIJB and consider how any future arrangements will be processed to improve transparency.</p> <p>Paragraph 49</p>	<p>Balances attributable to the RIJB will be drawn down during 2019/20.</p> <p>Responsible officer: Head of Finance</p> <p>Agreed date: 31 March 2020</p>
5	<p>Public notice</p> <p>The Local Authority Accounts (Scotland) Regulations 2014 required the Council to give public notice for inspection and objection of the 2018/19 unaudited annual report and accounts by 17 June 2019. The public notice was published on the website on 26 June 2019 and in a newspaper on 28 June 2019, meaning this deadline was not met</p>	<p>The Council should review its procedures to ensure the statutory deadline is achieved in future years.</p> <p>Paragraph 51</p>	<p>A wholesale review of closedown processes, deadlines and responsibilities will be undertaken for the 2019/20 accounts and this will incorporate the public notice.</p> <p>Responsible officer: Head of Finance</p> <p>Agreed date: 31 March 2020</p>
6	<p>Budgetary process</p> <p>Budget reports are considered by policy boards throughout the year, however the budget setting and monitoring arrangements could be more transparent.</p>	<p>The Council could improve the transparency of the budgetary process by</p> <ul style="list-style-type: none"> producing the year end budget report in the same format as the regular budget reports publishing an amended budget to reflect decisions made by members during budget approval outlining budget changes from the prior period in each finance report. <p>Paragraph 58</p>	<p>The Council will incorporate these suggestions into a fundamental review of corporate financial management and reporting.</p> <p>Responsible officer: Director of Finance and Resources</p> <p>Agreed date: 30 June 2020</p>
7	<p>Transformation Programme</p> <p>The council forecasts a net budget gap of £45 million over the three year period 2020/23.</p> <p>In response to this the council is implementing a transformation programme aimed at reviewing and changing the way some services are delivered.</p>	<p>The Council should continue to actively engage with local and national partners to identify areas, and initiate action, to deliver the required level of efficiencies and savings.</p> <p>Paragraph 92</p>	<p>The Council will actively engage with relevant stakeholders to ensure the ongoing financial sustainability of the Council and community planning partners.</p> <p>Responsible officer:</p>

No.	Issue/risk	Recommendation	Agreed management action/timing
	 <p>Risk – The transformational change does not deliver the required savings.</p>		 <p>Director of Finance and Resources</p> <p>Agreed date: 31 March 2023</p>
8	<p>Training and development for elected members</p> <p>Councillors have not made the most of the training and development opportunities available to them.</p> <p>Risk – there is a risk that elected members do not have the necessary training to carry out their role effectively.</p>	<p>We recommend further action is required by Elected Members to review their individual training requirements with a view to agreeing tailored personal development plans to ensure they deliver, and are seen to deliver, the challenge and scrutiny that is expected of them.</p> <p>Paragraph 130</p>	<p>Officers will continue to make available a wide range of development opportunities for Elected Members and encourage attendance or participation in these. Elected members will be supported in agreeing individual development plans</p> <p>Responsible officer: Head of Corporate Governance</p> <p>Agreed date: 31 March 2020</p>
9	<p>Community Engagement</p> <p>The locality plan identifies broad outcomes for improvement, but it does not refer to localities where action will be focused nor are clear timescales for achieving these set out.</p> <p>Risk – There is a risk that outcomes do not focus on the correct localities.</p>	<p>The council should clarify within the locality plans the localities where outcomes for improvement will be focused and specify the timescales for achieving these.</p> <p>Paragraph 148</p>	<p>Narrative on agreed action Locality partnerships have been established and will develop their own action plans which the Council will support to ensure they are “SMART”</p> <p>Responsible officer: Head of Policy and Commissioning</p> <p>Agreed date 30 Sept 2020</p>

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 conclusion. The risks are categorised between those where there is a risk of material misstatement in the annual accounts and those relating our wider responsibility under the [Code of Audit Practice 2016](#).

Audit risk	Assurance procedure	Results and conclusions
Risks of material misstatement in the financial statements		
1 Risk of management override of controls 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 to change the position disclosed in the financial statements.	Detailed testing of journal entries. Review of accounting estimates. Focused testing of accruals and prepayments. Evaluation of significant transactions that are outside the normal course of business.	Conclusion: Our work identified no evidence of management override of controls at the Council.
2 Risk of fraud over income 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 ISA 240, there is an inherent risk of fraud.	Analytical procedures on income streams. Detailed testing of revenue transactions focusing on the areas of greatest risk.	We assessed the design of key controls in place at the Council and did not identify any issues that would result in an increased risk of fraud over income. Substantive (sample) testing was carried out over all areas of income including Council Tax, non-domestic rates and other income, Conclusion: we did not identify any evidence of fraud over income.
3 Fraud on expenditure Most public-sector bodies are net expenditure bodies and therefore the risk of fraud is more likely to occur in expenditure. The Code of Audit Practice expands the consideration of fraud under ISA 240 to include the risk of fraud over expenditure. This applies to	Analytical procedures on expenditure streams. Detailed testing of expenditure transactions focusing on the areas of greatest risk.	We assessed the design of key controls in place at the Council and did not identify any issues that would result in an increased risk of fraud over expenditure. Substantive (sample) testing was carried out over all areas of expenditure.

Audit risk	Assurance procedure	Results and conclusions
Renfrewshire Council due to the variety and extent of expenditure incurred in delivering services.		Conclusion: we did not identify any evidence of fraud over expenditure.
<p>4 New accounting system</p> <p>Renfrewshire Council implemented an enterprise resource planning system (Business World), in October 2018 which combines finance, HR, payroll and procurement into a single integrated application.</p> <p>The implementation of Business World during the 2018/19 financial year means that the annual accounts will be prepared using information recorded both before and after the change in system, under two different control environments.</p> <p>This introduces additional risks:</p> <ul style="list-style-type: none"> • The new control environment may be less robust • Data may not be correctly transferred to the new system • Differences in the new system may make accounts preparation more challenging. <p>The overall impact of the move to Business World is an increased risk of material misstatement in the annual accounts.</p>	<p>Gaining an understanding of Business World by reviewing process maps and through discussion with key officers.</p> <p>Detailed testing of significant transactions processed during the change period and rolled forward balances.</p> <p>Review of account/cost code mapping from legacy system to Business World.</p>	<p>We reviewed the updated key financial processes and reported a number of minor issues in our management report in May 2019.</p> <p>We tested the accuracy and completeness of the migration of ledger balances and transactions onto Business World, noting no issues.</p> <p>As expected during the implementation of any new system, additional pressure has been placed on staff, particularly in the finance function.</p> <p>We highlighted a significant issue in relation to debtors and creditors balances in the unaudited accounts, which resulted in a modified audit opinion. While this was partially related to an issue with the Business World system, the root cause was likely a combination of staff pressure during the system migration and system teething issues.</p> <p>Conclusion: The implementation of Business World has been largely successful, however staff pressures and teething issues likely contributed to errors in the unaudited accounts.</p>
<p>5 Estimates and Judgements</p> <p>There is a significant degree of subjectivity in the measurement and valuation of the material account areas of non-current assets, pensions and provisions.</p> <p>The Council holds a material amount of assets at fair value. The valuations are significant estimates which are based on specialist and management assumptions.</p> <p>The Council's net liability relating to the Strathclyde Pension Fund at 31 March</p>	<p>Review the external revaluations performed in the year, assessing whether they have been performed in a reasonable manner, on a timely basis and by suitably qualified individuals.</p> <p>Review of the pension actuary and the assumptions made in calculating the estimated pension liability.</p> <p>Review the provision for doubtful debts to assess whether it is reasonable and complete based on the</p>	<p>We assessed the reliability of experts and reviewed their work where applicable.</p> <p>We sample tested prepayments and accruals recognised in the year end accounts.</p> <p>We assessed the reasonableness of management's provision for doubtful debt.</p> <p>We tested the completeness and accuracy of other provisions within the accounts.</p> <p>Conclusion: No issues were identified in relation to</p>

Audit risk	Assurance procedure	Results and conclusions
<p>2018 was £160.466 million. This value is an estimate based on a number of assumptions from the pension fund actuary.</p> <p>At 31 March 2018 the Council held a provision for doubtful debts of £25.865 million. This provision is based on the assessed likelihood that debts are recoverable.</p> <p>This subjectivity represents an increased risk of material misstatement in the financial statements.</p>	<p>perceived risk that the debt will not be recovered, and in line with historic experience.</p> <p>For any other areas of estimation and judgement we will carry out focussed substantive testing of provisions and accruals.</p>	<p>estimates and judgements within the accounts. (Note that a material adjustment to the pension figures was required, however this related to a change in circumstance following approval of the unaudited accounts and was not an estimation error).</p>
<p>6 Changes to Code of Practice on Local Authority Accounting</p> <p>There are two changes to local government financial reporting requirements that may impact on Renfrewshire Council's annual accounts.</p> <p>IFRS 9 has been adopted, which may impact the accounting treatment for the Council's financial assets.</p> <p>Additionally, the Code now states that transactions between different Council services are not allowed within the Comprehensive Income and Expenditure Statement.</p> <p>Management will need to assess the impact of the above on Renfrewshire Council and make any required changes.</p>	<p>Review of management's assessment of the impact of changes to the Code on Renfrewshire Council.</p> <p>Focussed testing on areas where changes have been processed.</p>	<p>We reviewed the unaudited accounts to confirm whether the expected changes had been made.</p> <p>We reviewed working papers and sampled entries to obtain assurance that changes had been processed accurately in line with the updated Code.</p> <p>Conclusion: The required removal of internal recharges had not been processed correctly in 2018/19 and had not been applied to the comparative 2017/18 figures as required by the Code. Management processed the required adjustments to correct for this in the audited accounts.</p>
<p>7 Capacity of finance function</p> <p>A risk around the capacity of the finance function was raised in our 2017/18 audit plan and we noted in our 2017/18 report that the submission for the Whole of Government Accounts was not received prior to the required deadline.</p> <p>As there have not been significant changes to staffing, and ongoing pressures exist in 2018/19 there remains a risk of issues arising in the preparation and audit of the financial statements.</p>	<p>Regular meetings with management</p> <p>Focussed audit testing on areas where prior year errors were noted.</p>	<p>Conclusion: As detailed in risk 4 (new accounting system), pressures on staff due to the system change likely contributed to errors in the unaudited accounts.</p>

Audit risk	Assurance procedure	Results and conclusions
Risks identified from the auditor's wider responsibility under the Code of Audit Practice		
8 Financial sustainability		
<p>Renfrewshire Council projected a net drawdown of reserves of £1.132 million in 2018/19. This requires £10.298 million of savings during the year.</p>	<p>Review of budget monitoring reports during the year and comments on the financial positions with the annual audit report</p>	<p>Senior management review savings via the <i>Better Council Change Programme</i>. This is formed of a number of workstreams and progress is monitored for each service areas by relevant policy boards.</p>
<p>Financial pressures are expected to continue in the medium term with the Council estimating an annual savings requirement of £15.000 million in 2019/20.</p>	<p>Attendance at board meetings</p> <p>Monitor of performance against savings plans</p> <p>Monitoring service delivery KPIs</p>	<p>In June 2019, a paper was taken to the Leadership Board discussing more transformational change within the Council from 2020/21 onwards.</p>
<p>Meeting these savings targets is expected to require changes to the way the Council delivers services, and there is a risk that this will affect the quality of the services provided.</p>	<p>Assessment of savings plan for 2019/20 and beyond.</p>	<p>Service level revenue budget monitoring reports are taken to relevant Council policy boards and a Council overview budget monitoring report is taken to the Finance, Resources and Customer Services Policy Board. In the 2017/18 annual audit report, we noted that there was scope to improve the transparency of the monitoring reports by reporting changes to budgets. We noted that in 2018/19, the narrative sections of the reports disclose budget changes more clearly but there is still scope to improve the quality and transparency of the reports by including prior period annual budget information.</p>
		<p>Conclusion: Successful delivery of the planned Transformational Change Programme is fundamental to the Council's ability to safeguard its ongoing financial sustainability.</p>
		<p>Further audit work: We will continue to assess the Councils arrangements for implementing the new Transformational Change Programme over the coming years. This work will feature as one element of the wider Financial Sustainability risk in our Annual Audit Plan for 2019/20.</p>

Appendix 3

Summary of national performance reports 2018/19

 2018/19 Reports		
Local government in Scotland: Challenges and performance 2018		Apr
Councils' use of arm's-length organisations		May
Scotland's colleges 2018		Jun
		Jul
Forth Replacement Crossing		Aug
Children and young people's mental health		Sept
NHS in Scotland 2018		Oct
Health and social care integration: update on progress		Nov
		Dec
		Jan
		Feb
		Mar

Scottish Fire and Rescue Service: an update

The National Fraud Initiative in Scotland 2016/17

Major project and procurement lessons

Superfast broadband for Scotland: further progress update

Local government in Scotland: Financial overview 2017/18

Local government in Scotland: Challenges and performance 2019

Local government relevant reports

[Local government in Scotland: Challenges and performance 2018](#) – April 2018

[Councils' use of arm's-length organisations](#) – May 2018

[Health and social care integration: update on progress](#) – November 2018

[Local government in Scotland: Financial overview 2017/18](#) – November 2018

[Local government in Scotland: Challenges and performance 2019](#) – March 2019

Renfrewshire Council

2018/19 Annual Audit Report

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To: Audit, Risk and Scrutiny Board

On: 4 November 2019

Report by: Director of Finance and Resources

Heading: Strategic, Corporate and Service Risks, Mid-year Report

1. Summary

- 1.1 In keeping with 'Risk Matters,' the council's risk management policy and strategy, the Board is provided with a mid-year progress report on the management of the risks recorded in the strategic and corporate risk registers and service risk plans.
- 1.2 This paper provides an overview of the midyear progress report on the risks. The appendices attached provide:
- Appendix 1: Register of longer-term strategic and corporate risks (at 30/09/2019)
 - Appendix 2: Register of longer-term significant service risks (at 30/09/2019)
 - Appendix 3: List of all 'business as usual' risks with current progress on any linked actions yet to be completed.
-

2. Recommendations

- 2.1 It is recommended that the Board notes and is assured by the progress being made by the council in managing the risks identified.
-

3. Background

- 3.1 When the identified risks were approved by the Board in May, the following risk profile was noted:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	00	06	01	07
No. of Corporate Risks:	00	04	13	01	18
No. of Service Specific Risks:	00	10	10	00	20
					45

3.2 Of the 45 risks, 1 was imminent, 14 were longer-term and 30 were 'business as usual' (BAU).

3.3 The top longer-term risks were noted as:

TOP 3 STRATEGIC Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
1) Reducing inequalities in Renfrewshire	04	05	20	V.High
2) Delivery of Community Empowerment expectations	04	04	16	High
3) Preparing for the longer-term impacts of Brexit	04	04	16	High
TOP 3 CORPORATE Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
1) Financial sustainability	05	05	25	V.High
2) Welfare reform impacts	04	04	16	High
3) Better Council Programme – benefits realisation	03	04	12	High
TOP SERVICE Long-term Risk Areas	Likelihood	Impact	Score	Evaluation
Chief Executive Services				
1) Renfrewshire Events Strategy	03	04	12	High
2) Regeneration of Renfrewshire's Town centres	03	04	12	High
Children's Services				
1) (CS are all strategic, corporate, BAU or project risks)				
Communities, Housing & Planning				
1) House building and community regeneration	03	04	12	High
Environment & Infrastructure				
1) Analogue to digital switchover - impact on infrastructure				Moderate
Finance & Resources				
1) Insurance cover for predecessor organisations	03	04	12	High

3.4 At the mid-year review the following changes can be noted:

- **There has been a transfer of one risk from the corporate to the strategic risk register.** On 27 June 2019, Renfrewshire Council declared a climate emergency, with many other local authorities in the UK and Scotland making the same declaration. In light of the Council motion, the climate risk which has been recorded on the corporate risk register for a number of years, has now transferred to the strategic risk register and in the coming weeks the risk will be re-focused to reflect the more strategic nature of the risk, in that the actions now required to respond to the climate emergency are potentially complex and multi-faceted, and it is recognised that these need to be supported by organisations across all sectors, and in partnership with local communities. It should be noted that while the risk was 'corporate' it was evaluated as 'moderate' but in light of recent changes and once the risk is re-focused, at re-assessment it will most likely be increased in its evaluation to 'high.'
- **There has been an amendment to one of the top 3 corporate risks.** The Better Council Programme risk has been replaced with a new risk reflecting the launch of [Right for Renfrewshire, the refreshed Change and Transformation Programme](#). A further change has been made in that the separate Workforce Development risk has now been merged with the new Right for Renfrewshire risk. The new Right for Renfrewshire risk has been written as a high-level risk, recognising that the programme itself is supported with more detailed risk registers.

- 3.5 There are no further material changes and so the profile at the mid-year point is as shown below:

Evaluation:	Low	Moderate	High	Very High	Total
No. of Strategic Risks:	00	01	06	01	08
No. of Corporate Risks:	00	02	13	01	16
No. of Service Specific Risks:	00	10	10	00	20
					44

- 3.6 Of the 44 risks, 1 remains imminent (preparing for a no deal Brexit), 13 are longer-term and 30 are 'business as usual' (BAU).
- 3.7 This section of the paper provides a brief narrative on all the top longer-term risks. The details for each are contained within the appendices attached.

Strategic

3.7.1 Reducing inequalities in Renfrewshire

Reducing inequalities remains a priority for the Council. An Alcohol and Drugs Commission for Renfrewshire has been established, focused on supporting local people and communities and improving life outcomes. The Commission has held three meetings to date, has agreed key themes and has launched an extensive programme of engagement with frontline staff as well as individuals and families with lived experience. In June 2019, the Local Child Poverty Action Plan, developed in partnership with the HSCP and NHS GGC, was published, the learning from which will influence the direction of the Tackling Poverty year 3 programme and in partnership with Macmillan Cancer Support we have developed the Improving the Cancer Journey (ICJ) project in Renfrewshire. We have also revised the Equality Impact Assessment process and updated guidance has been developed to incorporate the new Fairer Scotland duty.

3.7.2 Delivery of community empowerment expectations

Work continues with partners to strengthen community empowerment activities within Renfrewshire. Significant work has been undertaken to roll out the new model of Local Partnerships. A very successful pilot of participatory budgeting has been undertaken with young people in Renfrewshire, which will help us to learn and build on this approach to develop mainstream participatory budgeting activities in Renfrewshire.

The Community Empowerment, Green Spaces and Village Investment Funds are established and making awards to local community groups and organisations.

3.7.3 Preparing for the longer-term impacts of Brexit

As part of our preparations for the potential longer-term impacts of Brexit, a Strategic Brexit Officers Group (SBOG) has been established. The group is chaired by the Director of Finance and includes key officers from across service areas. The SBOG, which sits alongside the Brexit Readiness Working Group, is focused on the strategic risks to the council and the area. It has a particular focus on employment, the local economy, the council's own workforce and the potential impact on Renfrewshire's most vulnerable households.

3.7.4 Financial Sustainability

The Council was updated with regards the financial position and outlook in a [report to Council in September 2019](#), which outlined that while the current financial position of the council is stable, the outlook is characterised by uncertainty and over the medium term significant financial challenges remain. The central planning assumption is for the council to face a £45m budget gap over the next three years, with key risks remaining in relation to the level of revenue grant from the Scottish Government, and possible material disruption to the UK and Scottish economy from a no-deal Brexit scenario. It is likely that single year budget settlements will continue adding further uncertainty to financial forecasts.

The Council continues to adopt a medium-term perspective in developing budget planning, with the Right for Renfrewshire programme underpinning the bulk of anticipated savings and efficiencies over this period with a target of £25m being set; with the balance of savings anticipated to come from a range of tactical savings delivered by services, further corporate finance savings and limited cash growth for IJB services.

3.7.5 Welfare Reform Impacts

Universal Credit is live across Renfrewshire for all new claims however the pace of rollout has slowed, with the migration of remaining legacy benefit claims not expected to progress until after April 2020. The service has ensured that well-developed management arrangements are in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reductions caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities. The administration arrangements and spend for Scottish Welfare Fund and Discretionary Housing Payments continue to be monitored and effectively managed.

The council continues to be represented by senior officers in discussions at a national level on a range of welfare reform issues, including Universal Credit rollout and the local arrangements for the delivery of Scottish Social Security benefits. The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.

3.7.6 Delivery of Right for Renfrewshire

The ongoing transformational change agenda makes for a highly complex and challenging business environment which, if not co-ordinated and managed effectively across all aspects of the council's business, could result in benefits not being delivered and impact significantly on future service delivery and the longer-term effectiveness of the organisation.

The current programme of transformation activity (Right for Renfrewshire) continues to be monitored by a dedicated Programme Management Office (PMO). PMO activity includes, but is not limited to, pan-organisational programme/ project management, the supervision of project benefit delivery and management of associated risks. Right for Renfrewshire PMO and partners from across Council Services track delivery of project deliverables against agreed milestones and ensure the realisation of financial and non-financial benefits. When risks to the delivery of these benefits are identified, they are escalated to the dedicated Right for Renfrewshire programme board where mitigation options are presented to identify alternative means of delivering programme benefits.

Right for Renfrewshire progress is currently reported weekly (as at Oct'19) with a 3 weekly update session at council CMT, and forms a standing agenda item at this forum. Between these sessions, any major risks to benefit delivery (Quality, Cost, Delivery) are escalated, as required, to Directors (acting as Project Executives), Head of Transformation (acting as Project Assurance), Dir. Finance (acting as Senior Responsible Owner) and Chief Executive (Acting as Programme Sponsor).

Service departments

3.7.7 Renfrewshire Events Strategy

Delivery of the Renfrewshire Events Strategy is a key strategic priority for the council, with events estimated to contribute over £5m to the economy by 2022. Events are growing in profile and in turn audience numbers. It is imperative that public safety and crowd management is at the heart of all planning and delivery of the events. In order to manage and mitigate the risk around public safety and crowd control the events team have undergone 4-day training programme delivered by the Emergency Planning College on Crowd Management and Public Safety at Mass Gatherings with a planned session on Counter Terrorism being delivered by Police Scotland prior to the major winter events programme. An external review of all Event Safety documentation was commissioned and the outcome of this used to shape the management plan for the 2019 winter events programme. An emergency table top exercise was carried out in advance of the winter programme looking at responses and mitigations to various event related incidents and these will continue to take place Quarterly. Formal debriefs and learnings from each event have been used to create an action log informing improvements in future events.

In response to the growth of the events programme, (in particular Halloween and the winter programme), and the council's in-house health and safety capacity being stretched, an external health and safety consultant has been commissioned to work with the events team. Whilst corporate Health and Safety maintain an overview and play an active part on the day of events, the consultant is dedicated to the pre-planning, build, event and derig. Capacity for the in-house H&S team is an ongoing challenge and this will require further consideration for longer-term ambitions.

3.7.8 Regeneration of Renfrewshire's Town centres

The regeneration of Renfrewshire's Town Centres is a key priority for the service and detailed Town Centre Strategies have been agreed for Linwood, Johnstone, Erskine, Braehead and Renfrew. Following the positive impacts of the City of Culture Bid, the Council has ambitious plans to develop Renfrewshire's 'cultural assets' to support the regeneration activity across the LA area. The significant investment planned will have a significant impact on Paisley, Johnstone and Renfrew Town Centres and the wider Renfrewshire area the detail of which is noted under the Cultural Infrastructure and Regeneration risk

3.7.9 House building and community regeneration

The provision of high-quality affordable housing is a key component of improving the quality of life in Renfrewshire and is an integral part of the regeneration strategy that must be delivered. The council is working with Housing Association partners to build more affordable homes in Renfrewshire, the Scottish Government have announced a target of 50,000 new affordable homes in Scotland, the council is progressing Community Growth Areas across Renfrewshire and using new approaches to attract new development and investment.

3.7.10 Analogue to digital switchover - impact on infrastructure

The hosted UTC system which removes our dependency on BT analogue comms lines for traffic signals has been awarded to Siemens. The project start date is 28 October 2019 and it is due to be completed by the end of March 2020. Tenderers were made aware at time of tender that BT lines would be removed and part of the scope of the project was to provide alternative independent communications. The winning tenderer has put forward specialised 4G mobile communications for traffic signals as its chosen solution. It is the tenderer's responsibility to present a working communications network at the completion of the installation phase (checked on site by consultant inspectors employed by the Council) and to maintain the communications network in fully working order for the next 10 years. Failure of the tenderer to complete the installation phase on time is subject to the usual default contract terms.

3.7.11 Insurance cover for predecessor organisations

With insurance gaps identified for some predecessor organisations, and legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims. The council has however been working with an insurance archaeologist and has now had some success in both identifying old insurance policies and having successor insurance companies confirm acceptance of cover for those policies. This now greatly assists in the organisation's ability to trace and therefore fund or partially fund potential insurance claims of a historic nature.

- 3.8 The Corporate Management Team is responsible for monitoring the Strategic Risks and the Corporate Risk Management Group monitors the corporate risk register on a quarterly basis on behalf of the Corporate Management Team. Progress against actions is largely in line with expectations.
- 3.9 It should be noted that actions coded "RR" exist only for the benefit of reducing or containing the risks or auditing arrangements for managing risks, whereas actions with other prefixes reflect improvement activities that lie within the services' improvement plans that have been linked through to the risk registers for completeness where they have a knock on benefit to the related risk.

Implications of the Report

- 1. **Financial**
The Corporate Risk Management Group (on behalf of the Corporate Management Team), considers that recurring costs associated with the measures in place for each risk are proportionate to the level of risk, as are the costs relating to actions underway.
- 2. **HR & Organisational Development**
There are no HR and OD implications in relation to the provision of this progress report – however refer to 3.4 of covering paper regarding the refreshed transformation programme and the workforce development risks.
- 3. **Community/Council Planning**
There are no Community/ Council Planning implications in relation to the provision of this progress report.

4. **Legal**
There are no legal implications in relation to the provision of this progress report.
5. **Property/Assets**
There are no property/ asset implications in relation to the provision of this progress report.
6. **Information Technology**
There are no ICT implications in relation to the provision of this progress report.
7. **Equality & Human Rights**
There are no direct E&HR implications in relation to the provision of this progress report.
8. **Health & Safety**
There are no health, safety or wellbeing implications in relation to the provision of this progress report.
9. **Procurement**
There are no procurement implications in relation to the provision of this progress report.
10. **Risk**
As per the subject matter of this report.
11. **Privacy Impact**
There are no privacy implications in relation to the provision of this progress report.
12. **Cosla Policy Position** – not relevant to report recommendations
13. **Climate risk** – There are no climate risk implications in relation to the provision of this progress report – however refer to 3.4 of covering paper regarding transfer of climate risk from corporate to strategic risk register.

List of Background Papers

- (a) Strategic, Corporate and key Service Risks, April 2019
– to board, May 2019

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Karen Locke, Risk Manager, 07506 957 037, Karen.Locke@renfrewshire.gov.uk




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Appendix 1: Longer-term Strategic and Corporate Risks

Strategic Risks

✓ Reshaping our place, our economy and our future







Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.01.01 Preparing for the longer-term impacts of Brexit</p> <p><u>Context:</u> *Economic growth and employment *EU funding *Suppliers and markets which may impact the provision of services *The financial position of the Council (including pricing and currency fluctuations) *Poverty (including food poverty) *Potential increased numbers of citizens returning to the UK where previously resident in an EU country *The EU Settlement scheme *City Deal, Cultural infrastructure programme, AMIDS *Impact on workforce planning</p>	Regardless of whether the UK leaves the European Union with a deal or with no deal, there will be longer term challenges for Renfrewshire that require to be effectively managed with partners, otherwise there could be sustained impact in several areas including unemployment, the local economy, manufacturing, grant funding, research and development, food instability, and increases in the cost of living and vulnerability.	Strategic Brexit Focus Group	<p>Top controls</p> <ul style="list-style-type: none"> Community Planning Partnership Brexit workshop undertaken and initial CPP risk assessment and action plan established with follow-up sessions arranged Maintaining a high level of understanding of the current position in relation to EU funding and maximising current benefits Maximum drawdown of existing funds identified Ongoing engagement in development process for new funds (successor to EU funding) Scotland Excel and Corporate Procurement monitoring Suppliers and markets which may impact the provision of services on ongoing basis Council's financial position Analysis and ongoing review of the council's financial position based on independent advice of investments and reserves Procurement/ budget monitoring for increase in supplier costs 	04	04	16 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
SRR.19.01.01a	Strategic Brexit Focus Group to be established now to scope out and take ownership of the risk and identify required actions	<p>SBOG has been established, agreed Terms of Reference, reviewed COSLA's risk framework and are using this as part of discussion at this stage.</p> <p>Key areas of focus are: Employability/advice services Funding issues Staffing issues for Renfrewshire Council</p> <p>Linking to updates from other groups and getting oversight of broader picture across services areas on longer-term impacts and any national work on this Renfrewshire Council is involved in.</p>		Head of Policy & Commissioning	30-Apr-2019	✓
SRR.19.01.01b	To ensure that the council engages with Police Scotland to understand the arrangements for intelligence sharing with EU nations that are being agreed by Police Scotland/ UK Police	Regular meetings with The Police Scotland L Division EU-Exit Liaison Officer are established to discuss all aspects of the Eu Exit preparations		Senior Civil Contingencies Officer	30-Jun-2019	✓

SRR.19.01.01c	Take forward any related actions post 25 March Community Planning Partnership meeting on the impact on the research sector for manufacturing and business development	Brexit related issues continue to be monitored and discussed by CPP on the agendas of meetings and recognised as a priority for next 12 months in the CPP annual report.	Head of Policy & Commissioning	30-Jun-2019	
SRR.19.01.01d	Take forward any related actions post 25 March Community Planning Partnership meeting on impact on third sector (post EU funding)	Brexit related issues continue to be monitored and discussed by CPP on the agendas of meetings and recognised as a priority for next 12 months in the CPP annual report.	Head of Policy & Commissioning	30-Jun-2019	
SRR.19.01.01e	Undertake a health check/ financial stability of construction suppliers	Our strategic critical suppliers, including construction suppliers, have been identified and their capacity and contingency planning assessed. We continue to monitor contractor financial stability using Dun and Bradstreet (our financial checker) and are alerted to any changes. The level of impact will be determined by the nature of the exit.	Strategic Procurement Manager	30-Jun-2019	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.01.03 Delivery of City of Culture 2021 Legacy</p> <p><u>Context:</u> The bidding process for the UK City of Culture title itself has generated a new-found confidence and pride across our communities, businesses and partners and we will continue to build on this. As a result of bidding for the title, we have secured a £100million package of investment to reinvigorate some of our key venues in Paisley and also make a number of improvements to our town centre. An additional £7.5m has been invested in securing the cultural legacy with an enhanced events and marketing programme, and new resources to develop the capacity of the cultural sector. A partnership board legacy action plan has been developed to continue the ambition to achieve the bid's original long-term aims to significantly grow Paisley's creative economy, transform its reputation, see the town recognised for its cultural excellence, lift communities out of poverty, and turn Paisley town centre into a vibrant destination.</p>	Failure to realise the strategic cultural, social and economic regeneration targets established as part of the 2021 Bid would represent a missed opportunity and could result in reputational damage to the Council and our partners.	Director of Communities, Housing & Planning	<p>Top controls</p> <p>(1) The Partnership Board and Executive Team established to develop the 2021 bid have committed to continued collaboration and the development and implantation of a bid legacy action plan</p> <p>(2) Council has agreed capital and operational budgets to support infrastructure, events/cultural programme development and cultural regeneration programmes</p> <p>(3) Additional funding discussions are being taken forward with Scottish Government and individual funders identified during the bid</p> <p>(4) A bid legacy action plan has been agreed that identifies activities that will deliver step changes by 2027 across economic, reputational, social, cultural and town centre outcome areas</p> <p>(5) A delivery team is being established to focus on the delivery of the action plan and continued support of the partners</p> <p>(6) A programme management framework and risk register is being established to ensure visibility of progress within the partnership governance model</p>	03	05	15 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CS.SIP.19.01c	Increase the role of arts and creativity in the school curriculum from early years through to the senior phase.	A Creative Learning Showcase was held in May 2019 with contributions from Paisley schools. Whole class delivery and family initiatives are becoming embedded as part of the Music Service programme of work		Head of Early Years and Broad General Education	31-Mar-2020	
SRR.18.01.02a	Delivery of the bid legacy action plan	<p>The cultural regeneration team connected to the delivery of the bid legacy action plan has been in place for a year. The bid legacy action plan is now titled 'Future Paisley'.</p> <p>Progress is overseen and driven forward by the internal Future Paisley steering group (a cross-departmental group comprising officers including the Chief Executive, Director of CHAPS, and others) and the external Future Paisley Partnership Board comprising 21 partnership organisations alongside the council.</p> <p>A Future Paisley Year Overview report, which will provide a comprehensive update on Future Paisley in the past 12 months alongside upcoming highlights, will be presented to the leadership Board meeting of 4th December 2019.</p>		Strategic Lead (Paisley Partnership)	31-Dec-2027	






Building strong, safe and resilient communities





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
SRR.19.02.04 Delivery of Community Empowerment expectations		The council needs to build on its experience in consulting with its residents and communities to ensure effective processes are in place for all aspects covered by the Act otherwise there could be reputational risks around delivery of expectations associated with the Act, financial and operational risks associated with service delivery, and financial and liability risks associated with community asset transfer.	CMT	Top controls (1) Community level governance arrangements are currently being reviewed to assess how they can facilitate engagement from local communities. In particular, the review has explored how Local Area Committees can meet the requirements of the Community Empowerment (Scotland) Act, and provide an enhanced role for communities to engage with the wider Community Planning Partnership. (2) Following a review, a new process is currently being developed and piloted which reviews how the Council works with community groups. This pilot will see officers working alongside community organisations to develop a more detailed framework of activity. This would include developing detailed principles for the Council's engagement and support, and creating a process which is more efficient for the Council, and transparent for community organisations (3) Community Asset Transfer - Implementing (and reporting on) the Community Empowerment (Scotland) Act 2015 including Community Asset Transfer requests	04	04	16 High
<u>Context:</u> The Community Empowerment (Scotland) Act 2015 and places a wide range of requirements on local authorities. The Act is intended to empower community bodies through the ownership or control of land or buildings and by strengthening the voice of communities in the planning and delivery of public services. Some parts of the act have come into force while others have still to be enacted.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
CE.SIP.19.02.34	Work with communities to develop local action plans to tackle the issues people care about most	All Local Partnerships have now agreed a set of working priorities for their area to inform their work programme going forward. These will continue to be developed over the development of the Local Partnerships.			Strategic Partnerships and Inequalities Manager	31-Mar-2021	
CE.SIP.19.02.35	Implement findings from review of corporate grants process and monitoring arrangements	An Action Plan is now in place to implement key recommendations from the review, and agreed by the Corporate Management Team.			Tackling Poverty & Welfare Reform Manager	31-Dec-2019	
CE.SIP.19.02.36	Implement new Local Partnership Model	Local Partnerships have now had three meetings each, agreeing their membership, local priorities and distributing the grants.			Tackling Poverty & Welfare Reform Manager	31-Dec-2019	
CE.SIP.19.02.37	Deliver framework for mainstreaming Participatory Budgeting	Work is underway with services to develop the framework. This was also discussed at Cross Party Sounding Board where members agreed the approach for raising awareness about Participatory Budgeting with elected members more broadly.			Tackling Poverty & Welfare Reform Manager	31-Mar-2021	
SRR.19.02.04a	Audit Plan - review of the governance arrangements for aspects of the legislative requirements for community empowerment	This audit is due to commence in December 2019.			Chief Auditor	30-Jun-2020	
SRR.19.02.04b	Audit Plan - review of the arrangements for grant administration.	This audit is due to commence towards the end of the year.			Chief Auditor	30-Jun-2020	



Tackling inequality, ensuring opportunities for all

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>SRR.19.03.07 Reducing inequalities in Renfrewshire</p> <p><u>Context:</u> The council plays a key role in tackling inequalities and providing the best possible services to our communities, particularly those who are experiencing the poorest outcomes. As well as our focus on health and wellbeing, we are also committed to support vulnerable individuals, groups or communities through early intervention and prevention, responding to poverty, supporting routes to employment as well as dealing with welfare reforms. Our aim is to enable sustainable, quality services in a context of demographic and financial changes.</p>	If we don't have a co-ordinated approach to tackling inequalities across Renfrewshire (including for example, the causes and consequences of poverty), this could jeopardise the effort in reducing both the short-term impacts on households but also have wider long-term consequences on attainment and health for people living on low incomes	Head of Customer & Business Services; Head of Policy & Commissioning	<p>Top controls</p> <p>(1) £5 million Council funding allocated to progress range of targeted initiatives and interventions</p> <p>(2) Robust programme management processes in place</p> <p>(3) Governance structure agreed for reporting progress and budgetary monitoring</p> <p>(4) Preparation for the roll out of Universal Credit full service and wider changes across the Scottish and UK Social Security Systems</p> <p>(5) Attainment Challenge Plan for Renfrewshire, including</p> <ul style="list-style-type: none"> . Additional staffing resource to support schools . Monitoring and tracking of data on attainment . Use of standardised assessments . Establishments and services engaging in self-evaluation to improve learning and teaching . Establishment Review Teams monitoring performance and linking to inspection activity . Investing in the Education Workforce plan 	04	05	20 V.High
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CE.SIP.19.03.39	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services. Work is currently underway to develop the programme for Year 3, particularly considering learning from the Local Child Poverty Action Report		Partnership Manager; Sr Planning & Pol Dev't Officer	31-Mar-2021	
CE.SIP.19.03.41	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	The team continue to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the Fairer Scotland duty.		Sr Planning & Pol Dev't Officer	31-Mar-2021	
FRSIP18.03.07	Provide effective support to people affected by the introduction of Universal Credit Full Service by September 2018 onwards	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC are gradually rising month on month. The council directs people to the CAB help to claim service and provides support in relation to council tax reduction and housing costs.		Head of Customer & Business Services	31-Mar-2020	
CE.SIP.19.03.40	Implement Year 2 of the Tackling Poverty Programme funding	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services, with budgets for Year 2 agreed by Leadership Board in early 2019.		Tackling Poverty & Welfare Reform Manager	31-Mar-2020	
CE.SIP.19.03.45	Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	In partnership with Macmillan Cancer Support and Renfrewshire HSCP, Renfrewshire Council are leading the development of the Improving the Cancer Journey (ICJ) project in Renfrewshire. Sound governance of the project is crucial to its success and in recognition of this a project board, working group and service user groups have been established during 2019/2020.		Head of Policy and Commissioning	31-Dec-2019	




		Recruitment of the two ICJ co-ordinators posts is well underway and are expected to be in post by November 2019.			
CE.SIP.19.03.46	Establish and support the Renfrewshire Alcohol and Drugs Commission	<p>Significant work has been undertaken to establish and support Renfrewshire Alcohol and Drugs Commission. The aim of the Commission is:</p> <p>'to establish a true picture of drug and alcohol use in Renfrewshire, and to make recommendations on what partners can do together to support local people and communities adversely affected by drug and alcohol use and to improve life outcomes.'</p> <p>Commission meetings have taken place in March 2019, May 2019 and August 2019 and the Commission has agreed to focus on the following themes:</p> <ul style="list-style-type: none"> • Supporting those with the highest need / suffering the most severe disadvantage. • Prevention and early intervention. • Recovery. <p>A programme of engagement activities has been undertaken and Commission members have been supported to engage with individuals with lived experience, and with frontline staff and managers from across Renfrewshire.</p> <p>It is intended that recommendations from the Commission's work will be reported in early 2020.</p>	Head of Policy and Commissioning	31-Dec-2019	
CS.SIP.19.01b	Improve employability skills and support all of our young people to enter positive destinations and sustained post-school destinations.	Following a review of actions taken by all secondary schools, a number of actions are being taken forward to ensure all young people are supported into positive and sustained destinations. Working with SDS, access to the data hub is ensuring that each school has the most up to date and accurate information in order to inform decision making.	Head of Schools; Education Manager (Senior Phase)	30-Jun-2020	
CS.SIP.19.01d	Continue to develop partnership links and collaborative arrangements with the Further Education sector, employers and commerce in line with the Commission for Developing Scotland's Young Workforce Report.	<p>A range of vocational programmes offered by West College Scotland continue to offer opportunities for young people to develop the skills and knowledge required to prepare them for the world of work. The model of joint delivery of a some vocational programmes between school and college has been very successful and has impacted positively on retention rates and successful accreditation.</p> <p>There has been a significant increase in the number of young people applying for Foundation Apprenticeships for session 2019-20 (83 completed applications to date) with the shorter model proving a popular option.</p> <p>Representation from Children's Services on the Renfrewshire Community Benefits Forum has significantly increased awareness of the opportunities which are available to young people in terms of work experience, mentoring and potential employment post school, and schools are now benefitting from these.</p> <p>The delivery of an SQA course in early learning and childcare is being piloted with an external provider across 2 schools with plans to expand this provision. In addition, schools are more actively pursuing links with businesses and employers within their own localities.</p> <p>Work done this session between schools, local authority personnel and wider partners in terms of processes to support young people into post school positive and sustained destinations, should see an improvement in this area.</p>	Head of Schools; Education Manager (Senior Phase)	31-Mar-2020	

CS.SIP.19.03c	Deliver on the Attainment Challenge workstreams.	<p>In May, the Deputy First Minister, visited the authority to recognise the progress made in relation to closing the poverty-related attainment gap. This led to a number of authorities visiting the authority to share learning and practice during this period.</p> <p>As part of the numeracy work, a group of 19 Head Teachers, Class Teachers and Central Team staff participated in the professional learning visits to Stanford University in California. Following this, 172 children participated in an immersive experience of creative and flexible mathematics camps which was hosted over two weeks.</p>	Director of Children's Services	31-Mar-2020	
CS.SIP.19.03e	Reduce inequalities and deliver improved health and wellbeing outcomes for children and young people	<p>The Health and Wellbeing Development Officer leads on a wide range of HWB activities including:</p> <ul style="list-style-type: none"> •Promoting Positive Mental Health in collaboration with EPS to provide a model for schools that includes NHSGGC Healthy Minds framework for early intervention and aligns with the recommendations from the Mental Health Strategy 2017-27. •Providing establishments with a mental health resource and supplementary toolkit to ensure that all staff working with CYP receive the same high-quality professional learning experience by December 2019. This will support the ambition that all children and young people (CYP) receive the right help at the right time. •In partnership with the Chooselife co-ordinator, sessions in 'understanding self-harm' and 'understanding suicide', along with suicide prevention courses like safeTALK and ASIST have been well-attended and highly evaluated. •In line with Scottish Government's commitment to LGBT Inclusive Education, we have provided training for secondary staff and will provide LGBT awareness raising training for primary establishments and professional learning on tackling homophobic, bi-phobic and transphobic bullying. 5 secondary schools and 3 primary schools currently pursuing LGBT Charter award. •Almost all primary establishments are formally teaching social and emotional literacy using programmes, for example Promoting Alternative Thinking Strategies (PATHS), Emotion Works, and Bounce Back. •Progressive and coherent substance misuse planners aligned to the national CfE benchmarks, have been developed, in partnership with GGC Health colleagues. These are being trialled in schools and will be evaluated and amended as appropriate. •Counselling services remain in all secondary schools provided by Lifelink. Place2Be counselling services are present in targeted primary and secondary schools. •In response to the national Personal and Social Education Review we are consulting with young people in Renfrewshire to develop a 'Framework for Personal and Social Education in Renfrewshire' 	Education Manager (Quality Improvement)	31-Mar-2021	
CS.SIP.19.04g	Support and challenge staff in more effective use of data to understand children's needs and drive further improvements.	<p>There continues to be a high level of engagement with the data analysis workstream across all establishments. Support in this quarter has been focused on secondary staff in PT Data Literacy role. This support has allowed these staff to develop robust evaluations of their work and develop next steps.</p> <p>All schools continue to be supported and challenged through quality improvement visits where data trends are discussed, and next steps identified.</p>		31-Mar-2021	
FRSIP.19.03.05	Continue to provide effective support following the introduction of full service and	Universal Credit (UC) Full Service went live across Renfrewshire area on 18/09/2018. The numbers of people claiming UC are gradually rising month on month and are in line with the council's estimates. The council directs people to	Head of Customer & Business Services;	31-Mar-2020	

	make appropriate adjustments once clarity emerges from the UK Government on their planned timeline for the managed migration for Universal Credit Full Service	the CAB help to claim service and provides support in relation to council tax reduction and housing costs. The DWP is currently piloting the rollout of managed migration in the Harrogate area in England, with no significant wider rollout expected before April 2021.			
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Creating a sustainable Renfrewshire for all to enjoy

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation		
SRR.19.04.08 [Was corp, now strategic risk] Climate Change, Sustainability & Adaptability		If the council does not make the most of opportunities associated with climate change, sustainability and adaptability, there is a risk of missed opportunities for maximising savings and the potential for financial penalties.	Director of Finance & Resources	Top controls (1) The Council has used the Climate Change Assessment Tool – helps public sector organisations in Scotland self-evaluate their performance under the public sector duties of the Climate Change (Scotland) Act 2009 (2) The Carbon Management Plan has specific objectives to reduce emissions and these are included in other key documents such as the Council Plan (3) Implementation of the Corporate Asset Management Strategy ensures that property assets are managed effectively and efficiently through the provision of relevant management and performance information (4) The Energy Management Team: . ensure energy management initiatives are aligned to the capital investment programme and corporate asset strategy to optimise use of property estate and reduce overall running costs and energy consumption levels . promote reductions in energy usage and advise employees and residents about energy efficiency (5) Through the Procurement Unit, sustainability and community benefits are considered in the development of all contract strategies	02	04	8 Moderate		
<u>Context:</u> . Protecting and enhancing the Green Belt and strengthening landscape character in Renfrewshire . Stabilising Renfrewshire’s population . Protecting and sustaining human health and enhancing human wellbeing. . Ensuring better integration between transport and land use planning and increasing the proportion of trips undertaken by walking, cycling and public transport . Protecting and enhancing the water environment and promoting sustainable flood risk management . Improving air quality and reducing the level of airborne pollutants . Reducing green-house gas emissions . Reducing Renfrewshire’s carbon foot print Increasing energy efficiency									
Action Codes	Linked Actions	Latest Note			Assigned	Due Date	Status		
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution	The Waste treatment facility remains on target/plan and the previous update holds.			Amenity Services Manager - Waste	31-Dec-2019			
SRR.19.04.08a	Meet the Scottish Government's targets and expectation on Carbon Reduction Measures	The Scottish Government has set a target for Scotland to become Carbon Neutral by 2045. Renfrewshire Council has set a target of 2030. A plan is being developed that will include a series of projects that will allow a date of 2030 to be delivered.			Head of Property Services	31-Mar-2030			
SRR.19.04.08b	Increase the focus on Carbon and Financial standings through monitoring and targeting	A plan is being developed to deliver a carbon neutral by 2030. Part of this plan should include annual updates that show the progress made and what activities are taking place over the following year that will contribute towards this 2030 goal.			Head of Property Services	31-Mar-2030			

Corporate Risks





Tackling inequality, ensuring opportunities for all





Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CRR.19.03.06 Welfare Reform		Welfare related legislative changes, including the move to Universal Credit will increase demand for digital access and advice services across the community as people required to claim UC look to the council for support. UC could jeopardise the viability of the Housing Revenue Account and will increase demand for Scottish Welfare Fund and Discretionary Housing Payments and lead to a reduction in CTR income. It will create additional resource and workforce planning pressures for services.	Director of Communities, Housing & Planning; Director of Finance & Resources	Top controls (1) Universal Credit full service is now live across Renfrewshire. UC, HB and CTR caseload continue to be monitored against the models developed prior to go live. Well-developed management arrangements are in place to monitor rent and council tax income and arrears levels and confirm and revise assumptions in support of effective planning and resource allocation. Monitoring and future modelling is updated to reflect any new information from DWP or other parties. (2) The administration arrangements and spend for Discretionary Housing Payments and Scottish Welfare Fund are monitored and reviewed on an ongoing basis. (3) Utilising £0.81M of resources set aside by the council, the development of responsive interventions have been developed and deployed over the short term to assist in managing the impact of UC. (4) Workforce planning activities include actions to coordinate and manage the impact of UC and other welfare reform changes on staff resources. (5) The council continues to be represented by senior officers in discussions at a national level on a range of welfare reform issues, including Universal Credit rollout and the local arrangements for the delivery of Scottish Social Security benefits. (6) The Community Planning Partnership ensures cohesive working among partners, and the Advice Partnership Renfrewshire provides a forum for communicating and involving key stakeholders.	04	04	16 High
Context: Universal Credit is now in place across Renfrewshire for anyone who would have previously claimed one of the legacy benefits. Significantly, as it progresses an estimated 20,000 citizens will be expected to make on-line applications and receive monthly benefit payments once UC is fully rolled out. As a result, the demand for support to successfully move on to and maintain claims to UC in areas such as digital access, money advice, personal budgeting and housing support will increase significantly. A range of organisational impacts are anticipated including increasing rent arrears; in Renfrewshire direct payment of UC to recipients will increase the rent that needs to be collected directly from council tenants from £15M to £28M per year once full rollout is complete in 2022. Other impacts include fewer applications for Council Tax Reduction, impacting on Council Tax revenue, as well as increased demand for both Discretionary Housing Payments and Scottish Welfare Fund crisis grants. This sits alongside reductions in Housing Benefit administration funding that is not expected to be aligned with reductions in workload.							
Action Codes	Linked Actions	Latest Note			Assigned To	Due Date	Status
FRSIP18.03.08	Continue to monitor the progress of welfare reform and put in place effective controls to ensure the Council is prepared for the impacts	Well-developed management arrangements are in place to monitor UC rollout and the change in HB and CTR caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities.			Head of Customer & Business Services	31-Mar-2020	



Working together to improve outcomes


Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CRR.19.05.09 Financial Sustainability</p> <p>Context: Best value report . Recommendation in Best Value report to prioritise how services need to be provided in future to be funded from within available resources.</p> <p>Cost & Income pressures . Future grant settlements, the level of funding available, and the degree to which ringfencing of grant support is extended . Implications of national economic policy to protect certain services from real terms reductions in funding such as the Police and NHS . Future Local Government pay settlements and non-payroll related inflation . Demographics & demand pressures, such as an ageing population with increased associated service demands . Implications of welfare reform & poverty levels. . Reductions in council income from fee generating services such as local planning and parking, Implications of the national economic recovery and associated risks/uncertainty in economic factors e.g. interest rates.</p>	<p>If significant cost pressures are not successfully planned for and managed effectively over the medium to longer term, this could jeopardise the financial stability of the council and result in a significant impact on availability and quality of front-line services and capital investment resources.</p>	<p>Director of Finance & Resources</p>	<p>Top controls (1) An updated Medium to Longer Term Financial Planning Strategy assessed the various risks to the council's short, medium and longer term financial sustainability. The results are communicated throughout the council in various related reports such as the "Financial Outlook 2020-2023 Report" presented to the Council on the 26/9/2019. Reports of this nature cover a wide range of current and future financial and economic factors e.g. Strategic Economic and National Policy Context, Cost Pressures, Pressures on Income and Mitigation Strategies to deal with such uncertainties. (2) A well developed and embedded budget planning, budget setting and budgetary control system is in place throughout the organisation and this informs members and officers regarding financial performance and stability. This facilitates robust and transparent decision making and incorporates an escalation process with regards budget management issues which may arise. (3) In conjunction with the medium to longer term financial outlook and the recently agreed Right for Renfrewshire transformation programme Renfrewshire Council has been pro-active in planning for the future by identifying and agreeing a range of service reviews which will take place over the next 3 years. This is required to meet emerging budget pressures and is utilised in conjunction with the Council's long term debt smoothing strategy to support the release of planned savings over a number of years (4) There is close financial monitoring of the agreed savings to be achieved and this is to ensure they are delivered within the agreed timescales and achieve the associated objectives. Monitoring is undertaken via a combination of financial and operational measures, actions & related update reports. (5) Regular updates and bespoke reports are provided to CMT and the Council with regards the national fiscal position, likely developments and the impact on the council through close liaison with national groups and the Scottish Government. (6) Levels of and use of reserves and the Council's Capital Investment and Treasury Management Strategy. Other controls (1) Reports and publications from Audit Scotland in relation to local government's financial outlook, financial planning and related developments & improvements are supplemented with a Renfrewshire context report with both reports being submitted to the Council's Audit, Risk and Scrutiny Board. Audit Scotland representatives have an open invite to these policy board meetings. (2) Improving asset management planning, asset utilisation and energy consumption has clarified priority areas for investment in the council's estate and this has supported and informed the council's investment decisions and the formulation of the council's capital & revenue budgets.</p>	05	05	25 V.High
Action Codes	Linked Actions	Latest Note		Assigned	Due Date	Status
CRR.18.05.08a	Audit Plan – home care contract management	This is now completed		Chief Auditor	30-Jun-2019	
CRR.19.05.09a	Audit Plan – review of key financial systems which have moved over to the Business World environment, specifically the general ledger and payroll	These audits have not commenced yet		Chief Auditor	30-Jun-2020	




CRR.19.05.09b	Audit Plan – review of the recently introduced online payments systems	This review has not yet commenced	Chief Auditor	30-Jun-2020	
CRR.19.05.09c	Audit Plan – review of the quick quote procurement processes	This review was completed on 03/09/19	Chief Auditor	30-Jun-2020	





Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>Right for Renfrewshire Change & Transformation Programme</p> <p><u>Context:</u></p> <p>(1) Building capabilities and designing services that are fit for the future</p> <p>(2) Whole systems service designs, to be right for people and right for communities</p> <p>(3) To maximise opportunities in digital technologies, strong partnerships and community empowerment</p>	Right for Renfrewshire will deliver transformational change from 2019 to 2022 and if the transition is not managed carefully and effectively across all aspects of the council's business and workforce, this could result in benefits not being wholly delivered, impact on staff wellbeing and the longer term effectiveness and reputation of the organisation.	CMT	<p>Top controls</p> <p>(1) Programme management approach adopted and Programme Manager appointed. Year 1 projects agreed and senior leads identified.</p> <p>(2) Monthly programme boards held as part of CMT agenda, regular reporting to the Leadership board and engagement with Trade Unions</p> <p>(3) Baseline data identified, budget and benefits tracking methods established</p> <p>(4) Right for Renfrewshire Portal launched to keep staff updated with developments</p> <p>(5) Investment in workforce development over the past two years has been significant and will enable managers and leaders to promote and culture that is ready for change</p> <p>(6) Corporate Health, Safety and Wellbeing Strategy recently updated and approved with focus on supporting staff health and wellbeing. This supports psychological as well as physical wellbeing during periods of significant change.</p>	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
	Create a Mental Health Strategy for Renfrewshire Council	[New]		Principal HR&OD Advisor	31/03/2020	
	Progress all actions for Year 1 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2020	
	Progress all actions for Year 2 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2021	
	Progress all actions for Year 3 of the Programme	[New]		Head of Transformation, HR&OD	31/03/2022	





Appendix 2: Longer-Term Service Risks

Chief Executive Services

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
<p>CERR.19.01.01 Renfrewshire Events Strategy</p> <p>Delivery of the Renfrewshire Events Strategy is a key strategic priority for the council, with events estimated to contribute over £5m to the economy by 2022. Events are growing in profile and in turn audience numbers. It is imperative that public safety and crowd management is at the heart of all planning and delivery of the events.</p>	<p>Renfrewshire Council Events Strategy and Future Paisley Action Plan seeks to deliver a range of local and visitor events across Renfrewshire. Effective public safety and crowd management are critical to the safe delivery of events. Any safety incidents at events have the potential to cause reputation harm, negative visitor experience and in turn reduced numbers at future events.</p>	<p>Head of Marketing, Communications and Events</p>	<p>Top controls</p> <p>(1) The events team have undergone 4-day training programme delivered by the Emergency Planning College on Crowd Management and Public Safety at Mass Gatherings.</p> <p>(2) A Multi Agency Events Group meets on a monthly basis. Our multi agency partners include Police Scotland, Scottish Fire and Rescue, Ambulance Scotland. A number of internal departments represented; Events, Health and Safety, Civil Contingencies, Community Resources - street scene, roads and occasional representation from Members Services when required. The remit of the group is to plan and deliver safe and successful events. The group primarily review council run events but also consider community events jointly plan that could have implications for any of the service represented. A contingency manual is prepared for each council run event, circulated to all members of the group for comment and feedback. The document contains timelines, key contacts, site maps, permissions and is designed to provide event control room with a single document containing all strategic information required to inform decisions on the day. Each event is supported by a consumer marketing and media campaign that enables up-to-the minute event information to be provided to event goers and visitors. The group also review all events on completion and log any issues in a lessons learned to inform planning and development for future events.</p> <p>(2) Events Guidance Manual in operation</p> <p>(3) Considerable pre-event liaison with in house teams and the emergency services</p> <p>(4) The events team and in-house specialists have considerable experience and a good track record in organising and managing events</p> <p>(5) Suppliers procured in accordance with Contract Standing Orders, with indemnity limits agreed and insurance covers checked.</p> <p>Other controls Accredited, and experienced stewards are employed and Paramedic and trained first aiders are on site at all large scale events. There is events cancellation insurance cover in place for higher cost events</p>	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan	<p>Completed and delivery of year 1 plan reported to Leadership Board in Dec 2018.</p> <ul style="list-style-type: none"> • Growth in visitor numbers to events expected to exceed 8% in 2018. • Day visits to Renfrewshire have increased from 2.73m (per annum average over the period 2013-15) to 5.33m (2015-17), exceeding the target for 2020. • An increase of £26m in visitor spend has been achieved in 2015-2017 due to the increase in day visits to the area. <p>Visit information to attractions is not available until first quarter of 2019 (Moffat Centre).</p>		Comms & Public Affairs Mgr; TCME Manager; Head of Marketing; Town Centre Project Manager	31-Mar-2021	

CE.SIP.19.01.28	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley	Hermes partnership activated – reached national and international audience (10 million OTSH) Tender for legal services issued – renewal of trademark and license agreements Tender for digital asset management tool in development – will provide public and commercial access to the digitised collection Partnerships in development – Pam Hogg and Turnbury Rugmakers	Comms & Public Affairs Mgr; TCME Manager; Head of Marketing; Town Centre Project Manager	31-Dec-2020	
CE.SIP.19.01.25	Implement Year 2 of the destination marketing plan	Year two action plans are underway with the following completed: <ul style="list-style-type: none">• Partnership with Visit Scotland activated - Food & Drink Festival, spring summer visitor campaign and advertising in Visit Scotland publications. Autumn/winter partnership for digital campaign currently in development for launch mid-September.• City Deal marketing collaboration including development of annual planner and cross promotion• Digital Tourism Action plan implemented with scoping of Wallace trail for Visit Scotland digital partnership• Partnerships activated - Renfrewshire Chamber of Commerce, Scottish Enterprise to promote AMIDS, The List and The Skinny• Implemented spring summer visitor campaign - VS partnership, things to do in and around Paisley, promotion of Food and Drink Festival, British Pipebands• Exhibited at Visit Scotland Expo in April promoting Paisley and Renfrewshire to travel trade and showcasing new itineraries• Distribution of visitor marketing materials throughout Paisley, Renfrewshire and Scotland• Generating positive opportunities to see and hear something for Paisley and Renfrewshire - more than 111million (August 2019)• Managing contract with AMA (London based agency) - 12 media familiarisation trips (as at June 2019)• Ongoing developments to content on Paisley.is and managing social media channels, generating engagement and reach• Integrated marketing plans implemented for all town centre and local events	Communications, Events and Marketing Teams	31-Mar-2021	
CE.SIP.19.01.26	Implement Year 2 action plan as part of the Renfrewshire Visitor Plan	Engaged tourism industry in development of Year 2 Action Plan through the Renfrewshire Economic Leadership Panel, Tourism Sub-group. This focuses on the following portfolios - Leadership and Skills, Destination Development, Product Development, Events and Festivals, Destination Development, Business Tourism. Portfolios are lead by internal teams and in partnership with industry. <ul style="list-style-type: none">• Organised skills development sessions with industry through Digital Tourism Scotland workshops and Paisley Welcomes customer service scheme• Provided business support through Business Opportunities Event on Paisley's summer events programme, in association	Communications, Events and Marketing Teams	31-Mar-2021	


		with VisitScotland, Paisley First and Renfrewshire Chamber of Commerce • Ensured national and regional business awareness of Paisley and Renfrewshire as a destination through Visit Scotland Expo and destination marketing activity			
CE.SIP.19.01.27	Deliver the 2019 programme as part of the events strategy to 2022	Successful delivery of agreed events programme, Paisley Food and Drink Festival, British Pipe Band Championships, Sma' Shot Festival, Renfrew and Barshaw Gala days and Doors Open Days weekend.	Communications, Events and Marketing Teams	31-Mar-2020	
CERR.19.01.01a	An external review of all Event Safety documentation has been commissioned and will be complete by June 2019.	An external review of all Event Safety documentation was commissioned and the outcome of this used to shape the management plan for the 2019 winter events programme.	TCME Manager	30-Jun-2019	
CERR.19.01.01b	A table top session in advance of the major events programme in the winter will be complete and formal debriefs after every event ensure continual development of all event safety plans.	An emergency table top exercise was carried out in advance of the winter programme looking at responses and mitigations to various event related incidents and these will continue to take place Quarterly. Formal debriefs and learnings from each event have been used to create an action log informing improvements in future events.	TCME Manager	31-Mar-2020	
CERR.19.01.01c	Audit Plan - a review of the governance arrangements for events management	This review has commenced	Chief Auditor	30-Jun-2020	

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CERR.19.01.02 Regeneration of Renfrewshire's Town centres <u>Context:</u> *Working with Housing Association partners to build more affordable homes in Renfrewshire. *Progressing Community Growth Areas across Renfrewshire *Delivering actions that will improve our Town and Village centres. *Delivering the Paisley Town Centre Heritage Asset Strategy. *Using new approaches to attract new development and investment.	The Council has plans for the regeneration of town centres throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire, particularly in the Town Centres. This includes investing in Renfrewshire's Heritage assets and the promotion of Renfrewshire and of Paisley as a destination town.	Head of Regeneration	<u>Town Centre Regeneration</u> . All regeneration projects are managed using the Councils Project Management Framework. . Regeneration projects are reported through a Programme Board chaired by the CE and Council Boards. . Progress against key milestones, and funding and other risks are regularly monitored. . A Strategic Economic Framework and 10 year vision and action plan for Paisley Town Centre were approved by the Council's Leadership Board in November 2016. . Funding of key regeneration projects supported through applications to appropriate funding sources. . In Sept 2017 stage 1 HLF funding of £4.9m was approved for the redevelopment of Paisley Museum with a Round 2 bid being developed for submission in 2019. An application was submitted to the Scottish Govt Regeneration Capital Grants Fund (RCGF) with £4m being approved in March 2018. . £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre (TH/CARS2 project). . Preparation and consultation on Town Centre Strategies for Linwood, Johnstone, Erskine, Braehead and Renfrew completed and agreed by Board. <u>Paisley Town Centre Heritage Asset Strategy (PTCHAS)</u> . Paisley Heritage Asset Strategy approved in January 2014. . Paisley BID (Business Improvement District) Steering Group established, the Council is represented on the BID. . The £5m refurbishment of the iconic Russell Institute was completed in Summer 2017. . £4.5m funding for Phase 2 approved by HLF / HES for further townscape heritage priority projects in Paisley Town Centre. . Building purchased at No.22 High Street, Paisley for the Learning & Cultural Hub incorporating the relocation of Paisley Central Library and £1.5m Scot Govt RCGF funding was secured.	03	04	12 High
Action Codes	Linked Actions	Latest Note		Assigned To	Due Date	Status
CE.SIP.19.01.17	Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	Paisley being included as central to place based conferences from October 2019 onwards. Includes Academy of Urbanism, Scotland's Towns Partnership		Head of Regeneration	30-Sep-2020	
CE.SIP.19.01.19	Review and development of the Heritage Asset Strategy for Renfrewshire	Decision by CMT was not to prepare and review of the PTCHAS – rather it would be dealt with through the preparation of a Place Plan for Renfrewshire		Head of Regeneration	31-Dec-2019	
CE.SIP.19.01.20	Develop project proposals for new Scottish Government Town Centre Fund	Initial list of projects approved by Leadership Board in June 2019. Implementation now underway.		Head of Regeneration	31-Mar-2020	
CE.SIP.19.01.21	Develop specific regeneration projects for Johnstone and Renfrew	Both centres are the particular focus of the projects included in the Scottish Government Town Centre Fund (CE.SIP.19.01.20)		Head of Regeneration	31-Mar-2020	

Children's Services

(All BAU risks – see Appendix 3)

Communities, Housing & Planning

Context	Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
CHPRR.19.01.01 House building and community regeneration	The Council has plans for regeneration throughout Renfrewshire which if not delivered effectively could result in reputational harm as well as the missed opportunities of improving the quality of life in Renfrewshire. The provision of high quality affordable housing is a key component of this and is an integral part of the regeneration strategy that must be delivered.	Head of Planning & Housing Services	Top controls <u>House building and encouragement of investment</u> (1) Promotion/Marketing of Renfrewshire as a place to invest. (2) Consultation on the new draft Strategic Housing Investment Plan 2017/18 - 2022/23 was carried out in September 2017. (3) Review of Council's land and property assets continues with marketing of sites as well as working with a range of partners to facilitate new development on more challenging sites with ongoing discussions with CPP partners on joint approaches to property solutions. (4) The Renfrewshire Local Housing Strategy 2016-2021 sets out the strategic vision for housing and housing related services and seeks to provide a clear direction for strategic housing investment. <u>Projects</u> (1) The Council has identified a number of priority regeneration projects in local residential communities through the SHIP process. These include:- . Paisley West End . Ferguslie Park Regeneration Plan . Orchard Street housing regeneration. . Johnstone Castle. . Bishopton. Community Regeneration (1) A programme management framework has been established to monitor progress of the Strategic Housing Investment Programme as well as the delivery of housing regeneration initiatives across Renfrewshire's communities. (2) The Local Housing Strategy 2016-2021 provides the policy context for ongoing investment and interventions. (3) Regular consultation and liaison with Scottish Government. (4) The Planning & Housing Section with the Service has been augmented and work programme aligned to ensure that resources are available to address the consultation, monitoring and delivery of regeneration activity.	03	04	12 High
Context: . Working with Housing Association partners to build more affordable homes in Renfrewshire. . The Scottish Government have announced a target of 50,000 new affordable homes in Scotland. . Progressing Community Growth Areas across Renfrewshire . Using new approaches to attract new development and investment.						
Action Codes	Linked Actions	Latest Note		Assigned	Due	Status
CHPRR.18.01.01c	Promote the use of CPO to facilitate the regeneration of Paisley West End Masterplan	Officers from Planning and Housing Services continue to work with our RSL partner, Sanctuary Scotland and the Scottish Government to deliver the regeneration masterplan for the West End of Paisley. A report is being presented to the Communities, Housing and Planning Policy Board at the end of October 2019 to provide members with an update on progress in implementing the regeneration masterplan along with seeking authority to apply to Scottish Ministers to promote the first CPO in the area.			31-Mar-2020	

Environment & Infrastructure






Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
EIRR.19.01.05 Analogue to digital switchover and impact on infrastructure		The changeover from analogue to digital, if not coordinated and managed effectively across all aspects of the council’s business and infrastructure, could impact significantly on future service delivery.	Head of Amenity Services	Top controls (1) Audit of all of existing systems to establish which ones are already digitally compatible, and which are running on analogue networks to prepare a digital migration plan (2) Programme management approach adopted.	03	03	09 Moderate
<u>Context:</u> BT Openreach, which provides voice and broadband infrastructure to more than 32 million homes and businesses will migrate all customers from its traditional analogue phone network (the PSTN) to new digital, internet based (all IP) services by 2025.							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
Risk tolerated for now							


Finance & Resources

Context		Risk Statement	Owned by	Current Risk Control Measures	Likelihood	Impact	Evaluation
FRRR.18.01.02 Insurance cover for predecessor organisations		With insurance gaps identified for some predecessor organisations, and recent legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims	Risk Manager	Top controls (1) Register of policies for Renfrewshire’s predecessor organisations allow relevant insurers to be identified and notified wherever possible (2) An insurance archaeologist also undertook further work to identify insurers for known gaps (3) Where the council believes an insurer is ‘on risk’ they are put on notice timeously	03	04	12 High
<u>Context:</u> *Long tail industrial related disease claims *Limitation (Childhood Abuse) (Scotland) Act 2017							
Action Codes	Linked Actions		Latest Note		Assigned To	Due Date	Status
Risk tolerated for now With insurance gaps identified for some predecessor organisations, and legislative changes relating to limitation periods, there is an increased financial risk arising from possible uninsured claims. The council has however been working with an insurance archaeologist and has now had some success in both identifying old insurance policies and having successor insurance companies confirm acceptance of cover for those policies. This now greatly assists in the organisation’s ability to trace and therefore fund or partially fund potential insurance claims of a historic nature.							

Appendix 3: Business as Usual Risks

High Risks

Risk Title	Score	Sources of Independent Assurance	Update on any <u>open</u> actions to be completed, where the risk is rated HIGH			
Community safety and public protection	15 High	Care Inspectorate Child and Adult Protection Committees Food Standards Scotland ICO audits in relation to CCTV usage Internal audit - a review of the arrangements in place for undertaking employee disclosure checks	CS.SIP.1 9.02b	Implement recommendations flowing from the national reviews of child protection and the care system.	The overarching national guidance on child protection has not yet been released but elements of national guidance are being released periodically and we are responding to this.	
Asset management	15 High	SFRS Surveys Care Inspectorate External audit reports (i.e. Roads Investment) Internal audit reports		No new actions for 2019/20		
Information and records	15 High	ICO Audits Registered Keeper of Record – Return Internal audit - compliance with payment card industry standards Internal audit - information security within adult social care establishments	FR.RR16. 10.08g	Development of disposal procedures for line of business applications	Tagging and retention scheduling now part of ICT & Cyber Security Requirements for Tender specifications.	
			FRSIP18. 05.30	Progress Records Management Plan (RMP) Action Plan, in particular the Business Classification Scheme	Following last year's Public Records (Scotland) Act - Progress Update Review (PUR) the Council now has achieved Green status for 12 of the 14 elements assessed through the Records Management Plan.	
Health and safety management for cemeteries	15 High	Independent Checks	All actions complete			
Roads inspection and maintenance (compliance)	15 High	Scottish Government (Code of Practice) Internal audit reports	EIRR.18. 01.02b	Risk assess and re-classify the highway network in line with the new methodology agreed with SCOTS	The re-classification of the highway network has been undertaken. Work to complete remains on-going.	
Governance – internal control and oversight	15 High	Annual Audit Report – Audit Scotland Local Scrutiny Plan – Audit Scotland Internal audit reports Audit, Risk & Scrutiny Board	No new actions for 2019/20			
ICT resilience	12 High	PCI audits Scottish Government - cyber resilience standard for Scotland PSN accreditation Independent Health Checks Penetration Testing	CRR.19.0 5.15a	Complete business continuity planning exercise	Officers are currently and actively identifying a suitable time to complete the exercise.	

Risk Title	Score	Sources of Independent Assurance	Update on any <u>open</u> actions to be completed, where the risk is rated HIGH			
Organisation resilience	12 High	Scottish Resilience – Standards	No new actions for 2019/20			
Cyber security	12 High	Scottish Government Standards Internal audit - review of the cyber security arrangements	No new actions for 2019/20			
Housing investment and safety	12 High	EESSH performance reporting annually to the Scottish Housing Regulator.	No new actions for 2019/20			
Air Quality	12 High	Annual Progress Reports to Scottish Government/SEPA Data ratified by Ricardo AEA on behalf of Scottish Government	No new actions for 2019/20			
Landfill site management	12 High	Scottish Environment Protection Agency (SEPA)	No new actions for 2019/20			
Serious and organised crime	12 High	Controlled but no external control, however internal audit cover	All actions complete			
Insider threat and corporate fraud	12 High	External Audit (review of council's arrangements for NFI) Internal audit reports (quarterly), on progress and performance to Audit, Risk & Scrutiny Board	[New]	Review Integrity Group arrangements/ approach in other local authorities with a view to identifying good practice and bring back any lessons learned for the council's Integrity Group	Internal Audit are planning visits to Falkirk and Dundee City councils.	
Oversight of induction procedures	12 High	No independent external control (induction process currently under review)	Actions carried forward from 18/19 have been cancelled. The FARs Senior Management Team met on 8 October 2019 and agreed that a new action should be agreed, in that a full review of the council's approach to induction should be undertaken to ensure all mandatory training is undertaken and organisational values are established right from the outset of a person's employment.			

Moderate Risks

Risk Title	Score	Sources of Independent Assurance
Commercial Vehicle Operator's Licence - changes	09 Moderate	Driver and Vehicle Standards Agency (DVSA) Police Scotland Freight Transport Association
Unaccompanied Asylum-Seeking Children	09 Moderate	Care Inspectorate Immigration advice provided externally as per legal requirement
Integrated service arrangements	09 Moderate	Chief Social Work Officer's Annual Report to the Chief Social Work Advisor Inspection activity (Care Inspectorate, Healthcare Improvement Scotland, Education Scotland) Internal audit reports
Early intervention and prevention in children's services	09 Moderate	External scrutiny by Care Inspectorate (registered services) and Education Scotland (nurseries, pre-5 centres and schools). Partnerships which include element of independent scrutiny (e.g. with Dartington, CELCIS)
Failure of major providers	09 Moderate	Procurement undertaken in line with national and supra-national regulations Appraisal of providers as part of procurement process Most providers subject to registration and scrutiny by Care Inspectorate or Education Scotland Internal controls – monitoring of purchasing patterns and programme of review of service providers
Continuous improvement	09 Moderate	External scrutiny by Care Inspectorate (registered services) and Education Scotland (nurseries, pre-5 centres and schools). Regular programme of external scrutiny by CI and ES for the whole service.
Property – school estate	08 Moderate	Health and safety monitoring Programme of inspections as appropriate Major works subject to same planning and building works as any other project
Governance and leadership	08 Moderate	External audit reports
Sustainable procurement	08 Moderate	Procurement Reform (Scotland) Act 2014 Public Contracts (Scotland) Regulation 2015 Procurement and Commercial Improvement Programme
Administration of electoral events	08 Moderate	Electoral Commission UK and Scottish Governments
Corporate projects – capacity	08 Moderate	No independent external control (monitored internally by Finance and Resources management)

Significant Projects – risks managed through established governance arrangements

Established Programmes or Projects	Score	Sources of Independent Assurance
City Deal	15 High	City Deal Regional Cabinet Gateway Review
Cultural infrastructure and regeneration	15 High	Internal audit - selected reviews of contract management and monitoring arrangements Grant provider audits (i.e. European Funding etc)
Expansion of Early Years Provision	12 High	External scrutiny of quality (Care Inspectorate and Education Scotland) Regular submissions to Scottish Government



To: Audit, Risk and Scrutiny Board

On: 4th November 2019

Report by: Lead Officer

Heading: The Effectiveness of Fair Trade within Renfrewshire

1. Summary

1.1. At its meeting on 28th May 2019, the Audit, Risk and Scrutiny Board agreed to the recommendations and review programme outlined in respect of providing an informed, evidence-based review on the effectiveness of Fair Trade within Renfrewshire.

1.2. The following report outlines the progress made by the Lead Officer in terms of taking forward the review since the last meeting on 23rd September 2019. The scoping paper stated that meetings would take place with Local Authorities and partners. The key areas of progress have included:

- Results of the staff survey on Fair Trade.
- A meeting with the Chair of Renfrewshire's Fair Trade Steering Group, Councillor Iain Nicolson.
- A meeting with Philip & Eve Broadis, Directors of Fair Trade Scotland Ltd.

2 Recommendations

- 2.1 It is recommended that the Audit, Risk and Scrutiny Board notes the progress of the review;

3 Progress

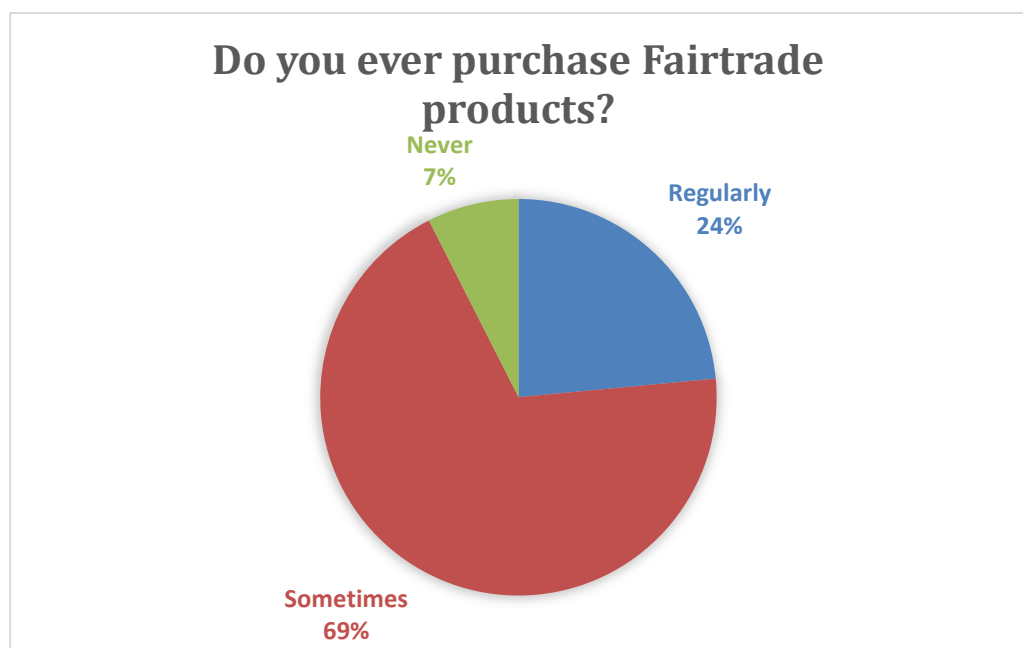
3.1 Staff Fair Trade Survey

- 3.2 At present, Renfrewshire has no processes in place to monitor the effectiveness of fair trade.

A survey of staff on fair trade was undertaken to get a better understanding as to what motivates people to purchase fair trade and provide examples of fair trade products that people are interested in purchasing.

- 3.3 The fair trade survey was completed by 268 members of staff with 100% of respondents having heard of fair trade.

- 3.4 The vast majority (93%) of staff were either regular or occasional consumers of fair trade products.

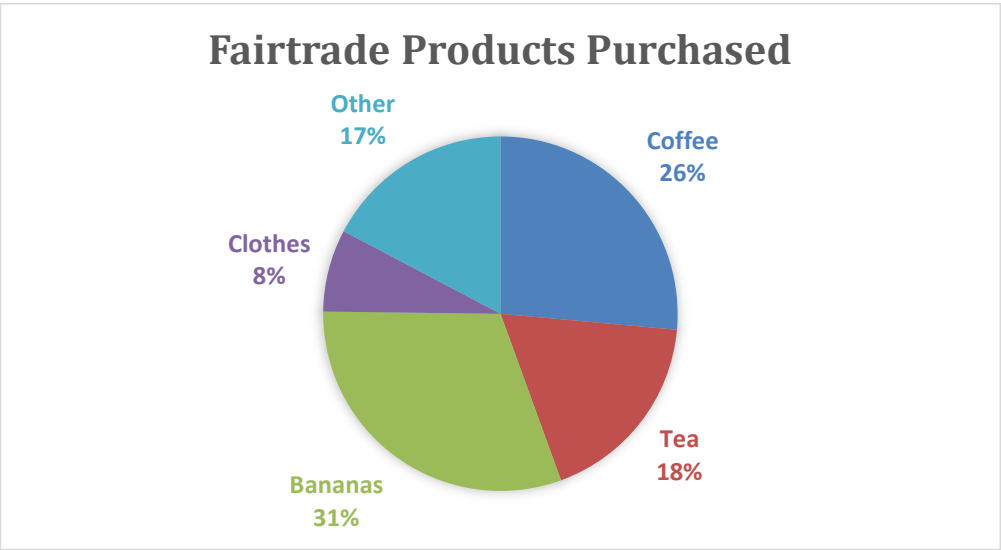


3.5

Of the fair trade products purchased, the vast majority were aware of items that are classified as fairtrade due to the fairtrade symbol.

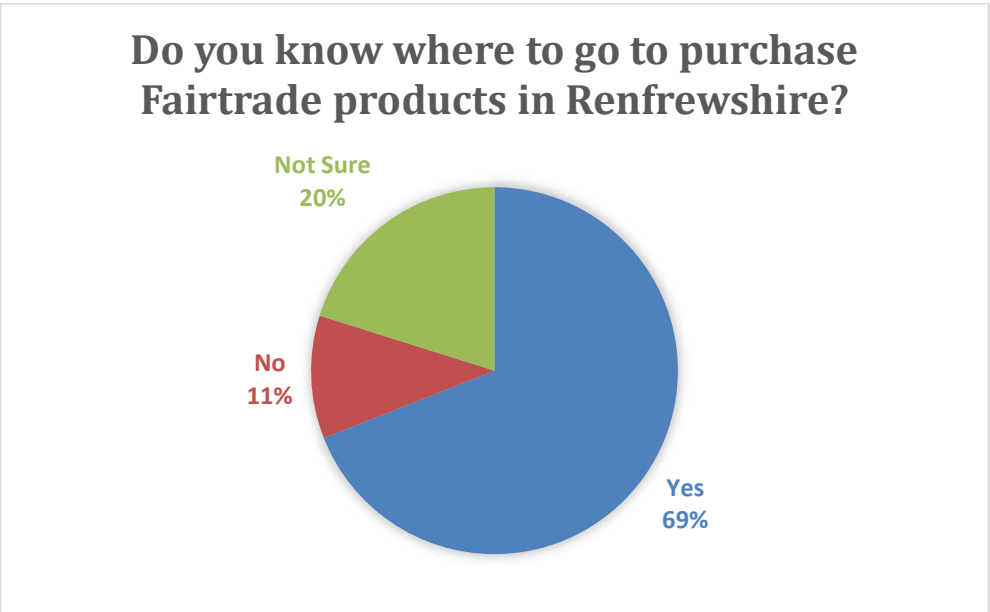


The breakdown of items purchased was mainly, tea, coffee and bananas as detailed. It was also noted that other items purchased included, chocolate, biscuits, jewellery, crafts and ornaments.

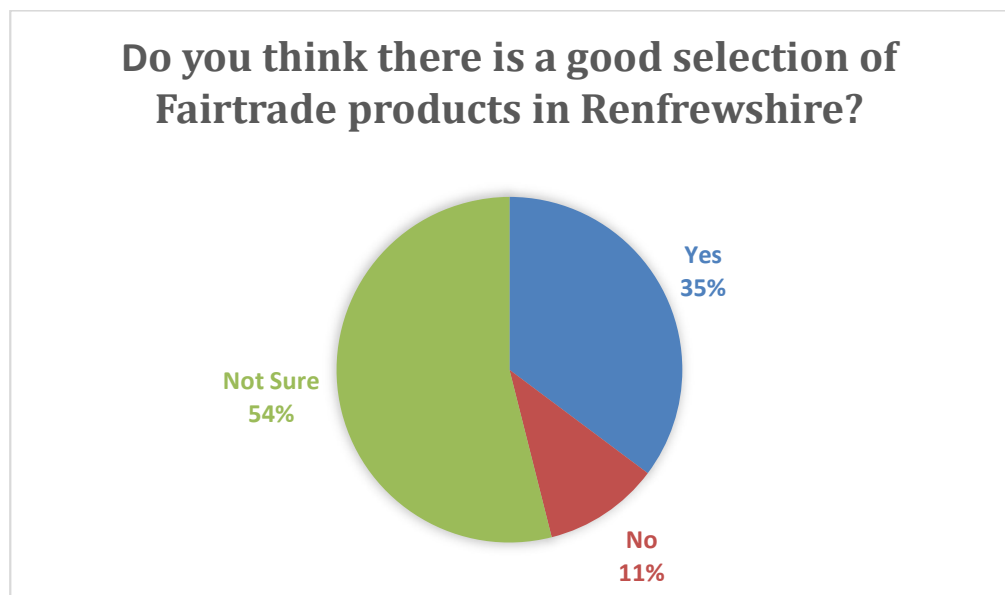


3.6

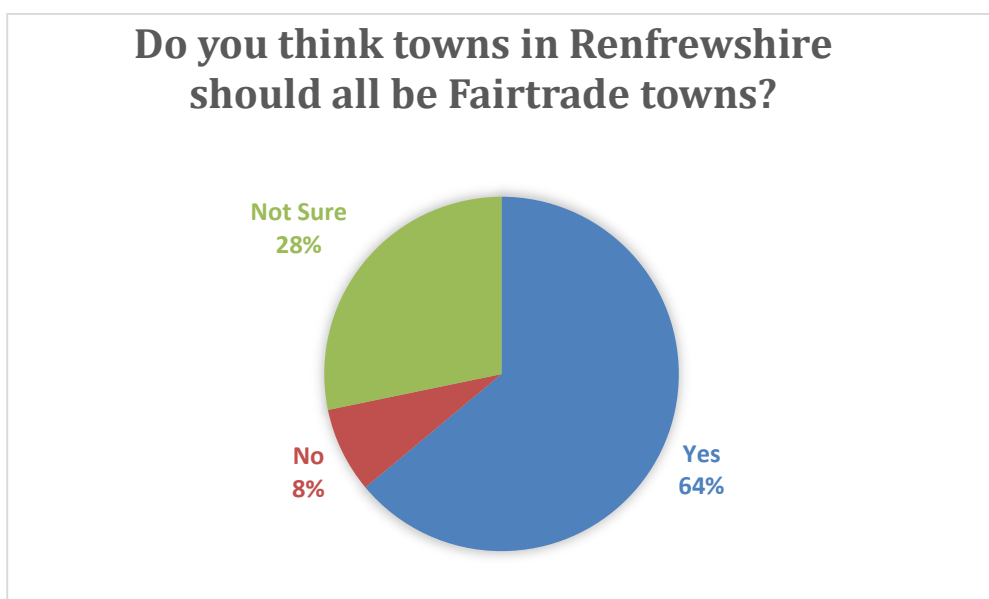
It was noted that the majority of people responding to the survey were aware of where to go to purchase fair trade products in Renfrewshire.



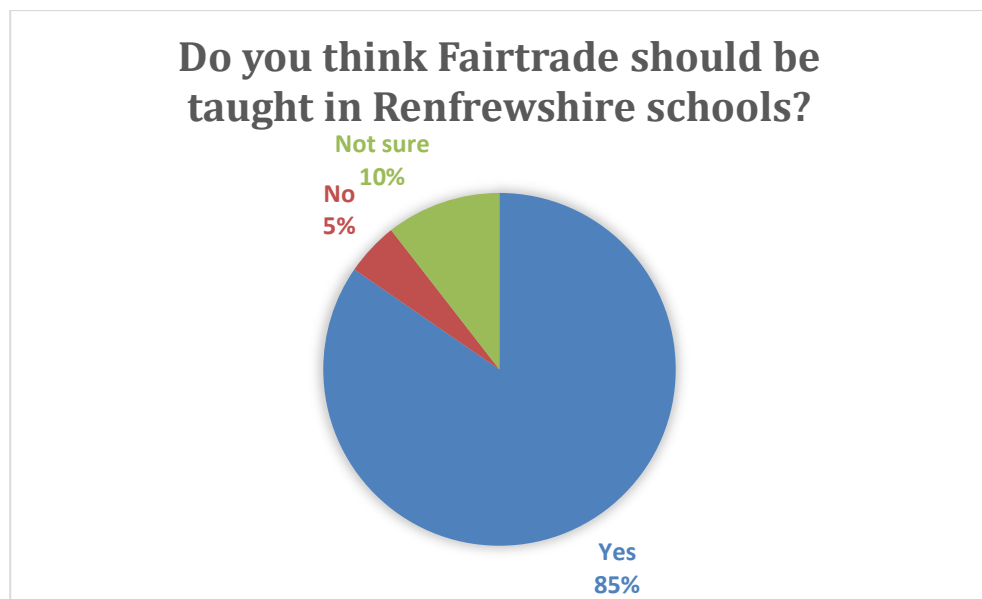
- 3.7 Although the majority of people were aware of where to go to purchase fair trade products, the majority were also unaware of the selection available in Renfrewshire. The results would indicate that the shops selling fair trade products are known to the potential customer base. However, it appears that many of the potential customers are choosing not to enter the shops and explore what items are available. In order to increase footfall, specialist shops may need to look at advertising the product range available to entice people through the door, rather than just trusting people to purchase purely through ethical values.



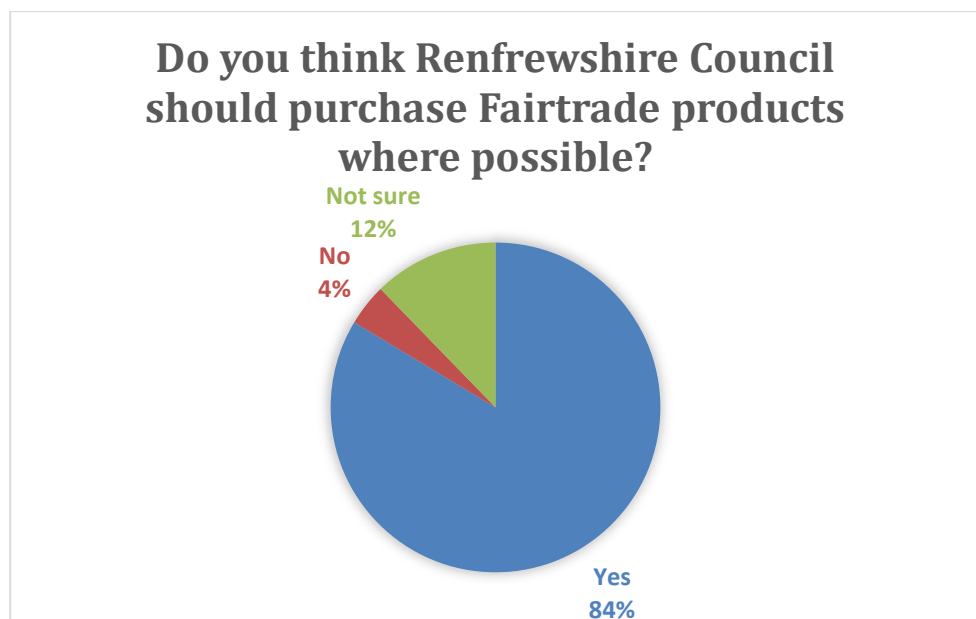
- 3.8 The vast majority (64%) of people believe that Renfrewshire should be made up of Fairtrade towns. However, many people are unaware as to what is required to be a Fairtrade town.



- 3.9 An overwhelming 85% of respondents believe that the children of Renfrewshire should be taught about fair trade at school. Fair trade or the ethical purchasing of goods does not form part of the school curriculum. At present it is down to individual schools as to whether they want to get involved in the promotion of fair trade and to introduce it into lessons, with some schools choosing to be more pro-active than others. Is its recommended that options surrounding education and fair trade should be explored further by the fair trade steering group.



- 3.10 The majority (84%) of respondents believe that Renfrewshire Council should purchase fairtrade products where possible.



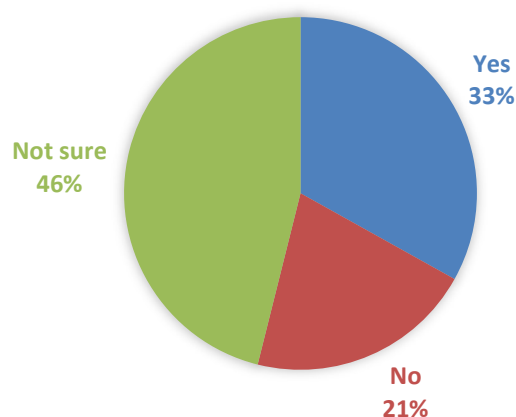
During the financial year 2017/2018, Renfrewshire Council purchased a variety of fairtrade items from the Scotland Excel Framework. Under the groceries and provisions lot, fairtrade items amounted to £5,732, less than 1% of the total spend of £814,838 with the items purchased detailed below.

Product Description	Quantity
Kit Kat (4 Fingers)	2
Kit Kat (2 Fingers)	182
Maltesers	1
Orange Juice (500ML)	8
Orange Juice (200ML)	125
White Sugar Sticks	31
Demerera Sugarsticks	16
Coffee Sticks - 1 Cup	23
Drinking Chocolate	1
Apple Juice (200ML)	92
Tea Bags (250)	3
Coffee Granules (250G)	9
Coffee Sticks - 1 Cup	2

It is recommended that a meeting is held between Procurement and a member of the fair trade steering group with a view to increasing the quantity of fair trade items currently being purchased.

- 3.11 Only one third of people believe that Renfrewshire Council is currently doing enough to promote fair trade. It is also clear that almost half of the people surveyed were unsure as to what promotion is currently undertaken. It is a recommendation that the steering group members increase the profile of fair trade within Renfrewshire. This could also be coupled with item 4.5, which recommends that specialist fair trade shops looks at advertising the product range available to entice people through the door, rather than just trusting people to purchase purely through ethical values.

Do you think Renfrewshire Council does enough to promote Fairtrade?



Renfrewshire Council have been actively involved in the promotion and engagement of fair trade for a number of years in a variety of ways such as the Fair Trade Steering Group.

At present, a letter drop is being investigated with an aim to engage with local businesses to highlight opportunities relating to fair trade and to allow them to promote fair trade in their work place. It will also allow local organisation and business' to highlight the benefits of fair trade.

It is anticipated that the letter drop will highlight the work that The Fair Trade Steering Group does and will hopefully result in new members joining the group. Most organisations or businesses have a corporate and social responsibility.

The engagement with local organisations and businesses could result in the creation of a fair trade or ethical award that can be displayed in shop windows etc. This could be explored further by the Fair Trade Steering Group along with any qualifying criteria.

4 Discussion with Councillor Iain Nicolson

- 4.1 The Steering group is there to allow any persons or organisations to come together to discuss fair trade within Renfrewshire. The convenor of the group is the Leader of Renfrewshire Council, who also chairs the

group. As such, a meeting has taken place with Councillor Iain Nicolson to discuss the issues surrounding fair trade.

- 4.2 It was noted that fairtrade as a brand has moved on over the years and the brand has been adopted by larger commercial organisations which may have diminished the ethical drive behind the fairtrade movement.
- 4.3 There is value in the promotion of ethical procurement with fair trade being one of the key strands. This point was discussed at the last fair trade steering group with little traction. This was mainly down to issues surrounding what is classified as ethical as there is no set standard to ensure consistent principles are adopted. There are currently many environmental platforms vying for the public's attention and fair trade is one of many.
- 4.4 Engagement with local communities and voluntary groups should be explored as the steering group exists to support fair trade throughout Renfrewshire. New members would help promote fair trade to the wider community.
- 4.5 Renfrewshire Council should be doing more to promote fair trade. This thought mirrors part of the staff survey with only 33% of staff thinking that the council does enough to promote fair trade. Councillor Nicolson discussed that one element could be a more aggressive procurement policy, with the council purchasing fair trade goods unless there is justification not to, whilst ensuring that products are still reasonably priced. This thought was agreed by 84% as detailed in the staff survey (section 3.10). Evidence should be gathered to detail why we do not buy fair trade to try and drive change. One of the starting points should be the Atrium café to ensure there is a focus on the purchase and selling of more fairtrade products.
- 4.6 Councillor Nicolson believes that the promotion of fair trade within schools should be encouraged and is echoed by 85% of staff surveyed. However, schools cannot be forced to engage as it does not form part of the school curriculum.
- 4.7 The promotion of fair trade to the wider public and businesses could be achieved through the award of a Renfrewshire Council fair trade sticker that can be displayed by local businesses. This will be discussed with the council's Planning & Performance Manager who oversees fair trade within Renfrewshire Council to discuss options and possible award criteria.

- 4.8 Councillor Nicolson stated that fair trade within Renfrewshire needs to show significant progress and the steering group needs fresh ideas to encourage fair trade and ensure that it thrives and continues to have a positive impact in the future.

5 Details of Discussion with the Directors of Fair Trade Scotland Ltd.

- 5.1 Philip & Eve Broadis discussed the differences between the Fairtrade Mark and the World Fair Trade Organisation (WFTO) accreditation.

- 5.2 The Fairtrade Mark guarantees giving a set price to the producer. Unfortunately, not all products carrying the Fairtrade Mark are 100% fairtrade. One example of this is when 10 farms produce a crop and only 1 of these farms is classified as fairtrade. In this instance, when all the produce, e.g. coffee is collected together, the fairtrade mark can be given to the entire crop even if only a small percentage is certified as fairtrade. However, this method also ensures a set price for the producer that can provide stability for their economy.

- 5.3 The impact of goods must be audited to ensure the producer is benefiting. At present, this is not undertaken in order to get the Fairtrade Mark and the process of accreditation is not fully audited.

- 5.4 Large International Organisations have diluted the mark in recent years as they purchase produce from co-operatives. Many of these co-operatives are not monitored and it may be a family with a number of farms that excludes the rest of the surrounding community.

- 5.5 At present, the WFTO is the only organisation that ensures the producer is key in the chain. It is relatively straight forward for a company to get the Fairtrade Mark and many would find it difficult to obtain the WFTO mark due to the thoroughness of the accreditation process.

The WFTO have set out 10 principles that must be adhered to in order to obtain their accreditation. This rigorous accreditation takes many years to obtain. Producers must stick to all 10 principles to get the WFTO mark. The 10 principles are:



5.6 The Fairtrade Mark and WFTO accreditation both have their roles to play in the promotion of fairtrade. It is down to individual organisations to decide what level of fair trade they want their goods to be.

6 Future Updates

6.1 As per the scoping paper, further investigations and discussions shall take place with partners including Rainbow Turtle. Discussions shall also take place with Renfrewshire Councils Strategic Procurement Manager to explore options or barriers to purchasing more fair trade produce.

Implications of the Report

1. **Financial** - *none*
2. **HR & Organisational Development** - *none*
3. **Community Planning**
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.
 13. **Climate Risk** - *none*
-

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To: Audit, Risk and Scrutiny Board

On: 4 November 2019

Report by: Lead Officer

Heading: Review of Bus Deregulation and Effect on Transport Services in Renfrewshire

1. Summary

- 1.1 The Audit, Risk and Scrutiny Board of 28 May 2019 agreed the purpose and scope of a review on bus deregulation and the effect on transport services within Renfrewshire.
 - 1.2 The Board meetings of 26 August and 23 September 2019 considered relevant information on the delivery of bus services and received evidence from Strathclyde Partnership for Transport (SPT) and commercial operator McGill's Buses.
 - 1.3 In line with the scope approved by the Board, this report will focus on considering the perspectives of community representatives and key stakeholders.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - (i) Notes progress of the review;
 - (ii) Notes the information presented at this stage of the review;

- (iii) Notes the next steps of the review.
-

3. Background

- 3.1 The report approved by the Board on 28 May 2019 set out the context for the review and steps to be undertaken. The first stage, comprising of a review of legislation and information available on bus services at local and national levels, was considered by the Board on 26 August 2019.
- 3.2 The second stage, comprising of the perspectives of Regional Transport Partnership (SPT) and commercial operator McGill's Buses, was considered by the Board on 23 September 2019.

4 Progress to Date

- 4.1 The Lead Officer has progressed the third stage of the review in accordance with the scope approved by the Board. The outcomes of this stage, which seek to capture the views of community organisations and key stakeholders, are presented within this report.
- 4.2 To inform this stage of the review, the Lead Officer held discussions with Bus Users Scotland, Unite the Union and Lochwinnoch Community Council.
- 4.3 Following agreement of the Board Convener, discussions have also been held with Councillor Andy Doig, representing Renfrewshire Council Ward 9 (Johnstone North, Kilbarchan, Howwood and Lochwinnoch).

5 Bus Users Scotland

- 5.1 Bus Users Scotland are a charitable organisation working with the Scottish Government, transport authorities and commercial bus operators to improve the standard of bus travel and to champion the rights of passengers.
- 5.2 The role of the organisation includes monitoring bus services on behalf of the Traffic Commissioner, providing a complaints service and facilitating engagement between bus users and commercial operators. A summary of the key points of discussion is set out below:-
- Broadly, there has been an improvement in the reliability and punctuality of services since Bus Users Scotland was established in 2013. Congestion and journey times are key issues which influence the attractiveness of bus as a transport mode.

- Complaints have risen by around 14% since 2017. These broadly relate to customer service issues or services failing to arrive to timetable.
- Innovation within the bus sector, such as real time information and contactless payment, has been positive and increases the simplicity and attractiveness of bus use for passengers. Such innovation also encourages more 'casual' bus use.
- The volume of bus services and network size has reduced in recent years, as services are withdrawn where they are not financially viable. This has an impact on passengers, especially those who may rely on local services.
- In this context, additional policy and capital support to facilitate a strong and sustainable bus network would be desirable. A key strand of this is supporting greater integration between modes such as bus and rail to encourage public transport use.

6 Unite the Union

6.1 Unite the Union represents a range of workers within the bus industry. Unite responded to consultation on the proposed Transport (Scotland) Bill in September 2018 on behalf of its members. Their response is appended for information.

6.2 A summary of key points from the submission and the Lead Officer's discussions with the Union is set out below:-

- Buses are a social and economic necessity, especially for those on lower incomes or disadvantaged groups who may be particularly reliant on bus services.
- Unite consider that there is no real competition in the running of the bus network, with a small number of operators running the majority of services.
- In this context, Unite consider that municipal ownership of the bus network in Scotland would allow the system to work in the best interests of passengers, communities and the wider economy. It is acknowledged that additional funding from the Scottish Government may be required to achieve this.
- There requires to be greater transparency in respect of how existing public sector subsidies are utilised and in this context operators should

be required to deliver services which take account of social and economic interests of communities.

- The views of communities and bus users are paramount. Their views should be considered in the design of the bus network.

7 Lochwinnoch Community Council

7.1 The Lead Officer held discussions with Lochwinnoch Community Council to consider the perspective of local communities. Lochwinnoch is one of the most rural settlements within Renfrewshire and public transport provides local residents with connections to key destinations and facilities.

7.2 Lochwinnoch is served by two bus services. An hourly daytime service between Johnstone and Lochwinnoch is operated by Key Coaches, running between 7.30am and 6pm. A similar hourly evening service is operated by McGill's Buses, running between 6.50pm and 10.50pm. A Sunday service is also operated by McGill's, subsidised by SPT. Timetables are appended for information.

7.3 A further hourly service provided by McGill's (904, Largs - Glasgow) provides a connection between Lochwinnoch, Paisley and Glasgow beyond. This service is accessed outside the village, adjacent to the A737.

7.3 A summary of key points from discussion with Lochwinnoch Community Council is set out below:-

- Bus services are limited and services run to Johnstone only. There is no direct service to Paisley from the village centre, which would be desirable. Services are utilised by the elderly population in particular.
- Existing bus timetables do not always align with train timetables and this misses an opportunity for an integrated public transport network.
- Physical infrastructure to support walking, cycling and sustainable modes of transport such as bus should be promoted.
- Transparency in decisions made by commercial bus operators would be useful, particularly where routes are to be removed or realigned.
- In this context, an opportunity for the local community to be involved in the process, for example through the Bus Service Improvement Partnership (BSIP) proposed in the Transport (Scotland) Bill would be a welcome measure.

8 Councillor Andy Doig

8.1 Following agreement of the Board Convener, discussions were held with Councillor Andy Doig, representing the constituents of Renfrewshire Council Ward 9 (Johnstone North, Kilbarchan, Howwood and Lochwinnoch).

8.2 A summary of key points from discussion with Cllr Doig is set out below:-

- Bus services are often limited, with no direct link serving Lochwinnoch village centre and Paisley. Services have contracted in terms of scale and frequency in recent years.
- The reduction of services has a significant impact on the ability of residents to access vital services such as health centres, shopping, schools and workplaces across Renfrewshire. This impact may be significant on the most vulnerable, such as the elderly population or those on lower incomes.
- Improved partnership working is required between operators, the Regional Transport Authority (Strathclyde Partnership for Transport) and Renfrewshire Council to ensure that vital bus services are available for those who need them.
- The Transport (Scotland) Bill being considered by the Scottish Parliament currently identifies new powers for a local transport authority (local authorities or Strathclyde Partnership for Transport) to provide bus services.
- To improve bus services for the benefit of local residents, the potential for Renfrewshire Council to utilise emerging powers and consider municipal run bus services should be investigated in partnership with SPT and neighbouring authorities.

9 Next Steps

9.1 In line with the scope approved by the Board, a report will now be prepared for the 20 January 2020 meeting which summarises information reviewed to date and sets out conclusions and recommendations for consideration.

Implications of the Report

1. **Financial - None**

2. **HR & Organisational Development** - None
3. **Community/Council Planning** – None
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - None

- (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** - None

List of Background Papers

- a) Unite Union response to Transport (Scotland) Bill
- b) Key Coaches Service 4 (Lochwinnoch – Johnstone) Timetable
- c) McGill's Service 307 (Lochwinnoch – Johnstone) Timetable

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RURAL ECONOMY AND CONNECTIVITY COMMITTEE

TRANSPORT (SCOTLAND) BILL

SUBMISSION FROM UNITE THE UNION

Unite the Union Scotland represents around 140,000 working people and their families throughout Scotland. Unite is the UK's largest trade union with 1.4 million members in a range of industries including transport, construction, financial services, manufacturing, print and media, energy, the voluntary and non-profit sectors, education, creative industries, local government and the NHS.

Executive Summary

- Unite is disappointed that the opportunity for full municipal ownership of the bus network in Scotland was not an option in the Bill. We will continue to make the case for full public ownership as we see this as the best way for the bus system in Scotland to operate in the interests of passengers, communities and the wider economy.
- The only opportunity for some form of municipal ownership of the bus network included in the Bill is limited to local council's running buses as the 'operator of last resort'; Basically running the less profitable routes that are left after the profitable routes had been cherry picked by private bus companies.
- Unite would argue that there is no real competition in bus services. The dominant companies have created a monopoly in the bus network which serves shareholders but not necessarily the needs of the travelling public or wider economy and this together with limitations contained within section 66 of the 1985 Act actively dissuades councils from operating their own bus service.¹
- The Bill must be amended to ensure that the views of communities and users are paramount and decisions can be reversed if the weight of opinion demands. This must not be a tick box exercise.
- Bus services are a social and economic necessity especially for those on lower incomes, from disadvantaged groups as well as women as the main users of buses. It should not be left to market forces to determine where and when buses should run. Local councils must therefore have more control over bus services not only through franchising but they must also have the ability to run buses themselves in the interests of the communities and the local economy.
- Since deregulation the wages of our members have not kept pace with inflation and in some cases, the wages have actually declined as a percentage of the average wage. Unite would wish to see pay, terms and conditions within the bus network negotiated nationally under a national bargaining agreement, except where there is established bargaining arrangements with trade unions.
- The Bill must ensure complete transparency on how subsidies are utilised and it should be incumbent upon the companies to deliver a bus service that takes account of the social and economic interests of the communities using the service:
- The Bill should include the opportunity for a local transport authority to revoke a partnership plan if a) the provider fails to provide the service as laid out on the

¹ <http://www.legislation.gov.uk/ukpga/1985/67/section/66>

partnership proposals or scheme as determined and b) fails to run a bus based on users' needs.

- Additional funding from the Scottish Government would be required to put local transport authorities on an equal footing with existing operators.
- A partnership approach failed to work in the past and Unite is therefore surprised that a re-working of this arrangement has been put forward as an alternative to the present system this time around. The proposals as they stand are a weak alternative to existing arrangements and certainly not a substitute for robust regulation.
- Ticketing proposals must take account of working patterns which can vary from week to week given the significant number of people working on precarious and zero hours contracts.

Introduction

Unite is the largest union representing bus workers in the UK. Unite's members in the sector include drivers, engineers, builders, cleaners and mechanics and our wider membership are users of bus services.

Unite welcomes the opportunity to give evidence to the Committee on this important issue. Nevertheless we remain disappointed that the only opportunity for some form of municipal ownership of the bus network included in the Bill is limited to council's running buses as the operator of last resort; Basically running the less profitable routes that are not cherry picked by private bus companies.

Unite will continue to make the case for full public ownership as we see this as the best way for the bus system in Scotland to operate in the interests of passengers, communities and the wider economy. This would require an amendment to remove section 66 of the 1985 Transport Act.

We need to decide how we provide a reliable, affordable and integrated bus network that delivers in the interests of passengers and the wider Scottish economy not least of all as Scotland is a vast country with some very remote communities and for many, alternatives to the bus are simply not an option.

Low emission zone scheme (LEZ)

Unite accepts that there should be a consistent Scotland-wide approach to carbon reduction and recognise that LEZ's could be one way to deliver this. However, while this initiative could contribute towards meeting the Scottish Government's target in addressing the climate change challenge, some aspects of the low emission zone scheme contained within the Bill could prove difficult for Unite.

Unite would require greater clarity on exemptions particularly for passenger carrying vehicles, including taxis and buses. Unite members within the mechanical operation sector will have responsibility for ensuring that vehicles in the fleet are fitted with the necessary equipment to be compliant with the standard within the terms of the low emissions scheme. This will require negotiation with employers around additional work pressures, additional working hours and indeed the company would need to ensure that they had the workforce with the skills in place to carry out such work.

The introduction of such a scheme may also limit new bus providers from entering the market due to the considerable additional costs of green vehicles, thus enabling the larger existing providers, many of which are adapting their fleets to green bus, to maintain their dominance which will limit, not extend competition. Similarly individual taxi owners/drivers may be unable to compete with the larger taxi companies in terms of finance for new taxis and again, this may inadvertently reduce competition and favour the existing major players.

Unite also has members within Falkirk based, Alexander Dennis Limited (ADL); one of the world's largest bus companies and a world leader in developing green bus technology. Unite would welcome a review of procurement rules around municipal ownership or franchising that would allow for the purchase of additional bus fleet from ADL to complement any move to LEZ's.

Unite would wish to see taxi cabs considered in a similar way as other functions of the public transport network and as such exempt from LEZ charges.

Unite is aware of proposals by Edinburgh City Council to develop LEZ's which includes introducing a cap on the age of vehicles on the road. Unite would argue that this fails to consider that some taxi drivers finance their vehicle over a longer period of time, based on the assumption that it will eventually become finance free, and at that point they can be recoup some of the initial investment. However, Edinburgh's proposals would mean that when the taxi is paid in full, it may well be too old to work the streets of Edinburgh and the driver will once again require to seek expensive finance to buy a new vehicle that is compliant. These additional costs may put some taxi drivers off entering the industry.

Dundee City Council has plans for extending electric zero emission charging points and is leading the way in a transition to electric vehicles particularly taxis. However this only equates to 7% of the taxi fleet. Aberdeen City Council has held discussions on LEZ. However critics have identified existing initiatives that have contributed to a reduction in the volume of cars and lorry's on Aberdeen streets including the new Aberdeen Peripheral Ringroad and that an LEZ scheme is a costly burden on already overstretched councils.²

Unite must therefore be consulted with regards to the introduction of LEZ's as well as the expected timeframe for implementing such a scheme in order that the proposals would not detrimentally impact on our members across the sector or inconvenience those accessing our cities.

Public v private

Unite sees little benefit to bus users, communities or workers, in private companies hiving off profits to pay to shareholders while fares rise, bus routes are withdrawn, public subsidy increases and the terms and conditions of workers in the industry are being eroded.

In 2017 five of the top six bus companies operating in Scotland returned pre-tax profits of £110.9 million.³ A significant proportion of this is likely to have been returned to shareholders as dividends. Publicly owned Lothian buses made pre-tax profits of £10 million the same year. In the same period Lothian paid a dividend to its public sector

² <https://www.pressandjournal.co.uk/fp/news/aberdeen/1378809/aberdeen-lez-could-cost-you-20million/>

³ McGill £2.03 m, First Glasgow No1 £3.6 m, First Glasgow No2 £8.2 m, Stagecoach Group £95 m, Craig of Campbeltown t/a Westcoast Motors £2.1 m

owners of £6.8 million. A significant proportion of these profits were reinvested within the local public transport network.

In 2016/17 bus companies in Scotland received £695 million in revenue, with 43% (£298 million) coming from Local or Central Government support.

Yet over the same period we have seen a 10% reduction in journey numbers and an increase in fares of 18%.⁴ The number of workers employed in the sector has also dropped by 8% over the last five years and their terms and conditions are continually being eroded.

Unite would argue that there is no real competition in bus services. The dominant companies have created a monopoly in the bus network which serves shareholders but not necessarily the needs of the travelling public or wider economy.

On Bus Services, the Bill effectively maintains the status quo. It does not create opportunities for any real competition between providers and actively dissuades councils from operating their own bus service. It is a failed opportunity to provide Scotland with a bus service it desperately needs and deserves.

Private bus companies run buses for profit, which in itself is not the issue; it is how those profits are distributed. For privately run bus companies profit maximisation is determined by corporate governance rules in the interest of shareholders. Therefore, if profits cannot be achieved there is no moral imperative contained within the governance code for the bus company to keep the bus route running.

Ian Taylor from TfQL argued in his evidence to the Public Petitions Committee:

“... the deregulation of buses in the 1980s removed the powers through which local transport authorities could design coherent integrated networks. What we have had since is a situation in which the operators, quite logically and naturally, follow the commercial imperative and cherry pick the best routes. That leaves local transport authorities running behind, trying to fill in the gaps and pick up the pieces. It is a highly inefficient way of putting together a public transport network.”

Taylor also pointed out that it appeared to be the same companies that are given the contracts as well as obtaining additional finance to run less profitable routes. A win/win.

In contrast, Lothian buses have reinvested profits into improving bus journeys,⁵ extending the network (including investment in trams) and invested in bus fleet (including ‘green’ buses).⁶ Their fares have remained low and the majority of the workforce are members of a trade union where they have good terms and conditions. They also continually win industry awards for service and efficiency. Edinburgh’s transport was ranked among the highest in the world – and second in the UK after London – in the Arcadis Sustainable Cities Mobility Index, beating larger and more heavily invested cities including Barcelona, Geneva, Washington DC and Sydney.⁷ Lothian Buses are a shining example of how to run buses properly.

⁴ <https://goo.gl/gFRwwB>

⁵ Total number of passenger journeys up 19 per cent to 6.6 million in 2017.

⁶ <https://www.lothianbuses.com/news/2018/06/lothian-invests-in-the-future/>

⁷ <https://www.arcadis.com/en/global/our-perspectives/sustainable-cities-mobility-index-2017/>

Across Europe buses are run as a social and economic necessity and many of them are publicly owned. Deutsche Bahn is the public transport network in Germany which operates buses, street cars and trains similar to RATP in France. There is an acknowledgement that buses are required to keep cities, communities and the economy running and the best way to ensure that these interests are taken into account is for public sector to deliver this.

However in the main, Scotland's buses are run by private bus companies for profit; Less profitable routes, which are unable to obtain public subsidy, are simply withdrawn with little engagement with those likely to be affected most; passengers and communities.

Furthermore, individual bus companies are awarded individual routes with no obligation to integrate this into the existing network. This requires to be addressed in both terms of networks and ticketing.

Proposals contained within the Bill seek to improve engagement with communities on timetables, and to obtain the views of users on local services in the area. While helpful, Unite would argue that engagement in itself could be regarded by these companies as simply a tick box exercise which will not affect the final decision.

Case Study – Community Voice

The Haud the Bus campaign was set up following the threat of the withdrawal of the only bus service to Banton, North Lanarkshire. Banton has a strong community identity within a small geographical area which made it easier to gather support from the local community. Banton had already witnessed its shop and Post Office close and the local pub also threatened with closure.

The withdrawal of the bus service would have been devastating for the community trying to get to work, but especially for those most in need in Banton who have limited access to other modes of transport and relied on the bus to take them to hospital and doctor's appointments or to the nearest bank.

A recent community buy-out of the pub should ensure that a community hub remains in Banton and the community are hopeful that this can create a centre for community cohesion against any further threat to withdraw vital public transport links to the village. It may even act as a magnet, drawing other businesses in.

The Banton bus is presently being run by Stagecoach on a 'use it or lose it' basis with the service presently being subsidised by North Lanarkshire Council. However continuation of the service will rely on the council continuing to subsidise the route at a time when local authority budgets are feeling the squeeze.

Would the proposals contained within the Bill on improving engagement have changed the decision by the bus company to retain the bus in communities like Banton? If not, then the Bill must be amended to ensure that the views of communities and users are paramount and decisions can be reversed if the weight of opinion demands.

Brian Robson, acting head of policy and research at the Joseph Rowntree Foundation said: *"It's unacceptable that large numbers of people seeking work are being locked out of job opportunities simply because of poor public transport connections. The experiences of low-*

income residents make it abundantly clear that we must properly invest in transport networks within cities not just between them."

However Banton was not alone in losing its bus. Across the country bus services are frequently being threatened with withdrawal. A snap-shot of the last 12 months gives an indication of the extent of the problem. The undernoted communities have all faced the threat of withdrawal of their bus service:

- Airdrie to Salsburgh
- Kirkshaws/Coatbridge to Caldercruix
- Coatbridge to Bargeddie, Townhead and Glenboig
- Monklands Hospital to Cumbernauld and Kirkintilloch
- Dumfries to Edinburgh via Biggar
- Echt to Banchory, as well as a route that covers Durris, Drumoak, Crathes and Banchory
- Braemar and Banchory
- Culbokie to Inverness
- Anniesland via Kelvindale and Hyndland

In most cases the bus companies, not the local transport authority, has determined that these routes are not being used sufficiently and they are therefore not sustainable unless local transport authorities step in to provide a subsidy.

It would therefore appear that when the profit margins are reduced private bus companies threaten to withdraw the service and the public sector is expected to step in with additional funding to keep it running. The public sector is therefore being held to ransom.

Simply providing a subsidy to private companies' without due regard to how these funds are utilised to ensure the service provides support for the community, is not the best use of taxpayers money.

Indeed providing the subsidy (through the Bus Service Operators Grant (BSOG) under section 38 of the Transport (Scotland) Act 2001) results in the unintended consequence of the private sector retaining the revenue while asking tax payers to take on any losses. This is not only unfair, it questions the tendering process where the private sector is awarded a contract to run a service that requires public funding to deliver it.

Bus services are a social and economic necessity especially for those on lower incomes and from disadvantaged groups as well as women, as the main users of buses. It should not be left to market forces to determine where and when buses should run. Local councils must therefore have more control over bus services not only through franchising but they must also have the ability to run buses themselves in the interests of the communities and the local economy.

This is supported in a report by the Joseph Rowntree Foundation which carried out research in Castlemilk and Port Glasgow. The report found: "...*serious disconnect*" *between the location of jobs and low-income neighborhoods was "constraining people's*

*ability to seize job opportunities when they arise".*⁸

Moreover, Article 1, Regulation (EC) 1370/2007 on public passenger transport services by rail and by road defines public transport as passenger services which are of 'General Economic Interest' which means public authorities may be subject to this specific obligation which would obligate them to undertake the provision of running a bus service based on users' needs even where the decision is market based. This includes "...safe, higher quality or lower cost than those that would have been allowed by market forces alone."⁹

Therefore the Bill should include the opportunity for a local transport authority to revoke a partnership plan if a) the provider fails to provide the service as laid out on the partnership proposals or scheme as determined; and b) fails to run a bus based on users' needs.

Franchising

The proposals contained within the Bill for Franchising are a considerable improvement on what we have at that moment. However, the Scottish Government's claim that their '*change of approach is designed to increase the range of situations in which a local transport authority can consider the franchising model option*' is overstressing the capabilities of the franchising model. (Explanatory Note 156) Unite would argue that the process, as it has been put forward, does not make franchising easy to attain.

The Bill proposes that the franchise requires approval by an ad-hoc panel convened by the Traffic Commissioner which Unite feel is not appropriate. This places too much power in the hands of a small group of unelected individuals to be judge and jury. For example (13J5(d)) judgement as to whether the local authority has '*reached a reasonable conclusion in deciding to make the proposed franchising framework*' lies directly with the panel. This could potentially provide the Traffic Commissioner with the power to block any franchise proposals if they wish to do so, based on a subjective set of criteria.

Unite would therefore wish to know where the panel will be drawn from. We would require assurances that the panel would not be populated by individuals with a background that is more supportive of commercial bus services. Instead Unite would argue that there must be a robust process for a) appointing the panel; b) full transparency in the assessment and auditing process itself; and c) the option to appeal a decision to an independent adjudicator that sits outwith the authority of the Traffic Commissioner. Trade union involvement in appointing the panel would go some way to alleviate any doubt regarding the appointments.

Employment

Unite members working in the sector deserve to be rewarded fairly for the service they deliver day in day out keeping the buses running and the economy going. However, with a squeeze on profitability around routes, bus companies have looked at other ways to reduce costs and have focused on worker's pay, terms and conditions.

Since deregulation the wages of our members have not kept pace with inflation and in some cases, the wages have actually declined as a percentage of the average wage. A

⁸ <https://www.jrf.org.uk/press/families-north-locked-out-jobs-market>

⁹ <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2007:315:0001:0013:EN:PDF>

report by Transport for Quality of Life (TfQL) identified that before bus regulation, the average wage of a bus driver was roughly in line with the average wage. However since bus deregulation while the average wage has increased by 25 per cent, the average wage of a bus driver has actually gone down by 11 per cent.¹⁰ This is no surprise as workers are now organised through patchwork coverage of individual agreements not covered under a robust national agreement. This has created a race to the bottom on workers' pay, terms and conditions, with comparators often based on the lowest common denominator.

This has caused some workers to fight back. In March this year Unite members in First Aberdeen were involved in a dispute over an attack on their wages, terms and conditions culminating in strike action.¹¹ Any bus contract awarded, either through partnership or franchise models must include collective bargaining at its core. Unite would also wish to see pay, terms and conditions within the bus network negotiated nationally under a national bargaining agreement, except where there is established bargaining arrangements with trade unions.

Our members have also identified issues around long working hours without a break due to staff shortages and an exceedingly controlled working environment, and irregular and unsocial hours, creating stress and pressures throughout the working day which has led some workers in the industry to suffer mental ill health.

This may be linked to the increasing number of drivers that have had their licence revoked over the past few years which it has been argued is a damning indictment of the passenger industry and the difficult job that bus drivers undertake, often to the detriment of their own health. A FOI request by DC Thomson to the DVLA in 2016 showed that between 2010 and 2014 there was a 63.5% increase in the number of bus drivers who had their licences revoked in the UK.¹²

Unite believes that the subsidy to bus companies, which in 2016/17 was £298 million, is provided to bus companies without adequate oversight of how this is spent, whether it is addressing issues related to worker's concerns or importantly whether taxpayers and the travelling public are receiving value for money.

The Bill must ensure complete transparency on how these funds are used. It should be incumbent upon the companies to deliver a bus service that takes account of the social and economic interests of the communities utilising the service as well as ensuring workers are given the support they require to fulfil their role.

Powers and duties

The Bill as it presently stands gives local authorities some powers to run buses but in reality they are restricted in doing so in that they are almost regarded as the operator of last resort. The Bill makes this clear in Section 71A which permits municipal ownership and operation of some services but only to fill gaps. Importantly, according to Explanatory Notes 87 this *'does not enable the council to operate local services where there is no such unmet*

¹⁰ https://www.transportforqualityoflife.com/u/files/160120_Building_a_world-class_bus_system_for_Britain_FINAL1.pdf

¹¹ <https://www.eveningexpress.co.uk/fp/news/local/drivers-at-first-aberdeen-to-escalate-strike-action-for-four-weeks1/>

¹² <https://www.gov.uk/government/publications/the-number-of-bus-drivers-in-the-uk-by-age>

requirement: if commercially operated services are operating without subsidy, the council cannot compete with them'.

Unite would argue that there should be a clear provision that local authorities can set up and run municipally owned services and create a regulation zone around them that protects them from competition from commercial companies. i.e. the reverse of the proposed arrangement, as well as the existing arrangement.

However while suggesting local authorities are best placed to run bus services this comes at a time when budgets within authorities are tight. Unite is clear that additional funding from the Scottish Government would be required to put local transport authorities on an equal footing to operate bus services.

This could be done through leasing buses to the transport authority and financed through the reduction in subsidy presently provided to private bus companies.

Partnership

In Unite's view the proposals put forward for a partnership approach are a weak alternative to existing arrangements and certainly not a substitute for robust regulation. Indeed why partnership was put forward as a suitable option and not municipal ownership is still unclear.

A partnership approach failed to work in the past and Unite is therefore surprised that a re-working of this arrangement has been put forward as an alternative to the present system this time around.

Moreover, under Schedule 1A clause 5 (1) *Effect of Objection* existing bus operators can object to the setting up of the partnership. This gives the incumbent considerable power over new entrants as well as the fact that they have knowledge of the costs of operating the route which no other provider would have access to, giving them an advantage when putting in a bid.

Transport poverty - Ticketing

Ticketing and the costs of travel are an issue. It is evident that some passengers are unfairly penalised financially in the transport system as it is presently set-up. A review of ticketing options must therefore take account of working hours/days which can vary from week to week as discounted ticketing is not presently set up in such a way to give value for money for people working on precarious contracts.

Sustrans has described the inability to access essential services or work because of a lack of affordable transport options. Unite would support this assertion. The report: *Locked Out*, carried out by Sustrans initially looked at England.¹³ However when they applied their calculations to the whole of Scotland, they found that 20% of the neighbourhoods studied were at high risk of transport poverty. They identified that 'at risk' areas are home to more than 1 million people in total, predominantly in small towns or accessible - not remote - rural locations.

¹³ <https://www.sustrans.org.uk/lockedout>

Numerous journeys made without a weekly or monthly travel-card result in high travel costs for less frequent travellers.

As previously mentioned, working patterns are such that precarious working does not necessarily allow for consistent and affordable use of public transport. Statistics from the Scottish Parliament Information Centre (SPiCE) show that in 2017 274,000 people were on insecure or zero hours contracts, without guaranteed hours or income, many of whom are required to attend work at short notice. This doesn't allow for any planning and certainly not to benefit from a weekly/monthly/annual travelcard.

In addition, Unite supports comments made by the Joseph Rowntree Foundation which highlight the inter-related issues around poor public transport and how for some people, being able to access efficient, affordable and integrated transport is key to achieving wider economic success:

*"Currently unaffordable and unreliable public transport is holding people back from being able to achieve a better standard of living. With more powers being devolved to city and local leaders, now is the time to redesign our transport, housing and economic policies so that everyone can get into work and progress in their careers."*¹⁴

Unite would be disappointed if, 5 years from now, a review of Scotland's bus network finds passenger numbers continue to decline and that accessibility and affordability show no positive or meaningful change. If so, we will have failed our communities, the economy and the people of Scotland.

Pat Rafferty,

Scottish Regional Secretary

For further information on this submission please contact:
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Liz Cairns

Political Research and Campaigns unit, Unite Scotland

September 2018

¹⁴ <https://www.jrf.org.uk/press/families-north-locked-out-jobs-market>

Lochwinnoch - Johnstone
Monday to Friday

Operated by: KYC
 Key Coaches, Enquiry Phone Number: 01505 358589

Timetable valid from 22 Apr 2016

Lochwinnoch, At Lochwinnoch Station on Railway Station	Depart:	T	07:30	08:30	09:30	10:30	11:30	12:30	13:30	15:00	16:00	17:00	18:00
Lochwinnoch, Near Calder Street on Main Street		T	07:32	08:32	09:32	10:32	11:32	12:32	13:32	15:02	16:02	17:02	18:02
Lochwinnoch, Opp Parkhill Drive on Johnshill		T	07:36	08:36	09:36	10:36	11:36	12:36	13:36	15:06	16:06	17:06	18:06
Howwood, At Howwood Hall on Station Road		T	07:42	08:42	09:42	10:42	11:42	12:42	13:42	15:12	16:12	17:12	18:12
Johnstone, before Laighcartside Street on High Street		T	07:53	08:53	09:53	10:53	11:53	12:53	13:53	15:23	16:23	17:23	18:23
Johnstone, At Johnstone Station on Railway Station	Arrive:	T	07:55	08:55	09:55	10:55	11:55	12:55	13:55	15:25	16:25	17:25	18:25

This timetable was generated on 09/10/2019 and includes any known services changes up to 30 days in advance. This timetable does not apply on public holidays and may be further varied during the Christmas and New Year festive period. Every attempt will be made to publish public holiday and festive timetable information separately at www.travelinescotland.com. Public transport information is also available by phone on 0871 200 22 33. Calls cost 12p per minute plus your phone company's access charge.

Johnstone - Lochwinnoch
Monday to Friday

Operated by: KYC
 Key Coaches, Enquiry Phone Number: 01505 358589

Timetable valid from 22 Apr 2016

Johnstone, At Johnstone Station on Railway Station	Depart: T	07:55	09:00	10:00	11:00	12:00	13:00	14:30	15:30	16:30	17:30
Johnstone, Stop 3 Houston Square on High Street	T	07:57	09:02	10:02	11:02	12:02	13:02	14:32	15:32	16:32	17:32
Howwood, At Station Avenue on Station Road	T	08:05	09:10	10:10	11:10	12:10	13:10	14:40	15:40	16:40	17:40
Lochwinnoch, At Parkhill Drive on Johnshill	T	07:23	08:12	09:17	10:17	11:17	12:17	13:17	14:47	15:47	16:47
Lochwinnoch, Near Church Street on Main Street	T	07:27	08:17	09:22	10:22	11:22	12:22	13:22	14:52	15:52	16:52
Lochwinnoch, At Lochwinnoch Station on Railway Station	Arrive: T	07:30	08:20	09:25	10:25	11:25	12:25	13:25	14:55	15:55	16:55

This timetable was generated on 09/10/2019 and includes any known services changes up to 30 days in advance. This timetable does not apply on public holidays and may be further varied during the Christmas and New Year festive period. Every attempt will be made to publish public holiday and festive timetable information separately at www.travelinescotland.com. Public transport information is also available by phone on 0871 200 22 33. Calls cost 12p per minute plus your phone company's access charge.

Lochwinnoch - Johnstone
Saturday

Operated by: KYC
 Key Coaches, Enquiry Phone Number: 01505 358589

Timetable valid from 22 Apr 2016

Lochwinnoch, At Lochwinnoch Station on Railway Station	Depart:	T	09:30	10:30	11:30	12:30	13:30	15:00	16:00	17:00	18:00	
Lochwinnoch, Near Calder Street on Main Street	T	08:32	09:32	10:32	11:32	12:32	13:32	15:02	16:02	17:02	18:02	
Lochwinnoch, Opp Parkhill Drive on Johnshill	T	08:36	09:36	10:36	11:36	12:36	13:36	15:06	16:06	17:06	18:06	
Howwood, At Howwood Hall on Station Road	T	08:42	09:42	10:42	11:42	12:42	13:42	15:12	16:12	17:12	18:12	
Johnstone, before Laighcartside Street on High Street	T	08:53	09:53	10:53	11:53	12:53	13:53	15:23	16:23	17:23	18:23	
Johnstone, At Johnstone Station on Railway Station	Arrive:	T	08:55	09:55	10:55	11:55	12:55	13:55	15:25	16:25	17:25	18:25

This timetable was generated on 09/10/2019 and includes any known services changes up to 30 days in advance. This timetable does not apply on public holidays and may be further varied during the Christmas and New Year festive period. Every attempt will be made to publish public holiday and festive timetable information separately at www.travelinescotland.com. Public transport information is also available by phone on 0871 200 22 33. Calls cost 12p per minute plus your phone company's access charge.

Johnstone - Lochwinnoch
Saturday

Operated by: KYC

Key Coaches, Enquiry Phone Number: 01505 358589

Timetable valid from 22 Apr 2016

Johnstone, At Johnstone Station on Railway Station	Depart: T	09:00	10:00	11:00	12:00	13:00	14:30	15:30	16:30	17:30
Johnstone, Stop 3 Houston Square on High Street	T	09:02	10:02	11:02	12:02	13:02	14:32	15:32	16:32	17:32
Howwood, At Station Avenue on Station Road	T	09:10	10:10	11:10	12:10	13:10	14:40	15:40	16:40	17:40
Lochwinnoch, At Parkhill Drive on Johnshill	T	09:17	10:17	11:17	12:17	13:17	14:47	15:47	16:47	17:47
Lochwinnoch, Near Church Street on Main Street	T	09:22	10:22	11:22	12:22	13:22	14:52	15:52	16:52	17:52
Lochwinnoch, At Lochwinnoch Station on Railway Station	Arrive: T	09:25	10:25	11:25	12:25	13:25	14:55	15:55	16:55	17:55

This timetable was generated on 09/10/2019 and includes any known services changes up to 30 days in advance. This timetable does not apply on public holidays and may be further varied during the Christmas and New Year festive period. Every attempt will be made to publish public holiday and festive timetable information separately at www.travelinescotland.com. Public transport information is also available by phone on 0871 200 22 33. Calls cost 12p per minute plus your phone company's access charge.



Whilst every effort will be made to adhere to the scheduled times, the Partnership disclaims any liability in respect of loss or inconvenience arising from any failure to operate journeys as published, changes in timings or printing errors.

Bus Timetable
From 15 July 2018

307

Lochwinnoch Howwood Johnstone

For more information visit spt.co.uk
Alternatively, for all public transport enquiries, call:

traveline
public transport info
0871 200 22 33

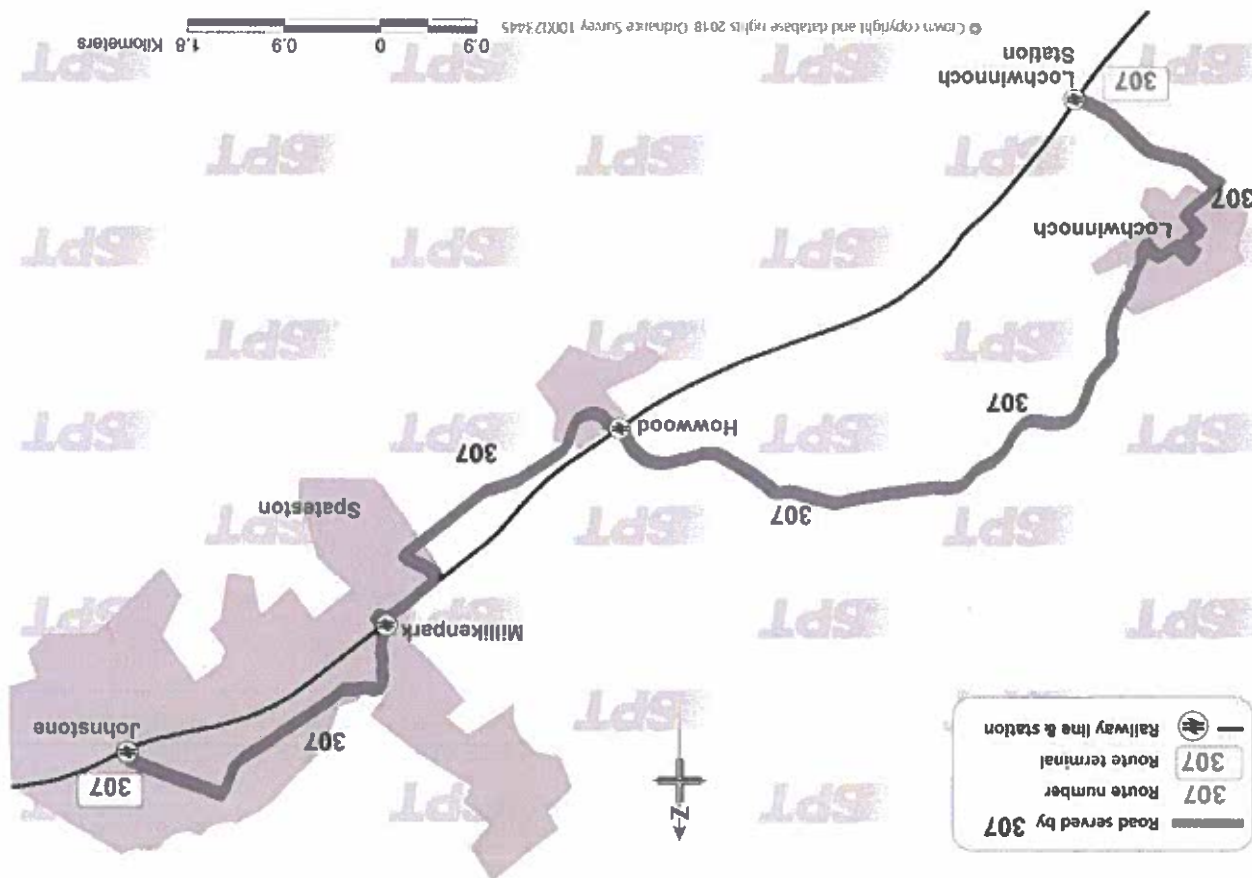
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SPT
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0141 333 3690
e bus@spt.co.uk

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Greenock PA16 0EQ
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Please note – Calls to 0845 271 2405 will be charged at 2p per min (inc. VAT) plus your Telecoms Providers Access Charge

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Service 307: from **Lochwinnoch Railway Station** via A760, Main Street, Calder Street, Braehead, Calderpark Street, Calderpark Avenue, Braehead Avenue, Braehead, Mansfield Road, High Street, Johnshill, Bridesmill Road, Station Road, Main Street, Beith Road, Corseford Avenue, Cochranemill Road, B787, Kilbarchan Road, Graham Street, MacDowall Street, High Street, Thorn Brae to **Johnstone Railway Station**

Service 307: from **Johnstone Railway Station** via Thorn Brae, High Street, MacDowall Street, Graham Street, Kilbarchan Road, Cochranemill Road, Corseford Avenue, Beith Road, Main Street, Station Road, Bridesmill Road, Johnshill, High Street, Mansfield Road, Braehead, Braehead Avenue, Calderpark Avenue, Calderpark Street, Braehead, Calder Street, Main Street, A760 to **Lochwinnoch Railway Station**

Monday to Saturday

Codes	FS					
Johnstone Railway Station	1821	1921	2021	2121	2221	2321
Johnstone, High Street	1823	1923	2023	2123	2223	2323
Howwood, Station Road	1832	1932	2032	2132	2232	2332
Lochwinnoch, Johnshill	1839	1939	2039	2139	2239	2339
Lochwinnoch, Main Street	1843	1943	2043	2143	2243	2343
Lochwinnoch Railway Station	1846	1946	2046	2146	2246	2346

Hail and Ride operates between Calder Street and Mansfield Road (both directions)

Monday to Saturday daytime services along this route are operated without subsidy from SPT. Please contact Traveline on 0871 200 2233 for timetable information

Lochwinnoch Railway Station	1850	1950	2050	2150	2250
Lochwinnoch, Main Street	1853	1953	2053	2153	2253
Lochwinnoch, Johnshill	1857	1957	2057	2157	2257
Howwood, Station Road	1904	2004	2104	2204	2304
Johnstone, High Street	1913	2013	2113	2213	2313
Johnstone Railway Station	1915	2015	2115	2215	2315

Codes

FS Operates Friday and Saturday only

Sunday

Johnstone Railway Station	0950	1050	1150	then hourly until	1750	1850	1955	2057	2157
Johnstone, High Street	0952	1052	1152		1752	1852	1957	2059	2159
Howwood, Station Road	1001	1101	1201		1801	1901	2006	2108	2208
Lochwinnoch, Johnshill	1008	1108	1208		1808	1908	2013	2115	2215
Lochwinnoch, Main Street	1012	1112	1212		1812	1912	2017	2119	2219
Lochwinnoch Railway Station	1015	1115	1215		1815	1915	2020	2122	2222

Lochwinnoch Railway Station	0919	1019	1119	1219	then hourly until	1819	1919	2022	2122	2222
Lochwinnoch, Main Street	0922	1022	1122	1222		1822	1922	2025	2125	2225
Lochwinnoch, Johnshill	0926	1026	1126	1226		1826	1926	2029	2129	2229
Howwood, Station Road	0933	1033	1133	1233		1833	1933	2036	2136	2236
Johnstone, High Street	0942	1042	1142	1242		1842	1942	2045	2145	2245
Johnstone Railway Station	0944	1044	1144	1244		1844	1944	2047	2147	2247

Fare table service 307

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Adult single fares £

Johnstone									
1.10 Johnstone Centre									
1.30 1.10 Johnstone Papermill									
1.65 1.50 1.10 Corseford Avenue									
1.90 1.90 1.40 1.10 Beith Rd									
1.90 1.90 1.80 1.65 1.10 Howwood									
2.10 2.10 2.00 1.90 1.80 1.10 Markethill Farm									
2.85 2.85 2.50 2.40 2.00 2.00 1.10 Lochwinnoch Main Street									
3.00 3.00 2.50 2.40 2.15 2.15 1.20 1.10 Lochwinnoch									

Child Single Fares
(from 5th to 16th birthday)
Children under school age travel free
Childs single fares at half the adult single fare rounded up to the next 5 pence

FARES ARE CORRECT AT FEBRUARY 2018 - MAY BE SUBJECT TO CHANGE

This service will not operate on 25 December and 1 January. On other bank, public or local holidays the service will be operated as specified subject to traffic requirements when the service may be either amended or withdrawn by agreement with Strathclyde Partnership for Transport



The 24 hour clock is used throughout this guide to avoid confusion between am and pm times.

For example:
9.00am is shown as 0900
2.15pm is shown as 1415
10.25pm is shown as 2225



TO: AUDIT, RISK & SCRUTINY POLICY BOARD

ON: 4th NOVEMBER 2019

REPORT BY: LEAD OFFICER

**HEADING: MAINTENANCE OF MULTI OCCUPANCY ACCOMMODATION
(MIXED TENURE BUILDINGS)**

1. SUMMARY

- 1.1 This paper updates progress on the review entitled "Maintenance of Multi Occupancy Accommodation" as agreed as part of the Audit, Risk and Scrutiny Board's annual programme of activity for 2019/20.
 - 1.2 The Mixed Tenure Manager from Communities, Housing and Property Services has agreed to attend the Board on 04 November 2019 to discuss the maintenance process of multi-occupancy accommodation (mixed tenure buildings) within Renfrewshire and provide responses to any questions Board Members wish to ask.
-

2. RECOMMENDATIONS

It is recommended that the Audit, Risk & Scrutiny Board:

- 2.1 Note the content of the report and agree its initial conclusions;
 - 2.2 Agrees the next steps for the review process;
-

3. KEY POINTS

- 3.1 The key points to date in the review of maintenance of multi-occupancy accommodation (mixed tenure buildings) include:

A Working Group report of cross party MSPs on Maintenance of Tenement Scheme Property was published in June 2019 – Final Recommendations Report had three main recommendations including Building Inspections, Establishing compulsory owners' associations and Establishment of Building Reserve Funds. The majority of this report's proposals require legislative action. The timeline for the implementation of all of these proposals could take up to 10 years. Some may simply require secondary legislation and could be introduced relatively quickly; whilst other proposals – those which are more straightforward – might be included in related legislation dealing with, for example, planning, finance or energy.

4. NEXT STEPS

- 4.1 The Lead Officer will prepare a draft report for Board on the review of maintenance of multi-occupancy accommodation within Renfrewshire.
 - 4.2 The Lead Officer will meet with representatives of Paisley Housing Association and Tenant Residents Associations to gather their thoughts and opinions on the maintenance of Multi Occupancy Accommodation.
-

5. BACKGROUND

- 5.1 Renfrewshire Council has 2,848 mixed tenure properties. Annually, there are around 1000-1500 repair jobs raised for mixed tenure properties.
 - 5.1.1 Renfrewshire Council or their appointed Contractor carry out all repair and maintenance in mixed tenure accommodation. Renfrewshire Council do not carry out these works as a factor. If a repair is an emergency then the Council would carry out the works as another owner and bill the owners. For routine repairs and maintenance, quotes are sent to owners to indicate if they are willing to pay their share. There is a 14-day period for the tenant to inform Renfrewshire Council of their decision with 28 day cooling off following a positive scheme decision.
 - 5.1.2 Generally, there is one vote per unit / dwelling. Voting is carried out under the Tenements (Scotland) Act 2004. A unit could have greater voting rights if their floor space is significantly greater than the other units in the block. A majority in the scheme decision is required for the maintenance or repairs to proceed.
 - 5.1.3 Around, one third of jobs do not go ahead as there is no majority agreement with tenants. Anecdotally, this is due to maintenance / repair costs and a lack of funds by owners. Around 20-50 owners in mixed tenure properties progress with completing the repair works themselves and invoicing Renfrewshire Council on completion.
 - 5.1.4 Three case studies detail the challenges obtaining the cooperation of owners to progress common repairs and an example where private owners have had to initiate common repairs. These case studies are contained at Appendix 3.

- 5.1.5 An example of good practice is the Working Group report of cross party MSPs on Maintenance of Tenement Scheme Property published in June 2019 (Background Paper D) which considered the challenges arising from the difficulties owners face in organising common repairs, identifying owners and securing contributions from owners. This report calls on regular inspections of common property, establishment of owners associations and/or compulsory factoring and the creation of reserve funds for blocks.
- 5.1.6 The recommendations proposed in this Working Group report, which is not restrictive to pre 1919 tenemental blocks and acknowledges that all flatted property have similar challenges in securing common repairs will require legislative changes which will take some time to evolve. Without these further changes in the law for “tenements,” landlords and owners associations will continue to face obstacles in securing common repairs and the cooperation of owners.
- 5.1.7 Compulsory factoring has been proposed as one of the solutions but again many factors have walked away from blocks as they have been unable to secure financial contributions from liable owners and could not continue to underwrite debts. Factoring is resource intensive and recovering debts associated with co-ordinating repairs can be a long and expensive process.

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** - 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** – All work undertaken is assessed under appropriate Health and Safety legislation.

9. **Procurement** – All procurement legislation is adhered to when items are procured for this project.
 10. **Risk** – None
 11. **Privacy Impact** – None
 12. **Cosla Policy Position** – None
-

List of Background Papers

- a) Working-Group-on-Maintenance-of-Tenement-Scheme-Property-Final-Recommendations-Report
-

Author: Lead Officer – Dorothy Kerr, Service Coordination Manager, Environment & Infrastructure
Email: dorothy.kerr@renfrewshire.gov.uk

Appendix 1

Date	Action
28 th May 2019	Review Commences
26 th August 2019	Review Continues
23 rd September 2019	Review Continues
4 th November 2019	Review Continues
20 th January 2020	Draft Report to Board
16 th March 2020	Final Report to Board
7 th May 2020	Final Report to Council

Terms of Review

“Both Council tenants and private residents are losing out because all parties can’t agree on regular maintenance and upgrading contacts. Council tenants find their property is left to last whether or not private tenants are involved and have agreed an upgrade of the property. Minor repairs don’t get done because all parties won’t agree the work is necessary or the cost is fair. Because of this disagreement, properties don’t get maintained, become run down, lose value and don’t attract good tenants. This then brings down the whole area. Private tenants believe they are being asked to pay over the odds for maintenance work by Council employees etc.”

The expected outcome of the review is as follows: “Find a way forward by which all parties agree to any maintenance or upgrading work. There will always be the odd resident who won’t agree to the work but they should have to bow to the majority. Perhaps problem properties should be “factored” by a third party. Factors can then use their knowledge base and go to outside contractors for quotes (perhaps something private tenants don’t feel capable of doing themselves). Help should be offered to private tenants where it can be shown that they genuinely do not have the finances to pay for the work”

Case Study 1

Background

This is a 2-storey tenement that consists of 2 flats. The whole of the ground floor flat is privately owned and the whole of the upstairs flat is council owned.

Under the Tenements (Scotland) Act 2004 each flat has 50% voting rights in respect of non-emergency repairs. This has led to serious maintenance issues arising within the block due to lack of participation from the private owner.

Problem

Our tenant has been reporting issues with leaking gutters at the rear since November 2017 and Renfrewshire Council attempted to have the gutters cleaned and repaired by consulting with the private owner in November 2017 and April 2018. However, on both occasions we were unable to secure the agreement of the private owner and our proposal was cancelled.

The problem persisted and the external damage was being exasperated, this then led to us obtaining quotations before carrying out a consultation in September 2018 to renew the rear gutters, fascia and soffit. However, we were again unable to achieve the majority consent to allow us to proceed with our proposals.

We were then contacted by our tenant in January 2019 to advise that water ingress was now entering the inside of the property. This allowed us to allocate the work to our contractor using the emergency powers available under the Tenements (Scotland) Act 2004.

Our contractor attended on-site to commence the works but regrettably, they were unable to continue as they discovered wet rot. A report was obtained that advised the wet rot was extensive and the recommendation was that a new roof would be required.



Solution

Discussions were held with our asset management team and we were able to include this block into our proposals for our current external programme.

The Owner Services Team have attempted to contact the private owner on several occasions to request a meeting to discuss the options available but the owner has failed to engage with us.

As such, if we are unable to secure the owners vote for the external programme (where they will receive grant assistance) then the Council will be left with no other alternative than to renew the roof under the emergency powers of the Tenements (Scotland) Act 2004 (where the owner will receive no grant assistance).

Case Study 2

Background

A chimney serving 3 flats had become porous over the years and our tenant at the top floor experienced numerous cases of water ingress from the chimney.

Flats G/1 and 2/1 are both council properties with flat 1/1 being in private ownership.

After consultation in May 2016, our Building Services renewed the roughcast and leadwork at the chimney but our tenant experienced water ingress again in 2018 and our trades advised that the chimney was defective beyond repair and needed to be taken down and tiled over.

The water ingress had progressed to the stage that the council tenant was forced to sleep in another bedroom as the sound of running water was keeping her awake at night.

Problem

Despite Renfrewshire Council having the majority, we were unable to carry out the removal of the chimney due to not having access to the owner's property/confirmation from the private owner that they did not have any gas appliances flued through the chimney.

We attempted on many occasions to contact the owner (who was an absent landlord) with our correspondence being returned from their last known address as "addressee has gone away".

In addition, we spoke to the residents of the building who advised that the flat had not been occupied in over a year.

A potentially dangerous scenario could have unfolded if the council had removed the chimney and the private owner's property had a gas fire connected. A new owner/private tenant could've taken occupancy and turned the fire on which would have endangered life through carbon monoxide poisoning as the fumes would not have been properly ventilated.

The Owner Services Section had to seek advice from our colleagues at Environmental and Legal Services. Unfortunately, no legislation was available in assisting us to resolve the situation and we were advised to seek a decant for our tenant at the top floor.

Our tenant at the top floor refused a decant as they had resided at the property for 13 years, had decorated their property, got on with their neighbours and did not want to move.

Furthermore, this would not have resolved the situation and the water ingress would have continued and (with the house being unoccupied and unheated) only led to the

council having to spend more money in the future on expensive rot treatment/insurance claims from our tenant should the owner have ever got in contact with us to allow us to deal with the chimney removal.

Solution

Through an excessive amount of investigatory work ie searching all property titles in the private owner's own name and business name we eventually managed to locate the owner abroad.

Around the same time, the owner also had arranged for decorators to begin works in her property. Fortunately, our operatives were at the block on the day of their attendance and were able to secure a telephone number for the owner's property manager who confirmed that a gas fire was located in the property.

We were then able to correspond with the private owner and obtain a CP12 certificate from them to confirm that the gas fire had been removed.

This allowed us to proceed with the chimney removal and resolve the issue of water ingress to our tenant's property. It also prevented the need to move our tenant from their home and negated the need for expensive rot treatment/decoration works in the future.

Case Study 3

Background

Some of the maisonette blocks have experienced similar problems over the past few years where the common downpipes taking rain water from the roof are channelled internally and run through the properties from top to sub-floor level.

Problem

Residents have complained of water ingress issues coming from the pipe chase housing the downpipe. On occasion, the water ingress can by-pass the top floor property before manifesting in the lower ground flats.

The repair is normally required due to the erosion of the connection at the bend which is located behind the pipe chase in top floor flat. Although the pipes are communal, the repair can only be carried out from inside the premises of the top floor flat.

The pipe is accessed by removing the pipe chase which allows access to renew the defective connection/pipe. The repair itself is relatively straight forward however, we are only able to carry out the work where the property at the top is a council tenancy.

Where the property at the top is privately owned, the Council are unable to carry out the repair as we are unable to work in privately owned properties and the works to remove the pipe chase can often lead to damage (depending on how the occupier has decorated).

This is then up to the private owner of the flat in question to employ a contractor to carry out the repair.

As there is no appointed factor for the block, any repairs that are required to be proposed are done so in conjunction with the procedures as stipulated in the Tenements (Scotland) Act 2004.

Solution

The Owner Services Team contact the private owner in question and have provided advice on using the emergency powers of the Act to carry out the repair (no vote has to take place prior to the works being carried out) and then retrospectively issuing a letter to each owner requesting that they pay their share.

On completion of the works the Council arrange to pay our share of the costs and also offer to assist the private owners to collect the monies owed by the other owners. Correspondence is sent to each owner, enclosing a copy of the receipt for the works and to advise that we have paid our share and attempt to prompt them to send their contribution to the private owner who has paid for the works to be carried out.



To: Audit, Risk and Scrutiny Board

On: 4 November 2019

Report by: Lead Officer

Heading: Conversion of Grassed Areas to Parking

1. Summary

- 1.1 At its meeting on 27 August 2018, members of the Audit, Risk and Scrutiny Board agreed the above topic be added to the 2018/19 programme.
- 1.2 This activity will review the potential to relieve parking pressures within residential areas through the repurposing of Council maintained open spaces.
-

2. Recommendations

- 2.1 The Board is asked to:
- Approve the purpose and scope of the review;
 - Approve the provisional timescale as outlined in Appendix 1;
 - Authorise the Lead Officer to contact any organisations recommended by the Board who may have information useful to the Board and who may be potential witnesses;
 - Delegate powers to the Lead Officer, in consultation with the Convener, and grant the Convener of the Board permission to alter the timetable having regard to the availability of evidence and witnesses through the course of the review; and

- Authorise the Lead Officer to make the necessary arrangements to progress the review within the agreed timescales.

3. **Background**

- 3.1 At its meeting on 27 August 2018 the Board agreed that this review be added to the 2018/19 programme.
- 3.2 There are many small areas of grassed and / or planted areas within our residential estates. The majority of which are maintained by Council.
- 3.4 There are also increasing pressures around available parking spaces within our residential estates.
- 3.5 This review will consider whether it would be possible to repurpose some, or all, of these maintained small areas to create additional parking space and thereby relieve some of the parking pressures.

4. **Purpose of the Review**

- 4.1 The key purpose of the review will be to:
- (1) Set out the Council's current arrangements for maintaining and / or repurposing open spaces across Renfrewshire;
 - (2) Review available evidence to measure and identify the scale of the parking problem, linked to open spaces, within specific areas and across Renfrewshire;
 - (3) Identify benefits or challenges regards the repurposing of open spaces within residential areas; and
 - (4) Provide recommendations for consideration of the Board.

5. **Scope of the Review**

- 5.1 In relation to 4,1(1) above, the focus will be on meeting with internal colleagues to review current arrangements for open space maintenance, outline the number of requests received to repurpose open spaces and understand the process involved.
- 5.2 In relation to 4.1(2) above the Lead Officer will liaise with elected members, Council officers, community groups and local representatives to ascertain the numbers and types of open spaces involved, to understand the regularity, scale and type of problems being raised and by whom.

- 5.3 The Lead Officer will look to identify through discussions with the various groups individuals and groups noted at 5.2., what the expected benefits would be in repurposing open spaces within residential areas, as well as identifying any challenges in doing so.

6. **Timetable and witnesses**

- 6.1 It is proposed that the review commences following the meeting of the Audit, Risk and Scrutiny Board and is progressed through subsequent Board meetings, with a final draft report being submitted for approval in August 2020 and a final report thereafter to Council in September 2020. (Timetable appended).
- 6.2 From an initial review of stakeholders involved in the maintenance and repurposing of open spaces it is suggested that witnesses / representatives of the Council's Community, Housing and Planning Service and Environmental and Infrastructure Service, as well as community representatives be invited to future meetings to provide information to the Board. Witnesses will be asked to provide written evidence prior to any meetings with the Board to allow members sufficient time for preparation ahead of the meeting.

Implications of the Report

1. **Financial** - None
2. **HR & Organisational Development** – Not applicable
3. **Community/Council 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 Implications** – None
13. **Climate Implications** – None apparent as this stage, however this may require to be explored in more detail during the review.

List of Background Papers

- (a) Audit, Risk and Scrutiny Board Approval 27/08/18

The foregoing background papers will be retained within Finance and Resources for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Michael Moran, Assistant Economic Development Manager, 0141 618 7269

Author: Michael Moran
Assistant Economic Development Manager
0141 618 7296
michael.moran@renfrewshire.gov.uk

Appendix 1 Timetable for Conversion of Grassed Areas to Parking Review

Date of Board Meeting	Stage of Review
4 November 2019	Commencement of Review
20 January 2020	Continuation of Review
16 March 2020	Continuation of Review
26 May 2020	Continuation of Review
24 August 2020	Draft Report to Board
21 September 2020	Final Report to Council

