

Scotland Excel

To: Joint Committee

On: 19 June 2020

**Report by:
The Treasurer**

Scotland Excel Unaudited Annual Accounts 2019/20

1. Summary

- 1.1. The Annual Accounts for the year ended 31 March 2020 will be submitted to Audit Scotland in advance of the statutory deadline of 30 June 2020 and a copy is attached at Appendix 1 for consideration.
- 1.2. Scotland Excel's Core activities resulted in a draw on reserves of £6,139 in 2019/20 compared to a budgeted draw on reserves of £14,000. Projects returned income of £126,368 over expenditure. This produces a combined underspend for the year of £120,229. This underspend is added to Usable Reserves, which are committed as outlined in Note 5 to the Accounts.
- 1.3. The Management Commentary (pages 1-10) within the accounts provides an overview of Scotland Excel's performance during 2019/20, along with risk information and its outlook for the future.

2. Recommendations

- 2.1. The Joint Committee is asked to:
 - (a) Note the Unaudited Annual Accounts for 2019/20; and
 - (b) Approve the Annual Governance Statement (pages 12-13).

3. Background

- 3.1. The Local Authority Accounts (Scotland) Regulations 2014 require Scotland Excel to prepare and publish a set of accounts, including an Annual Governance Statement, by 30 June each year.
- 3.2. The Unaudited Accounts are then required to be formally considered by the Joint Committee no later than 31 August and the Annual Governance Statement should be formally approved by this time.

- 3.3. In accordance with the Local Authority Accounts (Scotland) Regulations 2014, the Unaudited Annual Accounts will be signed only by the Treasurer as proper officer.
- 3.4. The accounts are then subject to external audit by the appointed auditor, Audit Scotland, by 30 September. The 2019/20 Audited Annual Accounts are currently scheduled to be presented to the Executive Sub-Committee on 18 September 2020 for approval and to be signed by the Convener, the Chief Executive and the Treasurer, in accordance with the regulations.
- 3.5. The Comprehensive Income and Expenditure Statement on page 16 shows an accounting Deficit on the Provision of Services of £735,558.
- 3.6. The Expenditure and Funding Analysis on page 19 shows how this differs from the budgetary surplus of £120,229 due to accounting adjustments for pension costs, capital charges and the statutory employee leave accrual.
- 3.7. The Balance Sheet on page 18 shows an increase in net worth of £1,742,442, which is largely driven by the movement in the pension liability. This is explained further in the Management Commentary within the accounts.
- 3.8. Note 5 on page 21 outlines committed and uncommitted balances on Core Operations (the Revenue Reserve) and Projects at 31 March 2020.



Unaudited Annual Accounts 2019/20

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Management Commentary

The purpose of the Management Commentary is to present an overview of Scotland Excel’s financial performance during the year 2019/20 and to help readers understand its financial position at 31 March 2020. In addition, it outlines the main risks and uncertainties facing the organisation for the financial year 2019/20 and beyond.

Structure

Scotland Excel is a Joint Committee constituted by Scottish local authorities and formed under Section 57 of the Local Government (Scotland) Act, 1973 for the purpose of regulating the joint discharge of the functions by the Constituent Authorities.

Scotland Excel is governed by three groups of stakeholders drawn from our member organisations:

The **Joint Committee** is made up of one or more Elected Members (Councillors) from each of Scotland’s 32 local authorities. It meets twice a year and is responsible for the strategic direction of the organisation and for approving the annual budget and business plan.

The **Executive Sub-Committee** is a sub-group of Elected Members from the Joint Committee who meet regularly to approve contract awards and other business decisions.

The **Management Group** consists of six local authority Chief Executives ensuring delivery of Scotland Excel’s overall business plan objectives and providing strategic direction across a range of operational areas.

Internally, the organisation has Executive and Senior Management Teams that run the day-to-day business of Scotland Excel. There is also an active Staff Engagement Group that facilitates employee engagement, as well as organising charity and social events.

Strategic Aims

The Scotland Excel 2018-23 Strategy, “Shared Vision, Shared Success”, sets out how we plan to raise our game further, providing even greater support to councils and other public sector stakeholders. The Strategy looks forward over a period of five years to support a longer-term view of our goals and objectives and enable us to plan accordingly.

The Strategy can be found at the following link:

<http://www.scotland.org.uk/home/Aboutus/Business-Goals.aspx>



The current Scotland Excel Strategy Map is detailed below.

Vision

To provide innovative, transformative solutions for local and national public services across Scotland

Mission

To make the most of our strategic **procurement expertise** and our experience of developing **collaborative solutions** which support **better outcomes** for Scotland's people and communities through **early intervention** and the delivery of **sustainable public services**

Values

Professional • Courageous • Respectful • Integrity

Outcomes

Our services shape the effective and efficient delivery of public services	Our services facilitate the delivery of national and local policy priorities	Our insight and knowledge underpins innovative solutions for our customers	Our customers receive a measurable return on investment through savings
Our expertise leads continuous improvement in commercial performance	Our services enable positive and sustainable outcomes for people and communities	Our activities are recognised as leading the way in public procurement	Our customers are satisfied with our services and how we deliver them

Goals

<p>1: Shaping solutions for innovative public services</p> <p>Strategic objectives:</p> <p>1.1 Deliver a programme of collaborative procurement to support early intervention and the delivery of public services</p> <p>1.2 Deliver programmes which lead and develop professional, organisational and commercial capability</p> <p>1.3 Harness the potential of digital technology and data insight to support the delivery of public services</p> <p>1.4 Use our insight and experience to shape policy and meet the challenges of future public service delivery</p>	<p>2: Being sustainable in everything we do</p> <p>Strategic objectives:</p> <p>2.1 Deliver positive and measurable social value through our contracts</p> <p>2.2 Deliver positive and measurable local impact through SME and third sector participation in our contracts</p> <p>2.3 Deliver positive and measurable environmental benefits through our contracts</p> <p>2.4 Lead and develop sustainable procurement knowledge and practice</p>	<p>3: Placing people at the heart of our business</p> <p>Strategic objectives:</p> <p>3.1 Ensure our customers continue to receive maximum value from our services</p> <p>3.2 Engage stakeholders in the delivery of effective local solutions</p> <p>3.3 Represent the collective views of stakeholders at a national level</p> <p>3.4 Implement policies which develop, empower, value and engage our workforce</p>	<p>4: Driving sustainable and scalable growth</p> <p>Strategic objectives:</p> <p>4.1 Implement a new governance model which supports scalable business growth</p> <p>4.2 Continue to maintain a robust business infrastructure to support our growth ambitions</p> <p>4.3 Use our knowledge and insight to identify new services and/or sectors which provide growth opportunities</p> <p>4.4 Explore opportunities to work with partners on the development and delivery of new business opportunities</p>
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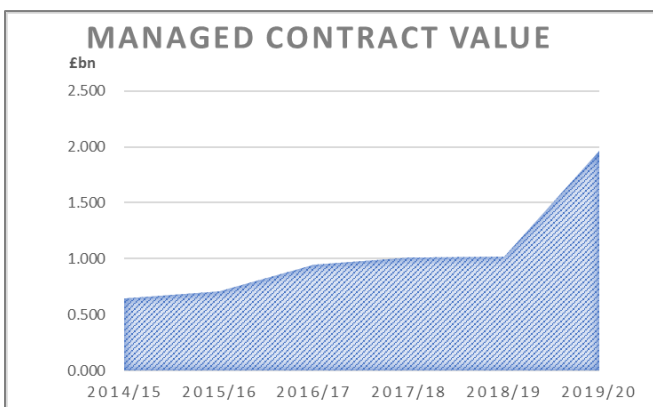
Performance

Review of the Year

During 2019/20, Scotland Excel continued to deliver against target outcomes detailed within the organisation’s “Shared Vision, Shared Success Corporate Strategy” document for 2018-23. The framework portfolio administered by the organisation during 2019/20 expanded through the launch of new product frameworks including the New Build Housing and Care and Support frameworks. In addition to launching new frameworks, Scotland Excel assumed the lead role under the National Care Homes Contract (NCHC) from COSLA in April 2019.

Scotland Excel Academy continued its successful rollout across Public and Third sector organisations and a total of 18 consultancy and support projects were delivered during the year.

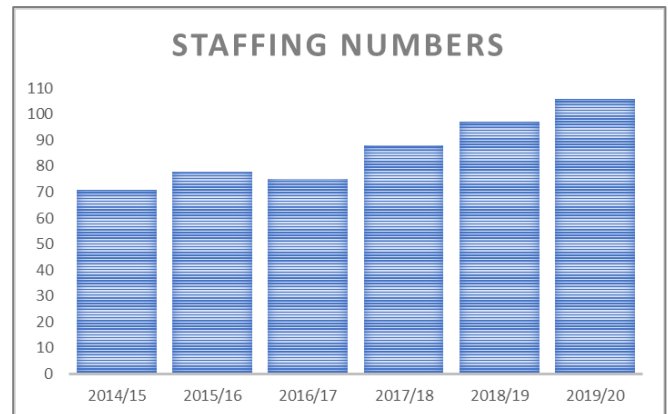
As at March 2020, the estimated value of the contract portfolio managed and administered by Scotland Excel exceeded £1.98bn. The graph below shows the rise in estimated value of the managed contract portfolio administered by Scotland Excel over the past 6 years.



Weighted savings figures (calculated by dividing the estimated savings by the value of each framework) for local authorities in relation to the Scotland Excel portfolio are estimated at 2.53%. This savings figure excludes contracts relating to social care.

The expansion of both the contract framework portfolio and the increasing numbers of consultancy

and support contracts being delivered by Scotland Excel has necessitated an increasing workforce over the past 6 years as detailed in the graph below.



Contract Rebates

The use of volume Contract Rebates within appropriate contracts was approved by Scotland Excel at the June 2018 Joint Committee. As part of the internal contract governance process, the applicability of the inclusion of rebates is now standard practice within the organisation.

Income from Contract Rebates was initially targeted to deliver a contribution of £0.055m to core operating costs in financial year 2020/21. It is anticipated however that this figure will be exceeded with a revised budget estimate of £0.066m being forecast. A number of Scotland Excel framework opportunities have been identified and are being considered for future rebate opportunities. The contribution from Contract Rebates to core operating costs is projected to increase over the coming years.

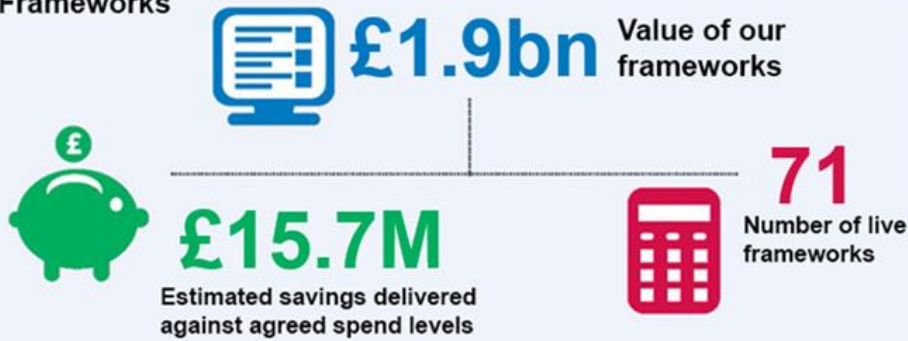
Key Performance Indicators

A summary of key performance indicators for Scotland Excel for the period January 2019 to December 2019 is detailed on the graphic below.

Scotland Excel Overview

Latest information for customers and suppliers - <https://scotlandexcelcovid19-newsroom.prgloo.com/>

Frameworks



Scotland Excel has closed its office and all staff are working from home.

Scotland Excel is fully equipped to support agile working and continues to deliver for our customers.



Suppliers



Learning & Development



Community Benefits



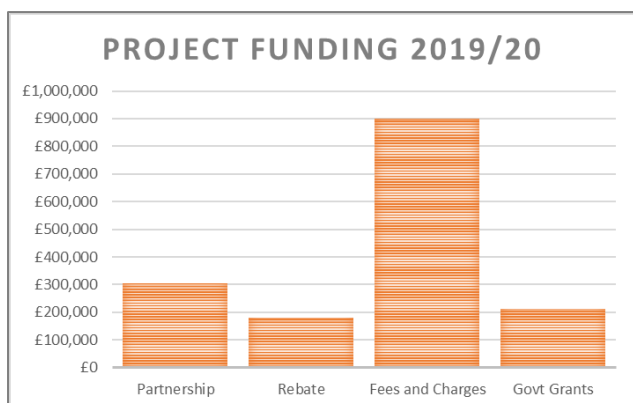
Scottish Living Wage



Framework information at Q3 2019/20; estimated savings figure does not include social care service frameworks | Community Benefits: Total = Apr 2013 to Sept 19 | Living Wage is of the 926 suppliers appointed since formal consideration of living wage in tenders

Consultancy

During 2019/2020, Scotland Excel worked closely with a range of Public, Government and Third sector organisations delivering procurement related projects and consultancy services. Projects are resourced through a range of funding models including Scottish Government Grant Funding, partnership funding across a group of local authority partners and specific project fees for individual projects. Sources and levels of project funding for 2019/20 are shown below.



In total, 18 projects were delivered by Scotland Excel during 2019/20, generating a turnover in excess of £1.93m and a contribution to core running costs of £0.17m.

One such project is the "Fife Procurement Transformation Programme" which started in September 2018 and runs for 2 years. The programme is made up of 13 individual projects that have been designed in partnership with Fife Council and contribute to the overall aims of the local authority. At 31 March 2020, the project has identified over £10m of potential benefits of which recurring benefits rise to in excess of £25m.

Projects being delivered for Third and other Public sector agencies include Kingdom Housing Association, Cycling Scotland, City Properties, SEEMiS and the Improvement Service.

Learning and Development

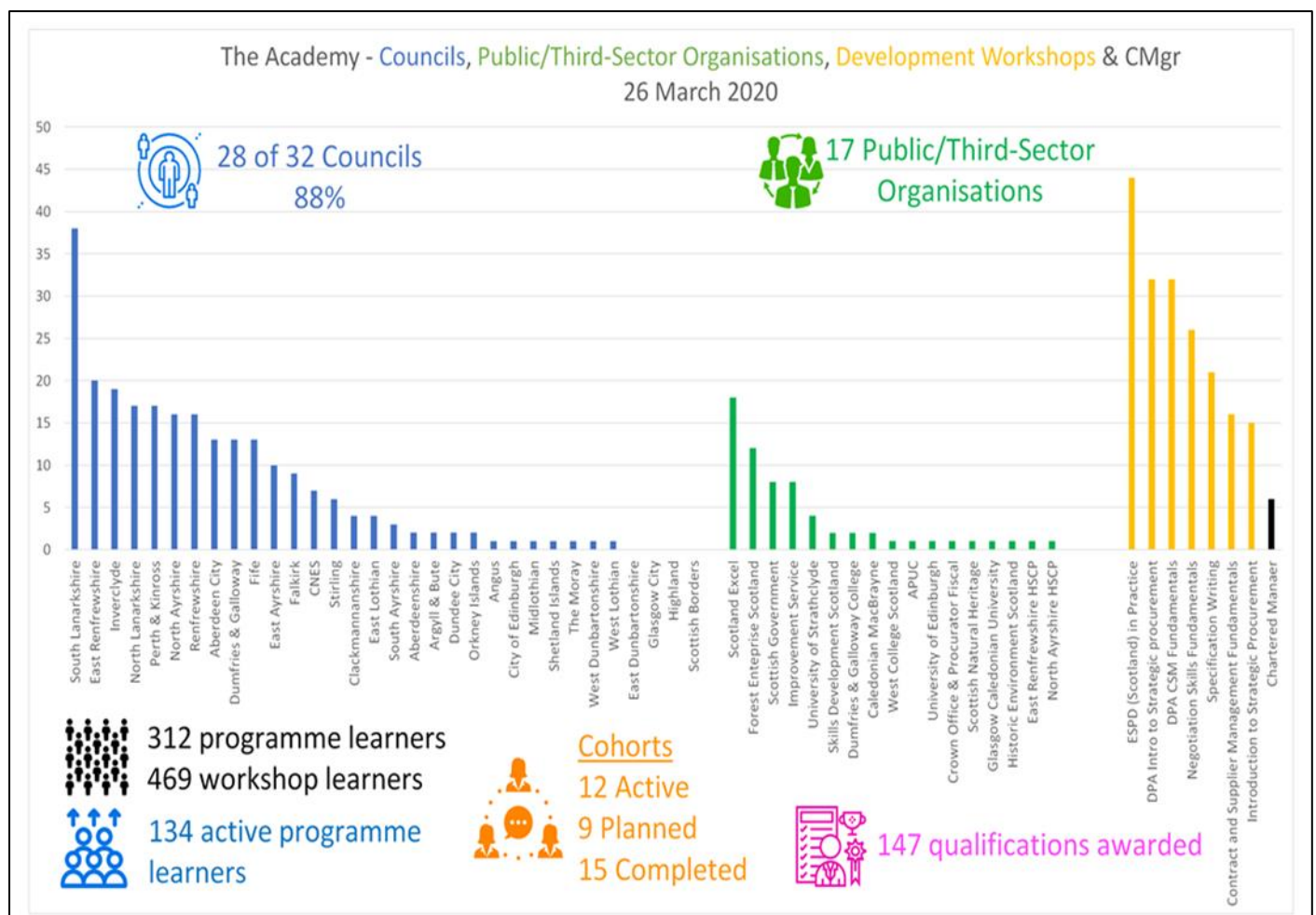
The Scotland Excel Academy continues to help raise the profile of procurement within local authorities and across the Public and Third sectors by championing its potential to shape markets, support policy priorities and, ultimately, ensure the sustainable delivery of services.

The Academy supports work-based learning through a blend of online learning, face to face workshops and master classes. The knowledge gained through this can then be applied directly in the workplace. The

Academy also supports mentoring and practice sharing among the local authority community.

It is important to note that the Academy has continued to deliver taught workshops online using video and screen sharing software during the COVID-19 lockdown period.

A summary of key performance information for the Scotland Excel Academy during 2019/20 is shown in the graphic below. Of the 147 qualifications awarded in the year, six learners achieved Chartered Manager (CMgr), the highest accolade in the leadership and management profession.



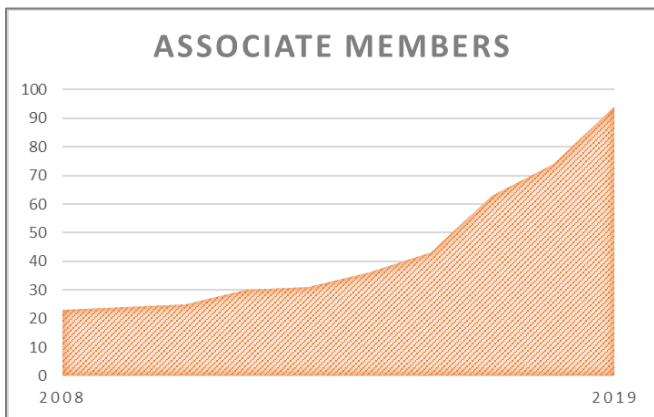
Associate Membership Expansion

Scotland Excel continues to build its portfolio of Associate Members, which currently number 94 in total. Associate Members are made up of 21 Arm's Length External Organisations (ALEOs), who gain associate membership through their host local

authority. A further 73 Associate Members are drawn from a range of sectors including Social Housing, Charitable Trusts and include a number of Scottish Government Bodies.

Scotland Excel Associate Members have access to the full range of contracts and frameworks administered

by Scotland Excel along with access to the procurement expertise available within the organisation. The graph below details the growth in Associate membership for Scotland Excel over the past five years.



New Build Housing

Following an extensive development period and a restricted procurement exercise, 19 contractors have been awarded to the New Build Housing framework which commenced on 26 August 2019. The new framework comprises five lots aimed at different project sizes and includes provisions which encourage sustainable and energy efficient housing, advertising of sub-contracting opportunities, delivery of community benefits and use of supported businesses and social enterprises.

Extensive engagement was undertaken with individual contractors and purchasers, as well as a number of other key stakeholder groups. The framework was formally launched at an event in Edinburgh in October 2019 which brought together contractors, Scotland Excel Local Authority and Associate members.

Individual and bespoke mobilisation sessions are now being undertaken by the Scotland Excel team with member councils and housing associations.

The New Build Residential Construction framework was initially targeted to deliver its first contribution of £0.093m in financial year 2020/21. It is anticipated that the contribution to surplus for the New Build project in the 2020/21 budget will not be achieved

due to the impact of COVID-19 restrictions. The annual estimates previously derived over two years, however, are still anticipated to be delivered albeit over a longer time period.

Primary Financial Statements

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). Under Section 106 of the Local Government (Scotland) Act 1973, joint committees are classed as local authorities.

The annual accounts summarise the Joint Committee's transactions for the year and its year-end position at 31 March 2020. The Primary Financial Statements include the Comprehensive Income and Expenditure Statement (CIES), the Movement in Reserves Statement (MIRS) and the Balance Sheet. 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 Joint Committee.

The Joint Committee does not have a bank account. Apart from petty cash, all transactions are accounted for through Renfrewshire Council as the administering authority. The cash balance at 31 March 2020 of £150 in the Balance Sheet represents petty cash held by officers of the Joint Committee.

Financial Performance

Excluding Project expenditure and income, the Joint Committee returned a net expenditure in 2019/20 of £6,139, compared to the approved budget of £14,000, resulting in an underspend of £7,861.

There were a number of additional pressures in Employee Costs during 2019/20 relating to maternity backfill arrangements and agency resources. There were also some minor overspends in Premises Costs and Apprenticeship Levy (Transfer Payments).

These pressures were offset by underspends across Supplies and Services, including furniture and marketing (£7,757) and Transport Costs (£4,764). The net result was an overspend in gross expenditure for 2019/20 of £51,611.

Income from requisitions was fully recovered in the year, however Associate Income was higher than anticipated. In addition, Scotland Excel received a grant from the Scottish Government of £150,633, which funded the Supported Living / Care at Home activity that was originally budgeted to be funded from £120,000 of Project reserve balances. This meant that the reserve drawdown was no longer needed. The net result was an over-recovery in gross income for 2019/20 of £59,472.

Scotland Excel's Projects ended the year at 31 March 2020 with a surplus of income over expenditure of £126,368. This balance is committed for future Project spend, as outlined in Note 5: Transfers to / from Earmarked Reserves on page 21.

The Comprehensive Income and Expenditure Statement (CIES) on page 16 summarises the total costs of providing services and the income available to fund those services.

The difference between Employee Costs in the figure below and the figure reported in the CIES is due to accounting adjustments for pension costs (£809,000) and accrued employee benefits (£20,079).

The difference between the Other Income figure below and the figure reported in the CIES is the re-classification of £243,349 as Government Grants, as well as Interest receivable of £4,203 and Pension interest costs of £99,000.

The CIES also records capital charges and capital grants that affect the accounting deficit. These reporting differences are presented in Note 1: Expenditure Funding Analysis on page 19.

	Core			Projects Actual £	Total Actual £
	Budget £	Actual £	Variance £		
Employee Costs	3,108,860	3,168,672	(59,812)	1,387,370	4,556,042
Premises Related Costs	216,800	219,244	(2,444)	0	219,244
Supplies and Services	254,280	247,626	6,654	400,004	647,630
Support Costs	220,740	223,849	(3,109)	0	223,849
Supported Living / Care at Home	169,400	165,872	3,528	0	165,872
Transfer Payments	10,820	12,012	(1,192)	4,503	16,515
Transport Costs	35,000	30,236	4,764	13,255	43,491
Total Expenditure	4,015,900	4,067,511	(51,611)	1,805,132	5,872,643
Requisitions from Member Authorities	(3,553,900)	(3,553,900)	0	0	(3,553,900)
Income from Projects	(173,000)	(173,000)	0	(1,838,784)	(2,011,784)
Temporary Use of Project Balances	(120,000)	0	(120,000)	0	0
Other Income	(155,000)	(334,472)	179,472	(92,716)	(427,188)
Total Income	(4,001,900)	(4,061,372)	59,472	(1,931,500)	(5,992,872)
Net Expenditure / (Income) for Year	14,000	6,139	7,861	(126,368)	(120,229)

The Balance Sheet at 31 March 2020

The Balance Sheet sets out the total net worth of the Joint Committee at a snapshot in time. When

comparing the net worth of the Joint Committee at 31 March 2020 to that of the prior year, an overall increase in net worth of the organisation of £1.742m can be seen. This is primarily due to the decrease in pension liability explained later.

Non-current assets held by the Joint Committee include IT equipment and software. Details can be found in Note 8: Intangible Assets and Note 9: Plant and Equipment on page 24.

Net Pension Position

The disclosure requirements for pension benefits under IAS19 are detailed at Note 16: Retirement Benefits on page 26.

The appointed actuaries have confirmed a net liability position of £2.051m (£3.621m 2018/19), a decrease in liabilities of £1.570m, in their assessment of the position of the pension fund. This can be attributed to a higher net discount rate which serves to reduce the value placed on the obligations (corporate bond yields are at a similar level to 2019 but inflation expectations are significantly lower).

There is no further impact in 2019/20 relating to the McCloud/Sargeant case noted in last year's accounts, whereby transitional protections on implementation of the new pension benefit structure in 2015 for members close to retirement age are argued to be unlawful on the grounds of age discrimination. The 2018/19 impact was an additional £0.223m of pension liability.

The net deficit position of the pension reserve impacts the Joint Committee as a whole, however the funding of these future liabilities will be met from future requisitions from members and as such the going concern assumption is valid.

The appointed actuaries remain of the view that the asset holdings of the Strathclyde Pension Fund and the contributions from employees and employers together with planned increases in employers' contributions provide sufficient security and income to meet future pension liabilities.

A further potential change to pension rules is outlined in Note 17: Contingent Liabilities on page 28; however, this has not been reflected in the pension liability reported in the Balance Sheet.

Reserves

Scotland Excel holds a Revenue Reserve balance that comprises an uncommitted element to mitigate the impact of future cost pressures, along with balances specifically earmarked for the future delivery of Projects. Further detail on these balances can be found in Note 5: Transfers to / from Earmarked Reserves on page 21. The closing balance on Usable Reserves at 31 March 2020 was £998,294.

Principal Risks and Uncertainty

Scotland Excel maintains a Strategic Risk Register to assess risks that could adversely impact on the delivery of organisational objectives and identifies actions currently being undertaken to control and mitigate the likelihood and impact of these risks. The Strategic Risk Register is reviewed quarterly by the organisation's Senior Management Team; it is presented twice per year to the Scotland Excel Executive Sub-Committee and annually to the Joint Committee.

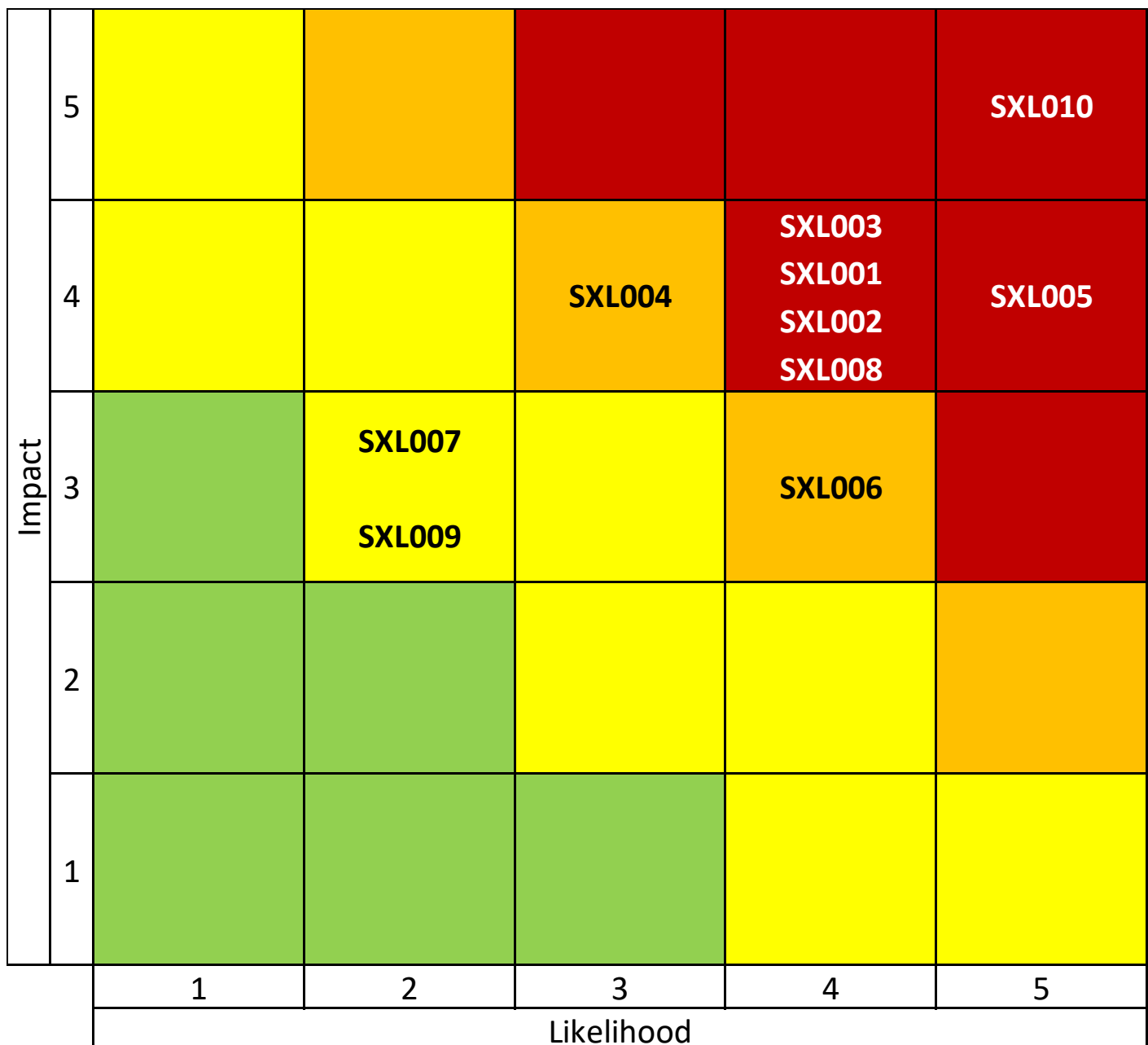
Currently, there are ten risks identified within the Scotland Excel Strategic Risk Register including a new strategic risk added in light of the COVID-19 pandemic named "National Emergency including Pandemic". This risk identifies the organisational risk posed by such events, identifying corporate actions aimed at mitigating the current impact on the organisation in addition to learning from the impact of COVID-19 and putting in place appropriate risk controls for any similar future events.

Other factors taken into consideration by Scotland Excel when reviewing the risk register over the year included Brexit; recruitment challenges within the procurement sector; continuing financial uncertainty across local government; the increasing importance of corporate social responsibility including environmental considerations within our contract strategies, and the increasing size of the Scotland Excel contract portfolio.

The table below summarises all Strategic Risk identified and details the risk score allocated to each.

Risk Reference	Risk Title	Risk Score
SXL010-20/21	National Emergency including Pandemic	25
SXL005-20/21	Supplier Failure	20
SXL003-20/21	Political Change	16
SXL001-20/21	Organisational Sustainability	16
SXL002-20/21	Managing Growth and Diversity	16
SXL008-20/21	Risk of Not Performing/Delivering	16
SXL006-20/21	Staff Recruitment and Retention	12
SXL004-20/21	Reputational Risk	12
SXL007-20/21	Corporate Social Responsibility	6
SXL009-20/21	Environmental Impact and Climate Change	6

The diagram below shows each identified Strategic Risk and its positioning on the risk assessment matrix which gives rise to its total risk score.



Outlook and Future Plans

While 2019/20 represents another successful year for Scotland Excel, the outlook and future plans for the organisation, like many other organisations across the sector, has been impacted by the COVID-19 pandemic. During the lockdown period and, due to its agile working set up, Scotland Excel has continued to deliver all services to local authorities and other partners. In addition, Scotland Excel has managed to maintain its normal levels of governance, facilitating committee meetings via video conferencing software. While the sector adapts to operating within a COVID-19 environment, Scotland Excel will continue to work with its partners to ensure that on-going service delivery requirements for public services are met and exceeded and that best value is achieved.

Conclusion

We would wish to take this opportunity to acknowledge the team effort required to produce the accounts and to record our thanks to all the staff involved for their continued hard work and support. Further information on the Annual Accounts can be obtained either by writing to: Scotland Excel, Renfrewshire House, Cotton Street, Paisley, PA1 1AR, by emailing us on: contactus@scotland-excel.org.uk, or by telephoning 0300 300 1200.

Councillor John Shaw

Convenor

19 June 2020

Alan Russell CPFA

Treasurer

19 June 2020

Julie Welsh

Chief Executive

19 June 2020

Statement of Responsibilities for the Annual Accounts

The Joint Committee's Responsibilities

The Joint Committee is required to:

- make arrangements for the proper administration of its financial affairs and to secure that the proper officer of the Joint Committee has the responsibility for the administration of those affairs (section 95 of the Local Government (Scotland) Act 1973). The designated officer is Renfrewshire Council's Director of Finance and Resources, who is also the Treasurer of Scotland Excel;
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;
- 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);
- approve the Annual Accounts for signature.

I confirm that these Annual Accounts were approved for signature by the Joint Committee at its meeting on the 19 June 2020.

Signed on behalf of Scotland Excel.

Councillor John Shaw

Convenor

19 June 2020

The Treasurer's Responsibilities

The Treasurer is responsible for the preparation of the Joint Committee'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 Treasurer has:

- selected suitable accounting policies and then applied them consistently;
- made judgements and estimates that 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 Treasurer has also:

- kept adequate accounting records that 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 Joint Committee at the reporting date and the transactions of the Joint Committee for the year ended 31 March 2020.

Alan Russell CPFA

Treasurer

19 June 2020

Annual Governance Statement

Scope of Responsibility

Scotland Excel's Joint Committee 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 Joint Committee 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 Joint Committee's elected members and senior officers 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 Joint Committee's Governance Framework

The governance framework comprises the systems and processes, and culture and values, by which the Joint Committee is directed and controlled. It also describes the way it engages with, and accounts to its stakeholders.

The Joint Committee has also put in place a system of internal control 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 Joint Committee'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 main features of our governance arrangements are summarised below:

- Clearly defined Procedural Standing Orders, Scheme of Delegation, Financial Regulations and Standing Orders Relating to Contracts.

- Comprehensive business planning arrangements, setting key targets and action plans designed to achieve our corporate objectives,
- Application of the Chartered Institute of Purchasing and Supply, Code of Professional Ethics,
- Regular performance reporting to the Executive Sub Committee and public performance reporting through the Annual Report,
- A range of policies to regulate employee related matters, including the employee code of conduct, and disciplinary procedures,
- Arrangements to manage risk, including the risk management strategy and Corporate Risk Register and business continuity plans,
- Clear customer complaints procedures,
- Comprehensive policies and procedures for information security,
- An anti-fraud and corruption strategy and arrangements supported by a range of policies and guidelines.

Within the overall control arrangements, the system of internal financial control is intended to ensure that assets are safeguarded, transactions are authorised and properly recorded and material errors are detected and corrected. The system is based on a framework of management information, financial regulations, administrative procedures (including segregation of duties), management and supervision, and a system of delegation and accountability.

The system includes:

- Financial management is supported by comprehensive financial regulations and codes,
- Comprehensive budgeting systems, and detailed guidance for budget holders,
- Regular reviews of periodic and annual financial reports which indicate financial performance against the forecasts,
- Setting targets to measure financial and other performance,

- The preparation of regular financial reports that indicate actual expenditure against the forecasts,
- The Chief Finance Officer is the Treasurer who complies with the CIPFA Statement on the Role of The CFO in Public Services.

With Renfrewshire Council being the lead authority, all financial transactions of the Joint Committee are processed through the financial systems of the Council and are subject to the same controls and scrutiny as those of as those of Renfrewshire Council. This includes regular reviews by the Chief Auditor of Renfrewshire Council.

Review of Effectiveness

Members and officers of the Joint Committee are committed to the concept of sound governance and the effective delivery of services and take into account comments made by internal and external auditors.

The effectiveness of the governance framework is reviewed annually by the Director, including the use of a self-assessment tool covering five key areas of governance:

- Service Planning and Performance Management;
- Internal Control Environment;
- Budgeting, Accounting and Financial Control;
- Risk Management and Business Continuity;
- Impact of coronavirus (COVID-19)

This self-assessment indicated that the governance framework is being complied with in all material respects.

The Joint Committee's internal audit service operates in accordance with the Public Sector Internal Audit Standards. Internal Audit undertakes an annual programme following an assessment of risk completed

during the strategic audit planning process. The Chief Auditor provides an annual report to the Joint Committee and an independent opinion on the adequacy and effectiveness of the system of internal control. The Chief Auditor's annual assurance statement concluded that a reasonable level of assurance can be placed upon the adequacy and effectiveness of the Joint Committee's internal control systems. The review has not identified any significant governance issues to be reported on for 2019/2020 and no actions arising for the 2018/19 governance statement that require to be reported on.

This governance framework has been in place throughout the year. The outbreak of coronavirus (COVID-19) did not result in any changes to the governance arrangements for 2019/20. The risk of social distancing continuing and its potential impact on the governance arrangements continues to be reviewed and monitored through robust risk management arrangements.

Assurance

In conclusion, it is our opinion that the annual review of governance together with the work of internal audit, any comments received from external audit and certification of assurance from the Director provide sufficient evidence that the principles of good governance operated effectively and the Joint Committee complies with its governance arrangements in all material respects. Systems are in place to continually review and improve the governance and internal control environment. Future actions will be taken as necessary to maintain and further enhance the Joint Committee's governance arrangements.

Councillor John Shaw

Convenor

19 June 2020

Julie Welsh

Chief Executive

19 June 2020

Remuneration Report

All information disclosed in the tables in this Remuneration Report will be audited by the 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.

Remuneration of elected members

The Joint Committee makes no remuneration payment to any elected member, nor does it pay any expenses, fees or allowances to elected members. Further, no recharges have been made by member authorities in relation to elected member remuneration.

Remuneration of senior employees

2018/19 Total Salary, fees and allowances £	Name	Post Held	2019/20 Total Salary, fees and allowances £
105,714	Julie Welsh	Chief Executive	109,332
82,206	Hugh Carr	Head of Strategic Procurement	88,766
81,252	Stephen Brannagan	Head of Customer & Business Services	87,189

Salary, fees and allowances includes any other payments made to or receivable by the person in connection with the termination of their employment, or, in the case of a councillor, the total of any payment made to that person in connection with their ceasing to hold office before the end of a fixed term appointment.

The Chief Executive's salary is matched to the Renfrewshire Council Chief Officer pay scale CO21.

The above tables show the relevant amounts, before tax and other deductions, due to, or receivable by, each of the persons named for the year to 31 March 2020, whether or not those amounts were actually paid to, or received by, those persons within that period.

Pension rights

Pension benefits for Joint Committee employees are provided through the Local Government Pension Scheme (LGPS).

From 1st April 2015 benefits are based on career average pay. Pension benefits are based on the pay received for each year in the scheme, uplifted 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 for 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.

Tiered contribution rates on whole time pay:		Equivalent bandings for 2018/19
Up to £21,800	5.5%	Up to £21,300
£21,801 to £26,700	7.25%	£21,300 to £26,100
£26,701 to £36,600	8.5%	£26,100 to £35,700
£36,601 to £48,800	9.5%	£35,700 to £47,600
Over £48,801	12%	Over £47,601

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 the 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 full pension on retirement without reduction on account of its

payment at that age; without exercising any option to commute pension entitlement into a lump sum; and without any adjustment for the effects of future inflation.

The pension figures shown relate to the benefits that the person has accrued as a consequence of their total local government employment, not just that relating to their current post.

Name	Post Held	Accrued Pension Benefits				Pension Contributions made by Scotland Excel	
		As at 31 March 2020		Change from 31 March 2019		2019/20	2018/19
		Pension	Lump Sum	Pension	Lump Sum	2019/20	2018/19
		£000	£000	£000	£000	£000	£000
Julie Welsh	Chief Executive	23	2	2	0	21	20
Hugh Carr	Head of Strategic Procurement	17	0	4	0	17	16
Stephen Brannagan	Head of Customer & Business Services	10	0	4	0	17	16

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 2019/20, in bands of £5,000.

2018/19 Number of employees	Remuneration Band	2019/20 Number of employees
1	£50,000 - £54,999	3
0	£55,000 - £59,999	3
2	£80,000 - £84,999	0
0	£85,000 - £89,999	2
1	£105,000 - £109,999	1
4		9

Exit packages

There were no exit packages agreed for employees of Scotland Excel during 2019/20 or 2018/19.

Councillor John Shaw
Convenor
19 June 2020

Julie Welsh
Chief Executive
19 June 2020

Comprehensive Income and Expenditure Statement

This statement shows the accounting cost of providing services and managing the Joint Committee during the year. It includes, on an accruals basis, all of the Joint Committee'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 local authorities need to take into account. The required adjustments between accounting basis and funding basis under regulations are shown in the Movement in Reserves Statement.

2018/19			Note	2019/20		
Gross Expenditure £	Gross Income £	Net Expenditure £		Gross Expenditure £	Gross Income £	Net Expenditure £
4,946,356	0	4,946,356	Employee Costs	5,502,640	0	5,502,640
180,373	0	180,373	Premises Related Costs	219,244	0	219,244
460,864	0	460,864	Supplies and Services	608,452	0	608,452
226,045	0	226,045	Support Costs	223,849	0	223,849
8,511	0	8,511	Transfer Payments	17,128	0	17,128
9,330	0	9,330	Transport Costs	44,891	0	44,891
2,841	0	2,841	Capital Charges	13,226	0	13,226
0	(1,509,051)	(1,509,051)	Income from Projects	0	(2,011,784)	(2,011,784)
0	(437,100)	(437,100)	Government Grants	0	(243,349)	(243,349)
0	(83,790)	(83,790)	Other Income	0	(179,636)	(179,636)
5,834,320	(2,029,941)	3,804,379	Cost of Services	6,629,430	(2,434,769)	4,194,661
			Financing and Investment Income and Expenditure			
0	(4,203)	(4,203)	Interest receivable	0	(4,203)	(4,203)
50,000	0	50,000	Pension interest cost	99,000	0	99,000
			Taxation and Non-Specific Grant Income			
0	(3,390,126)	(3,390,126)	Requisitions from Member Authorities 15	0	(3,553,900)	(3,553,900)
0	(94,074)	(94,074)	Capital Grants and Contributions	0	0	0
5,884,320	(5,518,344)	365,976	Deficit on the provision of services	6,728,430	(5,992,872)	735,558
			Other Comprehensive Income and Expenditure			
		1,403,000	Actuarial (Gains) or losses on pension assets and liabilities 16			(2,478,000)
		1,768,976	Total Comprehensive Income and Expenditure			(1,742,442)

Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Joint Committee, analysed into usable reserves (that is, those reserves that can be applied to fund expenditure) and unusable reserves. The surplus or deficit on the provision of services line shows the true economic cost of providing the Joint Committee's services, more details of which are shown in the Comprehensive Income and Expenditure Statement.

Movement in reserves during the year	Note	Usable Reserves £	Unusable Reserves £	Total Reserves £
Balance at 1 April 2019		(878,065)	3,595,358	2,717,293
Total Comprehensive Income and Expenditure		735,558	(2,478,000)	(1,742,442)
Adjustments between accounting basis and funding basis under regulations	7	(855,787)	855,787	0
Increase or (decrease) in year		(120,229)	(1,622,213)	(1,742,442)
Balance at 31 March 2020		(998,294)	1,973,145	974,851

Comparative movements in 2018/19	Note	Usable Reserves £	Unusable Reserves £	Total Reserves £
Balance at 1 April 2018		(556,152)	1,504,469	948,317
Total Comprehensive Income and Expenditure		365,976	1,403,000	1,768,976
Adjustments between accounting basis and funding basis under regulations	7	(687,889)	687,889	0
Increase or (decrease) in year		(321,913)	2,090,889	1,768,976
Balance at 31 March 2019		(878,065)	3,595,358	2,717,293

Balance Sheet

The balance sheet shows the value as at 31 March 2020 of the assets and liabilities recognised by the Joint Committee. The net assets of the Joint Committee (assets less liabilities) are matched by the reserves held. Reserves are reported in two categories. The first category comprises usable reserves, which are those reserves that the Joint Committee may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use. The second category of reserves comprises those that the Joint Committee is not able to use to provide services. This category includes reserves that hold unrealised gains and losses in the value of assets.

2018/19 £		Note	2019/20 £
84,300	Intangible Assets	8	121,230
15,456	Plant and Equipment	9	10,660
99,756	Long-term Assets		131,890
1,187,725	Funds held by Renfrewshire Council		1,195,994
254,852	Short-term Debtors and Prepayments	11	328,602
150	Cash in Hand		150
1,442,727	Current Assets		1,524,746
(636,022)	Creditors And Accruals	12	(526,452)
0	Short-term Provisions	13	(54,035)
(636,022)	Current Liabilities		(580,487)
(2,754)	Long-term Creditors	12	0
(3,621,000)	Pension (liability)/Asset	16	(2,051,000)
(3,623,754)	Long Term Liabilities		(2,051,000)
(2,717,293)	Net Assets / (Liabilities)		(974,851)
(878,065)	Usable Reserves	5	(998,294)
3,595,358	Unusable Reserves	6	1,973,145
2,717,293	Total Reserves		974,851

The audited accounts were issued on the 19 June 2020.

Alan Russell CPFA

Treasurer

19 June 2020

Note 1: Expenditure Funding Analysis

This statement shows how annual expenditure is used and funded from resources and provides a reconciliation of the statutory adjustments between the Joint Committee's financial performance on a funding basis and the (surplus) or deficit on the provision of service in the Comprehensive Income and Expenditure Statement.

2019/20	Net Expenditure chargeable to Scotland Excel £	Adjustments for capital £	Adjustments for pensions £	Other adjustments £	Net Expenditure in the CIES £
Employee Costs	4,556,042		809,000	137,598	5,502,640
Premises Related Costs	219,244				219,244
Supplies and Services	647,630	(45,360)		6,182	608,452
Support Costs	223,849				223,849
Supported Living / Care at Home	165,872			(165,872)	0
Transfer Payments	16,515			613	17,128
Transport Costs	43,491			1,400	44,891
Capital Charges	0	13,226			13,226
Income from Projects	(2,011,784)				(2,011,784)
Government Grants	0			(243,349)	(243,349)
Other Income	(427,188)			247,552	(179,636)
Cost of Services	3,433,671	(32,134)	809,000	(15,876)	4,194,661
Other income and expenditure	(3,553,900)	0	99,000	(4,203)	(3,459,103)
(Surplus) or deficit on the provision of service	(120,229)	(32,134)	908,000	(20,079)	735,558

2018/19	Net Expenditure chargeable to Scotland Excel £	Adjustments for capital £	Adjustments for pensions £	Other adjustments £	Net Expenditure in the CIES £
Employee Costs	4,217,234		727,000	2,122	4,946,356
Premises Related Costs	180,373				180,373
Supplies & Services	460,864				460,864
Support Costs	226,045				226,045
Transfer Payments	8,511				8,511
Transport Costs	9,330				9,330
Capital Charges	0	2,841			2,841
Income from Projects	(1,509,051)				(1,509,051)
Government Grants	(437,100)				(437,100)
Other Income	(83,790)				(83,790)
Cost of Services	3,072,416	2,841	727,000	2,122	3,804,379
Other income and expenditure	(3,390,126)	(94,074)	50,000	0	(3,438,403)
(Surplus) or deficit on the provision of service	(317,710)	(91,233)	777,000	2,122	365,976

'Other adjustments' in 2019/20 includes £165,872 classified as Supported Living / Care at Home in the budgetary outturn, but reported in the proper subjective analysis within the CIES: Employee Costs, Supplies and Services, Transfer Payments and Transport Costs, along with other presentational reclassifications. The net total of this column equates to the Statutory Accumulated Compensated Absences (Employee Benefit) figure.

Note 2: Accounting Standards Issued not Adopted

The Code requires the disclosure of information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted. The following new or amended standards are adopted within the 2020/21 Code:

- Amendments to IAS 28 Investments in Associates and Joint Ventures: Long-term Interests in Associates and Joint Ventures;
- Annual Improvements to IFRS Standards 2015–2017 Cycle;
- Amendments to IAS 19 Employee Benefits: Plan Amendment, Curtailment or Settlement.

The Code requires implementation from 1 April 2020 and there is therefore no impact on the 2019/20

accounts. There is no material impact anticipated in future years from the implementation of these standards.

Note 3: Assumptions made about the future

The Annual Accounts contain estimated figures that are based on assumptions made by the Joint Committee 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 assumptions and estimates.

The items in the Balance Sheet at 31 March 2020 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Results differ from Assumption
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets. A firm of consulting actuaries is engaged to provide the Joint Committee with expert advice about the assumptions to be applied.	The effects on the net pensions liability of changes in individual assumptions can be measured. For instance, a 0.5% decrease in the real discount rate assumption would result in an increase in the pension liability of £2.480m, equating to a 14% increase.

Note 4: Events after the balance sheet date

The unaudited accounts are issued to the Joint Committee on 19 June 2020. Where events taking place before this date provided information about conditions existing at 31 March 2020, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information.

Events taking place after this date are not reflected in the financial statements or notes.

Note 5: Transfers to / from Earmarked Reserves

This note sets out the amounts transferred to and from Revenue and Project balances to meet expenditure in 2020/21 and beyond.

	Balance at 1 April 2019 £	Transfers out £	Transfers in £	Balance at 31 March 2020 £
Revenue Reserve - uncommitted balance	(241,141)	6,139	0	(235,002)
Aberdeen Project	(37,158)	32,220	0	(4,938)
The Academy	(32,623)	22,774	0	(9,849)
Affordable Housing Supply Programme	(141,303)	138,409	0	(2,894)
Digital Transformation	(122)	0	(18,821)	(18,943)
Early Learning and Childcare	(13,017)	0	(20,242)	(33,259)
East Lothian Project	0	0	(26,188)	(26,188)
East Renfrewshire Project	0	0	(26,349)	(26,349)
Fife Project	(75,498)	0	(181,972)	(257,470)
National Care Home Contract	(93,290)	0	(12,316)	(105,606)
New Build Project	(53,707)	52,959	0	(748)
SEEMiS	(9,083)	7,429	0	(1,654)
Small Value Procurement	(187,656)	0	(47,572)	(235,228)
Tayside Project	6,533	0	(46,700)	(40,167)
Total Usable Reserves	(878,065)	259,930	(380,160)	(998,294)

	Balance at 31 March 2020 £	Committed £	Uncommitted Balance £	Note
Revenue Reserve - uncommitted balance	(235,002)	0	(235,002)	(a)
Aberdeen Project	(4,938)	(4,938)	0	(b)
The Academy	(9,849)	(9,849)	0	(b)
Affordable Housing Supply Programme	(2,894)	(2,894)	0	(b)
Digital Transformation	(18,943)	(18,943)	0	(b)
Early Learning and Childcare	(33,259)	(33,259)	0	(b)
East Lothian Project	(26,188)	(26,188)	0	(b)
East Renfrewshire Project	(26,349)	(26,349)	0	(b)
Fife Project	(257,470)	(257,470)	0	(b)
National Care Home Contract	(105,606)	(105,606)	0	(b)
New Build Project	(748)	(748)	0	(b)
SEEMiS	(1,654)	(1,654)	0	(b)
Small Value Procurement	(235,228)	(235,228)	0	(c)
Tayside Project	(40,167)	(40,167)	0	(b)
Total Usable Reserves	(998,294)	(763,292)	(235,002)	

Notes

- The balance on the Revenue Reserve represents 6% of the Cost of Services in 2019/20;
- Balances are ring-fenced for continuing 2020/21 Project delivery;
- £120,000 of this balance will be drawn down in 2020/21 to fund Core activity, per the approved Revenue Estimates 2020/21.

Note 6: Unusable Reserves

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.

The Joint Committee 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 Joint Committee makes employer's contributions to pension funds. The debit balance on the Pension Reserve shows a shortfall in the Joint Committee's share of Strathclyde Pension Fund resources available to meet the cost of benefits earned by past and current employees. Statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

2018/19 £	Pension Reserve	2019/20 £
1,441,000	Balance as at 1 April	3,621,000
1,403,000	Actuarial (gains) and losses on pension assets and liabilities	(2,478,000)
777,000	Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the CIES	908,000
3,621,000	Balance as at 31 March	2,051,000

Employee Statutory Adjustment Account

The Employee Statutory Adjustment Account absorbs the differences that would otherwise arise on revenue balances from accruing for compensated absences earned, but not taken at the end of the financial year.

However, statutory arrangements, or regulations, require that the impact of such accrued expenditure on revenue balances is neutralised by transfers to or from this Account.

2018/19 £	Employee Statutory Adjustment Account	2019/20 £
71,992	Balance as at 1 April	74,114
(71,992)	Reversal of prior year accrual for short-term accumulating compensated absences	(74,114)
74,114	Accrual for short-term accumulating compensating absences at 31 March	54,035
74,114	Balance as at 31 March	54,035

Capital Adjustment Account

The Capital Adjustment Account absorbs 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 under statutory provisions. It is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the CIES and credited with the amounts set aside as finance for these costs.

2018/19 £	Capital Adjustment Account	2019/20 £
(8,523)	Balance as at 1 April	(99,756)
2,841	Charges for depreciation of non-current assets	13,226
0	Capital expenditure charged against Revenue balances	(45,360)
(94,074)	Capital grants credited to the CIES that have been applied to capital financing	0
(99,756)	Balance as at 31 March	(131,890)

Note 7: Adjustments between Accounting Basis and Funding Basis under Regulations

The surplus for the year on the Revenue Reserve was £855,787 more than the deficit shown in the Comprehensive Income and Expenditure Statement. The table below gives a breakdown of the differences between the income and expenditure included in the CIES in accordance with the Code and the amounts that statute and non-statutory proper practice require the Joint Committee to debit and credit the Revenue Reserve Balance.

2019/20	Usable Reserves £	Unusable Reserves £
Adjustments primarily involving the Capital Adjustment Account:		
Charges for depreciation of non-current assets	(13,226)	13,226
Capital expenditure charged against Revenue balances	45,360	(45,360)
Adjustments primarily involving the Pension Reserve:		
Net charges made for retirement benefits in accordance with IAS19	(1,566,000)	1,566,000
Employers contributions payable to the Strathclyde Pension Fund	658,000	(658,000)
Adjustments primarily involving the Employee Statutory Adjustment Account:		
Net charges for employment short-term accumulating absences	20,079	(20,079)
Total adjustments	(855,787)	855,787

2018/19	Usable Reserves £	Unusable Reserves £
Adjustments primarily involving the Capital Adjustment Account:		
Charges for depreciation of non-current assets	(2,841)	2,841
Capital grants and contributions applied	94,074	(94,074)
Adjustments primarily involving the Pension Reserve:		
Net charges made for retirement benefits in accordance with IAS19	(1,323,000)	1,323,000
Employers contributions payable to the Strathclyde Pension Fund	546,000	(546,000)
Adjustments primarily involving the Employee Statutory Adjustment Account:		
Net charges for employment short-term accumulating absences	(2,122)	2,122
Total adjustments	(687,889)	687,889

Note 8: Intangible Assets

2018/19 £		2019/20 £
	Opening balance	
0	Gross carrying amounts	84,300
0	Accumulated amortisation	0
0	Net carrying amount at 1 April	84,300
84,300	Additions	45,360
0	Amortisation for the year	(8,430)
84,300	Net carrying amount at 31 March	36,930
	Comprising:	
84,300	Gross carrying amounts	129,660
0	Accumulated amortisation	(8,430)
84,300		121,230

Note 9: Plant and Equipment

2018/19 £	Plant and Equipment	2019/20 £
	Cost or Valuation	
14,205	Opening balance at 1 April	23,979
9,774	Additions	0
23,979	Gross Book Value at 31 March	23,979
	Depreciation and Impairment	
(5,682)	Accumulated depreciation at 1 April	(8,523)
(2,841)	Depreciation charge for year	(4,796)
(8,523)	Accumulated depreciation at 31 March	(13,319)
8,523	Opening Net Book Value	15,456
15,456	Closing Net Book Value	10,660

Note 10: External audit costs

2018/19 £		2019/20 £
5,880	Fees payable to Audit Scotland in respect of external audit services	6,010

Note 11: Debtors

2018/19 £	Short-term debtors	2019/20 £
35,633	Prepayments	82,559
219,219	Other receivable amounts	246,043
254,852	Total	328,602

'Other receivable amounts' comprises amounts due, but not yet received, as at 31 March. Of this, only £3,803 is considered to be doubtful debt and a payment plan is in place for its recovery.

Note 12: Creditors

2018/19 £	Short-term creditors	2019/20 £
0	Trade payables	(47,093)
(636,022)	Other payables	(479,359)
(636,022)	Total	(526,452)

2018/19 £	Long-term creditors	2019/20 £
(2,754)	Income received in advance	0
(2,754)	Total	0

Note 13: Provisions

Provisions are made where an event has taken place that gives the Joint Committee 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.

The accrual associated with short-term accumulating compensated absence represents the amount that Scotland Excel would notionally owe employees for leave due by, but untaken at 31 March. It is matched by the Employee Statutory Adjustment Account (an unusable reserve). In prior years, this has been accounted for as a Creditor balance.

Provision for Accrued Employee Benefits	2019/20 £
Balance at 1 April 2019	0
Transferred from Creditors	(74,114)
Amounts used in year	74,114
Additional Provision made in year	(54,035)
Balance at 31 March 2020	(54,035)

Note 14: Operating Leases

The operating lease for accommodation at Renfrewshire House has been extended until 2024, with a three-year break point in 2022.

Lease expenditure charged in year to the CIES was £70,320 (2018/19 £72,562).

2018/19 £	Future Minimum Lease Payments	2019/20 £
97,007	Not later than one year	96,984
379,699	Between one and five years	282,715
476,706	Total	379,699

Note 15: Related parties

Related parties are those bodies or individuals that have the potential to control or significantly influence the Joint Committee, or to be controlled or significantly influenced by the Joint Committee.

The Joint Committee is required to disclose 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.

The Joint Committee pays Renfrewshire Council for support services. For 2019/20 the amount paid, excluding insurance, was £159,250 (2018/19 £165,005).

The member authorities of the Joint Committee contribute requisitions to enable it to carry out its objectives in the following proportions. In accordance with Scotland Excel's terms and conditions, member requisitions are adjusted to reflect any changes in population numbers within member authority areas.

2018/19 £	Council	%	2019/20 £
140,311	Aberdeen City	4.0%	142,125
156,995	Aberdeenshire	4.5%	159,420
81,869	Angus	2.3%	83,153
66,712	Argyll and Bute	1.9%	67,709
48,259	Clackmannanshire	1.4%	49,176
98,888	Dumfries and Galloway	2.8%	100,407
98,243	Dundee City	2.8%	100,150
84,798	East Ayrshire	2.4%	86,120
77,238	East Dunbartonshire	2.2%	78,882
75,458	East Lothian	2.2%	77,158
70,157	East Renfrewshire	2.0%	71,874
283,339	Edinburgh City	8.2%	291,182
35,649	Eilean Siar	1.0%	36,335
103,973	Falkirk	3.0%	106,135
212,766	Fife	6.1%	216,865
338,987	Glasgow City	9.8%	347,684
142,854	Highland	4.1%	145,468
62,600	Inverclyde	1.8%	63,489
67,475	Midlothian	2.0%	69,427
71,322	Moray	2.0%	72,409
91,859	North Ayrshire	2.6%	93,378
196,810	North Lanarkshire	5.6%	200,383
33,045	Orkney Islands	0.9%	33,742
99,486	Perth and Kinross	2.9%	101,402
112,508	Renfrewshire	3.2%	114,911
80,843	Scottish Borders	2.3%	82,493
33,741	Shetland Islands	1.0%	34,308
79,780	South Ayrshire	2.3%	81,266
185,314	South Lanarkshire	5.3%	188,962
70,126	Stirling	2.0%	71,477
68,120	West Dunbartonshire	1.9%	69,175
114,675	West Lothian	3.3%	117,235
3,484,200	Total	100%	3,553,900

Note 16: Retirement Benefits

As part of the terms and conditions of employment of its employees, the Joint Committee offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Joint Committee has a commitment to make the payments that need to be disclosed at the time that employees earn their future entitlement. The scheme for employees is Strathclyde Pension Fund, which is administered by Glasgow City Council. This is a funded defined benefit final salary scheme, meaning that the Joint Committee and its employees pay contributions into a fund, calculated at a level intended to balance the pension liability with investment assets.

16a: Transactions relating to retirement benefits

The cost of retirement benefits is recognised in Gross Expenditure when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge that is statutorily required to be made in the accounts is based upon pension contributions payable by the Joint Committee in the year, and an adjustment is made within the Movement in Reserves Statement to replace the cost of retirement benefits with employers' contributions.

The following transactions have been made in the accounting statements in 2019/20:

2018/19 £		2019/20 £
	Comprehensive Income & Expenditure Statement (CIES)	
1,050,000	Current service cost	1,467,000
223,000	Past service cost/(gain)	0
1,273,000		1,467,000
	Financing & Investment Income & Expenditure	
50,000	Net Interest	99,000
1,323,000	Total post employment benefit charged to the Surplus or Deficit on the Provision of Services	1,566,000
	Other post employment benefit charged to the CIES	
(486,000)	Return on assets excluding amounts included in net interest	1,097,000
1,889,000	Actuarial (gains) and losses arising on changes in financial assumptions	(3,575,000)
1,403,000	Total Actuarial (gains) and losses	(2,478,000)
2,726,000	Total post employment benefit charged to the CIES	(912,000)
	Movement in Reserves Statement	
(2,180,000)	Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post employment benefits according with the Code	1,570,000
546,000	Employers Contributions paid to Strathclyde Pension Fund	658,000

Current service cost is the cost of future entitlements to pension payments to current employees

Net Interest is an actuarial adjustment to the inflation element in the cost of funding current and future pension obligations. This is the expected increase during the year in the present value of the Joint Committee's share of Strathclyde Pension Fund's liabilities because they are one year closer to settlement.

The net change in the pension liability is recognised in the Movement in Reserves Statement for pension payments made by the Joint Committee to the Strathclyde Pension Fund during the year.

The Joint Committee is also responsible for all pension payments relating to added years benefits it has awarded, together with related increases. In 2019/20 these amounted to £21,711 (2018/19 £21,202).

16b: Assets and liabilities in relation to retirement benefits

A reconciliation of the Joint Committee's share of the present value of Strathclyde Pension Fund's liabilities is as follows:

2018/19 £000		2019/20 £000
16,187	Opening present value	19,788
1,050	Current service cost	1,467
223	Past service cost	0
455	Interest Cost	495
194	Contributions from employees	236
(210)	Benefits Paid	(208)
	Remeasurement (gains)/losses:	
1,889	Actuarial (gains)/losses arising from changes in financial assumptions	(3,575)
19,788	Balance as at 31 March	18,203

A reconciliation of the Joint Committee's share of the fair value of Strathclyde Pension Fund's assets is as follows:

2018/19 £000		2019/20 £000
14,746	Opening Fair Value	16,167
405	Interest Income	396
546	Contributions from employer	658
194	Contributions from employees	236
(210)	Benefits Paid	(208)
	Remeasurement gain/(loss):	
486	Return on assets excluding amounts included in net interest	(1,097)
16,167	Closing fair value of scheme assets	16,152

16c: Fund history

	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Present Value of Liabilities	(12,980)	(18,493)	(16,187)	(19,788)	(18,203)
Fair value of assets	10,785	13,820	14,746	16,167	16,152
Surplus/(deficit) in the Fund	(2,195)	(4,673)	(1,441)	(3,621)	(2,051)

The main fund (Fund 1) of Strathclyde Pension Fund does not have an asset and liability matching (ALM) strategy.

The total liability of £2.051m has a significant impact on the net worth of the Joint Committee, as recorded in the Balance Sheet.

However, any deficit on Strathclyde Pension Fund will be made good by increased contributions over the remaining working life of employees, as assessed by the Fund actuary.

16d: Impact on cashflows

An objective of the fund is to keep employer's 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 2018/19 and 2019/20.

The total contributions expected to be made by the Joint Committee to the Strathclyde Pension Fund in the forthcoming year to 31 March 2021 is £0.658m.

16e: Basis for estimating assets and liabilities

The Joint Committee's share of the liabilities of Strathclyde Pension Fund have been assessed on an actuarial basis using the projected unit method, which estimates the pensions that will be payable in future years dependent upon assumptions about mortality rates, salary levels and so on. The Scheme's liabilities have been assessed by Hymans Robertson, an independent firm of actuaries, and the estimates are based on the latest full valuation of the Fund at 31 March 2017. The principal assumptions used by the actuary have been:

2018/19	Mortality assumptions	2019/20
Longevity at 65 for current pensioners (years)		
21.4	Men	20.7
23.7	Women	22.9
Longevity at 65 for Future pensioners (years)		
23.4	Men	22.2
25.8	Women	24.6
Other assumptions		
3.7%	Rate of increase in salaries	3.0%
2.5%	Rate of increase in pensions	1.9%
2.4%	Rate for discounting scheme liabilities	2.3%
Take-up of option to convert annual pension into retirement lump sum:		
50.0%	Pre-April 2009 service	50.0%
75.0%	Post-April 2009 service	75.0%

The pension scheme's assets consist of the following categories, by proportion of the total assets held:

2018/19 £000		%	2019/20 £000
5,671	Equity instruments	35.1%	5,666
507	Debt instruments (bonds)	3.1%	507
1,464	Real Estate	9.1%	1,462
6,891	Investment Funds and Unit Trusts	42.6%	6,884
1,634	Cash and Cash Equivalents	10.1%	1,633
16,167	Total	100.0%	16,152

Note 17: Contingent Liabilities

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 £0.095m for Scotland Excel. This estimate is not reflected in the Primary Financial Statements because the trigger event that would require recognition has not yet occurred.

Note 18: Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 19, the Joint Committee has had to make certain judgements about complex transactions or those involving uncertainty about future events.

Where a critical 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	An analysis of the terms of the lease for the office accommodation at Renfrewshire House has concluded that it is an operating lease.
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Note 19: Summary of Significant Accounting Policies

A General Principles

The Annual Accounts summarise the Joint Committee's transactions for the 2019/20 financial year and its financial position as at 31 March 2020. The Joint Committee is required to prepare Annual Accounts by the Local Authority (Scotland) Regulations 2014 and section 12 of the Local Government in Scotland Act 2003 requires these accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom (the Code), supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act.

The Code is issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Local Authority (Scotland) Accounts Advisory Committee (LASAAC) and is designed to give a true and fair view of the financial performance of the Joint Committee.

The accounting convention adopted in the Annual Accounts is principally historical cost, modified by the valuation of pension assets and liabilities where appropriate. The Annual Accounts have been prepared on a going concern basis.

B 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:

- revenue from the sale of goods is recognised when the Joint Committee transfers the significant risks and rewards of ownership to the purchaser, and it is probable that the economic benefits or service potential associated with the transaction will flow to the Joint Committee;
- revenue from the provision of services is recognised when the Joint Committee can reliably measure the percentage of completion of the transaction and it is probable that the economic benefits or service potential associated with the transaction will flow to the Joint Committee;
- expenditure in relation to services received (including services provided by employees) is recorded when the service is received rather than when payment is made;
- 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;
- 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.

C Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are made only when required by proper accounting practices, or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Joint Committee's financial position or financial performance. Where a change is made, it is applied retrospectively (unless otherwise stated) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material misstatement or omission discovered in prior period figures are corrected retrospectively (unless otherwise stated) by adjusting opening balances and comparative amounts for the prior period.

D Employee Benefits

Benefits payable during employment

All salaries and wages earned up to the Balance Sheet date are included in the accounts irrespective of when payment was made. An accrual is made for the cost of holiday entitlements earned, but not taken before the year end that employees may carry forward into the next financial year.

Post-employment benefits

The Joint Committee participates in the Local Government Pension Scheme (LGPS), administered by Strathclyde Pension Fund. The LGPS is accounted for as a defined benefit scheme and in accordance with

International Accounting Standard 19 (IAS19) the Joint Committee has disclosed certain information concerning the assets, liabilities, income and expenditure relating to the pension scheme. IAS19 requires that an organisation must account for retirement benefits when it is committed to giving them, even if the payment will be many years into the future.

This involves the recognition in the Balance Sheet of the Joint Committee's share of the net pension asset or liability in Strathclyde Pension Fund and a pension reserve.

The liabilities of the Strathclyde Pension Fund attributable to the Joint Committee are included in the Balance Sheet on an actuarial basis using the projected unit method, i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates and projections of earnings for current employees.

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.

The assets of the Strathclyde Pension Fund attributable to the Joint Committee are included in the Balance Sheet at their fair value, principally the bid price for quoted securities, and estimated fair value for unquoted securities.

The Comprehensive Income and Expenditure Statement (CIES) also 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.

The change in the net pension liability is analysed into the following components:

- **current service cost** – the increase in liabilities as a result of years of service earned this year,

allocated in the CIES to the services for which the employees worked;

- **past service cost** – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years, which is debited to the Surplus or Deficit on the Provision of Services in the CIES;
- **net interest cost on the defined benefit liability** – the change during the period in the net defined benefit liability that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the CIES. This is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the period to the net defined benefit liability at the beginning of the period, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments;
- **return on scheme assets** – excluding amounts included in net interest on the net defined benefit liability which are charged to the Pensions Reserve as Other Comprehensive Income and Expenditure;
- **actuarial gains and losses** – changes in the net pension liability that arise because events have not coincided with assumptions made at the last actuarial valuation, or because the actuaries have updated their assumptions, which is charged to the Pensions Reserve. Actuarial gains and losses are shown within Other Comprehensive Income and Expenditure within the CIES; and
- **contributions paid to the pension fund** – cash paid as employer’s contributions to the pension fund in settlement of liabilities which are not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the amount payable by the Joint Committee to be amount paid directly to pensioners in the year, not the amount calculated according to the relevant accounting standards in the CIES.

In the Movement in Reserves Statement this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for

retirement benefits and 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.

E Events after the Balance Sheet date

Events after the balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the accounts 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 accounts are adjusted to reflect such events; and
- **Non-adjusting events** – those that are indicative of conditions that arose after the reporting period and the accounts are not adjusted. Where a category of events would have a material effect, disclosure is made in the notes of the nature of the event and its estimated financial effect.

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

F Government Grants and other Contributions

Whether paid on account, by instalments or in arrears, government grants and third-party contributions and donations are recognised as due to the Joint Committee when there is reasonable assurance that:

- the Joint Committee will comply with the conditions attached to the payments; and
- the grants or contributions will be received.

Amounts recognised as due to the Joint Committee are not credited to the CIES 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 CIES.

G Leases

Operating Leases: Joint Committee as Lessee

Rentals paid under operating leases are charged to the CIES as an expense of the services benefiting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease). The risks and rewards of ownership remain with the lessors along with the title of the property.

H 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 plant and equipment.

Recognition

Expenditure on the acquisition, creation or enhancement of Plant and Equipment is capitalised on an accruals basis. Expenditure that merely maintains the condition of an asset (i.e. repairs and maintenance) 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.

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 an approved capital programme.

Assets are then carried in the Balance Sheet using the depreciated replacement cost.

Impairment

Assets are assessed at each year-end to determine 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, an impairment loss is recognised for the shortfall and the carrying amount of the asset is written down in the CIES.

Where an impairment loss is subsequently reversed, the reversal is credited to the CIES, 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 an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet is written off to the CIES as part of the gain or loss on disposal. Any receipts from disposals are credited to the CIES, 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).

Depreciation

Depreciation is provided for on all Plant and Equipment assets by the allocation of their depreciable amounts over their useful lives. For ICT equipment, this is calculated on a straight-line basis over 5 years.

I Intangible Assets

Expenditure on non-monetary assets that do not have physical substance, but are controlled by the Joint Committee as a result of past events (e.g. software licences) is capitalised when it is expected that future

economic benefits or service potential will flow from the intangible asset to the Joint Committee.

Intangible assets are measured initially at cost.

Amounts are revalued where the fair value of the assets held can be determined by reference to an active market. The depreciable amount of an intangible asset is amortised over its useful life on a straight-line basis in the CIES.

An asset is tested for impairment whenever there is an indication that the asset might be impaired and any losses recognised are posted in the CIES. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the CIES.

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 Revenue Reserve.

The gains and losses are therefore reversed out of the Revenue Reserve in the Movement in Reserves Statement and posted to the Capital Adjustment Account and a Capital Receipts Reserve.

All capital expenditure is charged to the constituent authorities, meaning that the Joint Committee has no requirement to borrow. A notional capital grant is applied to the CIES in the year of spend and removed from affecting the Revenue Reserve through the Movement in Reserves Statement.

Software costing less than £9,000 is not treated as an intangible asset and is charged to the CIES. This de minimis does not apply where certain categories of assets are grouped together.

J Reserves

Reserves are classified under accounting regulations into two categories: usable reserves, which are available to spend; and unusable reserves, which are

unrealised net gains or losses that have a deferred impact on the Joint Committee.

Usable Reserves

The Revenue Reserve represents surplus funds held by the Joint Committee, which are ultimately repayable to the member authorities in the same allocation proportions as the requisitions. Balances accumulated from Project activity are distributable only to participating authorities.

Unusable Reserves

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, retirement and employee benefits and do not represent usable resources for the Council; these reserves are explained in the Unusable Reserves note.

K Value Added Tax (VAT)

Income and expenditure exclude any amount relating to VAT, as all VAT collected is payable to HM Revenue & Customs (HMRC) and all VAT paid is recoverable from them.